IS – 195/Jan.1998

INDEPENDENT STUDY COURSE

ICS

INCIDENT COMMAND SYSTEM

Federal Emergency Management Agency
Emergency Management Institute

basic

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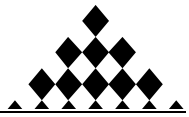


COURSE INTRODUCTION

ABOUT THIS COURSE

The Incident Command System (ICS) is recognized as an effective system for managing emergencies. Several States have adopted ICS as their standard for emergency management, and others are considering adopting ICS. As ICS gains wider use, there is a need to provide training for those who are not first responders (i.e., law enforcement, fire, or emergency medical services personnel) who may be called upon to function in an ICS environment. This *Basic Incident Command System (ICS) Course* will begin to meet that need.

This course will provide an introduction to the concepts and principles of ICS. The *Basic ICS Course* has been developed as self-instruction but also can be delivered, with the use of an instructor, in a classroom. As such, the course includes a large number of scenarios, examples, and opportunities for students to apply what they have learned, whether through self-instruction or in the classroom.

FEMA's Independent Study Program

FEMA's Independent Study Program is one of the delivery channels that the Emergency Management Institute (EMI) uses to provide training to the general public and specific audiences. This course is part of the Federal Emergency Management Agency's (FEMA's) Independent Study Program. In addition to this course, the Independent Study Program includes courses in floodplain management, radiological emergency management, the role of the emergency manager, hazardous materials, disaster assistance, the role of the Emergency Operations Center, and an orientation to community disaster exercises.

FEMA's independent study courses are available at no charge and include a final examination. You may apply individually or through group enrollment. When enrolling for a course, you must include your name, mailing address, social security number, and the title of the course that you want to enroll in.

If you need assistance with enrollment, or if you have questions about how to enroll, contact the Independent Study Program at:

FEMA Independent Study Program
Administrative Office
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, MD 21727

Information about FEMA's Independent Study Program also is available on the Internet at:

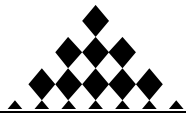
http://www.fema.gov/emi/ishome.htm

Each request will be reviewed and directed to the appropriate course manager or program office for assistance.

Final Examination

This course includes a written Final Examination, which you must complete and return to FEMA's Independent Study Office for scoring. To obtain credit for taking this course, you must successfully complete (75% correct) this examination regardless of whether you complete this course through self-instruction or through group instruction.

You may take the Final Examination as many times as necessary.



Course Completion

The course completion deadline for all FEMA Independent Study courses is 1 year from the date of enrollment. The date of enrollment is the date that the EMI Independent Study Office will use for completion of all required course work, including the Final Examination. If you do not complete this course, including the Final Examination, within that timeframe, your enrollment will be terminated.

The *Basic ICS Course* has no prerequisites but serves as a prerequisite for the *Intermediate ICS Course* and the *Advanced ICS Course*, each of which builds on the content provided in this course.

HOW TO COMPLETE THIS COURSE

Before beginning this course, complete the Course Pre-Test and check your answers against the Answer Key that is included in following the Pre-Test on pages 13-15. Taking the Course Pre-Test will help you identify areas in which you are proficient—and areas in which you need to concentrate as you complete the course.

Work through this course at a pace that is comfortable for you. You should resist the temptation to rush through the material, however. Take enough time with each unit to ensure that you have mastered its content before proceeding to the next.

Self-Check Exercises

To help you know when to proceed, each unit is followed by a Self-Check Exercise that addresses the material contained in the unit. The Self-Check Exercises ask you to answer questions that apply to what you have learned in the unit. The answers to the Self-Check Exercises follow each Self-Check.

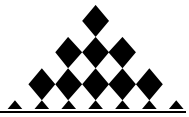
When you finish each exercise, check your answers, and review the parts of the text that you do not understand. Do not proceed to the next unit until you are sure that you have mastered the current unit.

When you have completed all units, move on to the Final Examination that follows Appendix B. Take the Final Examination and send it to EMI at the address shown on page i of this Course Introduction. EMI will score your test and notify you of the results. You may also take the final exam online if you have access to the internet.

COURSE GOALS

When you complete this course, you should be able to:

- Identify the five ICS functions and list the main responsibilities of each function.
- Identify where your agency fits into the ICS structure.
- Define key ICS terms.
- Describe how the ICS structure expands or contracts to meet the needs of an incident.
- Name the primary incident facilities and describe how each is used and managed.
- List the kinds and types of resources that are encountered at incidents and describe how and why resources are managed.
- List the steps that you should take to prepare for, participate in, and demobilize from an incident.



COURSE CONTENT

This course contains five units:

- ***Unit 1, Introduction to the Incident Command System,*** begins with a brief history of ICS, describes the ICS organization and each of the ICS functions and its responsibilities during an incident, identifies the main ICS concepts and principles, and identifies the need for an organized approach to managing emergency incidents. At the end of Unit 1, you will be asked to identify where you may be assigned within an ICS structure.
- ***Unit 2, The Incident Command System Organization,*** uses a scenario to illustrate how the ICS organization expands as an incident becomes more complex—and contracts as an incident contracts. The unit defines *single resources, Divisions, Branches, Groups, Task Forces and Strike Teams,* and shows how they are assigned at an incident. The unit also describes how and when command is transferred. At the end of this unit, you will be asked to prepare a transfer-of-command briefing.
- ***Unit 3, Incident Facilities,*** uses a scenario to show how the Incident Commander determines which facilities to activate and the criteria for selecting a location. The unit describes each facility's purpose and how and by whom they are managed. At the end of this unit, you will be asked to respond to a scenario to identify what facilities are required for the incident and where they should be located and to provide a rationale for your decision.
- ***Unit 4, Incident Resource Management,*** describes why resource management is critical to incident operations and identifies the main resource categories that you may encounter at an incident. The unit uses brief scenarios to show when and how each resource category is typically assigned. The unit also covers why and how resources are tracked at an incident. At the end of this unit, you will be asked to use several ICS forms and to track resources described in a scenario.
- ***Unit 5, Incident Command System Assignments,*** describes the activities that you should take to prepare for deployment, check in, perform in an ICS environment, and check out from an incident. At the end of this unit, you will be asked to identify the materials that you will need to be ready to deploy as well as a point of contact for incident check-in.

BEGIN THE COURSE

Turn to the Pre-Course Test on page 1 of this course. When you complete the test, check your answers against the Pre-Course Test Answer Key following the test. Then, begin the course.

PRE-COURSE TEST

Instructions: This test will help you to determine topics in the course with which you are familiar—and those that you must pay careful attention to as you complete this Independent Study. When you have finished, check your answers against the Pre-Course Test Answer Key following this Pre-Course Test. Then, proceed through the course materials at a pace that is comfortable for you.

Read the scenario below, and refer to it to answer questions 1 through 13.

Scenario 1:

A call came in to 9-1-1 at 11:03 a.m. reporting a fire at the Wal-Mart, which is located in the Highview Shopping Center at Spring Avenue and Route 102. The 9-1-1 dispatcher dispatched Engine Companies 5, 7, and 11 to the scene.

Company 5 was the first to arrive on the scene, followed by Companies 11 and 7, both of which arrived within 5 minutes of Company 5. Upon arriving at the scene, the Fire Captain from Company 5 assumed command and ordered an initial sizeup of the situation. Although only 7 minutes had passed since the initial 9-1-1 call, the west end of the Wal-Mart, where the garden center was located, was fully involved. The initial sizeup indicated that:

- Two Wal-Mart employees were not accounted for. Both were assigned to the garden center. Several other employees were suffering from smoke inhalation.
- Although the sprinkler system in the store had activated, many of the combustibles in the store could not be suppressed with water.
- The garden center contained an undetermined amount of fertilizers and other toxic substances. The warehouse, which was located at the rear of the store, contained 12 pallets of fertilizer and additional toxic substances, ranging from household cleaners in aerosol cans to butane canisters for use with camp stoves. Other toxic substances were located throughout the store.
- Fanned by winds from the southwest at 15 miles per hour, the fire appeared to be spreading quickly. Adjacent businesses, including a shoe store, a walk-in medical clinic, and a convenience store would be threatened by the fire.

1. Fire Companies 5, 7, and 11 each consisted of one truck and one engine. Each truck was staffed with four firefighters, and each engine was staffed with three. At what point was the Incident Commander's span of control exceeded?

   a. When Fire Company 11 arrived at the scene
   b. When Fire Company 7 arrived at the scene
   c. When all fire companies had arrived at the scene
   d. The Incident Commander's span of control was not exceeded.

2. Which of the **Command Staff** positions should the Incident Commander have established immediately?

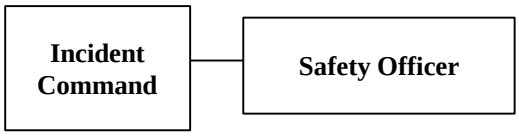
   a. Information Officer
   b. Media Officer
   c. Safety Officer
   d. No Command Staff positions are necessary at this time.

3. The Fire Captain from Fire Company 5 has assumed the position of Incident Commander. The presence of two other Fire Captains on the scene is an example of:

   a. Unity of command.
   b. Unified command.
   c. Comprehensive resource management.
   d. Integrated communications.
   e. None of the above.

4. The initial ICS organization for this incident probably should look like which of the following organization charts?

a.



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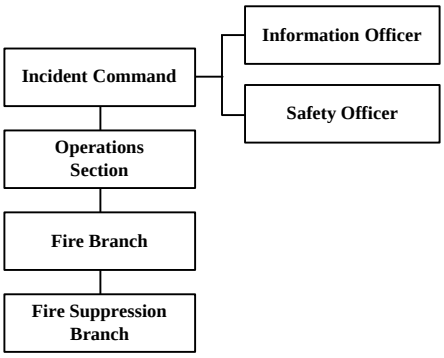

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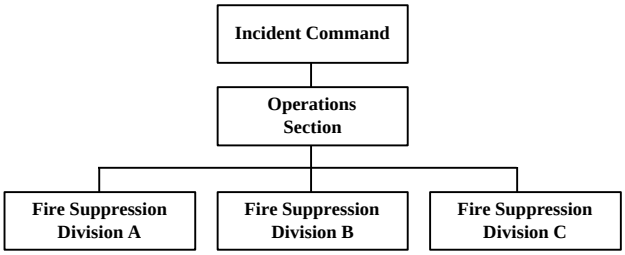
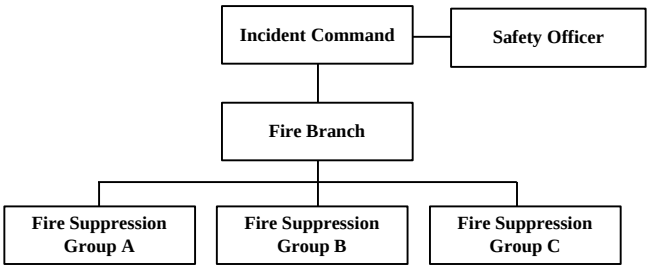


d.



5. The Incident Commander has established an Incident Command Post (ICP) in a parking lot on the south side of and across the street from the shopping center. What critical factor must he or she monitor as the incident progresses to determine if there is a need to relocate the ICP?

   a. Whether the site is large enough for the media
   b. The wind direction
   c. How many response personnel arrive at the incident site
   d. Whether there is a need to activate the Emergency Operations Center (EOC)

6. This incident will not require the activation of which incident facility?

   a. Staging Area
   b. Camp
   c. Incident Command Post (ICP)

7. When the Battalion Chief arrives at the scene, he might become the Incident Commander because:

   a. He is more highly qualified.
   b. This incident involves hazardous materials.
   c. This incident involves fire department personnel only.
   d. He is more experienced in dealing with the media that will be drawn to the scene.

8. When the Battalion Chief arrives at the scene:

   a. There will be two Incident Commanders.
   b. He will establish his own ICP.
   c. The outgoing Incident Commander will give him a briefing.
   d. No one needs to be notified because dispatch knows that he has arrived.

9. By Federal law, the ICS structure **must** be used for this incident because:

   a. Only fire department personnel will be involved.
   b. Only fire, law enforcement, and emergency medical services (EMS) personnel will be involved.
   c. Hazardous materials are involved in the incident.
   d. There is a high risk that the incident will expand.

10. The Incident Commander has established a Staging Area for this incident. He also will appoint a Staging Area Manager. To whom will the Staging Area Manager report directly?

    a. The Safety Officer
    b. The Operations Section Chief
    c. The Finance Section Chief
    d. The Documentation Unit Leader

11. After 2 hours, some of the first firefighters to arrive at the scene are relieved by newly assigned companies so that they can rest. What is the status of the first firefighting group?

    a. Assigned
    b. Out-of-service
    c. On-site
    d. Available

12. Responders have arrived from law enforcement, EMS, public works, and the public health service. Additionally, mutual aid agreements with neighboring communities were activated to obtain additional fire suppression and EMS support. The principles of ICS suggest:

    a. A unified command structure.
    b. One Incident Commander from each responding agency.
    c. Separate action plans for each responding organization.
    d. That the neighboring communities also establish ICPs.

13. The command structure for this incident should be in keeping with the:

    a. Size of the incident.
    b. Number of responders assigned.
    c. Number of agencies responding.
    d. Complexity of the incident.

Read the scenario below, and refer to it to answer questions 14 through 18.

Scenario 2:

The 9-1-1 center has just received a call reporting a two-car accident, with injuries, one-half mile from exit 12 of the freeway. The 9-1-1 dispatcher dispatches one patrol car, one fire engine, and one ambulance to the scene.

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14. The patrol car, fire engine, and ambulance are called:

    a. A task force.
    b. A strike team.
    c. Single resources.
    d. A group.

15. The Incident Commander's first priority at this, or any, incident is:

    a. Incident stabilization.
    b. Life safety.
    c. Coordinating overall emergency activities.
    d. Assessing incident priorities.

16. One of the first activities that responders will undertake upon arrival at an incident is:

    a. Appoint a Logistics Officer.
    b. Contact the media.
    c. Size up the incident.
    d. Develop an action plan.

17. The injuries at this incident are minor, but two victims will require transport to a local hospital. The Incident Commander requests that a second ambulance, another patrol car, and two tow trucks be dispatched to the scene. Given these response requirements, what other ICS functions should the Incident Commander activate?

    a. The Operations Section
    b. The Logistics Section
    c. The Planning Section
    d. No other functions are required.

18. In this incident, the Incident Commander probably will establish an ICP:

    a. In a response vehicle.
    b. At a fixed site.
    c. In a mobile ICP.
    d. No ICP is required.

Read the scenario below, and refer to it to answer questions 19 through 30.

Scenario 3:

At 3:30 p.m., a severe thunderstorm struck your city. The storm carried sustained winds of 70 miles per hour, with gusts of up to 80 miles per hour. More than 4 inches of rain fell during a 1-hour period. Golf ball-sized hail accompanied the storm.

Calls to the 9-1-1 center indicate that the northwest quadrant of the city has been especially hard-hit. Although the initial damage assessment is not complete, reports indicate that roads in a 16-block area are virtually impassable as a result of downed trees and utility lines and other debris. Access to the area is limited also by flooding from backed-up storm drains.

There are several reports of persons trapped in their cars and houses. One 9-1-1 call reported that a school bus with school children onboard had overturned at Timbercreek Road and 13th Street, an intersection that is located at the approximate mid-point of the quadrant. Other reports indicate multiple-car accidents, with injuries, and a possible fire resulting from an overturned gasoline tank truck.

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19. A Battalion Chief assigned to the scene in a mobile ICP is unable to enter the area because all of the vehicle entrance routes to the area are blocked. Two EMS crews enter the area on foot in an attempt to reach the schoolbus. Several police officers also enter on foot to assess the situation. Who is most likely to be the Incident Commander at this time?

    a. The senior EMS technician
    b. The senior police officer
    c. The Battalion Chief
    d. No command has been established at this point.

20. After establishing command, the Incident Commander immediately requests significant additional resources. She will establish a fully expanded ICS organization. Which of the **General Staff** functions will she activate?

    a. Planning, Operations, and Logistics
    b. Planning, Operations, Logistics, and Finance/Administration
    c. Operations and Logistics
    d. Planning, Operations, and Finance/Administration

21. The Operations Section Chief realizes that his span of control will be exceeded with the arrival of the requested resources. Because there is a need to assign resources based on assignments to specific geographic areas, one way he could maintain his span of control is to assign personnel to:

    a. Divisions.
    b. Groups.
    c. Units.
    d. Strike Teams.

22. There is a need to perform triage and treat the children from the schoolbus. Triage and treatment could best be done at a:

    a. Staging Area.
    b. Casualty Collection Point (CCP).
    c. Base.
    d. Unit.

23. What would be the logical name for the ICP in this incident?

    a. The “Crash” Incident Command Post
    b. The “Windstorm” Incident Command Post
    c. The “Gasoline Tank Crash” Incident Command Post

24. The Incident Commander requests three Type 1 helicopters. These resources have been classified:

    a. By type.
    b. By kind.
    c. By type and kind.
    d. As single resources.

25. The Incident Commander requests two K-9 search and rescue teams and two EMS teams to locate, extract, and treat several people who are trapped in a collapsed building that was under construction when the storm hit. This combination of personnel and equipment can be called a:

    a. Group.
    b. Unit.
    c. Task Force.
    d. Strike Team.

26. The Mayor has sent her deputy to the scene to get a briefing on the damage and keep abreast of incident status. Where would the deputy report?

    a. To the ICP
    b. To the Incident Base
    c. To the Communications Center
    d. To the Staging Area

27. Given the broad area of damage, it may be necessary to set up multiple Staging Areas based on the:

    a. Responding agency.
    b. Operational resource.
    c. Geographic area.
    d. Response function.

28. You have been called to assist in the Communications Center. You should report to the:

    a. Staging Area.
    b. 9-1-1 center.
    c. Operations Section Chief.
    d. Communications Unit Leader.

29. When you report to the Communications Unit Leader, you realize that your day-to-day supervisor has been called to assist in the Logistics Section. To whom do you report?

    a. To your day-to-day supervisor
    b. To the Communications Unit Leader
    c. To the Incident Commander
    d. To the Operations Section Chief

30. The incident is under control and you have been relieved. Before leaving the incident, you must:

    a. Complete all in-progress work assignments.
    b. Complete and file all required forms.
    c. Brief your relief on the status of your work.
    d. All of the above.

31. Under OSHA regulations, all organizations that handle _____ incidents are required to use ICS.

    a. hurricane
    b. tornado
    c. hazardous materials
    d. flood
    e. snow storm

32. Elements of an effective incident management system include:

    a. Suitable for use regardless of jurisdiction involved.
    b. Organizational structure can be adapted to any incident.
    c. Readily adaptable to new technology.
    d. Can expand in a logical manner from initial incident.
    e. All of the above.

33. The Incident Commander is responsible for:

    a. Gathering and assigning resources.
    b. Evaluating the overall effectiveness of the plan.
    c. Coordinating the overall operation.
    d. Communicating effectively within the organization.
    e. All of the above.

34. If the Incident Commander does not delegate a function, it:

    a. Remains the Incident Commander's responsibility.
    b. Is handled by the Safety Officer.
    c. Is disseminated by the Information Officer.
    d. Is given to the Liaison Officer to handle.

35. Components of an effective emergency management system include:

    a. Common terminology.
    b. Modular organization.
    c. Separate police and fire command posts.
    d. Overlap of command between jurisdictions.
    e. Both a and b.

36. Unified Command involves:

    a. The contribution of all agencies in the command process.
    b. The Fire Department always being in charge.
    c. The Public Works Department being in charge during recovery.
    d. The implementation of separate action plans by each agency.
    e. None of the above.

37. The definition of unity of command is:

    a. Shared responsibility for overall incident management.
    b. Each individual reports to only one supervisor.
    c. Each individual reports to the Incident Commander.
    d. Shared responsibility for the operations portion of the incident.
    e. Shared responsibility for information dissemination.

38. The optimum number of subordinates that one supervisor can manage effectively during an incident is:

    a. one.
    b. three.
    c. five.
    d. eight.
    e. ten.

39. Designated incident facilities under ICS **do not** include:

    a. The Incident Command Post.
    b. The Incident Base.
    c. The Rest Area.
    d. The Staging Area.

40. What should an ICP provide?

    a. A view of the incident, if practical.
    b. Isolation from noise and confusion.
    c. Status boards.
    d. Effective communication capability.
    e. All of the above.

41. Strategic goals can be defined as the:

    a. Overall plan that will be used to control the incident.
    b. Specific operations that must be accomplished to achieve tactical objectives.
    c. Specific tactical plans designated to handle the problem.
    d. Long-range plans included in the action plan by the logistics officer.
    e. Planning considerations established by the EOC.

42. Operational objectives can be defined as the:

    a. Overall plan that will be used to control the incident.
    b. Overall plan that will be used to demobilize an incident.
    c. Specific operations that must be accomplished to achieve strategic goals.
    d. Specific directions given by the Planning Officer.
    e. Specific directions given by the Operations Officer.

43. The ICS organizational structure should be based on the:

    a. Needs of the Fire Chief.
    b. Needs of the EOC.
    c. Needs of the public at risk.
    d. Needs of the incident.
    e. Needs of the Operations Officer.

44. A Staging Area is a:

    a. Place where disaster workers go to rest.
    b. Location where commanders gather to make decisions.
    c. Location of the Information Officer.
    d. Site where volunteers report during a large incident.
    e. Location where resources report until given an assignment.

45. The Command Staff includes:

    a. Safety Officer.
    b. Liaison Officer.
    c. Information Officer.
    d. Logistics Officer.
    e. a, b, and c.

46. The Liaison Officer serves as the:

    a. Interface between the press and other agencies.
    b. Overall commander during the incident.
    c. Planning element for the media.
    d. Point of contact for assisting or coordinating agencies.
    e. Planning Officer during lunch breaks.

47. The Safety Officer has the authority to:

    a. Provide tours or photo opportunities.
    b. Interact with outside agency representatives.
    c. Bypass chain of command when needed.
    d. Disseminate public information.
    e. Activate the EOC.

48. The Information Officer is responsible for:

    a. Bypassing the chain of command when talking with the press.
    b. Coordinating all incident decisions.
    c. Establishing the Staging Area.
    d. Interacting with the Operations Officer twice a day.
    e. Interfacing with the media and disseminating public information.

49. Most incidents will require the Incident Commander (IC) to establish all command and general staff positions.

    a. True
    b. False

50. A Strike Team could include:

    a. Three dump trucks and two backhoes working to clear roads.
    b. Two phone company employees and two electric company employees working to repair downed lines.
    c. Five police units in a Staging Area getting ready for traffic control assignments.
    d. Ten volunteers.
    e. Four engine companies and a ladder truck at a fire.

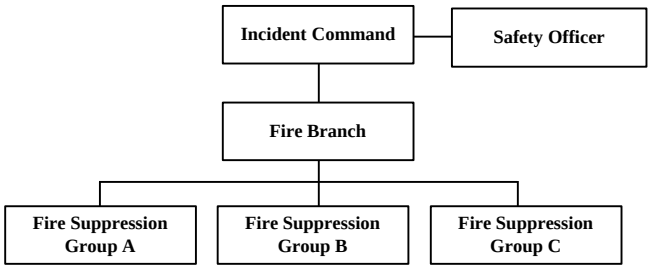
Instructions: Use this Answer Key to check your answers to the Pre-Course Test. If you answered any questions incorrectly, be sure to pay careful attention to those areas as you complete the course. Even if you answered all of the Pre-Course Test questions correctly, review the course materials carefully before taking the Final Examination.

1. **d. The Incident Commander's span of control was not exceeded. The IC deals with only one person in each company.**

2. **c. Safety Officer**

3. **e. None of the above**

4. **d.**



5. **b. The wind direction**

6. **b. Camp**

7. **a. He is more highly qualified.**

8. **c. The outgoing Incident Commander will give him a briefing.**

9. **c. Hazardous materials are involved in the incident.**

10. **b. The Operations Section Chief.**

11. **b. Out-of-service**

12. **a. A unified command structure**

13. **d. Complexity of the incident**

14. **c. Single resources**

15. **b. Life safety**

16. **c. Size up the incident.**

17. **d. No other functions are required.**

18. **a. In a response vehicle**

19. **c. The Battalion Chief**

20. **b. Planning, Operations, Logistics, and Finance/Administration**

21. **a. Divisions**

22. **b. Casualty Collection Point (CCP)**

23. **b. The "Windstorm" Incident Command Post**

24. **c. By type and kind**

25. **c. Task Force**

26. **a. To the ICP**

27. **c. Geographic area**

28. **d. Communications Unit Leader**

29. **b. To the Communications Unit Leader**

30. **d. All of the above**

31. **c. Hazardous materials**

32. **e. All of the above**

33. **e. All of the above**

34. **a. Remains the Incident Commander's responsibility**

35. **e. Both a and b**

36. **a. The contribution of all agencies to the command process**

37. **b. Each individual reports to only one supervisor.**

38. **c. Five**

39. **c. Rest Area**

40. **e. All of the above**

41. **a. Overall plan that will be used to control the incident**

42. **c. Specific operations that must be accomplished to achieve strategic goals**

43. **d. Needs of the incident**

44. **e. A location where resources report until given an assignment**

45. **e. a, b, and c**

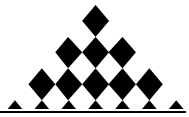
46. **d. Point of contact for assisting or coordinating agencies**

47. **c. Bypass chain of command when needed**

48. **e. Interfacing with the media and disseminating public information**

49. **b. False**

50. **c. Five police units in a Staging Area getting ready for traffic control assignments**



INTRODUCTION TO THE INCIDENT COMMAND SYSTEM

PURPOSE AND SCOPE

This unit will introduce you to and define ICS. The unit will provide you with a brief history of ICS and its evolution into an effective system for emergency management. The unit also will introduce the ICS organization and describe each ICS function and its responsibilities during an incident. This unit will include the key concepts and principles of ICS and introduce important terms that you will need to know to function in an ICS structure.

This unit will form the foundation for the remainder of this Independent Study and the courses that follow. Because many of the terms, concepts, and principles presented in this unit will be new to you, be sure to spend enough time on this unit to ensure that you thoroughly understand the material. When you complete the unit, test your understanding of the material by completing the Self-Check Exercise that follows the unit. If you cannot answer all of the questions correctly, review the appropriate section(s) of this unit *before* proceeding to Unit 2.

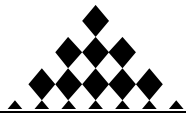
OBJECTIVES

After completing this unit you should be able to:

- Define ICS.
- Identify the main ICS functions and their responsibilities during an incident.
- Identify the key concepts and principles of ICS.
- Describe the advantages of using ICS as an organized approach to the management of emergency incidents.
- Describe where you might be assigned within an ICS structure and list possible job responsibilities.

TIME

Completion of this unit should take approximately 2 hours.



WHAT IS ICS?

ICS is the model tool for *command, control,* and *coordination* of a response and provides a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life, property, and the environment. ICS uses principles that have been proven to improve efficiency and effectiveness in a business setting and applies the principles to emergency response.

Why do you need to know about ICS? We live in a complex world in which responding to emergencies, from single-car accidents to large-scale disasters, often requires cooperation among several agencies. In an emergency, you and other personnel from your agency may be called upon to help with the response. Given the current movement toward using an ICS structure for emergency response, it is likely, therefore, that you will function in an ICS environment. In an emergency, you may not be working for your day-to-day supervisor, or you may be working in a different location. Thus, emergency response operations are *not* "business as usual."

This unit will provide you with information that you will need to work in an ICS environment, including the rationale for using ICS and how ICS can be used to manage all types of incidents. It also will describe the basic ICS organization, how ICS can form the basis for an effective emergency management system, and how ICS can enhance EOC operations.

When Is ICS Used?

ICS has been proven effective for responding to all types of incidents, including:

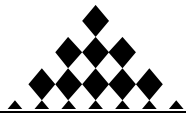
- Hazardous materials (HazMat) incidents.
- Planned events (e.g., celebrations, parades, concerts, official visits, etc.).
- Response to natural hazards.
- Single and multiagency law enforcement incidents.
- Lack of comprehensive ***resource management strategy.***
- Fires.
- Incidents involving multiple casualties.
- Multijurisdictional and multiagency incidents.
- Air, rail, water, or ground transportation accidents.
- Wide-area search and rescue missions.
- Pest eradication programs.
- Private sector emergency management programs.

Federal law requires the use of ICS for response to HazMat incidents. Many States are adopting ICS as their standard for responding to all types of incidents. ICS has been endorsed by the American Public Works Association and the International Association of Chiefs of Police and has been adopted by the National Fire Academy as its standard for incident response. ICS is included in the National Fire Protection Association (NFPA) "Recommended Practice for Disaster Management" (NFPA1600). ICS is also part of the National Interagency Incident Management System (NIIMS).

ICS History

ICS was developed in the 1970s in response to a series of major wildland fires in southern California. At that time, municipal, county, State, and Federal fire authorities collaborated to form the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE). FIRESCOPE identified several recurring problems involving multiagency responses, such as:

- ***Nonstandard terminology*** among responding agencies.
- Lack of capability to ***expand and contract*** as required by the situation.
- ***Nonstandard and nonintegrated communications.***
- Lack of ***consolidated action plans.***
- Lack of ***designated facilities***.



ICS History (Continued)

Efforts to address these difficulties resulted in the development of the original ICS model for effective incident management. Although originally developed in response to wildfires, ICS has evolved into an all-risk system that is appropriate for all types of fire and nonfire emergencies. Much of the success of ICS has resulted directly from applying:

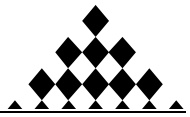
- A common organizational structure.
- Key management principles in a standardized way.

The remainder of this unit will introduce these concepts and principles.

ICS ORGANIZATION

Many incidents—whether major accidents (such as HazMat spills), minor incidents (such as house fires and utility outages), or emergencies and major disasters (such as tornadoes, hurricanes, and earthquakes)—require a response from a number of different agencies. Regardless of the size of the incident or the number of agencies involved in the response, all incidents require a coordinated effort to ensure an effective response and the efficient, safe use of resources.

To understand this concept better, review the examples of incidents that are included on the next page and record the agencies that probably would be involved in each incident and the resources that each agency would offer.



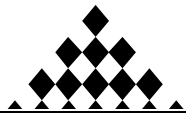
***ICS ORGANIZATION** (Continued)*

Example 1: A multicar traffic accident has occurred, in which two people have been injured. There is potential damage to a bridge abutment.

Potential Response Agencies: **Potential Resources:**

Example 2: A water main break has disrupted all major utilities. The break has caused local flooding of a major road and several local businesses.

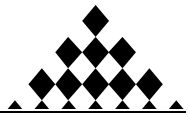
Potential Response Agencies: **Potential Resources:**



***ICS ORGANIZATION** (Continued)*

Example 3: High winds from a coastal storm have caused widespread loss of electricity and have left debris cluttering most of the roads in a 50 square-mile area. Several electric wires have been knocked down and are lying across the roadway. Damage is so widespread that the electric company expects that it will take several days to repair the damage. The wind chill for the area is expected to be below zero degrees during that timeframe.

Potential Response Agencies: **Potential Resources:**



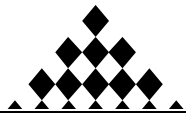
ICS ORGANIZATION (Continued)

Example 1: A multicar traffic accident has occurred, in which two people have been injured. There is potential damage to a bridge abutment.

Potential Response Agencies:	**Potential Resources:**
♦ Law Enforcement	Police officers Flares, blockades, etc. Communications equipment
♦ Fire Department	Firefighters Fire apparatus HazMat cleanup equipment Communications equipment
♦ EMS ♦ Ambulance(s) Emergency medical equipment Communications equipment	Paramedics
♦ Public Works/Highway Dept.	Structural engineer(s) Road signs, blockades, etc. Communications equipment

Example 2: A water main break has disrupted all major utilities. The break has caused local flooding of a major road and several local businesses.

Potential Response Agencies:	**Potential Resources:**
♦ Law Enforcement	Police officers Flares, blockades, etc. Communications equipment
♦ Utility Companies	Repair personnel Trucks Repair equipment Communications equipment
♦ Public Works/Highway Dept.	Repair personnel Repair equipment Communications equipment
♦ Fire	Firefighters Fire Apparatus Natural gas detection equipment
♦ Emergency Management	EOC Communications equipment



ICS ORGANIZATION (Continued)

Example 3: High winds from a coastal storm have caused widespread loss of electricity and have left debris cluttering most of the roads in a 50 square-mile area. Several electric wires have been knocked down and are lying across the roadway. Damage is so widespread that the electric company expects that it will take several days to repair the damage. The wind chill for the area is expected to be below zero degrees during that timeframe.

Potential Response Agencies:	**Potential Resources:**
♦ Emergency Management	EOC Equipment
♦ Law Enforcement	Police officers Flares, blockades, etc. Communications equipment
♦ Electric Company	Repair personnel Trucks Repair equipment Communications equipment
♦ Public Works/Highway Dept.	Repair personnel Road signs, blockades, etc. Communications equipment
♦ The American Red Cross	Shelter personnel Shelter facilities Feeding stations
♦ Fire	Firefighters Fire apparatus
♦ Emergency Management	EOC

NOTE: This incident may be large enough to require activation of the EOC. Other agencies (Department of Transportation (DOT), schools, and National Guard) also may respond in these examples. The agencies and equipment in this example are for illustration only.

ICS ORGANIZATION (Continued)

As you can see from reviewing the examples, no single agency or department can handle an emergency situation of any scale alone. Everyone must work together to manage the emergency. To coordinate the effective use of all of the available resources, agencies need a formalized management structure that lends consistency, fosters efficiency, and provides direction during a response.

The ICS organization is built around five major components:

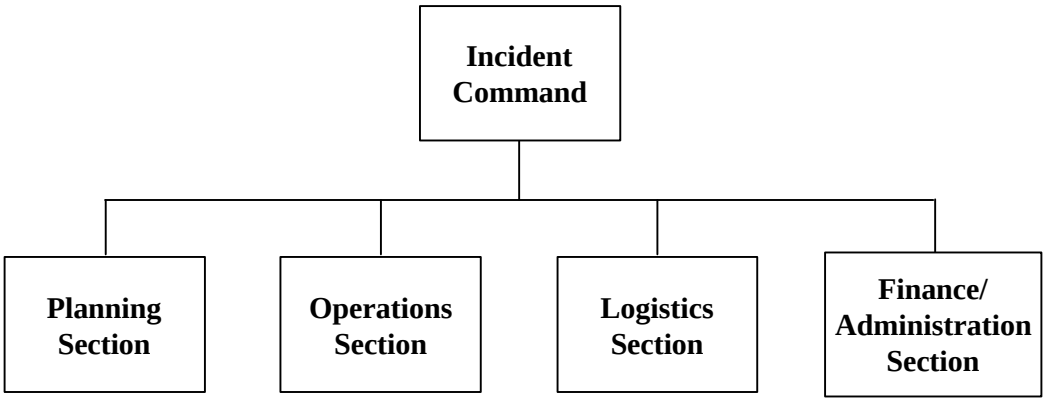
- Command.
- Planning.
- Operations.
- Logistics.
- Finance/Administration.

The relationship among these components is shown in the graphic below.

These five major components are the foundation upon which the ICS organization develops. They apply during a routine emergency, when preparing for a major event, or when managing a response to a major disaster.

In small-scale incidents, all of the components may be managed by one person, the *Incident Commander*. Large-scale incidents usually require that each component, or *section*, is set up separately. As you will see later in this unit, each of the primary ICS sections may be divided into smaller functions as needed.

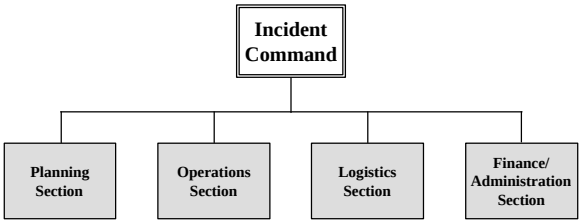
The ICS organization has the capability to expand or contract to meet the needs of the incident, but **all incidents, regardless of size or complexity, will have an Incident Commander.** A basic ICS operating guideline is that the Incident Commander is responsible for on-scene management until command authority is transferred to another person, who then becomes the Incident Commander.



ICS ORGANIZATION (Continued)

Each of the major components of the ICS organization is described in the sections that follow.

The Command Function



The command function is directed by the Incident Commander, who is the person in charge at the incident, and who must be fully qualified to manage the response. Major responsibilities for the Incident Commander include:

- Performing command activities, such as establishing command and establishing the ICP.
- Protecting life and property.
- Controlling personnel and equipment resources.
- Maintaining accountability for responder and public safety, as well as for task accomplishment.
- Establishing and maintaining an effective liaison with outside agencies and organizations, including the EOC, when it is activated.

Incident management encompasses:

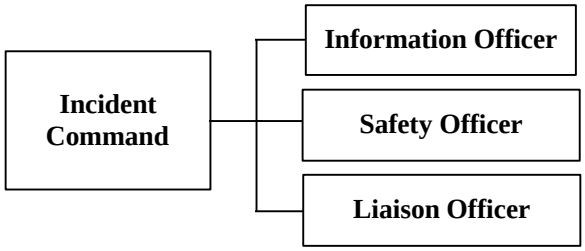
- Establishing command.
- Ensuring responder safety.
- Assessing incident priorities.
- Determining operational objectives.
- Developing and implementing the Incident Action Plan (IAP).
- Developing an appropriate organizational structure.
- Maintaining a manageable span of control.
- Managing incident resources.
- Coordinating overall emergency activities.
- Coordinating the activities of outside agencies.
- Authorizing the release of information to the media.
- Keeping track of costs.

An effective Incident Commander must be assertive, decisive, objective, calm, and a quick thinker. To handle all of the responsibilities of this role, the Incident Commander also needs to be adaptable, flexible, and realistic about his or her limitations. The Incident Commander also needs to have the capability to delegate positions appropriately as needed for an incident.

Initially, the Incident Commander will be the senior first-responder to arrive at the scene. As additional responders arrive, command will transfer on the basis of who has primary authority for overall control of the incident. As incidents grow in size or become more complex, the responsible jurisdiction or agency may assign a more highly qualified Incident Commander. At transfer of command, the outgoing Incident Commander must give the incoming Incident Commander a full briefing and notify all staff of the change in command.

ICS ORGANIZATION (Continued)

As incidents grow, the Incident Commander may delegate authority for performing certain activities to others, as required. When expansion is required, the Incident Commander will establish the other C*ommand Staff* positions shown in the graphic below.



- The *Information Officer* handles all media inquiries and coordinates the release of information to the media with the Public Affairs Officer at the EOC.
- The *Safety Officer* monitors safety conditions and develops measures for ensuring the safety of all assigned personnel.
- The *Liaison Officer* is the on-scene contact for other agencies assigned to the incident.

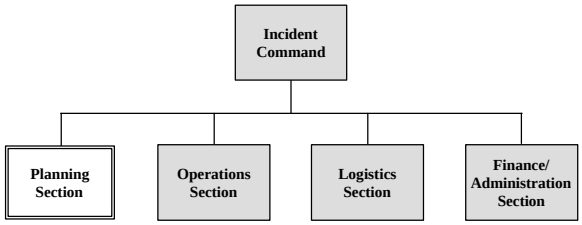
The Incident Commander will base the decision to expand (or contract) the ICS organization on three major incident priorities:

- ***Life safety.*** The Incident Commander's first priority is *always* the life safety of the emergency responders and the public.
- ***Incident stability.*** The Incident Commander is responsible for determining the strategy that will:
  - ◊ Minimize the effect that the incident may have on the surrounding area.
  - ◊ Maximize the response effort while using resources efficiently.

  The size and complexity of the command system that the Incident Commander develops should be in keeping with the *complexity* (i.e., level of difficulty in the response) of the incident, not the size (which is based on geographic area or number of resources).
- ***Property conservation.*** The Incident Commander is responsible for minimizing damage to property while achieving the incident objectives.

As incidents become more involved, the Incident Commander can activate additional *General Staff* sections (that is, Planning, Operations, Logistics, and/or Finance/Administration), as necessary. Each Section Chief, in turn, has the authority to expand internally to meet the needs of the situation.

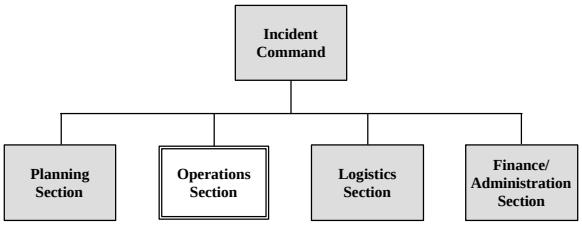
The Planning Section



In smaller events, the Incident Commander is responsible for planning, but when the incident is of larger scale, the Incident Commander establishes the *Planning Section.* The Planning Section's function includes the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. This section's responsibilities can also include creation of the Incident Action Plan (IAP), which defines the response activities and resource utilization for a specified time period. (IAPs will be described in more detail later in this course.)

ICS ORGANIZATION (Continued)

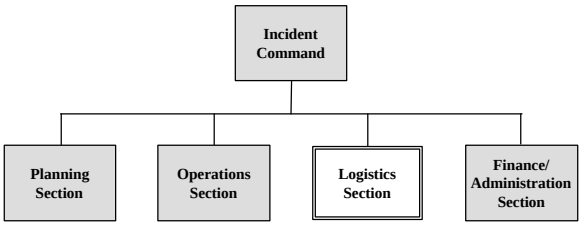
The Operations Section



The *Operations Section* is responsible for carrying out the response activities described in the IAP. The Operations Section Chief coordinates Operations Section activities and has primary responsibility for receiving and implementing the IAP. The Operations Section Chief reports to the Incident Commander and determines the required resources and organizational structure within the Operations Section. The Operations Section Chief's main responsibilities are to:

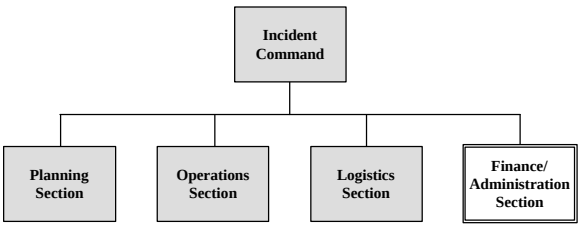
- Direct and coordinate all operations, ensuring the safety of Operations Section personnel.
- Assist the Incident Commander in developing response goals and objectives for the incident.
- Implement the IAP.
- Request (or release) resources through the Incident Commander.
- Keep the Incident Commander informed of situation and resource status within operations.

The Logistics Section



The *Logistics Section* is responsible for providing facilities, services, and materials, including personnel to operate the requested equipment for the incident. This section takes on great significance in long-term or extended operations. It is important to note that the Logistics Section functions are geared to support the incident responders. For example, the Medical Unit in the Logistics Section provides care for the incident responders not civilian victims.

The Finance/Administration Section



Though sometimes overlooked, the *Finance/Administration Section* is critical for tracking incident costs and reimbursement accounting. Unless costs and financial operations are carefully recorded and justified, reimbursement of costs is difficult, if not impossible.

The Finance/Administration Section is especially important when the incident is of a magnitude that may result in a Presidential Declaration.

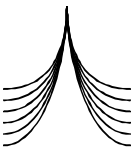
Each of these functional areas can be expanded into additional organizational units with further delegation of authority. They also may be contracted as the incident deescalates.

ICS CONCEPTS AND PRINCIPLES

The adaptable ICS structure is composed of major components to ensure quick and effective resource commitment and to minimize disruption to the normal operating policies and procedures of responding organizations. Remember that ICS concepts and principles have been tested and proven over time—in business and industry and by response agencies at all governmental levels. ICS training is required to ensure that all who may become involved in an incident are familiar with ICS principles. In this section you will find how the application of these concepts and principles makes ICS work.

An ICS structure should include:

- Common terminology.
- A modular organization.
- Integrated communications.
- Unity of command.
- A unified command structure.
- Consolidated IAPs.
- A manageable span of control.
- Designated incident facilities.
- Comprehensive resource management.

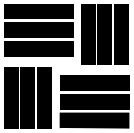


Common terminology is essential in any emergency management system, especially when diverse or other than first-response agencies are involved in the response. When agencies have slightly different meanings for terms, confusion and inefficiency can result. Do you know what a Staging Area is? Will all responders understand what a Staging Area is? In ICS, major organizational functions, facilities, and units are predesignated and given titles. ICS terminology is standard and consistent among all of the agencies involved.

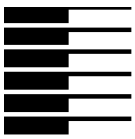
To prevent confusion when multiple incidents occur at the same time within the same jurisdiction, or when the same radio frequency must be used for multiple incidents, the Incident Commander will specifically name his or her incident. For example, an incident that occurs at 14th and Flower might be called "Flower Street Command." One that occurs at 14th and Penn could be called "Penn Street Command." Other guidelines for establishing common terminology include:

- Response personnel should use common names for all personnel and equipment resources, as well as for all facilities in and around the incident area.
- Radio transmissions should use clear text (that is, plain English, without "ten" codes or agency-specific codes).

All common terminology applies to all organizational elements, position titles, and resources.



A modular organization develops from the top-down organizational structure at any incident. "Top-down" means that, at the very least, the Command function is established by the first-arriving officer who becomes the Incident Commander. As the incident warrants, the Incident Commander activates other functional areas (i.e., sections). In approximately 95 percent of all incidents, the organizational structure for operations consists of command and single resources (e.g., one fire truck, an ambulance, or a tow truck). If needed, however, the ICS structure can consist of several layers. In this unit, we have described the two top layers: Command and General Staff. Other layers that may be activated as warranted will be described in Unit 2.



Integrated communications is a system that uses a common communications plan, standard operating procedures, clear text, common frequencies, and common terminology. Several communication networks may be established, depending on the size and complexity of the incident.

ICS CONCEPTS AND PRINCIPLES (Continued)

Unity of command is the concept by which each person within an organization reports to only one designated person.

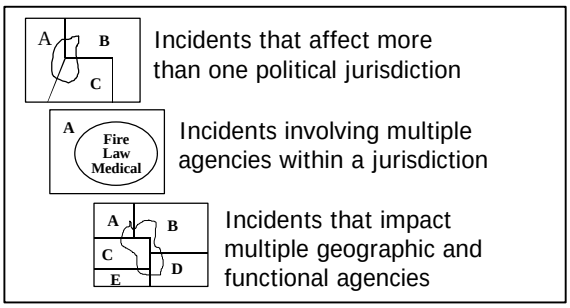
A unified command allows all agencies with responsibility for the incident, either geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies. Unified command does *not* mean losing or giving up agency authority, responsibility, or accountability. The concept of unified command means that all involved agencies contribute to the command process by:

- Determining overall objectives.
- Planning jointly for operational activities while conducting integrated operations.
- Maximizing the use of all assigned resources.

Under unified command, the following always apply:

- The incident functions under a single, coordinated IAP.
- One Operations Section Chief has responsibility for implementing the IAP.
- One ICP is established.

Some examples of how unified command is applied are shown in the visual below.



Consolidated IAPs describe response goals, operational objectives, and support activities. The decision to have a written IAP is made by the Incident Commander. ICS requires written plans whenever:

- Resources from multiple agencies are used.
- Several jurisdictions are involved.
- The incident is complex (e.g., changes in shifts of personnel or equipment are required).

IAPs should cover all objectives and support activities that are needed during the entire operational period. A written plan is preferable to an oral plan because it clearly demonstrates responsibility, helps protect the community from liability suits, and provides documentation when requesting State and Federal assistance. IAPs that include the measurable goals and objectives to be achieved are always prepared around a timeframe called an o*perational period*. Operational periods can be of various lengths, but should be no longer than 24 hours. Twelve-hour operational periods are common for large-scale incidents. The Incident Commander determines the length of the operational period based on the complexity and size of the incident.

A manageable span of control is defined as the number of individuals one supervisor can manage effectively. **In ICS, the span of control for any supervisor falls within a range of three to seven resources, with five being the optimum.** If those numbers increase or decrease, the Incident Commander should reexamine the organizational structure.

ICS CONCEPTS AND PRINCIPLES (Continued)

Designated incident facilities include:

- An *ICP* at which the Incident Commander, the Command Staff, and the General Staff oversee all incident operations.
- *Staging Areas* at which resources are kept while awaiting incident assignment.

Other incident facilities may be designated for incidents that are geographically dispersed, require large numbers of resources, or require highly specialized resources.

Comprehensive resource management:

- Maximizes resource use.
- Consolidates control of single resources.
- Reduces the communications load.
- Provides accountability.
- Reduces freelancing.
- Ensures personnel safety.

All resources are assigned to a status condition.

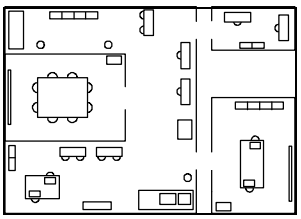
- *Assigned* resources are performing active functions.
- *Available* resources are ready for assignment.
- *Out-of-service* resources are not ready for assigned or available status.

Any changes in resource location and status must be reported promptly to the Resource Unit by the person making the change.

Personnel accountability is provided throughout all of ICS. All personnel must check in as soon as they arrive at an incident. Resource units, assignment lists, and unit logs are all ways for personnel to be accounted for. When personnel are no longer required for the response, they must check out so that they can be removed from the resource lists.

The ICS principles can and should be used for all types of incidents, both small and large—from a warrant execution to a hostage situation or a search for a missing child. Because ICS can be used at virtually any type of incident of any size, it is important that all responders use the ICS approach.

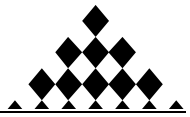
ICS AND THE EMERGENCY OPERATIONS CENTER



Most jurisdictions maintain an EOC as part of their community's emergency preparedness program. An EOC is where department heads, government officers and officials, and volunteer agencies gather to coordinate their response to an emergency event.

The proper interface between the EOC and the on-scene management should be worked out in advance, if possible.

In the following scenario, you will see how having people work together during an emergency saves time and lives.



ICS AND THE EMERGENCY OPERATIONS CENTER (Continued)

Scenario: A train derailment has caused a hazardous materials spill along a railroad track in a community of 10,000. Fire, law enforcement, and public works authorities have responded to the incident. An ICS Incident Command Post is established with the fire Battalion Chief as Incident Commander.

As the situation deteriorates, the Incident Commander orders a limited evacuation of 150 people in the immediate area, which is within the Incident Commander's statutory authority. Recognizing the threat of an explosion, the Incident Commander wants a larger area cleared as a precautionary measure and transmits this concern to the Fire Chief at the main station. The Fire Chief asks the Mayor to issue an evacuation order for over half the city. The Mayor does so under the State statutes and directs that the EOC be activated.

The Incident Commander is in overall command of the incident scene, with the committed resources under his command and direction. The large-scale evacuation, which is beyond the capabilities of the ICS ICP to manage effectively, will be managed by the EOC.

The EOC manages the community-wide resources necessary to complete the evacuation. The EOC requests resources through mutual aid and establishes traffic control points at key evacuation junctions. The EOC establishes shelters with the cooperation of the city's social services agency and the American Red Cross. The EOC transmits regular public service messages with evacuation directions over the Emergency Alert System (EAS). Meanwhile, the ICS Information Officer briefs reporters at the scene of the emergency on the current events surrounding the incident.

After a period of time, the Incident Commander sends a request to the EOC for personnel to relieve incident scene teams. The EOC locates the resources, directs them to staging areas established by the ICS operation, and releases them to the Incident Commander's control.

Meanwhile, the EOC requires status updates from the Incident Commander to determine how long the shelters must remain open. The EOC determines resource distribution of food and sanitation facilities among the shelters operating under the ICS network.

As you can see from the scenario, the Incident Command structure and the EOC function together with the same goals, but function at different levels of responsibility. The Incident Command operation is responsible for on-scene response activities, and the EOC is responsible for the entire community-wide response to the event. (Note that the EOC also can function under an ICS structure.)

If the EOC does operate under the ICS structure, it must be careful not to confuse personnel at the EOC with the same personnel on site.

As you can see, ICS is a management system that works both for the responding agencies and for the community.

UNIT SUMMARY

This unit has covered the main components of an ICS structure:

- Command.
- Planning.
- Operations.
- Logistics.
- Finance/Administration.

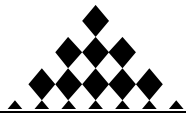
The *Incident Commander* has overall control over the incident. In a small incident, he or she may assume the responsibilities of all components. In larger or more complex incidents, the Incident Commander may assign other members of the *Command Staff*, including an *Information Officer*, a *Safety Officer*, and/or a *Liaison Officer*. The Incident Commander also may assign *General Staff*, who serve as *Section Chiefs* for the Planning, Operations, Logistics, and Finance/Administration Sections. The Section Chiefs have the authority to expand or contract their operations as the demands of the incident increase or decrease.

ICS operates according to basic principles to ensure quick and effective resource commitment and to minimize disruption of usual operating policies and procedures of responding organizations. These principles include:

- *Common terminology*, which ensures that all responders use terms that are standard and consistent.
- *A modular organization*, which enables the ICS structure to expand or contract to meet the needs of the incident.
- *Integrated communications*, which establishes a common communications plan, standard operating procedures, clear text, common frequencies, and common terminology.
- *Unity of command*, where each person within an organization reports to only one designated person.
- *A unified command structure*, which allows all agencies with responsibility for the incident, either geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies.
- *Consolidated IAPs*, which describe response goals, operational objectives, and support activities.
- *A manageable span of control*, which limits the number of resources that any supervisor may control to between three and seven, with five being optimal.
- *Designated incident facilities*, which include an ICP and may include Staging Areas. Other incident facilities may be designated, depending on the requirements of the incident.
- *Comprehensive resource management*, which maximizes resource use, consolidates control of single resources, reduces the communications load, provides accountability, reduces freelancing, and ensures personnel safety.

These principles should be used for all types of incidents, both small and large.

At larger or more complex incidents, the ICS structure in the field will work with personnel in the EOC (which also may be organized under ICS principles). The Incident Command and the EOC function together and work toward the same goals, but their responsibilities are at different levels. The Incident Command operation is responsible for on-scene response activities, and the EOC is responsible for community-wide resource management.



NEXT STEPS

If you believe that you have mastered the information included in this unit, complete the Self-Check Exercise that begins on the next page. When you have completed the Self-Check Exercise, compare your answers with those provided following the Self-Check Exercise. If you answered all of the questions correctly, continue to Unit 2. If you answered any questions incorrectly, review the appropriate section of this unit to ensure that you have learned the material. Then, proceed to Unit 2.

UNIT 1: SELF-CHECK EXERCISE

Instructions: Use this Self-Check Exercise to test how well you learned the material presented in Unit 1. When you complete the exercise, check your answers against those in the Answer Key following this Self-Check Exercise. If you answered any questions incorrectly, be sure to review the corresponding section of the unit before proceeding to Unit 2.

1. The Incident Command System (ICS) is a tool for:

   a. Command, control, and coordination at an incident.
   b. Interagency responses only.
   c. Multijurisdictional responses only.
   d. Responses involving first-response personnel only.

2. ICS can be used to manage all types of incidents.

   a. True
   b. False

3. Federal law requires that ICS be used for all natural disasters.

   a. True
   b. False

4. The ICS **General Staff** includes:

   a. Branch, Division, Group, and Unit managers.
   b. All managers of operational resources.
   c. Planning, Operations, Logistics, and Finance/Administration Section Chiefs.
   d. The Incident Commander and the Information, Safety, and Liaison Officers.

5. All incidents, regardless of size, will have an Incident Commander.

   a. True
   b. False

6. In an ICS environment, the optimum span of control is:

   a. Three resources.
   b. Seven resources.
   c. Five resources.
   d. Ten resources.

7. Which section is responsible for providing incident facilities?

   a. Planning
   b. Operations
   c. Logistics
   d. Finance/Administration

8. Which section is responsible for documenting the status of resources, incident response, and developing the IAP?

   a. Planning
   b. Operations
   c. Logistics
   d. Finance/Administration

9. The Incident Commander is responsible for all of the following **EXCEPT:**

   a. Protecting life and property.
   b. Controlling resources assigned to the incident.
   c. Maintaining accountability.
   d. Coordinating the community-wide response.

10. Given what you know about your agency, your job, and your capabilities, where would you most likely be assigned in an ICS structure? To whom would you report? Use the space below to record your answer.

UNIT 1: SELF-CHECK EXERCISE ANSWER KEY

1. **a**. **Command, control, and coordination at an incident. (Page 1-2)**

2. **a. True (Page 1-2)**

3. **b. False (Page 1-2)**

4. **c. Planning, Operations, Logistics, and Finance/Administration Section Chiefs (Page 1-10)**

5. **a. True (Page 1-8)**

6. **c. Five resources (Page 1-13)**

7. **c. Logistics (Page 1-11)**

8. **a. Planning (Page 1-10)**

9. **d. Coordinating the community-wide response. (Page 1-9)**

10. Answers will vary.

THE INCIDENT COMMAND SYSTEM ORGANIZATION

PURPOSE AND SCOPE

This unit will help you understand the ICS organization and how it expands and contracts to meet the needs of an incident. The unit will use a scenario to illustrate how the Incident Commander:

- Sizes up the incident.
- Identifies contingencies.
- Determines response objectives.
- Identifies needed resources.
- Builds a plan and organizational structure.
- Takes action.

The unit also will define and describe *single resources, Divisions, Branches, Groups, Units, Strike Teams,* and *Task Forces,* and will explain how operational periods are determined, when and how transfer of command takes place, and how IAPs are developed.

OBJECTIVES

After completing this unit, you should be able to:

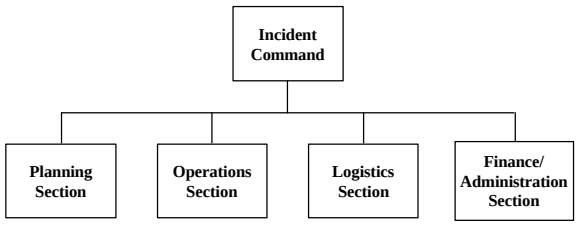
- Describe the use of Branches, Divisions, Groups, and Units and identify the position titles associated with each level.
- Explain how the ICS organization expands or contracts to meet the operational needs of an incident.
- Prepare a transfer-of-command briefing using ICS Form 201.
- Use an Incident Briefing Form (ICS Form 201) to develop an ICS organization appropriate to a small incident.

TIME

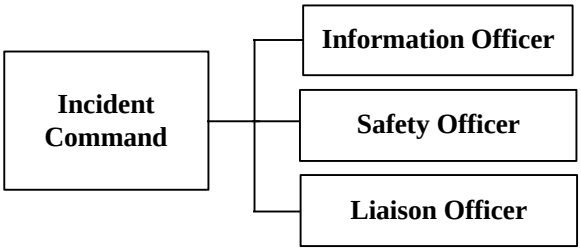
Completion of this unit should take approximately 2 hours.

THE ICS ORGANIZATION

In Unit 1, you learned about the basic ICS organization that is shown in the figure below.



As you can see by reviewing the figure above, the basic ICS organization includes *Command Staff* and *General Staff.* At small incidents, both the Command Staff and General Staff positions may be filled by one individual, the *Incident Commander*. As an incident expands, however, the Incident Commander may need to assign the Command Staff positions of *Information Officer, Safety Officer,* and *Liaison Officer,* as shown in the figure below.



He or she also may assign *Section Chiefs* for the Planning, Operations, Logistics, and the Finance/Administration Sections.

Often, an incident may escalate beyond the Section Chiefs' effective span of control. The next section will describe when and how the ICS organization can be expanded to meet any incident situation.

Expanding the ICS Organization

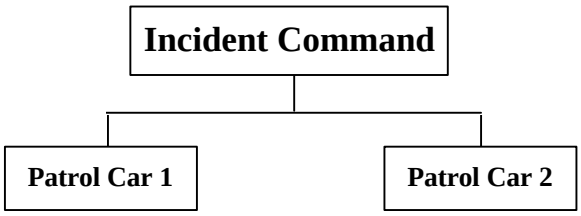
ICS is capable of handling both small- and large-scale incidents. In other words, ICS is expandable from very small, routine operations into a larger organization that is capable of responding to very large incidents that cover many square miles or involve multiple communities or States. Although many incidents will never require the activation of any of the four sections, others will require some or all of the sections to be established.

Expanding the ICS Organization
(Continued)

The scenario presented throughout this section will illustrate how the ICS structure can be expanded. Note, however, that *every incident is somewhat unique* and will expand differently.

Scenario: The Centerville police have received a complaint of a group of about 10 teenagers and young adults gathering at a house on Locust Street. The caller stated that the group is disrupting traffic and shouting obscenities at pedestrians. The house is a multifamily dwelling in a neighborhood of single-family homes and townhomes. The police department has dispatched two patrol cars to the scene to follow up on the complaint.

In this scenario, the police department has dispatched two patrol cars, or *single resources*, to the scene of a complaint. When the police officers arrive at the scene, the senior officer will assume the role of the Incident Commander. At this point in the scenario, the ICS organization would assume the structure shown in the next figure.



Definition

Single Resources. 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 at an incident.

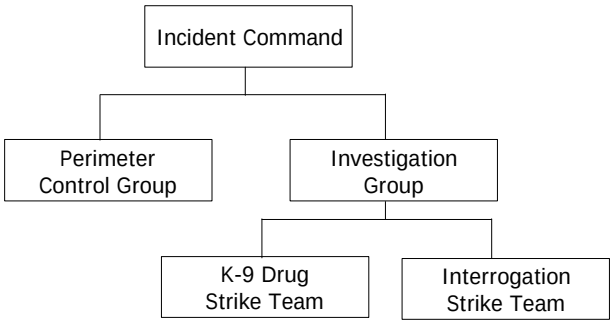
Expanding the ICS Organization *(Continued)*

As the incident unfolds, however, the ICS structure will change as described in the next segment of the scenario.

Scenario Update: As the police reviewed, or *sized up* the situation, they saw what appeared to be drug activity at the scene. They observed 12 persons outside the structure but were unsure how many additional persons may have been inside. They determined that they would require the following additional resources before taking additional action:

- 1 drug K-9 unit.
- 6 police officers to keep traffic and pedestrians from the area (perimeter control).
- 6 additional officers to assist with questioning and, if necessary, arrests.

The sizeup of the incident indicates a need for additional resources at the scene. The addition of these resources is still within a reasonable span of control. The ICS organization does expand, and a possible expanded structure is shown in the next figure.



Expanding the ICS Organization
(Continued)

As you can see from the graphic, the Incident Commander has determined that it is not necessary to activate an Operations Section or assign an Operations Section Chief at this time. But the incident is continuing to escalate.

Organization Terminology

At each level in the ICS organization, individuals with primary responsibility positions (also known as overhead personnel) have distinctive titles, as shown below:

Primary Position	Title	Support Position
Incident Commander	Incident Commander	Deputy
Command Staff	Officer	Assistant
Section	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Strike Team/Task Force	Leader	N/A
Unit	Leader	Manager
Single Resource	Use Unit Designation	N/A

Definitions

Division. The organizational level having responsibility for operations within a defined geographic area. The Division level is the organizational level between Single Resources, Task Forces or Strike Teams, and the Branch level.

Branch. An organizational level having functional or geographic responsibility for major parts of incident operations. The Incident Commander may establish *geographic Branches* to resolve span-of-control issues—or may establish *functional Branches* to manage specific functions (e.g., law enforcement, fire, emergency medical, etc.). A Branch is managed by a *Branch Director.*

Group. The organizational level having responsibility for a specified *functional* assignment at an incident (e.g., perimeter control, evacuation, fire suppression, etc.). A Group is managed by a *Group Supervisor*.

Definitions
(Continued)

Section. The organizational level with responsibility for a major functional area of the incident. The Section is located organizationally between Branches and the Incident Commander.

Sizeup. Problem identification and an assessment of the possible consequences. Initially, sizeup is the responsibility of the first officer to arrive at the scene. Sizeup continues throughout the response to update continuously the answers to the following questions:

- What is the nature of the incident (i.e., what happened)?
- What hazards are present?
- How large an area is affected?
- How can the area be isolated?
- What location would make a good Staging Area (if one is needed)?
- What entrance and exit routes and safe routes would be good for the flow of rescue personnel and equipment?

Continuous sizeup helps the Incident Commander identify contingencies (things that could happen), identify resource needs, and determine how to deploy resources.

Strike Team. A group of resources of the same size and type (e.g., three drug K-9 teams, five patrol units, etc.). A Strike Team is managed by a *Strike Team Leader*

Task Force. A combination of single resources assembled for a particular operational need, with common communications and a leader.

Expanding the ICS Organization *(Continued)*

Scenario Update: The requested resources have arrived at the incident site. After establishing a perimeter, 10 police officers moved in to detain and question the suspects. Upon seeing the officers, the suspects scattered and began running away from the scene, and the officers pursued them on foot.

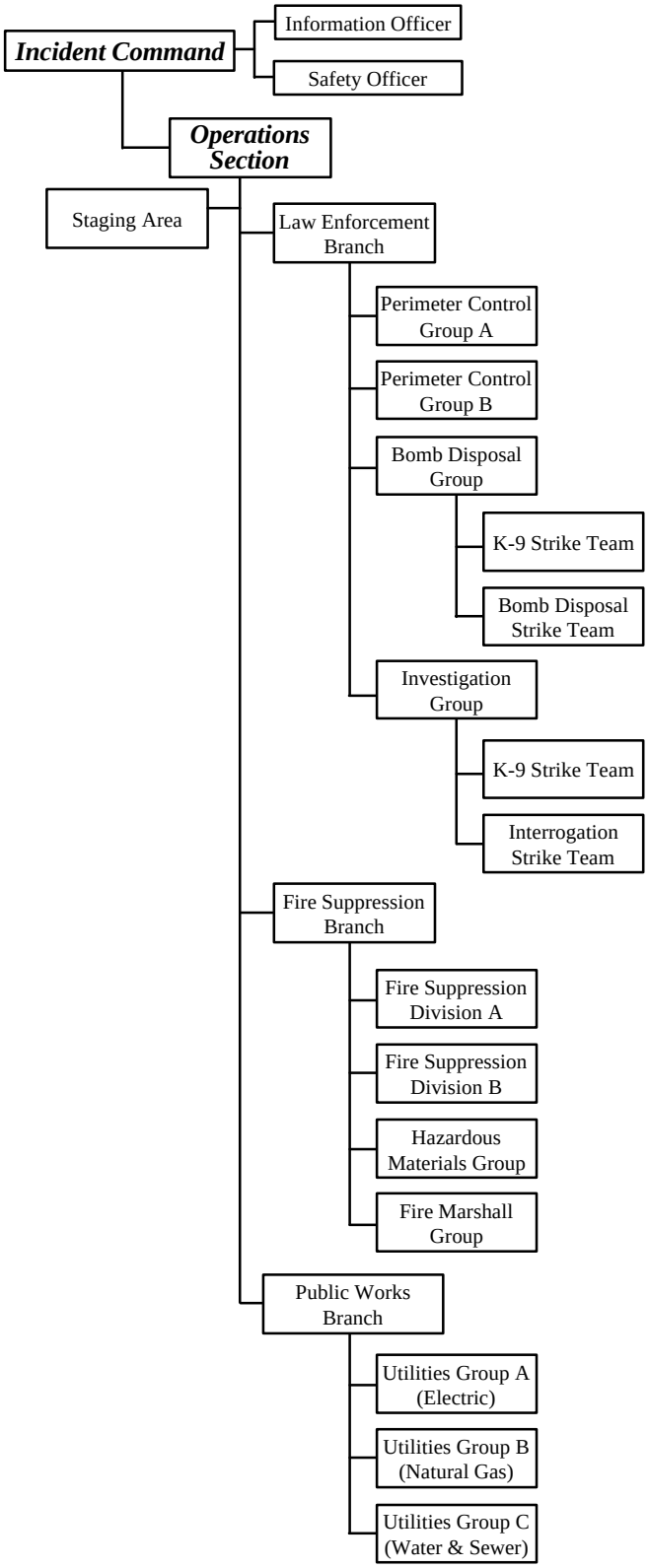
The K-9 Strike Team entered the structure and discovered not only drugs, drug paraphernalia, and drug-making equipment—but they also discovered a cache of automatic weapons and ammunition, high explosives, chemicals for making bombs, and several bombs that already were assembled. Given the situation, the K-9 team immediately exited the structure and reported their findings to the Investigation Group Supervisor.

The Investigation Group Supervisor reported the status to the Incident Commander. Based on the information contained in the Incident Status Summary (ICS Form 209), the Incident Commander requested the following additional resources:

- 6 patrol cars to assist with perimeter control.
- 6 patrol cars to assist with evacuations in the areas adjacent to the structure.
- 2 bomb squads.
- 1 hazardous materials unit.
- 1 fire battalion for possible fire suppression activities.
- 2 ambulances (assigned to Staging Area).

As a *contingency*, the Incident Commander also requested support from the Public Works Department and utility companies to turn off all utilities to the structure.

Based on the new situation sizeup, the Incident Commander has identified additional resource requirements. These additional resources will require creation of the Operations Section to maintain an effective span of control. The expanded ICS structure is shown in the figure on the next page.


Incident Command
Information Officer
Safety Officer
Operations Section
Staging Area
Law Enforcement Branch
Perimeter Control Group A
Perimeter Control Group B
Bomb Disposal Group
K-9 Strike Team
Bomb Disposal Strike Team
Investigation Group
K-9 Strike Team
Interrogation Strike Team
Fire Suppression Branch
Fire Suppression Division A
Fire Suppression Division B
Hazardous Materials Group
Fire Marshall Group
Public Works Branch
Utilities Group A (Electric)
Utilities Group B (Natural Gas)
Utilities Group C (Water & Sewer)

Expanding the ICS Organization
(Continued)

As shown in the graphic on page 2-7, the Incident Commander has established two new positions within the Command Staff: Safety Officer and Information Officer. The Incident Commander also has expanded the General Staff with the assignment of an Operations Section Chief.

To maintain an effective span of control within the Operations Section, the Operations Section Chief also has established several positions, including a Fire Branch Director, and a Public Works Branch Director. The Law Enforcement Branch has been expanded further to accommodate the additional resources required for perimeter control, evacuation, and explosive removal and disposal. The Operations Section Chief has also established a Public Works Branch to accommodate resources dispatched from the utility companies.

Note that, at this time, the Incident Commander has opted to retain control of the planning function.

Definition

Contingency. Determining what *could* happen. Because emergency events are unplanned and involve danger, risk, and confusion, the Incident Commander must consider *any possible developments* in addition to the current situation during the planning process.

Expanding the ICS Organization
(Continued)

Scenario Update: When all requested resources had arrived and the utilities had been turned off, the bomb disposal unit entered the structure to remove and dispose of the bombs. In the process of removing the bombs, one exploded, causing a partial structure collapse, which trapped the bomb disposal team, and ignited a fire in the structure and two adjacent structures.

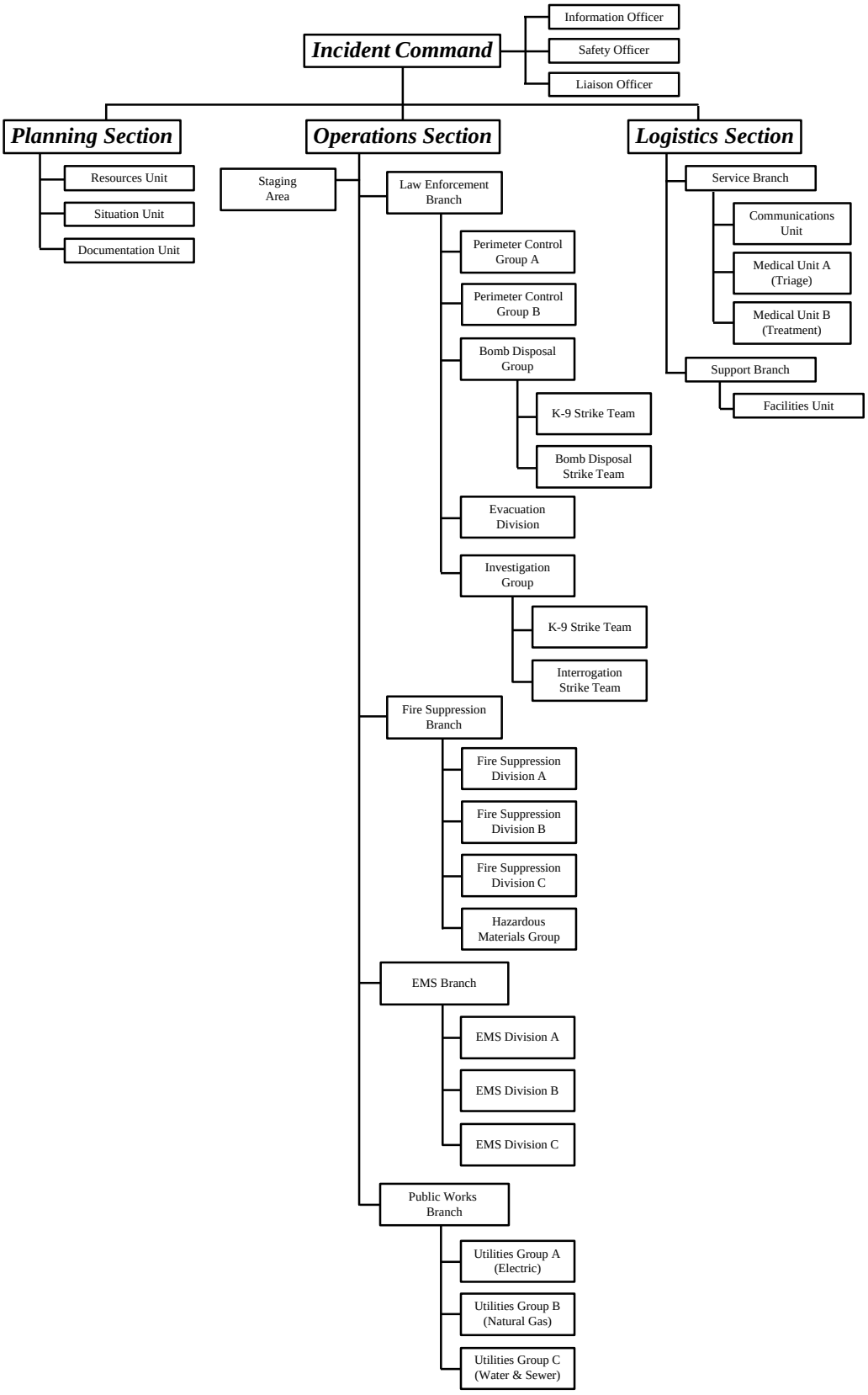
Fortunately the Incident Commander established an area for EMS to set up triage, treatment, and transportation (Casualty Collection Point).

With the extent of the bomb disposal injuries unknown at the time, fire suppression units began working to extinguish the fire and the EMS Units prepared to move in. As the heat from the fire grew more intense, the other bombs began exploding, raining flaming debris on other parts of the structure and on other adjacent structures.

To address the deteriorating situation, the Incident Commander quickly completed another sizeup and determined that additional resources would be required, including:

- Additional fire suppression units.
- Additional EMS units.
- Planning and logistics support.

The incident suddenly has grown dramatically in complexity. To address immediate needs and possible contingencies, the Incident Commander has requested significant additional resources. The ICS structure will expand accordingly, as shown in the figure on the next page.


Incident Command
Information Officer
Safety Officer
Liaison Officer
Planning Section
Resources Unit
Situation Unit
Documentation Unit
Operations Section
Staging Area
Law Enforcement Branch
Perimeter Control Group A
Perimeter Control Group B
Bomb Disposal Group
K-9 Strike Team
Bomb Disposal Strike Team
Evacuation Division
Investigation Group
K-9 Strike Team
Interrogation Strike Team
Fire Suppression Branch
Fire Suppression Division A
Fire Suppression Division B
Fire Suppression Division C
Hazardous Materials Group
EMS Branch
EMS Division A
EMS Division B
EMS Division C
Public Works Branch
Utilities Group A (Electric)
Utilities Group B (Natural Gas)
Utilities Group C (Water & Sewer)
Logistics Section
Service Branch
Communications Unit
Medical Unit A (Triage)
Medical Unit B (Treatment)
Support Branch
Facilities Unit

Expanding the ICS Organization (Continued)

The Command Staff is now expanded fully with the addition of a Liaison Officer. Although the Incident Commander has not determined the need for a Finance/Administration Section, he has expanded the General Staff to include Planning and Logistics Sections. Within the Planning Section, additional resources will include:

- A *Situation Unit,* which will continue the sizeup and analysis functions for the incident.
- A *Resources Unit,* which will analyze the incident status in the context of determining what resources are necessary and how they should be deployed. This unit is responsible for establishing all incident check-in activities.
- A *Documentation Unit,* which will document the incident as it progresses and prepare after-action reports.

Within the Logistics Section, a Service Branch has been established to accommodate the Communications Unit and a Medical Unit (triage and treatment of responders). A Support Branch also has been established to accommodate a Facilities Unit, which will be responsible for setting up and maintaining the Staging Area.

As you can see, the ICS structure is set up to accommodate additional expansion, if and when it becomes necessary. But what happens when the incident is under control and begins to unwind? The next section will illustrate how the ICS structure contracts as an incident nears its conclusion.

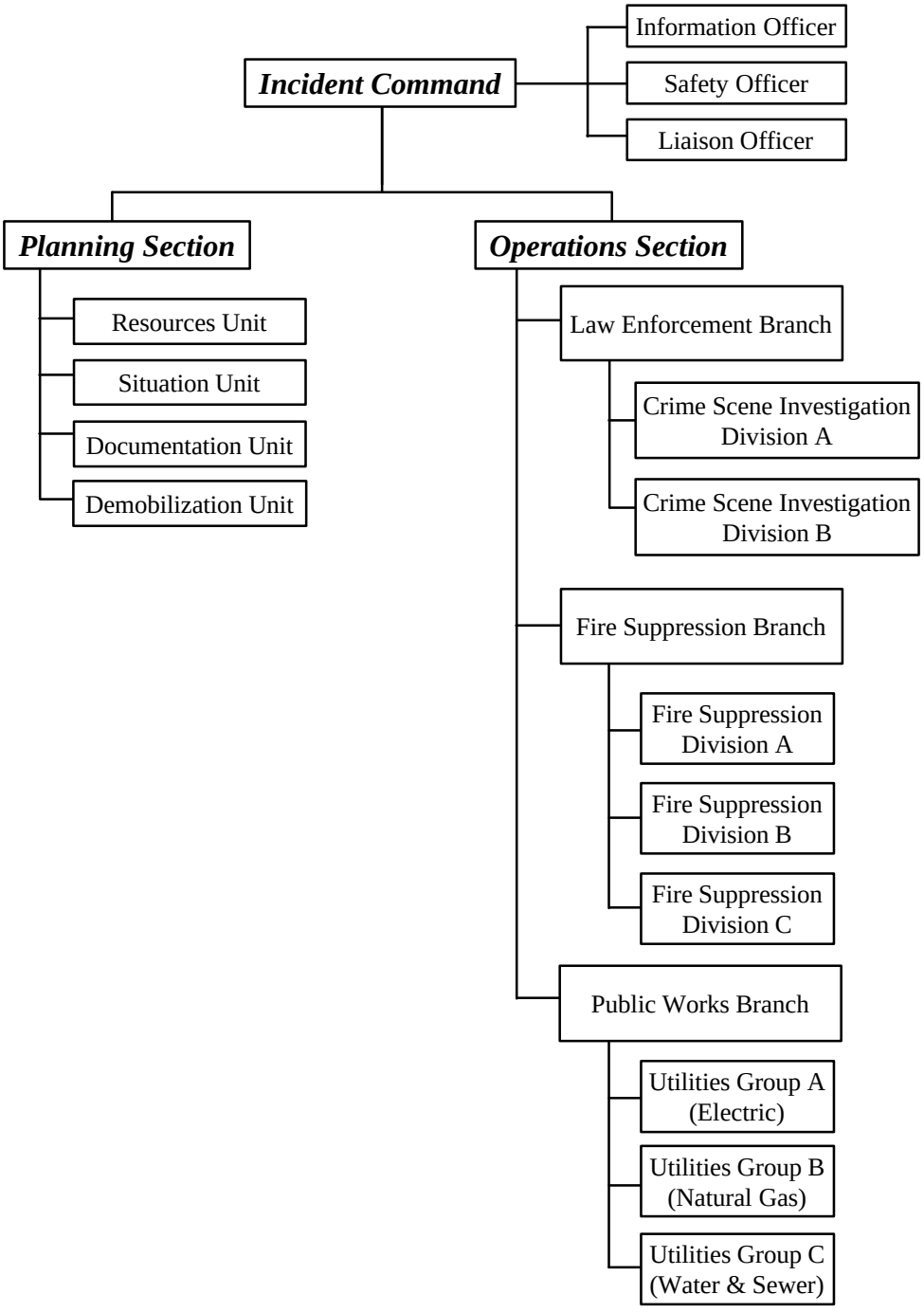
Contracting the ICS Organization

Scenario Update: Firefighters at the scene were able to control the fires within the first hour. As a result of the explosion, two members of the Bomb Disposal Unit were killed. Several firefighters were injured by debris from the blast, and several others were overcome by smoke or suffered minor injuries.

As the responders gained control of the situation, several events occurred:

- To assist with demobilization, the Planning Section Chief established a Demobilization Unit.
- The perpetrators were arrested and transported to jail.
- Unexploded ordnance and equipment were removed from the structure and transported from the scene.
- Drugs and drug-making paraphernalia were removed and transported from the scene.
- When it was safe to reenter the area, the Perimeter Control and Evacuation Groups were demobilized.
- As personnel and equipment were released, the Staging Area was demobilized.
- As casualties were transported to local hospitals, the Support Branch and Facilities Unit were demobilized.

With the incident under control, the Incident Commander has determined that some units are no longer needed and can be *demobilized.* To ensure that all personnel are debriefed and equipment is released to its controlling agencies, a Demobilization Unit is established under the Planning Section. After the personnel described in the scenario above are released, the ICS organization looks like that shown in the next figure.


Incident Command
Information Officer
Safety Officer
Liaison Officer
Planning Section
Resources Unit
Situation Unit
Documentation Unit
Demobilization Unit
Operations Section
Law Enforcement Branch
Crime Scene Investigation Division A
Crime Scene Investigation Division B
Fire Suppression Branch
Fire Suppression Division A
Fire Suppression Division B
Fire Suppression Division C
Public Works Branch
Utilities Group A (Electric)
Utilities Group B (Natural Gas)
Utilities Group C (Water & Sewer)

Contracting the ICS Organization *(Continued)*

Gradual demobilization of personnel and equipment will continue, with perhaps an occasional addition of additional operational resources, such as Crime Scene Investigation Divisions, until the incident is reduced to its most simple form—only the Incident Commander (who may be several persons removed from the original Incident Commander) and critical personnel remain on the scene.

The next section will describe how and when a change of command takes place and the key points that must be included in a transfer-of-command briefing.

TRANSFER OF COMMAND

As described earlier in this unit, the senior person among the initial responders to an incident becomes the Incident Commander. As an incident escalates, however, it may be necessary to transfer command of the incident to a more experienced person—or to an Incident Commander that is designated by local ordinance or State law. When transfer of command is necessary, the transfer must be made as efficiently as possible and in person, whenever possible.

To transfer command, the person being relieved must brief the incoming Incident Commander to provide information about:

- The incident conditions (e.g., the current situation, objectives, priorities, hazards, resource needs, etc.).
- The IAP and its current status.
- Safety considerations and concerns.
- Deployment and assignment of operating units and personnel.

The outgoing Incident Commander also should review the command board, which shows resource status and deployments, with the incoming Incident Commander, and Dispatch (and other designated persons) must be advised of the command change.

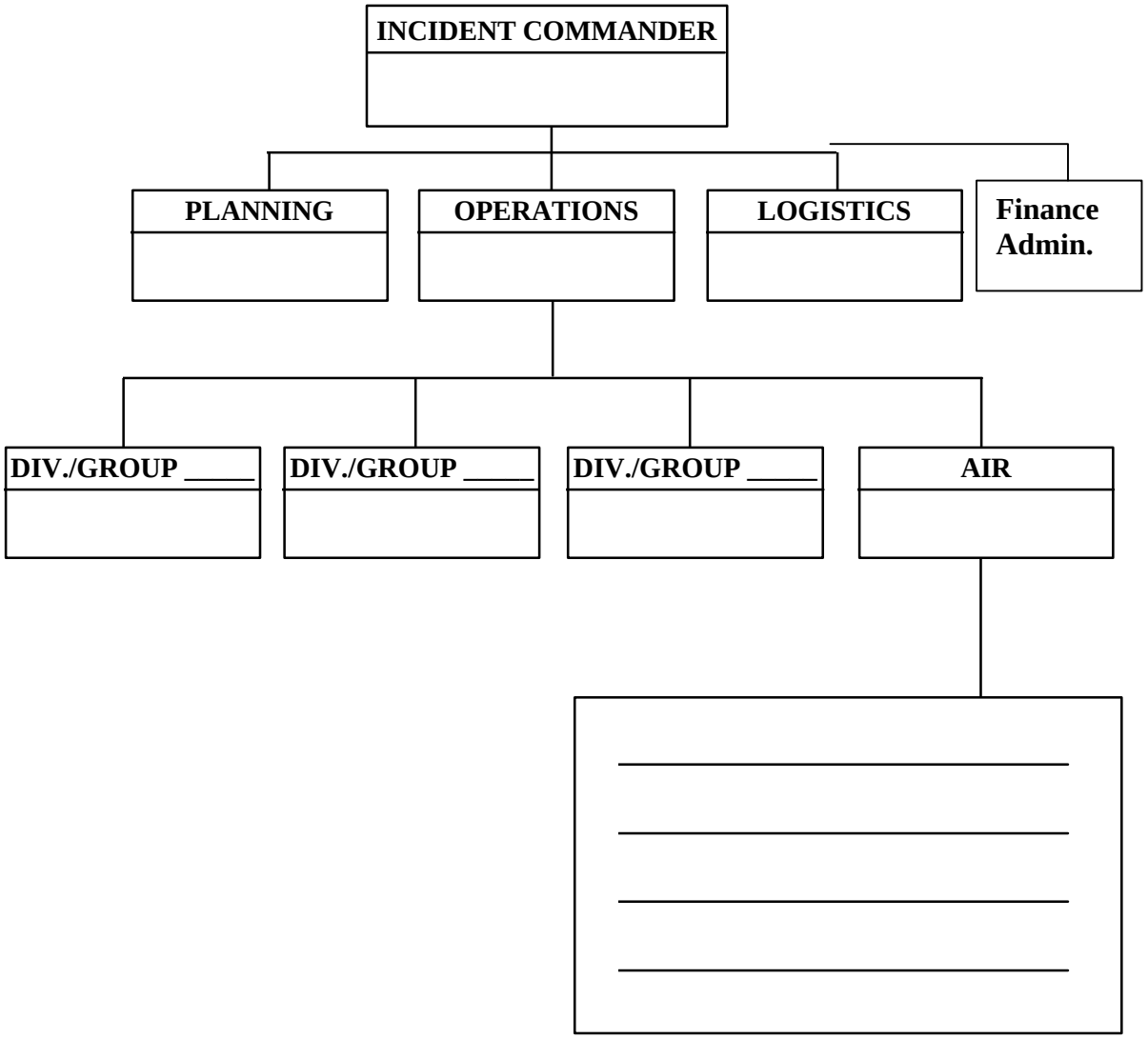
To facilitate briefing preparation, ICS experts strongly recommend the use of the Incident Briefing Form (ICS 201, NFES 1325) shown on pages 2-14 through 2-17. The form provides for a concise record of the:

- Incident area.
- Current actions being undertaken by responding agencies.
- Current ICS organization.
- Current resource needs and deployment.

INCIDENT BRIEFING	**1. INCIDENT NAME**	**2. DATE PREPARED**	**3. TIME PREPARED**
4. MAP SKETCH			
ICS 201 (12/93) NFES 1325	**PAGE 1**	**5. PREPARED BY (NAME AND POSITION)**	

6. SUMMARY OF CURRENT ACTIONS		
ICS 201 (12/93) **NFES 1325**	**PAGE 2**	

7. CURRENT ORGANIZATION



ICS 201 (12/93) **NFES 1325**	**PAGE 3**	

8. RESOURCES SUMMARY				
RESOURCES ORDERED	**RESOURCES IDENTIFICATION**	**ETA**	**ON SCENE ✓**	**LOCATION/ASSIGNMENT**
ICS 201 (12/93) NEFS 1325	**PAGE 4**			

INCIDENT ACTION PLANS

The Incident Commander is responsible for overseeing the development and implementation of an IAP. For simple incidents, the IAP may be prepared by the Incident Commander and may not be written. In more complex incidents, the IAP will be a written document that is developed by the Planning Section under the direction of the Incident Commander.

IAPs are always based on incident needs and the ICS organization. They must be flexible and must be reevaluated constantly.

IAPs are developed for specified time periods. These time periods, called *operational periods*, are determined by the needs of the incident. In rapidly escalating or very complex incidents, the operational periods should be shorter to allow for rapid response to changing events. In smaller, less complex incidents, the operational periods should be longer but usually do not exceed 12 hours.

UNIT SUMMARY

This unit covered the ICS organization and demonstrated with a scenario how the organization:

- Expands as incidents escalate or become more complex.
- Contracts as incidents wind down.

Initially, the Incident Commander may not fill all Command and General Staff functions. As an incident becomes more complex, however, the organization also can expand to include S*ections, Branches, Divisions, Groups,* and *units.* Expansion takes place functionally and at levels that the Incident Commander determines are necessary. Additional layers may be added to the organization to reflect the changing needs of the incident and to maintain an effective span of control. As incident activities wind down, the Incident Commander will determine that some personnel and equipment are no longer required and will *demobilize* them. Again, the organization will contract functionally as determined by the current needs of the incident.

The senior person among the initial responders to an incident becomes the Incident Commander. As an incident escalates, it may be necessary to transfer command—perhaps several times. When transfer of command becomes necessary, the outgoing Incident Commander must brief the incoming Incident Commander, providing him or her with critical information about the incident, including:

- Incident conditions.
- The IAP and its current status.
- Safety considerations and concerns.
- Deployment and assignment of operating units and personnel.

The Incident Briefing Form (ICS 201, NFES 1325) has been developed and proven invaluable for transfer-of-command briefings.

The Incident Commander is responsible for overseeing the development and implementation of an IAP, which will be prepared by the Planning Section when that Section is staffed. In less complex incidents, the IAP may be oral or written, but for more complex incidents, it always should be written.

IAPs are developed for operational periods, which are determined by the needs of the incident. In rapidly escalating or very complex incidents, the operational periods should be shorter to allow for rapid response to changing events. In less complex incidents, the operational periods should be longer but should not exceed 12 hours.

NEXT STEPS

If you believe that you have mastered the information included in this unit, complete the Self-Check Exercise that begins on the next page. When you have completed the Self-Check Exercise, compare your answers with those provided following the Self-Check-Exercise. If you answered all of the questions correctly, continue to Unit 3. If you answered any questions incorrectly, review the appropriate section(s) of this unit to ensure that you have learned the material. Then, proceed to Unit 3.

UNIT 2: SELF-CHECK EXERCISE

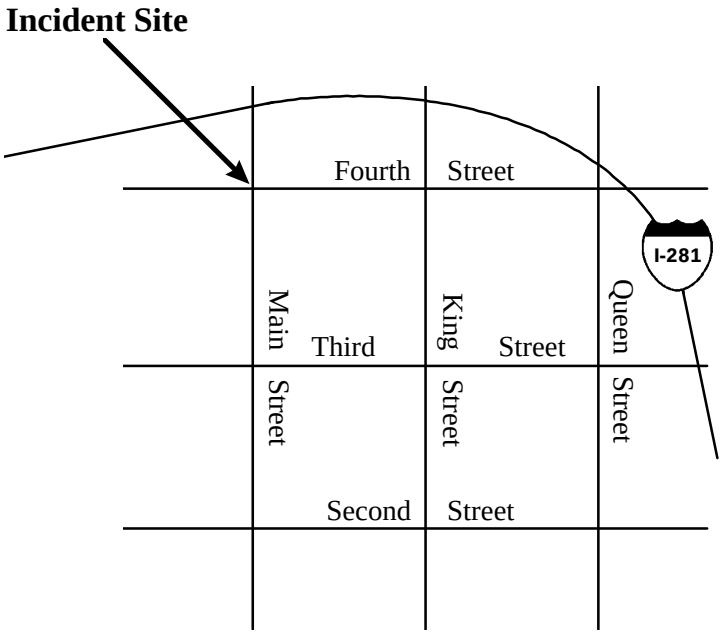
Instructions: Use the Self-Check Exercise to test how well you learned the material presented in Unit 2. When you complete the exercise, check your answers against those in the Answer Key following this Self-Check Exercise. If you answered any questions incorrectly, be sure to review the corresponding section of the unit before proceeding to Unit 3.

Read the scenario below, and refer to it to complete the Incident Briefing Form on the pages that follow.

Scenario:

This is the eighth day in a row of extremely low temperatures. The 9-1-1 center has received several calls complaining of low water pressure in a four-block area of town. The dispatcher knew that Engine Company 13 was returning from a call and was in the area, so she diverted it to the scene.

Upon arriving at the intersection of Fourth and Main, the firefighters observe water spouting from a broken water main. The flow of water is creating two serious problems. It is reducing water pressure to the area dramatically, and it is creating extremely icy conditions in the area of Fourth and Main. (A map of the area is shown below.)



Assuming command, the Fire Captain radioed dispatch to request that a public works crew be dispatched to turn off the water, spread ice melt material, and begin repairs and that four patrol cars be dispatched to control traffic in the area. The Captain then assigned several firefighters to control traffic as an interim measure. Finally, realizing that this incident would be the primary responsibility of public works and law enforcement, the Captain began preparing a transfer-of-command briefing using ICS 201.

Dispatch notified the Fire Captain that the police units were dispatched and had an estimated time of arrival (ETA) of between 5 and 10 minutes. Dispatch had also notified Public Works. Repair crews should be at the scene within 45 minutes.

Assume that you are the Fire Captain.

UNIT 2: SELF-CHECK EXERCISE

Read the scenario update, and answer the questions that follow it.

Scenario Update:

A Police Sergeant has arrived at the scene, followed shortly by two public works trucks. The sergeant immediately deploys police officers to major intersections, then consults with the Public Works Crew Chief.

The Crew Chief explains that the water main involved is 12 inches in diameter. It will take the remainder of the afternoon and most of the night to repair the damage. It also will require a considerable amount of equipment, which the Crew Chief is about to request.

It is already late afternoon, and the temperature is dropping into the high teens. The wind is gusting to 20 miles per hour.

---

1. In this incident, both the police and public works would establish an ICP.

   a. True
   b. False

2. It is apparent that the Police Sergeant is the Incident Commander at this point in the scenario. Is that appropriate? Why or why not?

3. What is perhaps the major planning consideration for this incident?

4. It is nearly time for the afternoon rush hour, and the incident site is a heavily traveled route. What **Command Staff** position should the Incident Commander activate to ensure that commuters are aware of the situation?

   a. Safety Officer
   b. Operations Section Chief
   c. Information Officer
   d. Liaison Officer

5. To control resources as they arrive, the Incident Commander activates the Operations Section, establishes a Staging Area, and appoints a Staging Area Manager. Using information from the scenario and the update, draw the organizational structure as it currently exists.

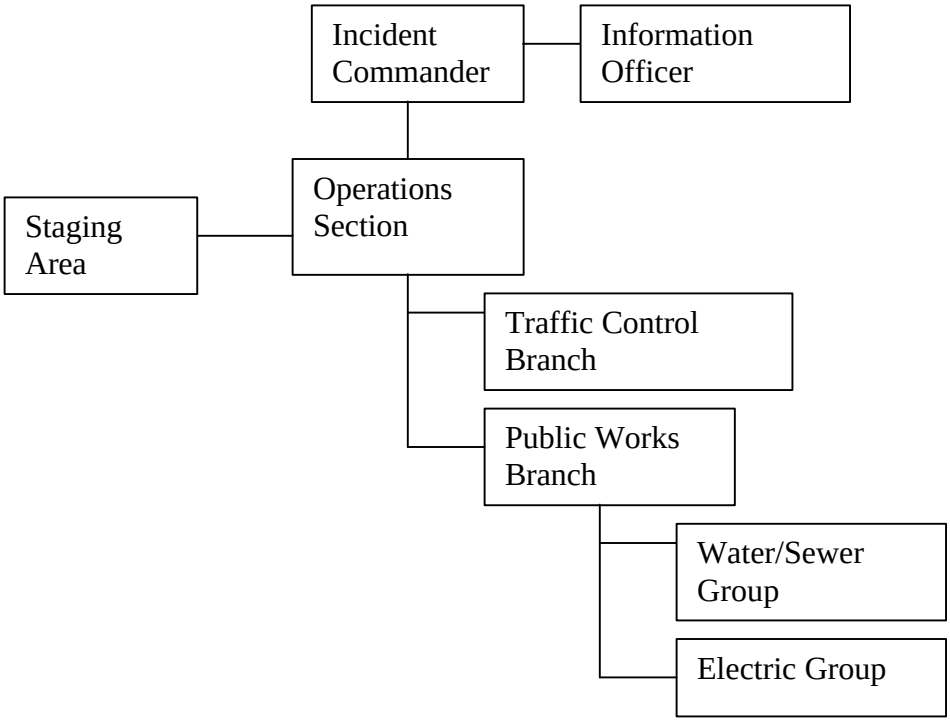
1. **b. False (Page 2-8)**

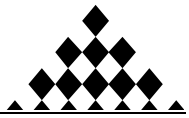
2. **It may be appropriate for the Police Sergeant to retain command, depending on State law and local ordinance. However, assuming that it is permissible, it may be preferable for the sergeant to transfer command to the Public Works Crew Chief because it is public works that will have the major role in this incident. (Page 2-13)**

3. **The cold weather**

4. **c. Information Officer (Page 2-8)**

5.





INCIDENT FACILITIES

PURPOSE AND SCOPE

This unit will acquaint you with key facilities used in the ICS environment. In Unit 2, you learned how the ICS organization expands or contracts as required by the complexity of the incident. This unit will illustrate how the Incident Commander establishes clear lines of communication and authority by establishing critical incident facilities. The unit will identify key ICS facilities, describe when each facility is established, and describe each facility's purpose. The unit also will introduce the standard map symbols for each facility.

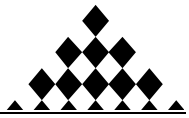
OBJECTIVES

After completing this unit, you should be able to:

- Name critical facilities used in ICS operations and explain the purpose of each.
- Identify which facilities may be colocated at an incident.
- Describe how the various incident facilities are managed to support incident operations.
- Identify the map symbol that is associated with each incident facility.

TIME

Completion of this unit should take approximately 1½ hours.



INTRODUCTION

There are three main facilities that the Incident Commander can establish based on the needs of the incident:

- The Incident Command Post.
- One or more Staging Areas.
- A Base.

These facilities meet the requirements for most incidents. Depending on factors that may be unique to a specific incident, however, the Incident Commander may determine the need for other facilities, such as a temporary morgue, casualty collection points, triage centers, or a helibase.

Each facility has a specific purpose. This unit will describe critical incident facilities, describe when and where they are established, and illustrate how they support incident operations.

When determining which facilities are required, the Incident Commander will:

- Prioritize the needs of the incident.
- Determine the length of time that the facility will be in operation.
- Estimate how much it will cost to establish and operate the facility.
- Identify environmental considerations that affect the facility.

Each of these factors will be described in the sections that follow.

Definitions

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 colocated with the Base.

Incident Command Post. The location at which the primary command functions take place. The Incident Commander is located at the ICP.

Staging Area. Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

THE INCIDENT COMMAND POST

The Incident Commander's first responsibility is to establish command. By establishing command, the Incident Commander also establishes clear lines of authority and communication for the incident. One key way that the Incident Commander establishes command is by establishing an ICP at every incident.

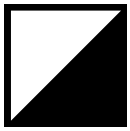
There is *only one* ICP for each incident—even for incidents that involve multiple agencies and/or multiple jurisdictions—whether operating under a single or a unified command. Initially, the ICP may be located in a fire truck, patrol car, or DOT vehicle. As it becomes clear that the incident is escalating in size, complexity, or risk, the Incident Commander will establish a more permanent facility.

But how does the Incident Commander know where to locate the ICP? When establishing an ICP, the Incident Commander will follow several proven guidelines:

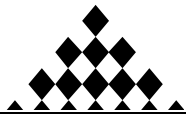
- Position the ICP *away* from the general noise and confusion that are associated with the incident.
- Position the ICP *outside* the area of present and potential hazards.
- Position the ICP *within view* of the incident, when possible.

The Incident Commander also will identify a location that will ensure that the ICP can:

- *Expand*, if necessary, as the incident expands. The ICP must be large enough so that sufficient working area and other necessary facilities (e.g., rest rooms) are available for the potentially large number of individuals who will be working there.
- *Provide security* and control access to the ICP. Unauthorized personnel should not be able to gain ready access to the facility.
- *Be identified* clearly by all responders. The ICP should be identified with a green and white flag, lights, or other identifiable marking. The standard symbol for identifying ICPs is shown in the figure below.



After selecting an ICP location, the Incident Commander must ensure that the location is announced to all responders and to dispatch so that all personnel are aware of its location. The scenario that follows illustrates how an Incident Commander may select an ICP location.



THE INCIDENT COMMAND POST
(Continued)

Scenario: On a hot, humid day in mid-July, the Claire City 9-1-1 dispatch center received a call from a local day care center. The caller complained of a strong gas odor, which had been getting stronger over the last several minutes. The dispatcher assigned the call to Engine Company #7, which was returning from another call and was in the vicinity of the day care center.

When the Fire Captain arrived at the scene, the odor of chlorine was evident. The odor was very strong and, with virtually no wind, the Fire Captain did not anticipate any immediate movement of the gas, nor could she expect that the gas would dissipate anytime soon. The Fire Captain ordered an immediate sizeup of the situation. Then, working from Truck 7, she requested a second alarm and police and public works support to assist in evacuating the day care center and other businesses in a four-block area—and requested a weather forecast for later in the day. She also requested a HazMat team.

Because the weather forecast called for increasing winds from the southwest, the Fire Captain was concerned about the possible movement of the chlorine plume later in the day. Movement of the plume would mean expanding the evacuation area—and the incident. The Fire Captain knew, then, that she would require a more permanent ICP that:

- Was *upwind* of the expected movement of the plume.
- Could be expanded as the incident expanded.

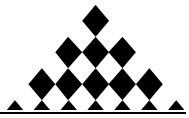
After getting input on possible ICP locations, the Fire Captain selected a location at a shopping center that was located to the southwest of the incident site, two blocks outside the 4-block evacuation area. Located on Fourth Street, the shopping center seemed to be a good area because it:

- Was close to, but upwind of, the incident site.
- Was closed while undergoing major renovation. The center received no traffic at that time, and only construction crews would be displaced by locating the ICP there.
- Had a large parking lot that could serve as a Staging Area and a Casualty Collection Point (CCP), if one became necessary. Additionally, the parking lot was divided into sections, which would help to separate the functions physically.
- Was readily identifiable by all responders and dispatch.

Having selected the ICP site, the Fire Captain radioed the location of the *Fourth Street Incident Command Post* to dispatch.

Definition

Casualty Collection Point. Though not an official ICS facility, a CCP can prove useful as an area that serves to triage, treat, and provide transportation to victims in a multi-casualty incident.



THE INCIDENT COMMAND POST (Continued)

Clearly, the Fire Captain had considered the ICP requirements carefully. The location:

- Met the immediate needs of the incident.
- Was expandable, if expansion was needed.
- Was not heavily trafficked by civilian personnel.
- Could accommodate colocation of other incident facilities.
- Was recognizable to response personnel.

Note also, that the Fire Captain *named* the ICP so that responders and dispatch could identify it from ICPs for other ongoing or new incidents.

More complex incidents will often require larger ICP facilities. Incidents that might require an expanded ICP facility include:

- Long-term incidents.
- Multiagency incidents run under a unified command.
- Incidents requiring an on-scene communications center.
- Incidents requiring activation of the Planning Section.
- Incidents requiring the use of Command Staff and agency representatives.

The incident in the scenario already meets some of these requirements.

STAGING AREAS

As an incident escalates, additional resources are required. To avoid the problems that could result from the convergence of too many resources and to manage the available resources effectively, the Incident Commander may identify the need for one or more *Staging Areas.*

Scenario Update: A Battalion Commander arrived with the requested fire resources. During her transfer-of-command briefing, the Fire Captain detailed the incident site and provided information about the current situation:

- Sizeup indicates that the chlorine leak is coming from a storage building adjacent to the high school pool.
- A hazardous materials team has been requested and is en route.
- Evacuation of approximately 1,500 people in the affected area has begun and is estimated to be completed within the next hour. Public Works personnel are setting up roadblocks in the area, and local police are controlling traffic flow from the area.
- A Safety Officer has been assigned, has identified ingress and egress routes for responding personnel, and will monitor changing weather conditions throughout the incident.
- Twelve people from the affected area are known to be having difficulty breathing. Three EMS teams have been requested and are en route.

As the new Incident Commander, the Battalion Chief determined that Staging Areas for fire, police, and EMS would be required. He knew that Staging Areas:

- Increase responder safety and provide resource accountability.
- Prevent premature deployment of resources.
- Prevent personnel from entering the incident area on their own.

He also knew that Staging Areas provide a place where personnel and equipment can be checked in, making it easier to control resources.

STAGING AREAS (Continued)

After having reviewed the layout of the parking lot and consulting with the Safety Officer, the Incident Commander designated an area of the lot as a Staging Area and appointed a *Staging Area Manager*. As a contingency, he also identified a location at the back of the shopping center that could be used as a casualty collection point, if one were to become necessary. He then requested additional resources:

- 3 engine companies.
- 2 EMS teams.
- 1 HazMat team.

He also requested the American Red Cross to open a nearby shelter for the evacuees and requested a school bus to transport the children from the day care center to the shelter.

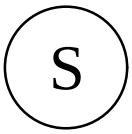
The Incident Commander has identified the need for Staging Areas where incident resources can be located while awaiting immediate assignment. To maintain an effective span of control, he also has assigned Staging Area Managers who will:

- Report to the Operations Section Chief or to the Incident Commander.
- Oversee the check-in procedure for personnel and equipment.
- Respond to requests for resources by assigning available resources.
- Monitor the status of resources.
- Keep the Incident Commander or the Operations Section Chief informed of the status of resources in the Staging Area.

Maintaining resource status will be critical for the Staging Area Managers because not all of the resources at an incident may be available for use at a given time. Some resources may be deployed already or may be temporarily out-of-service.

Staging Area implementation will vary just as the ICS structure will vary. Staging Areas at a simple incident may serve as a holding area where resources may report for only a short time before deployment. At a complex incident, staging may require a formal deployment system.

Like the ICP, each Staging Area will be named and identified. The standard symbol for identifying Staging Areas is shown in the figure below.



Factors for selecting the location of Staging Areas include:

- **Proximity to operational assignments.** Staging Areas should be away from the incident but as close to probable operational assignments as possible. The Staging Area should not be more than 5 minutes away from the incident.
- **Proximity to possible hazards.** Staging Areas should be located *out of the way* of any possible direct hazard.
- **Access routes.** Staging Areas must have different access routes for incoming and outgoing resources.
- **Space.** Staging Areas must be large enough to accommodate available resources and should be large enough to expand if the incident escalates.
- **Security.** Staging Areas must offer security for both personnel and equipment.

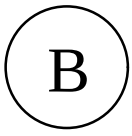
Staging Areas may be relocated if necessary but must always be clearly identified.

BASES

If an incident covers a very large area or if the Incident Commander expects that the incident will continue for an extended period of time, requiring the need for a large number of resources that rotate in and out of operation assignments, he or she may establish a *Base*, which offers primary services and support activities for an incident. Normally, a Base is used to provide a place for uncommitted or out-of-service resources to be located. A Base is where the Logistics Section is located.

There should be only one Base for an incident and, like the ICP and Staging Areas, the Base will be named. When the Incident Commander establishes a Base, he or she will designate a Base Manager, who will operate within the Facilities Unit of the Logistics Section in a fully expanded ICS structure. If the Logistics Section is not activated, the Base Manager will report directly to the Incident Commander or his or her deputy.

In the scenario in this unit, a Base would not be necessary, but when Bases are used, they must be marked so that they are identifiable. The standard symbol for identifying Bases is shown in the figure below.



OTHER INCIDENT FACILITIES

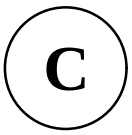
Other incident facilities may be required at some incidents. This section will introduce:

- Camps.
- Helibases and helispots.
- Casualty Collection Points.

None of these facilities will be covered in detail, but you should be aware that they may be used under some circumstances.

Camp

A camp is a geographic site, within the general incident area, separate from the Incident Base, equipped and staffed to provide food, water, and sleeping and sanitary facilities to incident personnel. In wildland fire application of ICS, Base activities may be performed at a Camp.



Helibases and Helispots

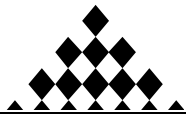
Helibases and helispots will be used in incidents requiring air operations.

A *helibase* is a location in and around an incident area at which helicopters may be parked, maintained, fueled, and equipped for incident operations. Very complex incidents may require more than one helibase.

A *helispot* is a temporary location where helicopters can land and load and offload personnel, equipment, and supplies. Complex incidents may have several helispots.

All helibases and helispots are identified with the symbols shown below. Because air operations is highly specialized, it will not be covered in more detail in this course.

H-3



Casualty Collection Points

Although not an official incident facility, CCPs will be necessary for incidents involving multiple casualties. CCPs are areas designated to receive, conduct triage, and provide treatment and transportation to civilians who have been injured at the incident. If separate areas are required for triage and treatment, and transportation, it is preferable for the CCP Managers to assign a supervisor for each area.

Because time may be critical, a CCP site should be selected and a treatment area set up as soon as casualties are confirmed. The site that is selected should be:

- In a safe area, free of hazards and debris.
- Close to, but upwind and uphill from, the hazard area.
- Accessible by transportation vehicles (e.g., ambulances, trucks, helicopters, etc.).
- Able to grow.
- Secure and out of public view.

When CCPs are required, they may be divided into smaller areas to address receiving, triage, treatment, and transportation. When separate areas are necessary, the CCP should be planned for efficient flow of both casualties and medical personnel, and each area should be clearly identified. Responders should become familiar with the triage system used in their own jurisdictions. One method of marking the triage area within a CCP is:

- **I** (Immediate Treatment).
- **D** (Delayed Treatment).
- **DECEASED** (for the morgue).
- **MINOR** (Minor Treatment)

Treatment areas should be relatively close to each other to allow:

- Oral communication between workers in the two areas.
- Shared access to medical supplies (which should be cached in a central location).
- Easy transfer of patients whose status has changed.

Patients in the treatment area should be positioned head to toe, with two to three feet of space between victims. This system will facilitate efficient use of space and effective use of available personnel.

When a morgue site is required, it should be secure, away from, and not visible from the medical treatment areas.

UNIT SUMMARY

This unit has covered the critical incident facilities:

- The Incident Command Post.
- Staging Areas.
- Bases.

The unit also introduced camps, helibases, helispots, and CCPs.

The Incident Commander will establish an ICP at every incident. Initially, the ICP may be located in a vehicle and, in small incidents, may remain there. When it becomes clear that the incident is escalating in size, complexity, or risk, the Incident Commander will establish a more permanent facility that is:

- Away from the confusion surrounding the incident.
- Outside the hazard area.
- Within view of the incident, when possible.

The Incident Commander will ensure that the ICP meets the needs of the incident and will:

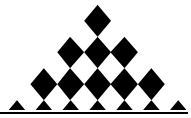
- *Name* the ICP.
- *Mark it* clearly using the standard ICS symbol on a map, or with a light, sign, or flag at the site.
- *Communicate* its name and location to both responders and dispatch.

As an incident escalates, the Incident Commander may identify the need for one or more Staging Areas where incident resources can be located while awaiting immediate assignment. Like the ICP, each Staging Area will be named and identified using the standard ICS symbol for a Staging Area. Staging Areas:

- Should be away from the incident but close to operational assignments.
- Should be out of the way of potential hazards.
- Must have different access routes for incoming and outgoing personnel.
- Must be large enough to accommodate available resources and should be expandable, if necessary.
- Must be secure.

When an incident covers a large geographic area, or if the Incident Commander expects that the incident will continue for an extended period, he or she may establish a Base to provide primary services and support activities. There should be only one Base for an incident. The Base should be named and identified using the standard ICS symbol for a Base.

The Incident Commander may establish other incident facilities, such as a camp, helibase and helispot, or a CCP if the incident warrants.



NEXT STEPS

If you believe that you have mastered the information included in this unit, complete the Self-Check Exercise that begins on the next page. When you have completed the Self-Check Exercise, compare your answers with those provided in the answer key following the Self-Check Exercise. If you answered all of the questions correctly, continue to Unit 4. If you answered any questions incorrectly, review the appropriate section of this unit to ensure that you have learned the material. Then, proceed to Unit 4.

UNIT 3: SELF-CHECK EXERCISE

Instructions: Use this Self-Check Exercise to test how well you learned the material presented in Unit 3. When you complete the exercise, check your answers against those in the Answer Key following this Self-Check Exercise. If you answered any questions incorrectly, be sure to review the corresponding section of the unit before proceeding to Unit 4.

1. In a flooding incident, the Incident Commander should consider which of the following as a possible ICP location?

   a. A location that is upstream of and on higher ground than the flooded area
   b. A location that is directly beside the flooded area
   c. A location that is downstream of and on higher ground than the flooded area
   d. A location that is downstream of and at the same level as the flooded area

2. Which of the following may **NOT** be a main consideration for locating an ICP?

   a. Expandability
   b. Colocation with other facilities
   c. Security
   d. The ability to identify the ICP

3. All of the following are rationales for selecting a larger ICP **EXCEPT:**

   a. Long-term incidents.
   b. Incidents with multiple ICPs.
   c. Incidents that are run under a unified command.
   d. Incidents that require Command Staff and agency representatives.

4. A Staging Area is:

   a. The location at which the primary command functions take place.
   b. The location at which the primary services and support activities are located.
   c. The section of the ICP from which resources are assigned and dispatched.
   d. A temporary location to which personnel and equipment report.

5. In a fully expanded ICS organization, the Staging Area Manager will report to the:

   a. Incident Commander.
   b. Logistics Section Chief.
   c. Facilities Unit Leader.
   d. Operations Section Chief.

6. Staging Areas should be located:

   a. Along major access routes to the incident.
   b. Out of the way of direct hazards.
   c. Away from operational assignments.
   d. Near the Incident Base.

7. Bases are used at:

   a. Incidents that will extend over a large geographic area.
   b. Very complex incidents only.
   c. Every incident.
   d. Incidents that require multiagency coordination.

8. Casualty Collection Points are used:

   a. In conjunction with helibases to receive and transport victims.
   b. To receive, conduct triage, and treat victims.
   c. In conjunction with Bases to treat injured responders.
   d. In conjunction with local hospitals to receive victims and provide first aid treatment.

Read the scenario below, and use it to respond to questions 9 through 11.

Scenario:

It is the seventh day in a row of record high temperatures, and the heat wave is expected to continue through the weekend. A rock concert is planned for Saturday in Lafayette Park. With little or no wind forecast for relief, the heat index at the time of the concert is expected to be 110 degrees.

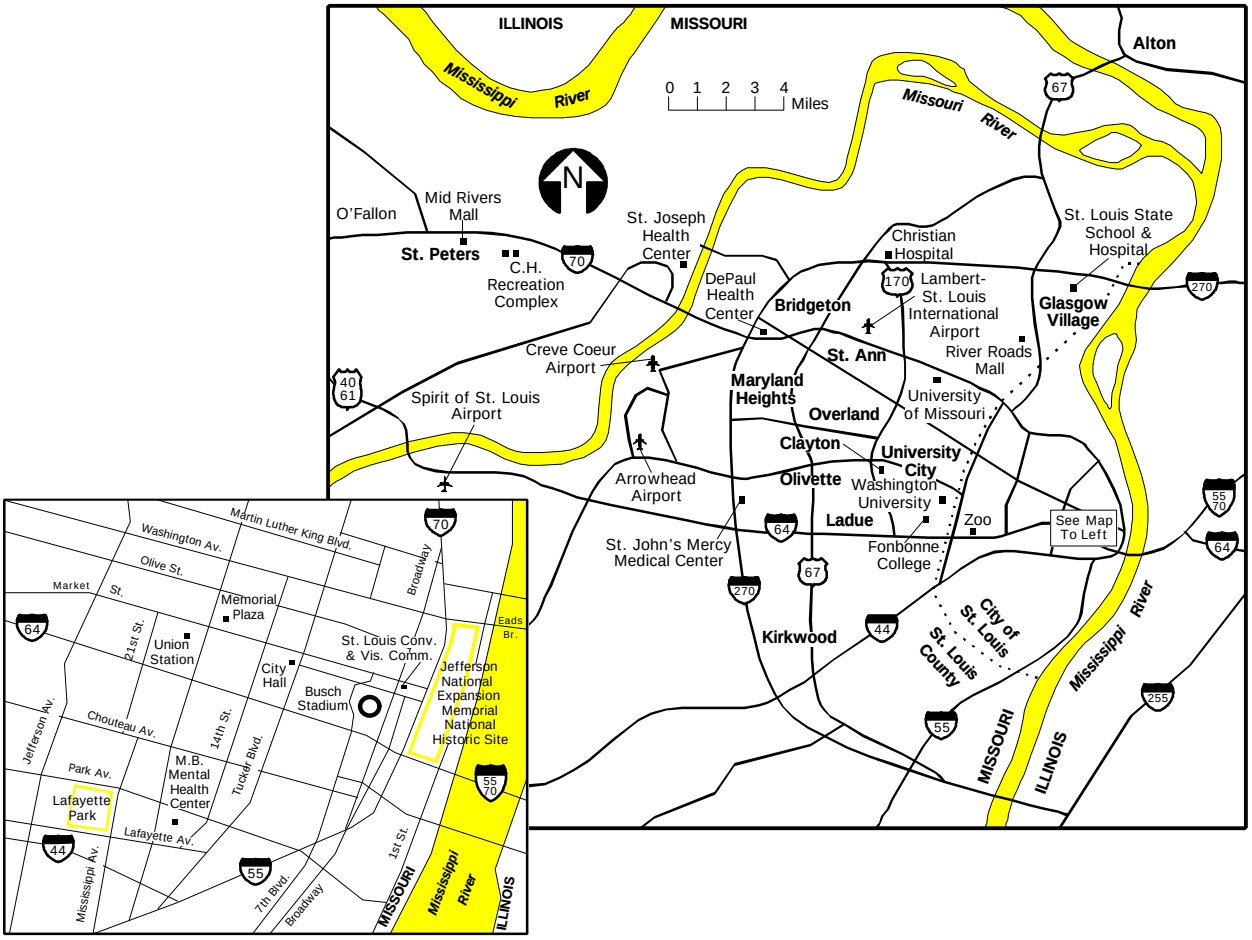
Because the concert is a planned event, local authorities are treating the concert as an incident and are identifying potential incident facilities in advance of the concert. A map of the area is shown on the next page.

Additional information that may be useful when selecting facilities includes:

- A large, multilevel parking garage is located at the corner of Chouteau Avenue and Mississippi Avenue. Garage clearance is six feet.
- Large outdoor parking lots are located:
  - Adjacent to the M.B. Mental Health Center.
  - Adjacent to Union Station.
  - At Mississippi Avenue and I-44 (no interstate access).

- The nearest medical facility to Lafayette Park is located at the University of Missouri. (See large map.)
- The area between Lafayette Park and I-44 is a clear area with a grass surface and few trees.
- There is a large vacant storefront adjacent to the park at the southeast corner of Lafayette Avenue and Mississippi Avenue—and another at the southwest corner of Chouteau Avenue and Mississippi Avenue.

Use this information to answer the questions on the next page.



9. At what location would you locate the ICP?

10. At what location would you locate a Staging Area or Areas?

11. At what location would you locate the CCP?

UNIT 3: SELF-CHECK EXERCISE ANSWER KEY

1. **a. A location that is upstream of and on higher ground than the flooded area (Page 3-3)**

2. **b. Colocation with other facilities (Page 3-3)**

3. **b. Incidents with multiple ICPs (Page 3-5)**

4. **d. A temporary location to which personnel and equipment report (Page 3-2)**

5. **d. Operations Section Chief (Page 3-6)**

6. **b. Out of the way of direct hazards (Page 3-6)**

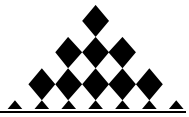
7. **a. Incidents that will extend over a large geographic area (Page 3-7)**

8. **b. To receive, conduct triage, and treat victims (Page 3-8)**

9. **The ICP could be located in the vacant building at Lafayette and Mississippi. If colocation of other incident facilities is a factor, however, it may be preferable to locate the ICP in the vacant building at the corner of Chouteau and Mississippi.**

10. **Staging Areas could be located in any of the outdoor parking lots. Note that access to I-44 from the Mississippi Avenue lot is not an issue because Mississippi Avenue is a direct route to the incident site. Staging Areas should NOT be located at the multilevel garage at Chouteau and Mississippi because clearance is not adequate for equipment.**

11. The multilevel parking garage (at Chouteau and Mississippi) could be a good location if victims can be offloaded from ambulances immediately outside the lot. The lot is close to I-70, which is the main route to the University of Missouri Medical Center. The grassy area directly across from Lafayette Park may be a good area if the public can be kept from the area.



INCIDENT RESOURCE MANAGEMENT

PURPOSE AND SCOPE

The purpose of this unit is to acquaint you with the resource categories that you may encounter at an incident. This unit will introduce the concept of incident resource management, identify the main resource categories, and describe resource typing. The unit will also cover how the Incident Commander tracks resource status and highlight several ways that resource status can be tracked at an incident.

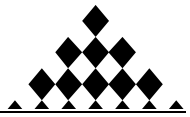
OBJECTIVES

After completing this unit, you should be able to:

- Describe the importance of incident resource management.
- Explain why resources are typed and where to get information about resource types.
- List the three resource status conditions used at an incident and what each means.
- Maintain resource status for a small incident.

TIME

Completion of this unit should take approximately 1.5 hours.



INTRODUCTION TO INCIDENT RESOURCE MANAGEMENT

The effective management of operational resources is a vital consideration in any incident. The ability to select the correct resource(s) for the task is essential to:

- Accomplishing the task.
- Ensuring resource safety.
- Ensuring the cost-effectiveness of the operation.

Resource management also encompasses maintaining the status of all resources assigned to an incident.

This unit will describe how the Incident Commander selects resources that are appropriate to the objective at hand and how resource status is tracked at an incident. First, however, the unit will introduce the various operational resource classifications that may be available at an incident.

RESOURCES USED IN OPERATIONS

Resources used in operations consist of all personnel and major items of equipment that are available, or potentially available, for assignment to incidents. (Equipment resources also include the personnel required to operate and maintain them.) To lend consistency to incident operations, resources are described by both *kind* and *type.*

Kinds of Resources

When the Incident Commander requests a *kind* of resource, he or she may be requesting a patrol car, helicopter, fire engine, or bulldozer. Resource kinds can be as broad as necessary to suit the incident application. It is important to remember that the different agencies may use the same or similar kinds of operational resources for a variety of incidents. For example, both police and fire departments often use helicopters, fuel tenders, and crew transports. Other kinds of resources—such as patrol cars, search dogs, or fire engines—are specific to the user agency or to an operation. Incident Commanders also must consider the *type* of resource required to ensure that resources assigned are appropriate for the incident objective.

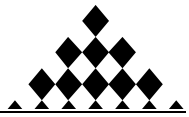
Definitions

Resources. All personnel and major items of equipment (including crews) that are available, or potentially available, for assignment to incidents.

Kind. Resources described by function (e.g., a patrol car or bulldozer).

Type. Resources described by performance capability (e.g., capacity or pressure factor).

Single Resources. Individual pieces of equipment and its personnel complement—or a crew of individuals with an identified supervisor—that can be used in a tactical application at an incident.



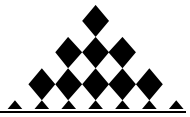
Types of Resources

Resource *type* describes the *performance capability* for a specific resource. Resources are usually typed by number, with 1 being the highest capability or capacity, 2 the next highest, etc. For example, in the Fire Service, a Type 1 helicopter has a capacity of 16 persons. A Type 3 helicopter has a capacity of five persons. Resource typing aids in planning, ordering, and monitoring resources at an incident.

Higher capacity is not always the best for the job, however. For example, a Type 1 fire engine, which has the greatest pumping capacity, may not be able to access the area where the resource is needed. It is important, then, that the capability of the resource is spelled out clearly in the type description.

Currently, only a few typing standards have been developed nationally—mainly in the wildland fire arena. However, every community should have an up-to-date *Emergency Operations Plan (EOP)* that describes how that community will do business during an emergency. Attached to every EOP are *functional annexes* that provide information about how specific functions (e.g., evacuation, health and medical services) will be performed during emergency operations. As a part of each functional annex, the responsible agencies should include a list of resources, by kind and type, that the agency can make available during an emergency. For example, a resource list that might accompany a functional annex is shown below.

Kind	***Resource***	***Type***	***Available***	***Description***
B	Bus	1-2	20	66-passenger, diesel, automatic transaxle
UV	Utility vehicle	1-3	10	3-passenger, 2¼-ton, dual axle, automatic transaxle, winch-equipped
UV	Utility vehicle	1-3	2	6-passenger, 2¼-ton, dual axle, manual transaxle, winch-equipped
SV	Security vehicle	1-2	5	6-passenger, 4-door, automatic transaxle, security screen, warning lights

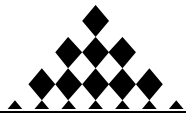


***Types of Resources** (Continued)*

The figure below shows another example of a resource list. All resource lists will not look the same. Every community will have a wide variety of resources and a variety of ways to document the resources.

Sample Resources (Public Works)

Radio	No Radio	Description	Mission	Crew
1		Sedan	Supervisor	1
3		3/4 t pickup w/ comp	Supervisor	1
5		3/4 t pickup	Supervisor	1
7		4 yd. dump w/ comp	Drainage	3
9		4 yd. dump	Drainage	3
11		Camel truck	Drainage	2
13		4 yd. insulated dump	Street repair	3
15		Tractor w/lowboy	Transportation	1
	17	8 yd. dump w/ comp	Paving, utility	2
	19	8 yd. dump	Paving, utility	1
21		25 yd. tractor-trailer	Solid waste transfer	1
23		Flatbed w/lift gate	Utility	1
	25	Cat D-8 dozer	Excavation & grading	1
	27	Motor grader	Utility	1
	29	Motor grader	Utility	1
31		Power sweeper	Street cleaning	1
	33	Power sweeper	Street cleaning	1
	35	Power sweeper	Street cleaning	1
37		4 yd. self-loading dump	Utility	1
39		4 yd. self-loading dump	Utility	1
	41	Backhoe	Excavation	1
	43	Backhoe	Excavation	1
	45	Rubber-tired dragline	Levee & ditch maint.	1
47		Truck crane, 1/2 yd.	Utility	1
49		1/2 t pickup	Complaint, inspection	1
51		1/2 t pickup	Complaint, inspection	1
53		1/2 t pickup	Complaint, inspection	1
55		1/2 t pickup	Complaint, inspection	1
	57	Packer truck	Solid waste collection	3
	59	Packer truck	Solid waste collection	3
	61	Packer truck	Solid waste collection	3
	63	Packer truck	Solid waste collection	3
	65	3000 gal. tank truck	Flushing	1
	67	G-660 Gradall	Large conduit repair	2
	69	8 yd. dump	Large conduit repair	1
	71	8 yd. dump	Large conduit repair	1
	73	Snow blower	Snow removal	1



***Types of Resources** (Continued)*

Attachments to the functional annexes to a community's EOP can be an enormous help to the Incident Commander at the time of an incident. These attachments will also support personnel in the EOC.

RESOURCE CATEGORIES

To help the Incident Commander further, resources are categorized.

As introduced in Unit 2, s*ingle resources* are individual pieces of equipment or a crew of individuals, with an identified work supervisor, that can be used in an operational application at an incident. A single resource is most commonly used early in an incident. Single resources may be typed to reflect capability. Examples of single resources that are typed include:

- A police motorcycle.
- A fire company engine.
- A medical team.
- A helicopter.
- A K-9 search and rescue team.

An example of how single resources can be used at an incident is shown in the scenario below.

Scenario: A car has slid into a utility pole, knocking down the pole and injuring the driver. As the first to arrive on the scene, the Fire Captain has requested an ambulance, a utility crew, and a police patrol car.

In this scenario, the fire company, ambulance, utility crew, and patrol car are all single resources.

Definitions

Emergency Operations Plan (EOP). A formal, written document that describes, in detail, how a State or community will conduct business in an emergency. The EOP:

- Assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in an emergency.
- Sets for the lines of authority and organizational relationships, and shows how all actions will be coordinated.
- Describes how people and property will be protected in emergencies and disasters.
- Identifies personnel, equipment, facilities, supplies, and other resources available—within the jurisdiction or by agreement with other jurisdictions—for use during response and recovery operations.
- Identifies steps to address mitigation concerns during response and recovery operations.

(The process for preparing an EOP is very detailed and cannot be covered in this course. For more information, consult FEMA's State and Local Guide (SLG) 101, *Guide for All-Hazard Emergency Operations Planning.*)

Functional Annex. The parts of the EOP that focus on operations—what the function is (e.g., evacuation, mass care, health and medical services, and resource management) and who is responsible for performing it. Annexes should emphasize responsibilities, tasks, and operational actions that pertain to the function being covered.

RESOURCE CATEGORIES (Continued)

A *Task Force* is any combination and number of single resources (within span-of-control limits) assembled for a particular operational need. Task Forces may be a mix of different kinds of resources. Some examples of Task Forces include:

- Public Works: two bulldozers, two dump trucks
- Fire Suppression: two engines, one bulldozer
- Search and Rescue: one helicopter, two K-9 teams
- Law Enforcement: one SWAT team, one K-9 team, one ambulance
- Multiagency: five police officers, five fire engines, three medical teams

Each Task Force must have a leader and its own transportation, and each Task Force must have communication capability between its leader and the next-level supervisor.

Task Forces may report directly to the Incident Commander, the Operations Section Chief, or to a Division or Group Supervisor, depending on the level of expansion of the ICS organization.

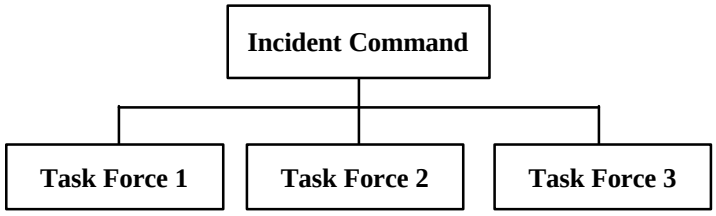
An example of how Task Forces may be used at an incident is shown in the next scenario.

Definitions

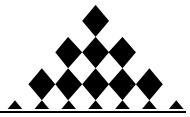
Task Force. A combination of single resources assembled for a particular operational need, with common communications and a leader.

Strike Team. A group of resources of the same kind and type (e.g., three drug K-9 teams, six patrol units, etc.). A Strike Team is managed by a *Strike Team Leader*.

Scenario: A landslide has buried three houses and one business structure. The Incident Commander has established the ICS organization shown below:



- Task Force 1 is a Public Works Task Force, consisting of two bulldozers and two dump trucks for repairing water main breaks.
- Task Force 2 is a Fire Department Task Force, consisting of two engines and one bulldozer for extinguishing industrial fires.
- Task Force 3 is a Search and Rescue Task Force, consisting of two search and rescue teams and two medical technicians.



RESOURCE CATEGORIES (Continued)

Note that, while the Task Forces in this scenario consist of different kinds of resources, each serves a specific operational function. Task Forces can be very flexible in their makeup, with no limitations imposed other than span of control.

Strike Teams are resources of the same kind and type. Strike Teams must have a leader and communications among the single resources that make up the Strike Team—and between the Strike Team and its leader. Strike Teams usually are used for major incidents. They may report to the Incident Commander, the Operations Section Chief, or to a Division or Group Supervisor, depending on the level of expansion of the ICS organization.

An example of how Strike Teams may be used is shown in the next scenario.

> ***Scenario:*** Heavy rain has threatened to cause flooding along several streams in central Kentucky. The Incident Commander at the Brown Creek incident has requested a Public Works Strike Team to report to the Incident Staging Area. This Strike Team consists of a Strike Team Leader and five 10-ton dump trucks full of sand for sandbagging.

Grouping single resources into Task Forces and Strike Teams offers the Incident Commander several advantages for resource management, including:

- Providing a more effective way to plan resources.
- Providing an effective way to request resources.
- Reducing radio traffic.
- Improving organizational expandability for large operations while maintaining a good span of control.

TRACKING RESOURCE STATUS

All operational resources at an incident will be in one of three status conditions:

- *Assigned* resources are performing active functions.
- *Available* resources are ready for immediate assignment.
- *Out-of-service* resources are not ready for assigned or available status.

Note that resources may be out-of-service because of:

- Mechanical servicing required for vehicles and equipment.
- Personnel requiring a rest period, thus reducing personnel levels below an operational threshold.
- Environmental reasons, such as weather or darkness.
- Cost reasons—the cost of using the resource is prohibitive.

Usually, out-of-service resources will be located at a Base (if a Base has been established).

Resource status during an incident is maintained and updated by the supervisor who controls the resource. Depending on the level of expansion of the ICS organization, changes in resource status may be made by the Incident Commander, the Operations Section Chief, or a Division or Group Supervisor. If a Staging Area is activated, the Staging Area Manager will maintain the status of resources in the Staging Area and report changes in status upward through the chain of command. All changes of status of more than a few minutes must be communicated to the appropriate organizational element.

TRACKING RESOURCE STATUS (Continued)

In large-scale incidents, a Resource Unit Leader also will maintain status on all assigned resources. The Resource Unit Leader will not, on his or her own authority, change the status of any resource.

There are several status-keeping methods that can be used to record resource status. Communities may select a method based on the size or complexity of the incident, the number of personnel available to track status, or the degree of automation available at the incident. There are several ICS forms that have been proven successful for tracking status within Fire Service incidents:

- ICS Form 201 (Incident Briefing) includes a resource summary.
- ICS Form 204 is an assignment list.
- ICS Form 211 (Check-in List) provides a way to record resources that are checking in to an incident.

Sample copies of each of these forms are included in Appendix B to these course materials.

Some communities may not use the ICS forms to track resource status. If you may be responsible for tracking resources at an incident, be sure to determine **in advance of an incident** the method that your community uses.

UNIT SUMMARY

The ability to select the right resource for each operational assignment at an incident is essential to:

- Accomplishing the task.
- Ensuring resource safety.
- Ensuring the cost-effectiveness of the operation.

This unit covered the operational resource classifications that may be available at an incident and how those resources may be tracked. *Operational resources* include all personnel and major items of equipment that are available, or potentially available, for assignment. For consistency, resources are described by:

- *Kind* (e.g., patrol cars, helicopters, or a utility truck).
- *Type* (i.e., performance capability).

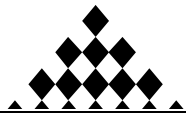
Although only a few typing standards have been developed nationally, each community should maintain an up-to-date list of the resources that each agency can provide for an incident in the agency's *functional annex* to its *Emergency Operations Plan.*

To further define resources, they may be categorized into:

- *Single Resources,* which are individual pieces of equipment or a crew of individuals, with an identified work supervisor, that can be used in an operational application.
- *Task Forces,* which are combinations of single resources, organized within the limits of span of control. Task Forces may be a mix of different kinds of resources but, together, they must serve a specific function.
- *Strike Teams,* which are resources of the same kind and type. Strike Teams must have a leader and the ability to communicate with each other and with the command structure.

Grouping single resources into Task Forces and Strike Teams:

- Promotes effective resource planning.
- Provides an effective way to request resources.
- Reduces radio traffic.
- Improves organizational expandability while maintaining an effective span of control.



UNIT SUMMARY (Continued)

All resources will be in one of three status conditions:

- *Assigned* resources are performing active functions.
- *Available* resources are ready for immediate assignment.
- *Out-of-service* resources are not ready for assigned or available status because of mechanical problems, the need for rest, etc.

Resource status is maintained and updated by the supervisor who controls the resource. Changes in resource status may be made by the Incident Commander, the Operations Section Chief, or a Division or Group Supervisor. All changes of status for more than a few minutes must be communicated to the appropriate organizational element.

There are several status-keeping methods that can be used to record resource status. If you will be—or could be—assigned a status-keeping role at an incident, find out which method your community uses.

NEXT STEPS

If you believe that you have mastered the information included in this unit, complete the Self-Check Exercise that begins on the next page. When you have completed the Self-Check Exercise, compare your answers with those provided in the Answer Key following the Self-Check Exercise. If you answered all of the questions correctly, continue to Unit 5. If you answered any questions incorrectly, review the appropriate section(s) of this unit to ensure that you have learned the material. Then, proceed to Unit 5.

UNIT 4: SELF-CHECK EXERCISE

Instructions: Use this Self-Check Exercise to test how well you learned the material presented in Unit 4. When you complete the exercise, check your answers against those in the Answer Key following this Self-Check Exercise. If you answered any questions incorrectly, be sure to review the corresponding section of the unit before proceeding to Unit 5.

1. **Resources** include:

   a. All incident facilities and equipment.
   b. Personnel and major items of equipment that are available for the incident.
   c. The financial resources of all agencies responding to the incident.
   d. Major items of equipment that are available for the incident.

2. A tow truck is an example of a:

   a. Single resource.
   b. Task Force.
   c. Strike Team.

3. A **functional annex** should include information about the resources available to perform a function in an emergency.

   a. True
   b. False

4. A **Type 1** resource is always preferable.

   a. True
   b. False

5. All **Strike Team** resources must be from the same agency.

   a. True
   b. False

6. A **kind** of resource is categorized by function.

   a. True
   b. False

7. An Incident Commander has requested that the Police Department provide one K-9 team and two search and rescue teams to an incident. These resources are best described as:

   a. Single resources.
   b. A Task Force.
   c. A Strike Team.

8. Five Type 2 bulldozers are best described as:

   a. A Task Force.
   b. A Strike Team.
   c. A Public Works Unit.

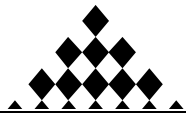
9. You are relieved after a 12-hour operational period so that you can rest before working tomorrow What is your status?

   a. Available
   b. Assigned
   c. Out-of-service

UNIT 4: SELF-CHECK EXERCISE ANSWER KEY

1. **b. Personnel and major items of equipment that are available for the incident (Page 4-2)**
2. **a. Single resource (Page 4-5)**
3. **a. True (Page 4-3)**
4. **b. False (Page 4-3)**
5. **b. False (Page 4-7)**
6. **a. True (Page 4-2)**
7. **a. Single resources (Page 4-5)**
8. **b. A Strike Team (Page 4-7)**
9. **c. Out-of-service (Page 4-7)**

UNIT 5: INCIDENT COMMAND SYSTEM ASSIGNMENTS



INCIDENT COMMAND SYSTEM ASSIGNMENTS

PURPOSE AND SCOPE

The purpose of this unit is to provide you with the information that you will need to prepare for deployment and to check in, perform your job, and demobilize from an incident. The unit will describe the actions that you must take and the types of activities that you should complete in advance of an incident that will make working at an incident easier for you.

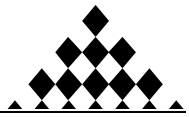
OBJECTIVES

After completing this unit, you should be able to:

- Assemble a "Go Kit" that includes the things that you will need at an incident.
- Check in to the appropriate person at an incident facility.
- Identify your main job responsibilities at an incident.
- Demobilize from the incident.

TIME

Completion of this unit should take approximately 1 hour.



INTRODUCTION

This unit will provide you with information that you should know so that you are ready to deploy to an incident and can carry out your duties with minimal delay after reporting. The unit will cover:

- Pre-deployment readiness.
- Deployment procedures, including check-in, recordkeeping, and briefing preparation.
- Demobilization procedures.

Each of these topics is covered in the sections that follow.

Because each State and community has different laws, procedures, and instructions, the topics included in this unit will provide you only with guidelines for each of these topics. For specific information, you may have to consult your State or community's EOP, your work supervisor, your incident supervisor, or other sources.

PRE-DEPLOYMENT READINESS

If you know that you are on a call-up roster of personnel who will work at an incident—or if your day-to-day position is one that would be activated for all incidents reaching a specific size and/or complexity threshold, you will do well to prepare in advance. Attend all required training. Knowing what position you will fill on-scene will help you prepare, but even if you aren't exactly sure when or how you will be deployed, there are some items that you should assemble in advance. Preparing a "Go Kit" in advance will help ensure that you have everything that you will need and will reduce the amount of time between deployment and check-in.

Assembling a "Go Kit"

Your Go Kit should include all of the items that you would need on every incident:

- Agency/department ID badge.
- Pens, pencils, markers (both thin- and thick-point).
- Paper.
- ICS and other forms (e.g., accident and/or injury forms, inventory forms, etc.) that you will need.
- The appropriate functional annex to your community's EOP.
- Other policies, procedures, and instructions that you will (or might) need at the incident.
- Maps.
- Masking tape and/or push pins.
- A clipboard.

Your job also may require a laptop computer and software (e.g., spreadsheets or data bases), a printer, floppy or compact disks, a surge protector, and a supply of paper. While you may not be able to include the hardware in your Go Kit, it will be helpful to assemble everything you can—and fill out any required forms (but leave the date blank) for hardware check-out and have them on hand.

If possible, take some time during lunch breaks to develop a checklist of all of the supplies, hardware, and software that you may need. That way, you can assemble your materials more quickly and check them off the list when you get them together.

Personal Preparedness

You also must consider your personal needs for deployment. Do you take medication on a regular basis? Do you use different glasses for reading or computer use? If so, preparing for your personal needs in advance can help. Some items that you should include in your personal Go Kit are:

- One or more changes of clothing (including shoes), especially if you could be deployed for some period of time.
- Toiletries and hygiene supplies.
- Outerwear, as appropriate to the incident, the season, or the climate.
- A flashlight.
- Medications (prescription and over-the-counter). (Note: If the medications that you take have a shelf life, always keep the newest medication in your Go Kit. As you finish your medication, use the one in your Go Kit and replace it with new medication.)
- Snacks.
- Reading material, portable tape player, or other entertainment for your time off.

If you are deployed regularly, you should assemble these items and keep them available at all times. If you are deployed only occasionally, make a checklist of the items that you want to take so that you can gather them quickly, if needed.

DEPLOYMENT PROCEDURES

Deployment will be a busy time, especially at a large or complex incident. But it need not be confusing for communities that prepare in advance and disseminate deployment information to all involved personnel. Because deployment procedures will vary from community to community, it is best to get specific information locally. There are, however, some guidelines that you can follow that will make deployment easier.

Immediate Deployment Activities

There are several questions that you should ask when you receive notification of your deployment. For example:

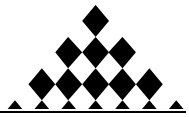
- When should you report and where?
- What is your emergency assignment?
- To whom will you report (by name and position, if possible)?
- About how long should you plan to be deployed?
- What is your role? Do you have decision-making authority? Are you a supervisor? If so, how many people will you supervise?
- What procedures are in place for contacting your day-to-day supervisor?
- How can your family reach you if *they* have an emergency?

You may not be able to obtain all of this information at the time you are activated, but you should gather as much information as you can.

You should also know that you:

- May be working for someone other than your day-to-day supervisor.
- May be located either on scene or at the EOC.

Hopefully, your assignment will be matched to your skills.



Check-In and Post-Check-In Activities

You should check in as directed when you are deployed. After checking in, report to your area of assignment as soon as possible. Locate your immediate supervisor to get the information that is critical to performing your job:

- What is the current situation?
- What are your specific job responsibilities?
- Will you have subordinates reporting to you?
- Who are your coworkers?
- Where will you work?
- What equipment is available to help you do your job?
- What are the procedures for obtaining additional supplies and/or equipment?
- Who do you see if you need help?
- What are your work hours?
- Where will you eat (if appropriate)?
- Where will you sleep (if appropriate)?

Take notes during your briefing, especially if you will have subordinates working for you. You will have to brief them.

If you are a supervisor, you will have to maintain a log, indicating the names of any personnel assigned to you and the major activities completed during each operational period. ICS Form 214, Unit Log, has been designed for this purpose. An example of ICS Form 214 is included in Appendix B of this course for your reference.

Recordkeeping

All incidents require some form of recordkeeping, but the specific requirements will vary depending on your community's EOP and the nature of the incident. Follow local procedures for documenting your activities. Despite the fact that you will be extremely busy, take your recordkeeping responsibilities seriously. The completeness and accuracy of your records may be critical to documenting the need for State and/or Federal assistance and also may be critical should an event occur that results in future litigation against the community.

Communications

All incident personnel must observe strict radio and/or telephone procedures, using *clear text* (i.e., plain English).

- *Do not* use the radio or telephone unless authorized to do so.
- *Never* use codes when communicating at an incident.
- *Always* limit radio and telephone traffic to essential information only.

DEMOBILIZATION PROCEDURES

At some point, you will be demobilized. Demobilization does not mean just going home. When you are notified that you will be demobilized:

- Complete all work in progress, unless otherwise directed.
- Ensure that all of your records and files are up to date.
- Brief your relief (or, if you are not being relieved, your immediate supervisor) on the status of all work.
- Brief your subordinates, and introduce your relief, as necessary.
- Return or otherwise transfer custody of all equipment that you have signed for.
- Follow the local check-out procedures before leaving the incident area.

Depending on your job and the nature of the incident (e.g., plane crash), you also may be required to attend special incident debriefings and/or a talk with a psychological counselor. These briefings may be called critical incident stress debriefings (CISD). Do *not* ignore these briefings. They are intended to ensure that you are okay and to inform you of special services that may be available to you should you experience physical and/or psychological problems when you return home.

UNIT SUMMARY

Prepare in advance for deployment to an incident—especially if you know that you are on a call-up roster. Preparing a Go Kit that includes all of the work items and equipment that you will need will help ensure that you have everything that you require and will reduce the amount of time between deployment notification and check-in.

Prepare a list of the personal items that you will need if you are deployed. Be sure to include items such as medication on the list. If you are deployed regularly, assemble these items and keep them available at all times.

Deployment procedures will vary by community and, to some degree, by incident. When you are deployed, try to get as much information as possible about check-in procedures, your work assignment, and your anticipated length of deployment.

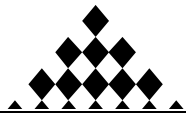
Check in as directed and report to your area of assignment as soon as possible. Locate your immediate supervisor to get the information that is critical to performing your job.

Take notes during your briefing. If you will have subordinates reporting to you, you will have to brief them.

If you are a supervisor, be sure to maintain a log of personnel assigned to you and the major activities completed during each operational period. Whether or not you are a supervisor, follow the documentation procedures for your job that are required by local policy. The completeness and accuracy of your records may be critical to documenting the need for State and/or Federal assistance and may be used if lawsuits are filed following the incident.

Observe radio and/or telephone procedures throughout the incident. Always use clear text during any communication. Limit radio and telephone traffic to essential information only.

When ordered to demobilize, ensure that you have completed all work in progress, that your records are complete, and that your files are up to date. Brief your relief and subordinates, as necessary. *Always* brief your supervisor on the status of your work. Return or transfer custody of all equipment, and follow the established check-out procedures before leaving the area. Be sure to attend any special debriefings that are required.



NEXT STEPS

If you believe that you have mastered the information included in this unit, complete the Self-Check Exercise that begins on the next page. When you have completed the Self-Check Exercise, compare your answers with those provided in the Answer Key following the Self-Check Exercise. If you answered all of the questions correctly, continue to the Final Examination. If you answered any questions incorrectly, review the appropriate section(s) of this unit to ensure that you have learned the material. Then, proceed to the Final Examination.

UNIT 5: SELF-CHECK EXERCISE

Instructions: Use this Self-Check Exercise to test how well you learned the material presented in Unit 5. When you complete the exercise, check your answers against those in the Answer Key following this Self-Check Exercise. If you answered any questions incorrectly, be sure to review the corresponding section of the unit before proceeding to the Final Examination.

1. In what area (e.g., communications logistics, planning, etc.) will you likely be assigned at an incident?

2. Given that area of assignment, to whom would you report in a fully expanded ICS organization?

3. What materials will you need to prepare in advance of the incident so that they are ready when you are ordered to deploy?

4. What are the critical areas that you should include when briefing your relief?

5. When you are demobilized, what should you include in your debriefing?

UNIT 5: SELF-CHECK EXERCISE ANSWER KEY

1. **Your area of assignment may be in any support area.**

2. **Use the following as a guide to reporting at an incident site. If you are assigned:**

   - **To a *Unit* (i.e., within the Planning, Logistics, or Finance/Administrations Sections), report to the *Unit Manager.***
   - **As a *Unit Manager,* report to the *Branch Supervisor.***
   - **As a *Branch Supervisor,* report to the Section Chief.**
   - **To *any command function* (i.e., Information, Safety, or Liaison), report to the respective officer.**
   - **To the *Communications Center,* report to the *Communications Center Manager.***

   A good guide (unless directed otherwise in your community's EOP) is to report *to the next higher-level supervisor in the organization.*

3. **Materials required will vary based on area of assignment. Some items to consider are:**

   - **Local maps.**
   - **Pens, paper, markers.**
   - **File folders.**
   - **ICS and other forms used on your job.**
   - **Standard Operating Procedures (SOPs).**
   - **Job aids for your job.**
   - **A computer. (Don't forget a supply of disks, a power strip, special software, etc.).**
   - **A printer and a supply of paper.**

   If you will be deployed for an extended period, you will also need:

   - **One or more changes of clothing.**
   - **A change of footwear.**
   - **Outdoor gear (if necessary).**
   - **Medications (if necessary).**
   - **Toiletries.**
   - **Reading material. (You will need to *relax* during your out-of-service time.)**

4. **Critical areas will vary by area of assignment. Generally, critical areas will include:**

   - **Incident status (to the degree that your area is required to know).**
   - **The status of your work.**
   - **Pending work assignments and other needs (e.g., materials, supplies, personnel, etc.).**
   - **Suspense deadlines (i.e., when assignments are due).**
   - **Special situations.**
   - **Other information as determined by the incident.**

5. **Demobilization debriefing items will depend on the incident status at the time you are demobilized, as well as your area of assignment. Debriefing items may include any or all of the items listed under 4, above.**

GLOSSARY OF TERMS

Action Plan	(See Incident Action Plan.)
Agency	An agency is a division of government with a specific function, or a non-governmental 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, and Multiagency.)
Agency Administrator or Executive	The 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 at the incident.
Allocated Resources	Resources dispatched to an incident.
Area Command	An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.
Assigned Resources	Resources checked in and assigned work tasks at 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. Assistants may also be used to supervise unit activities at camps.

Assisting Agency — An agency directly contributing tactical or service resources to another agency.

Available Resources — Incident-based resources which are ready for deployment.

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 colocated with the Base.

Branch — The organizational level having functional or geographic responsibility for major parts of incident operations. 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.).

Cache — A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp — A geographic site, within the general incident area, separate from the Incident Base, equipped and staffed to provide food, water, and sleeping and sanitary facilities to incident personnel.

Casualty Collection Point — A Casualty Collection Point (CCP) serves as a location near the incident site which provides areas to triage, treat, and transport victims in a multi-casualty incident. CCPs are not an official facility in the NIIMS ICS.

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 command of 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 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 Unit/Claims Unit	The 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 which are assigned to a single Incident Commander or to Unified Command.
Cooperating Agency	An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).
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 inter-agency) 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	Any 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	The 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.)

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 a written Delegation of Authority to be given to Incident Commanders prior to their assuming command of larger incidents.
Demobilization Unit	The 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 assigned to an incident.
Division	Divisions are used to divide an incident into geographic 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	The functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.
Emergency Management Coordinator/Director	The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.
Emergency Medical Technician (EMT)	A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.
Emergency Operations Center (EOC)	A predesignated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.
Emergency Operations Plan	The plan that each jurisdiction has and maintains for responding to emergency incidents.
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).

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.

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 — In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function).

General Staff — The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of:

Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Administration Section Chief

Generic ICS — Refers to the description of ICS that is generally applicable to any kind of incident or event.

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.

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.)
ICS National Training Curriculum	A series of 17 training modules developed by the National Wildfire Coordinating Group (NWCG) consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs.
Incident	An occurrence, caused either by human action or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.
Incident Action Plan	Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).
Incident Base	**(**See Base.)
Incident Commander	The individual responsible for the management of all incident operations at the incident site.
Incident Command Post (ICP)	The location at which the primary command functions are executed. The ICP may be colocated with the Incident Base or other incident facilities.
Incident Command System (ICS)	A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.
Incident Communication Center	The location of the Communications Unit and the Message Center.
Incident Management Team	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 Support Organization — Includes any off-incident support provided to an incident. Examples would be agency dispatch centers, airports, mobilization centers, etc.

Information Officer — A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants.

Initial Action — The actions taken by resources which are the first to arrive at an incident.

Initial Response — Resources initially committed to an incident.

Jurisdiction — The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographic (e.g., city, county, State, or Federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multijurisdiction.)

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

Kind — Resources described by function (e.g., a patrol car or a bulldozer).

Landing Zone — (See Helispot.)

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

Liaison Officer — A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Life Safety — The joint consideration of both the life and physical well-being of individuals.

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

Management By Objectives	In ICS, this is a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes selection of tactics, selection of resources, resource assignments, and performance monitoring.
Managers	Individuals within ICS organizational units who 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 colocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.
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)	A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.
Multiagency Incident	An incident where one or more agencies assists a jurisdictional agency or agencies. May be single or unified command.
Multi-Agency System (MACS)	The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multiagency or multijurisdictional environment. A MAC Group functions within the MACS.
Multjurisdiction Incident	An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

Mutual Aid Agreement — Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request by furnishing personnel and equipment.

National Interagency Incident Management System (NIIMS) — A program developed by the National Wildfire Coordinating Group consisting of five major subsystems which collectively provide a total systems approach to all-risk incident management. The subsystems are the Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

National Wildfire Coordinating Group (NWCG) — A group formed under the direction of the Secretaries of the Interior and Agriculture to improve the coordination and effectiveness of wildland fire activities and provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive nature. The NWCG has been a primary supporter of ICS development and training.

Officer — The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and 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.

Overhead Personnel — Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

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. In 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 tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

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

Radio Cache — A supply of radios stored in a predetermined location for assignment to incidents.

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

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 equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type (e.g., ground, water, air, etc.) and may be used in tactical support or overhead capacities at an incident.

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

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 with responsibility for a major functional area of the incident (e.g., Operations, Planning, Logistics, Finance/ Administration). The Section is organizationally between Branch and Incident Commander.

Sector — Term used in some applications to describe an organizational level similar to an ICS Division or Group. Sector is not a part of ICS terminology.

Segment — A geographic 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 Communications, 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 at 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 supervisory ratio of from three to seven individuals, with five-to-one being optimum.

Staging Area — Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

Strategy — The general plan or direction selected to accomplish incident objectives.

Strike Team — Specified combinations of the same kind and type of resources with common communications and a leader.

Supervisor — The ICS title for individuals responsible for command of 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 Resources — Nontactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

Supporting 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).

Tactical Direction — Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

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.
Temporary Flight Restriction (TFR)	Temporary airspace restrictions for nonemergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.
Time Unit	The functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.
Type	Refers to resource capability. A Type 1 resource provides a greater overall capability because of power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.
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	In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.
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 only one designated person.

APPENDIX B: FORMS

INCIDENT BRIEFING (ICS FORM 201)

Purpose: The Incident Briefing form provides the Incident Commander (and the Command and General Staffs assuming command of the incident) with basic information regarding the incident situation and the resources allocated to the incident. It also serves as a permanent record of the initial response to the incident.

Preparation: The briefing is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing. Proper symbology should be used when preparing a map of the incident.

Distribution: After the initial briefing of the Incident Commander and General Staff members, the Incident Briefing is duplicated and distributed to the Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, and appropriate Planning and Logistics Section Unit Leaders. The sketch map and summary of current action portions of the briefing form are given to the Situation Unit while the Current Organization and Resources Summary portion are given to the Resources Unit.

Instructions for Completing the Incident Briefing (ICS Form 201)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Map Sketch	Show perimeter and control lines, resources assignments, incident facilities, and other special information on a sketch map or attached to the topographic or orthophoto map.
5.	Prepared By	Enter the name and position of the person completing the form.
	Resources Ordered	Enter the number and type of resource ordered.
	Resource Identification	Enter the agency three-letter designator, S/T, Kind/Type and resource designator.
	ETA/On Scene	Enter the estimated arrival time and place the arrival time or a checkmark in the "on the scene" column upon arrival.
	Location/Assignment	Enter the assigned location of the resource and/or the actual assignment.
6.	Summary of Current Actions	Enter the strategy and tactics used for the incident and note any specific problem areas.
7.	Current Organization	Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary.
8.	Resources Summary	Enter the following information about the resources allocated to the incident. Enter the number and type of resources ordered.
*NOTE		Additional pages may be added to ICS Form 201 if needed.

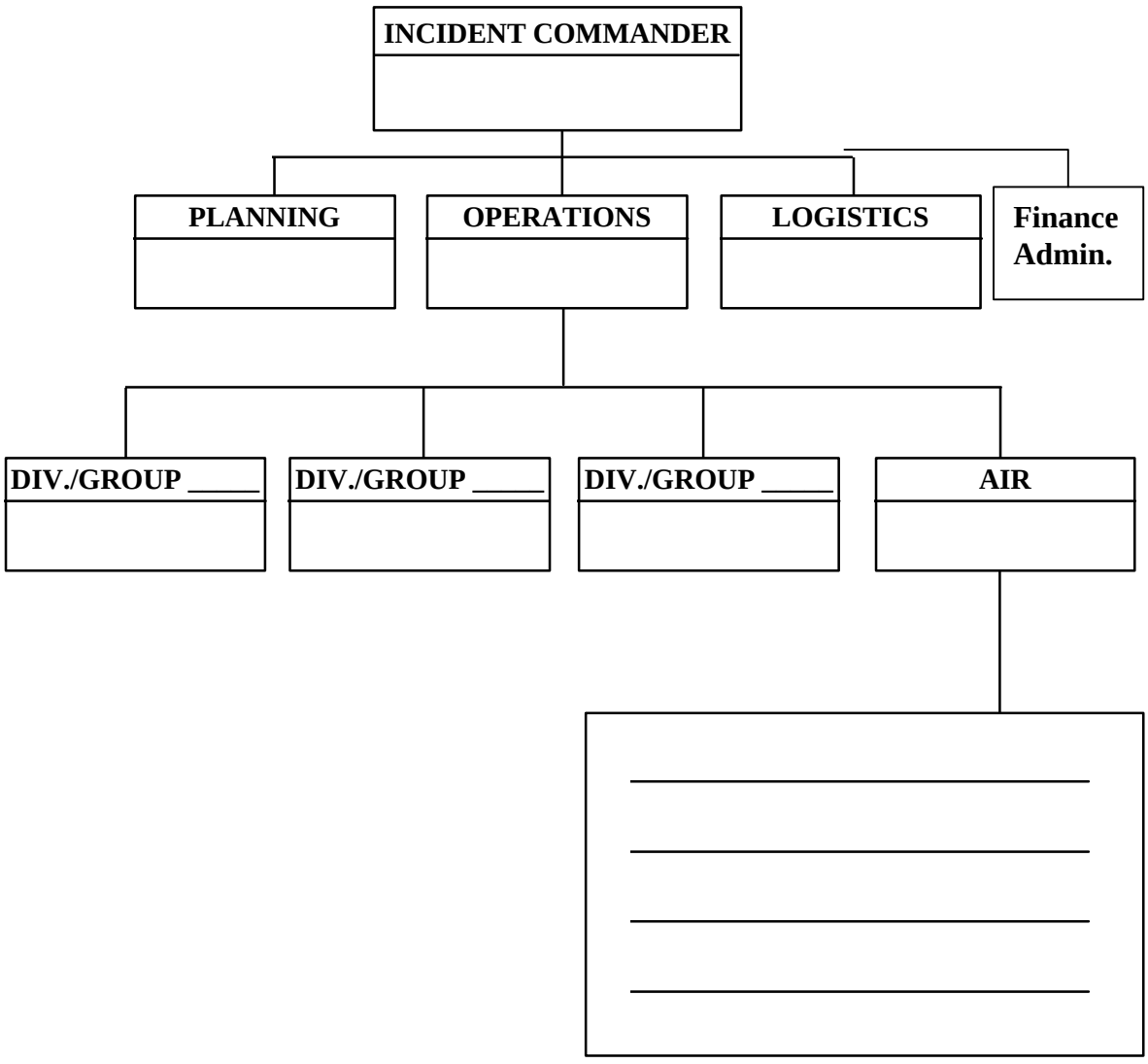
INCIDENT BRIEFING	**1. INCIDENT NAME**	**2. DATE PREPARED**	**3. TIME PREPARED**

4. MAP SKETCH

ICS 201 (12/93) **NFES 1325**	**PAGE 1**	**5. PREPARED BY (NAME AND POSITION)**

6. SUMMARY OF CURRENT ACTIONS		
ICS 201 (12/93) **NFES 1325**	**PAGE 2**	

7. CURRENT ORGANIZATION



ICS 201 (12/93) **NFES 1325**	**PAGE 3**	

8. RESOURCES SUMMARY				
RESOURCES ORDERED	**RESOURCES IDENTIFICATION**	**ETA**	**ON SCENE ✓**	**LOCATION/ASSIGNMENT**
ICS 201 (12/93) NEFS 1325	**PAGE 4**			

Instructions for Completing the Incident Objectives (ICS Form 202)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		NOTE: ICS Form 202, Incident Objectives, serves only as a cover sheet and is not considered complete until attachments are included.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5.	General Control Objectives (Include alternatives)	Enter short, clear, and concise statements of the objectives for managing the incident, including alternatives. The control objectives usually apply for the duration of the incident.
6.	Weather Forecast for Operational Period	Enter weather prediction information for the specified operational period.
7.	General Safety Message	Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached.
8.	Attachments	The form is ready for distribution when appropriate attachments are completed and attached to the form.
9.	Prepared By	Enter the name and position of the person completing the form (usually the Planning Section Chief).
10.	Approved By	Enter the name and position of the person approving the form (usually the Incident Commander).

INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

4. OPERATIONAL PERIOD (DATE/TIME)

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

7. GENERAL SAFETY MESSAGE

8. ATTACHMENTS (✓ IF ATTACHED)

- ☐ ORGANIZATION LIST (ICS 203)
- ☐ ASSIGNMENT LIST (ICS 204)
- ☐ COMMUNICATIONS PLAN (ICS 205)
- ☐ MEDICAL PLAN (ICS 206)
- ☐ INCIDENT MAP
- ☐ TRAFFIC PLAN
- ☐ _____
- ☐ _____
- ☐ _____

202 ICS 3-80	9. PREPARED BY (PLANNING SECTION CHIEF)	10. APPROVED BY (INCIDENT COMMANDER)

ORGANIZATION ASSIGNMENT LIST (ICS FORM 203)

Purpose: The Organization Assignment List provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position or unit. It is used to complete the Incident Organization Chart (ICS Form 207) which is posted on the Incident Command Post display.

Preparation: The list is prepared and maintained by the Resources Unit under the direction of the Planning Section Chief.

Distribution: The Organization Assignment List is duplicated and attached to the Incident Objectives form and given to all recipients of the Incident Action Plan.

Instructions for Completing the Organization Assignment List (ICS Form 203)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		An Organization Assignment List may be completed any time the number of personnel assigned to the incident increases or decrease sor a change in assignment occurs.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the assignment list applies. Record the start time and end time and include date(s).
5 through 10.		Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Division/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
	Prepared By	Enter the name of the Resources Unit member preparing the form. Attach form to the Incident Objectives.

ORGANIZATION ASSIGNMENT LIST

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

4. OPERATIONAL PERIOD (DATE/TIME)

POSITION	NAME
5. INCIDENT COMMANDER AND STAFF	
INCIDENT COMMANDER	
DEPUTY	
SAFETY OFFICER	
INFORMATION OFFICER	
LIAISON OFFICER	

6. AGENCY REPRESENTATIVES	
AGENCY	NAME

7. PLANNING SECTION	
CHIEF	
DEPUTY	
RESOURCES UNIT	
SITUATION UNIT	
DOCUMENTATION UNIT	
DEMOBILIZATION UNIT	
TECHNICAL SPECIALISTS	

8. LOGISTICS SECTION	
CHIEF	
DEPUTY	
a. SUPPORT BRANCH	
DIRECTOR	
SUPPLY UNIT	
FACILITIES UNIT	
GROUND SUPPORT UNIT	
b. SERVICE BRANCH	
DIRECTOR	
COMMUNICATIONS UNIT	
MEDICAL UNIT	
FOOD UNIT	

9. OPERATIONS SECTION		
CHIEF		
DEPUTY		
a. BRANCH I - DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVIDION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
b. BRANCH II - DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
c. BRANCH III - DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
d. AIR OPERATIONS BRANCH		
AIR OPERATIONS BR. DIR.		
AIR TACTICAL GROUP SUP.		
AIR SUPPORT GROUP SUP.		
HELICOPTER COORDINATOR		
AIR TANKER/FIXED-WING CRD.		

10. FINANCE SECTION	
CHIEF	
DEPUTY	
TIME UNIT	
PROCUREMENT UNIT	
COMPENSATION/CLAIMS UNIT	
COST UNIT	

203 ICS 1-82	PREPARED BY (RESOURCES UNIT)

NFES 1327

DIVISION ASSIGNMENT LIST (ICS FORM 204)

1. BRANCH	2. DIVISION/GROUP	**DIVISION ASSIGNMENT LIST**	**ICS 204** (1-82)

3. INCIDENT NAME	4. OPERATIONAL PERIOD DATE _____ TIME _____

5. OPERATIONS PERSONNEL

OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____

BRANCH DIRECTOR _____ AIR ATTACK SUPERVISOR _____

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF PT./TIME	PICK UP PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATION SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LDR.)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME

7540-130-0285

INCIDENT RADIO COMMUNICATIONS PLAN (ICS FORM 205)

Purpose: The Incident Radio Communications Plan provides in one location information on all radio frequency assignments for each operational period. The plan is a summary of information obtained from the Radio Requirements Worksheet (ICS Form 216) and the Radio Frequency Assignment Worksheet (ICS Form 217). Information from the Radio Communications Plan on frequency assignments is normally placed on the appropriate Assignment List (ICS Form 204).

Preparation: The Incident Radio Communications Plan is prepared by the Communications Unit Leader and given to the Planning Section Chief. Detailed instructions on preparing this form may be found in ICS 223-5, Communications Unit Position Manual.

Distribution: The Incident Radio Communications Plan is duplicated and given to all recipients of the Incident Objectives form including the Incident Communications Center. Information from the plan is placed on Assignment Lists.

Instructions for Completing the Incident Radio Communications Plan (ICS Form 205)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3.	Operational Period Date/Time	Enter the date and time interval for which the Radio Communications Plan applies. Record the start time and end time and include date(s).
4.	Basic Radio Channel Utilization System/Cache	Enter the radio cache system(s) assigned and used for the incident (e.g., Boise Cache, FIREMARS, Region 5, Emergency Cache, etc.).
	Channel	Enter the radio channel numbers assigned.
	Function	Enter the function each channel number is assigned (i.e., command, support, division, tactical, and ground-to-air.)
	Frequency	Enter the radio frequency tone number assigned to each specified function (e.g., 153.400).
	Assignment	Enter the ICS organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
	Remarks	This section should include narrative information regarding special situations.
5.	Prepared By	Enter the names of the Communications Unit Leader preparing the form.

INCIDENT RADIO COMMUNICATIONS PLAN			1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
4. BASIC RADIO CHANNEL UTILIZATION					
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
205 ICS 9/86	5. PREPARED BY (COMMUNICATIONS UNIT)				

NFES 1330

MEDICAL PLAN	1 INCIDENT NAME	2 DATE PREPARED	3 TIME PREPARED	4 OPERATIONAL PERIOD

5. INCIDENT MEDICAL AID STATIONS

MEDICAL AID STATIONS	LOCATION	PARAMEDICS	
		YES	NO

6 TRANSPORTATION

A. AMBULANCE SERVICES

NAME	ADDRESS	PHONE	PARAMEDICS	
			YES	NO

B. INCIDENT AMBULANCES

NAME	LOCATION	PARAMEDICS	
		YES	NO

7 HOSPITALS

NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO

8. MEDICAL EMERGENCY PROCEDURES

206 ICS 8-78	9. PREPARED BY (MEDICAL UNIT LEADER)	10. REVIEWED BY (SAFETY OFFICER)

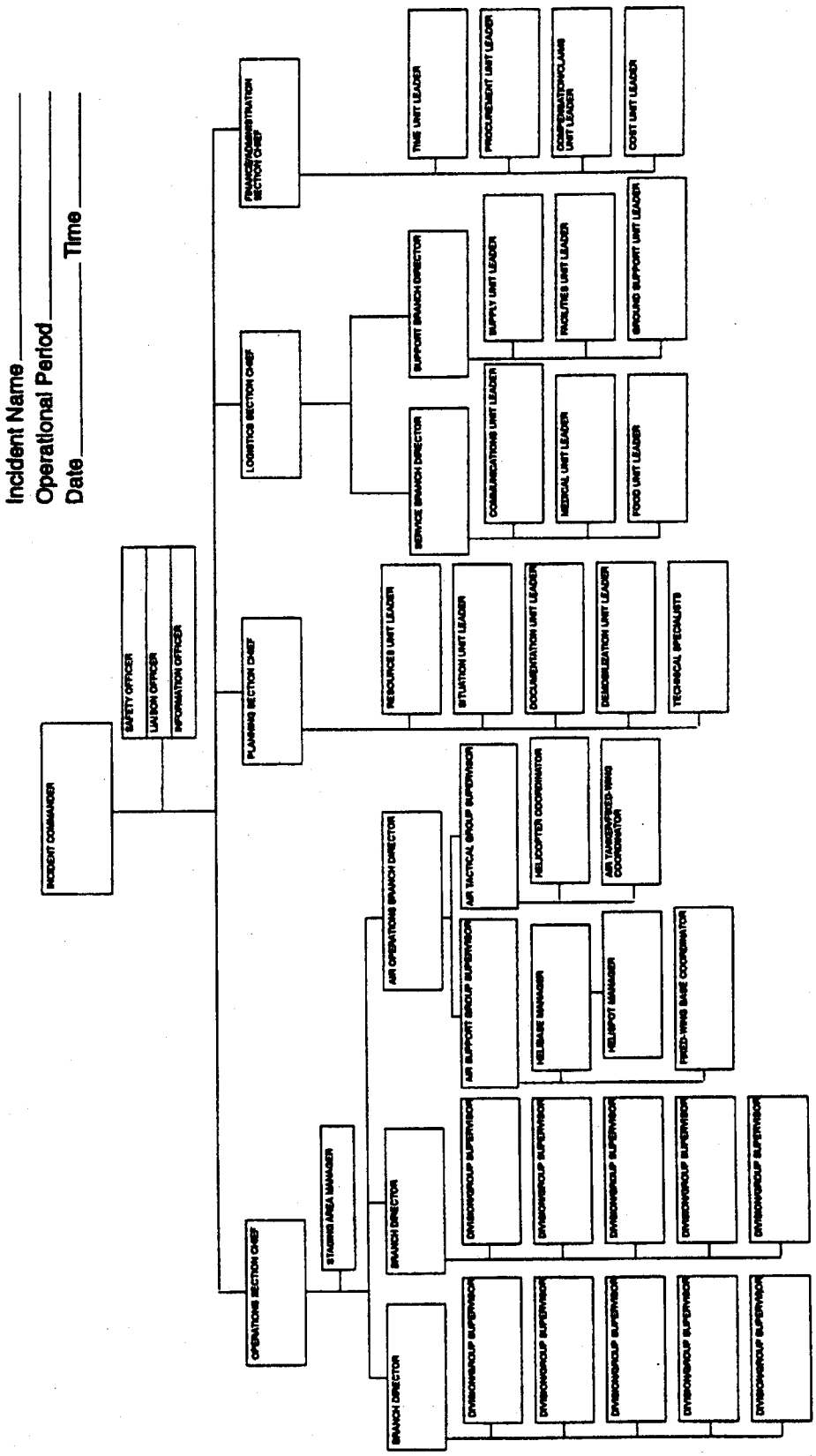
INCIDENT ORGANIZATION CHART (ICS FORM 207)

Purpose: The Incident Organization Chart is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. The attached chart is an example of the kind of organizational chart used in the ICS. Personnel responsible for managing organizational positions would be listed in each box as appropriate.

Preparation: The organization chart is prepared by the Resources Unit and posted along with other displays at the Incident Command Post. A chart is completed for each operational period and updated when organizational changes occur.

Distribution: When completed, the chart is posted on the display board located at the Incident Command Post.

Wall Size Chart: The ICS 207 WS is a large chart that is primarily used to post on the command post display board for better visibility.


Incident Name
Operational Period
Date
Time
INCIDENT COMMANDER
SAFETY OFFICER
LIAISON OFFICER
INFORMATION OFFICER
OPERATIONS SECTION CHIEF
STAGING AREA MANAGER
BRANCH DIRECTOR
DIVISION/GROUP SUPERVISOR
AIR OPERATIONS BRANCH DIRECTOR
AIR TACTICAL GROUP SUPERVISOR
HELICOPTER COORDINATOR
AIR TANKER/FIXED-WING COORDINATOR
AIR SUPPORT GROUP SUPERVISOR
HELIBASE MANAGER
HELISPOT MANAGER
FIXED-WING BASE COORDINATOR
PLANNING SECTION CHIEF
RESOURCES UNIT LEADER
SITUATION UNIT LEADER
DOCUMENTATION UNIT LEADER
DEMOBILIZATION UNIT LEADER
TECHNICAL SPECIALISTS
LOGISTICS SECTION CHIEF
SUPPORT BRANCH DIRECTOR
SUPPLY UNIT LEADER
FACILITIES UNIT LEADER
GROUND SUPPORT UNIT LEADER
SERVICE BRANCH DIRECTOR
COMMUNICATIONS UNIT LEADER
MEDICAL UNIT LEADER
FOOD UNIT LEADER
FINANCE/ADMINISTRATION SECTION CHIEF
TIME UNIT LEADER
PROCUREMENT UNIT LEADER
COMPENSATION/CLAIMS UNIT LEADER
COST UNIT LEADER
207 ICS 9/86
NFES 1332

1. INCIDENT NAME	2. INCIDENT NO.	3. INCIDENT COMMANDER	4. JURIS-DICTION	5. COUNTY	**INCIDENT STATUS SUMMARY** ICS 209 (1-81)
6. TYPE INCIDENT	7. LOCATION				8. STARTED (DATE/TIME)
9. CAUSE	10. AREA INVOLVED	11. PERCENT CONTAINED	12. EXPECTED CONTAIN-MENT Date Time	13. PERCENT CONTROLLED	14. EXPECTED CONTROL Date Time
15. CURRENT THREAT			16. CONTROL PROBLEMS		
17. EST. LOSS	18. EST. SAVINGS	19. INJURIES DEATHS	20. LINE BUILT		21. LINE TO BUILD
22. CURRENT WEATHER WS WD TEMP RH		23. PREDICTED WEATHER NEXT PERIOD WS WD TEMP RH		24. INCIDENT COSTS—PREVIOUS DAY	25. TOTAL COST TO DATE

26. AGENCIES / 27. RESOURCES																							TOTALS	
KIND OF RESOURCE	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST	INC	ST
ENGINES																								
DOZERS																								
CREWS																								
HELICOPTERS																								
AIR TANKERS																								
TRUCK COS.																								
RESCUE/MED.																								
WATER TENDERS																								
OVERHEAD PERSONNEL																								
TOTAL PERSONNEL																								

28. COOPERATING AGENCIES
29. REMARKS

30. PREPARED BY	31. APPROVED BY	32. DATE TIME	33. INITIAL ☐ UPDATE ☐ FINAL ☐	34. SENT TO: DATE TIME BY

7540-130-0289

DESIGNATOR
NAME/ID. NO. _____

STATUS

☐ ASSIGNED ☐ AVAILABLE ☐ O/S REST

☐ O/S MECHANICAL ☐ O/S PERSONNEL

_____ ETR (O/S = Out of Service)

FROM	LOCATION	TO
	DIVISION	
	STAGING AREA	
	BASE/ICP	
	CAMP	
	ENROUTE	ETA
	HOME AGENCY	

MESSAGE

RESTAT
PROCESS ☐

TIME _____

ICS 210 STATUS CHANGE CARD

Previous editions of this form may be used

11-81

CHECK-IN LIST ICS 211 (1-407)

1 INCIDENT NAME

2 CHECK IN LOCATION
☐ BASE ☐ CAMP ☐ STAGING AREA ☐ ICP RESTAT ☐ HELIBASE

3 DATE/TIME

CHECK-IN INFORMATION

4. LIST PERSONNEL (OVERHEAD) BY AGENCY AND NAME
LIST EQUIPMENT BY THE FOLLOWING FORMAT:

AGENCY	SINGLE T/F BT	KIND	TYPE	ID. NO./NAME	5. ORDER/ REQUEST NUMBER	6. DATE/TIME CHECK-IN	7. LEADER'S NAME	8. TOTAL NO. PERSONNEL	9. MANIFEST YES NO	10. CREW WEIGHT OR INDIVIDUALS WEIGHT	11. HOME BASE	12. DEPARTURE POINT	13. METHOD OF TRAVEL	14. INCIDENT ASSIGNMENT	15. OTHER QUALIFICATION	16. SENT TO RESTAT TIME/INT

PAGE of

18 PREPARED BY (NAME AND POSITION) USE BACK FOR REMARKS OR COMMENTS

GENERAL MESSAGE			
TO:	POSITION		
FROM	POSITION		
SUBJECT		DATE	TIME
MESSAGE:			
SIGNATURE/POSITION			
REPLY			
DATE	TIME	SIGNATURE/POSITION	

213 **ICS 1-79**

SENDER: REMOVE THIS COPY, FOR YOUR FILE

PERSON RECEIVING GENERAL MESSAGE KEEP THIS COPY

RETURN THIS COPY TO SENDER

UNIT LOG ICS-214	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. UNIT NAME/DESIGNATOR	5. UNIT LEADER (NAME AND POSITION)	6. OPERATIONAL PERIOD	

7. PERSONNEL ROSTER ASSIGNED

NAME	ICS POSITION	HOME BASE

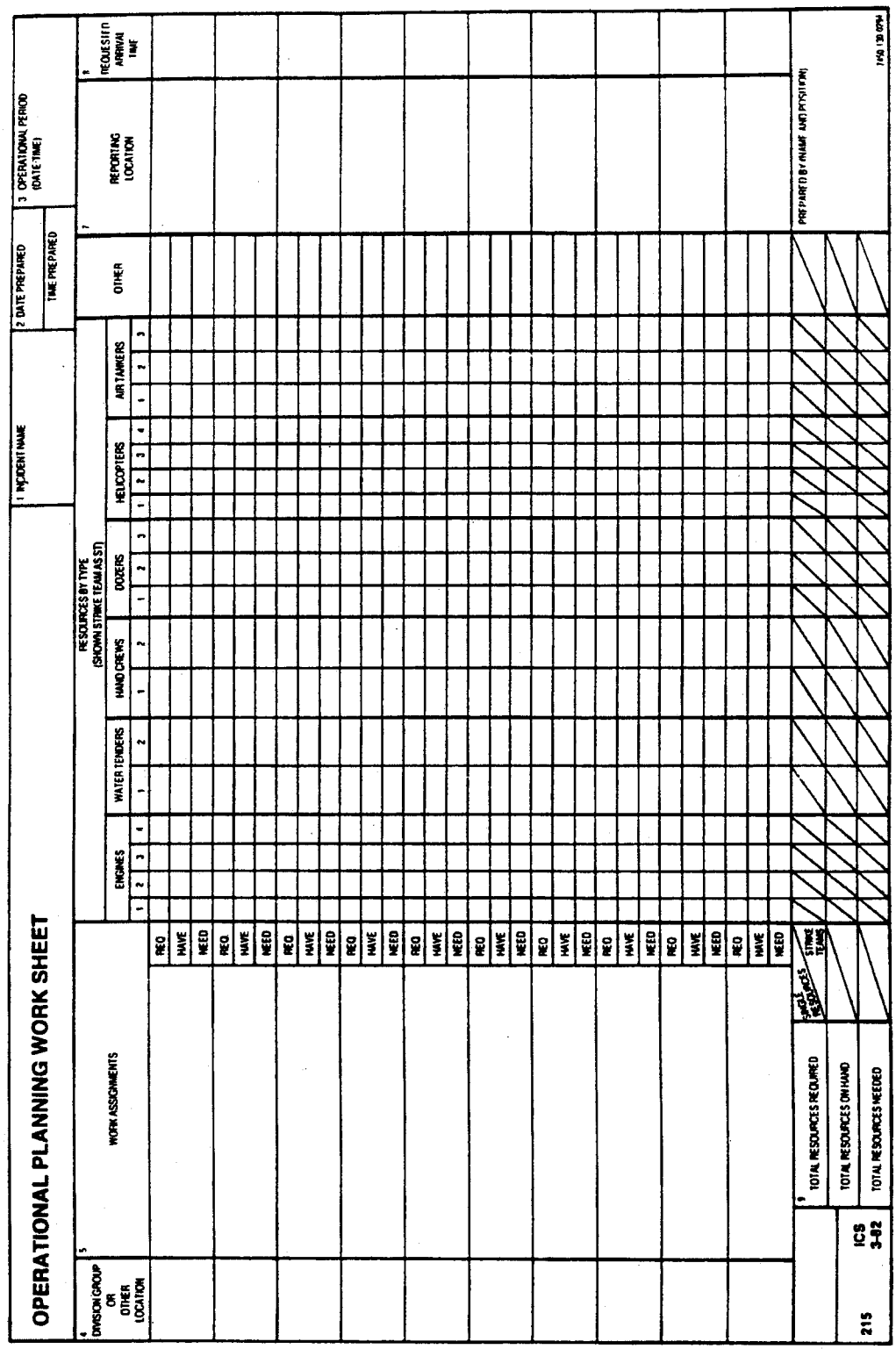
8. ACTIVITY LOG (CONTINUE ON REVERSE)

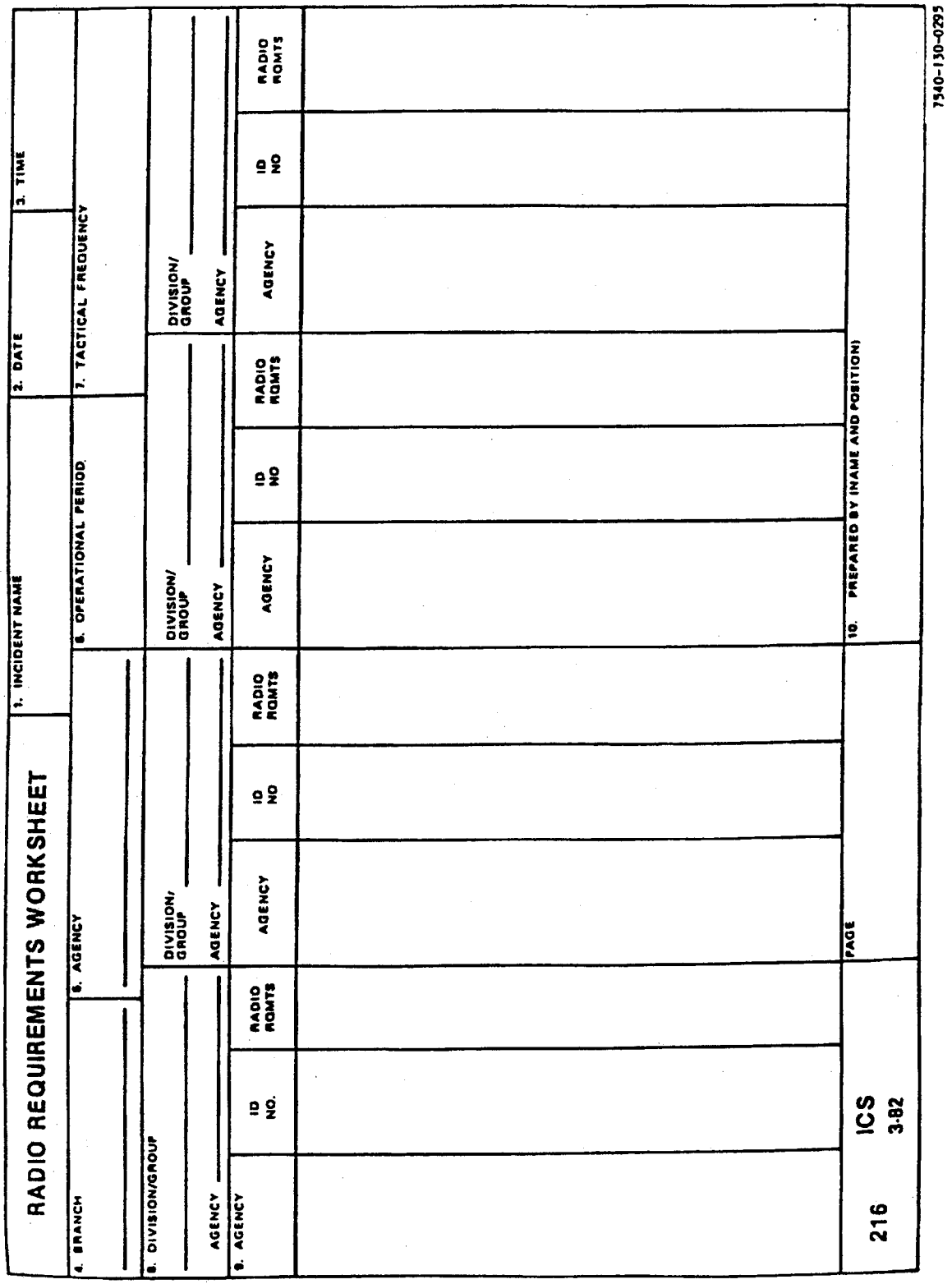
TIME	MAJOR EVENTS

7540-130-0293

TIME	MAJOR EVENTS

214 ICS 5-80	9. PREPARED BY (NAME AND POSITION)


OPERATIONAL PLANNING WORK SHEET
1 INCIDENT NAME
2 DATE PREPARED
TIME PREPARED
3 OPERATIONAL PERIOD (DATE/TIME)
4 DIVISION/GROUP OR OTHER LOCATION
5 WORK ASSIGNMENTS
RESOURCES BY TYPE (SHOWN STRIKE TEAM AS ST)
ENGINES
WATER TENDERS
HAND CREWS
DOZERS
HELICOPTERS
AIR TANKERS
OTHER
7 REPORTING LOCATION
8 REQUEST/ ARRIVAL TIME
REQ
HAVE
NEED
6 TOTAL RESOURCES REQUIRED
TOTAL RESOURCES ON HAND
TOTAL RESOURCES NEEDED
SPECIAL RESOURCES
STRIKE TEAMS
PREPARED BY (NAME AND POSITION)
215
ICS 3-82



RADIO REQUIREMENTS WORKSHEET

1. INCIDENT NAME
2. DATE
3. TIME
4. BRANCH
5. AGENCY
6. OPERATIONAL PERIOD
7. TACTICAL FREQUENCY
8. DIVISION/GROUP
AGENCY
DIVISION/ GROUP
AGENCY
DIVISION/ GROUP
AGENCY
9. AGENCY
ID NO.
RADIO RQMTS
AGENCY
ID NO
RADIO RQMTS
AGENCY
ID NO
RADIO RQMTS
AGENCY
ID NO
RADIO RQMTS
10. PREPARED BY (NAME AND POSITION)
PAGE
216
ICS 3-82
7540-130-0295

RADIO FREQUENCY ASSIGNMENT WORKSHEET

1. INCIDENT NAME	2. DATE	3. OPERATIONAL PERIOD (DATE/TIME)

5. RADIO DATA / 4. INCIDENT ORGANIZATION

CACHE	FUNCTION	CH#	FREQUENCY	BRANCH	DIVISION/GROUP	DIVISION/GROUP	DIVISION/GROUP	BRANCH	DIVISION/GROUP	DIVISION/GROUP	DIVISION/GROUP	BRANCH	DIVISION/GROUP	DIVISION/GROUP	DIVISION/GROUP	INCIDENT COMMANDER	SAFETY OFFICER	OPERATIONS CHIEF	AIR OPERATIONS DIRECTOR	AIR ATTACK SUPERVISOR	PLANNING SECTION CH.	SITUATION UNIT/SITSTAT LEADER	LOGISTICS SEC. CH.	GROUND SUPPORT UNIT LEADER	FACILITIES UNIT							COMM. CENTER	TOTAL BY FREQ.
USFS BOISE RADIO CACHE		1	168.050																														
		2	168.200																														
		3	168.080																														
		4																															
		5																															
		6																															
USFS REGION CACHE		1	168.850																														
		2	168.200																														
		3	169.925																														
		4	T 170.525 R 169.925																														
		5	168.625																														
FIRE-MARS		1	154.280																														
		2	154.295																														
		3	T 153.830 R 154.295																														
		4																															
		5																															
AGENCY: ID	FUNCTION	CH#	FREQUENCY																														
7. TOTAL RADIOS REQUIRED																																	

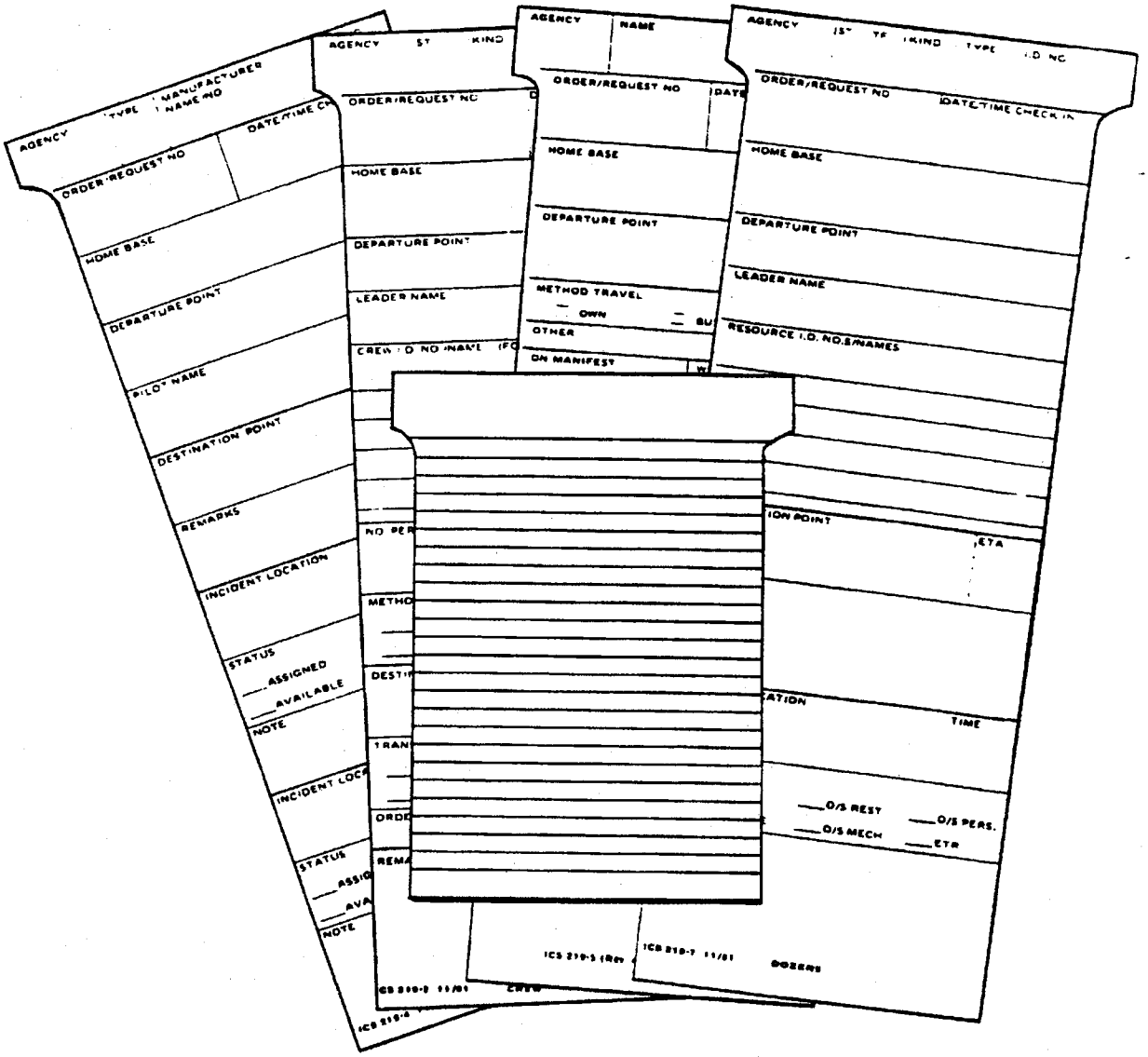
217 ICS 3-82 7540-1-10-0296

8. PREPARED BY (NAME/POSITION)

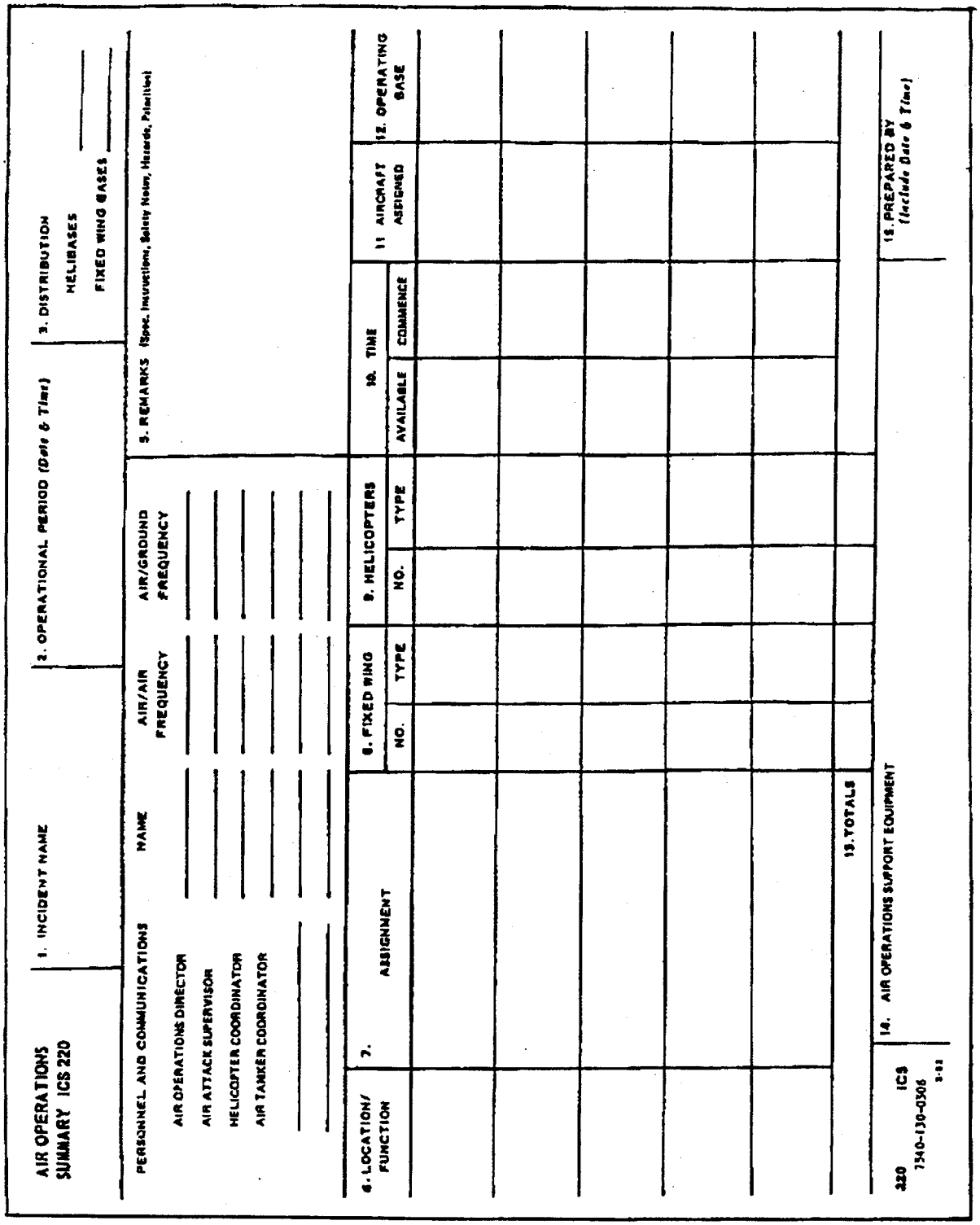
SUPPORT VEHICLE INVENTORY (USE SEPARATE SHEET FOR EACH VEHICLE CATEGORY)	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

4. VEHICLE INFORMATION						
a. TYPE	b. MAKE	c. CAPACITY/ SIZE	d. AGENCY/OWNER	e. I.D. NO.	f. LOCATION	g. RELEASE TIME

218 ICS 8-78	PAGE	5. PREPARED BY (GROUND SUPPORT UNIT)


AGENCY
ORDER/REQUEST NO
HOME BASE
DEPARTURE POINT
PILOT NAME
DESTINATION POINT
REMARKS
INCIDENT LOCATION
STATUS
ASSIGNED
AVAILABLE
NOTE
LEADER NAME
METHOD TRAVEL
OTHER
ON MANIFEST
RESOURCE I.D. NO.&NAMES
ETA
TIME
O/S REST
O/S MECH
O/S PERS.
ETR

Samples of Resource Status Cards (ICS Form 219)



AIR OPERATIONS SUMMARY ICS 220

1. INCIDENT NAME

2. OPERATIONAL PERIOD (Date & Time)

3. DISTRIBUTION
HELIBASES
FIXED WING BASES

PERSONNEL AND COMMUNICATIONS | NAME | AIR/AIR FREQUENCY | AIR/GROUND FREQUENCY

AIR OPERATIONS DIRECTOR
AIR ATTACK SUPERVISOR
HELICOPTER COORDINATOR
AIR TANKER COORDINATOR

5. REMARKS (Spec. Instructions, Safety Notes, Hazards, Priorities)

4. LOCATION/ FUNCTION	2. ASSIGNMENT	6. FIXED WING NO.	6. FIXED WING TYPE	8. HELICOPTERS NO.	8. HELICOPTERS TYPE	10. TIME AVAILABLE	10. TIME COMMENCE	11. AIRCRAFT ASSIGNED	12. OPERATING BASE
	13. TOTALS								

14. AIR OPERATIONS SUPPORT EQUIPMENT

15. PREPARED BY (Include Date & Time)

320 ICS 7540-130-0506

FINAL EXAMINATION

Instructions: This examination will test how much you have learned during the Basic Incident Command System (ICS) Course. This test will be scored on an optical character reader (OCR) form and will be scored by the Emergency Management Institute. You **must** successfully pass this test to receive credit for the course. Follow the steps below to complete this test.

1. Complete the identifying information on the OCR form according to the instructions on the form.
2. Carefully read each scenario included in this test and the questions that follow.
3. Select the answer that you believe is correct.
4. Mark your answer **on the OCR form.**
5. When you have completed your examination and checked your answers, mail the form to:

FEMA Independent Study Program
Independent Study Office
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, MD 21727

FEMA's Independent Study Office will score your test and notify you of the results.

Scenario 1: Bomb Threat

At 6:30 p.m. on the evening of the regional boys' high school basketball playoffs, the janitor at Main Street High School received a call that reported that a bomb had been planted in the area of the high school. The janitor called the local police department immediately to report the call and ask for assistance. Four patrol cars and a bomb disposal unit were dispatched to the scene.

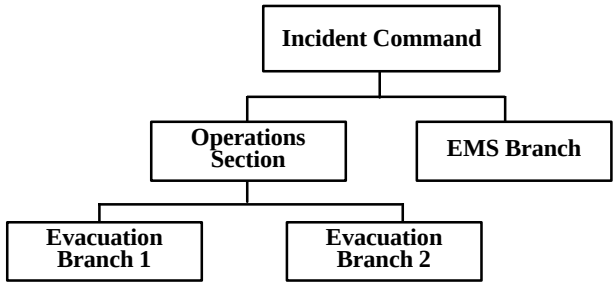
As police officers arrived to evacuate the facility, they were met by angry fans who were unwilling to leave the gym for fear of losing their seats. Meanwhile, rumors were rampant—including a rumor that was broadcast by the local media indicating that a student had been shot at the game.

1. Who would be the initial Incident Commander for this incident?

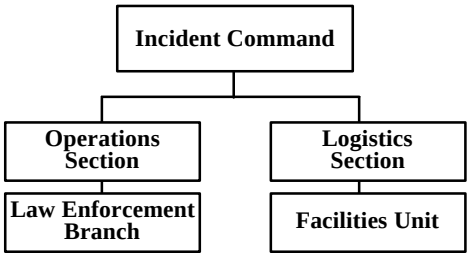
    a. The school principal
    b. The senior member of the initial police contingent
    c. The janitor

2. With only law enforcement onscene, what would the first (initial) ICS organization look like?

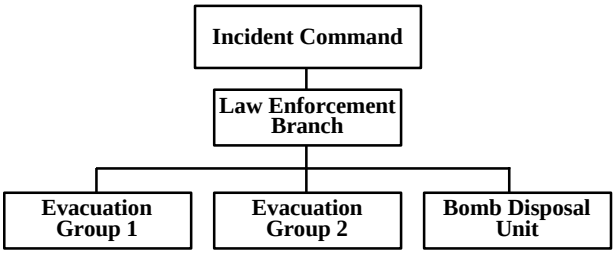
a.



b.



c.



3. What task would the Incident Commander complete as soon as he or she arrived at the scene?

   a. Establish command.
   b. Set up a media center.
   c. Set up a staging area.

4. What facility would the Incident Commander establish first?

   a. A Staging Area
   b. An ICP
   c. A perimeter around the high school
   d. A communications center

5. After the completion of the initial sizeup, the Incident Commander identified the need for additional police officers. What ICS category of resource(s) would he or she ask for?

   a. A Task Force
   b. An Incident Team
   c. Freelancers
   d. Single Resources

6. Each individual reporting to only one supervisor defines_____

   a. Unified Command.
   b. Unity of command.
   c. Span of Control.
   d. Consolidated Command.

7. The _____ is responsible for tracking incident costs.

   a. Finance/Administration Section
   b. Command Section
   c. Public Information Section
   d. Planning Section

8. _____ is responsible for providing facilities, services, and materials for the incident.

   a. Finance
   b. Logistics
   c. Liaison
   d. Staging

9. An organizational level responsible for operations in a specified geographic area defines a _____.

   a. Group.
   b. Division.
   c. Section.
   d. Branch.

10. Branches are most commonly used in the _____ sections.

    a. Command and Operations.
    b. Planning and Safety.
    c. Operations and Logistics.

Scenario 2: Winter Storm

A low-pressure area that was forecast to pass over your county quickly has stalled, resulting in an unexpected winter storm that left a record 35 inches of snow overnight. More snow is forecast over the next 36 hours. Additionally, the temperature dropped into the teens overnight and is forecast to stay in the 20-degree range for at least the next several days.

The 9-1-1 center has been deluged with calls from stranded motorists around the county. Road crews have been activated, but many drivers cannot get to their trucks.

The heavy snow has caused major power outages throughout the area. Many citizens are without heat and food.

The local and State EOCs have been activated. A local state of emergency has been declared.

The Incident Commander has located the Midtown Command Post at the precinct house in the center of town. It is clear that a great number of resources will be necessary for this incident.

11. What General Staff positions will the Incident Commander activate?

    a. Safety, Plans, and Public Information
    b. Finance/Administration
    c. Planning, Operations, Logistics, and Finance/Administration
    d. Planning, Operations, Liaison, and Logistics

12. Assuming that the Incident Commander has activated the Operations Section, which, in turn, has activated several Staging Areas, Divisions, Branches, and Groups, which of these managers and supervisors would report directly to the Incident Commander?

    a. The Operations Section Chief and the Staging Area Managers only
    b. Branch Supervisors and Staging Area Managers only
    c. The Operations Section Chief only
    d. Any of these managers and supervisors could report to the Incident Commander.

13. This incident covers a very large geographic area and will continue for some period of time. What incident facility will the Incident Commander establish as a result?

    a. A Base
    b. A Heliport

14. The Incident Commander has requested that the American Red Cross open several shelters in the area. With which member of the Command Staff would the Red Cross representative communicate?

    a. The Planning Section Chief
    b. The Liaison Officer
    c. The Facilities Unit Manager
    d. The Food Unit Manager

15. You and your day-to-day supervisor have been activated to work in the Documentation Unit for this incident. After checking in, to whom will you report?

    a. To your day-to-day supervisor
    b. To the Planning Section Chief
    c. To the Logistics Section Chief
    d. To the Documentation Unit Leader

16. Because the storm covered such a wide area, the Governor has activated the National Guard. Guard personnel are to report to the Staging Area. To whom would the Guard personnel check in?

    a. To the Staging Area Manager
    b. To the Incident Commander
    c. To the Media Center Manager
    d. To the senior Guard officer at the EOC

17. After 4 days, you are told that your position will be demobilized at the end of the current operational period. What is the last task that you should complete before you go home?

    a. Ensure unfinished reports are disposed of.
    b. Brief your immediate supervisor.

18. The school administrator is concerned that the school system will not be reimbursed for the costs it incurred while providing shelter space. She is aware that the Governor has declared a state of emergency. If you were the Documentation Unit Leader, what would you suggest?

    a. Submit an estimate of the costs incurred to the Incident Commander as soon as possible.
    b. Extrapolate costs using data from the last incident requiring shelters and submit them to the Documentation Unit as soon as possible.
    c. Document all costs for this incident and submit them to the Documentation Unit as soon as possible.

19. Two engine companies and one truck company with common communications are assigned temporarily under an identified leader. This is an example of a _____.

    a. An Overhead team.
    b. Task Force.
    c. Single resource.

20. The Safety Officer position is:

    a. Filled by the least
    b. Not needed in non-fire hazards
    c. Responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

21. What is the one ICS position staffed at all times?

    a. Division Supervisor
    b. Task Force Leader
    c. Incident Commander
    d. Operations Section Chief

22. The Incident Action Plan must be documented in writing for all incidents.

    a. True
    b. False

23. The Operations Section may be organized by:

    a. Divisions, units, and companies.
    b. Divisions, Groups, Branches and Squads.
    c. Divisions, Groups, Branches, single resources, and a combination of Divisions and Groups.

Scenario 3: Lost Child

The 9-1-1 center has just received a call from a frantic mother who reported that her daughter, Heather, had set off on her bicycle at about 9:30 a.m. to ride three blocks to her friend's house. At 10:15 a.m., her friend, Jessica, called to ask when Heather would be coming.

Heather's mother reported that the girl always rode her bike straight up High Street and turned right on Jackson to Jessica's at 264 Jackson. Heather's mother said that she walked along the route that Heather would have taken and found Heather's bike—but no sign of Heather.

Heather's neighborhood is located on the edge of town and is surrounded by woods. A large pond is located about 300 yards into the woods.

It is now 11:03 a.m. The temperature is 58 degrees but is expected to drop into the 30s by evening. Sunset is at 6:08 p.m.

24. The police arrived first at the scene, and the senior officer established command. At 12:10 p.m., the Police Chief arrives at the Command Post. According to ICS principles, the Police Chief would assume command:

    a. Only if he or she is more experienced in a search incident.
    b. Automatically, because it is the best political thing to do.

25. If the Police Chief does assume command, what information should the outgoing Incident Commander include in the transfer-of-command briefing?

    a. The ICP location
    b. Current incident status, the current organization, and current resource status
    c. The incident objectives, safety considerations, and facility locations
    d. The initial sizeup information and current resource status

26. Following media reports of the missing child, some volunteers eager to help with the search arrive at the incident scene. What should be done with the volunteers?

    a. Send the volunteers to the Media Center.
    b. Assign the volunteers to Law Enforcement functions.
    c. Send all volunteers home immediately.
    d. Establish a staging area for volunteers.

27. Four police divers have arrived to search the lake. Where should they be assigned organizationally?

    a. As a Branch within Logistics
    b. As a Strike Team

28. An EOC may be organized in an ICS structure.

    a. True
    b. False

29. When would Branches be used in the Logistics Section?

    a. In place of units
    b. To reduce span of control

30. Both functional groups and geographic divisions can be used together on the same incident.

    a. True
    b. False

31. Incident Command Posts will be designated by:

    a. An assigned number.
    b. The name of the incident commander.
    c. The name of the incident.

32. All Staging Areas will have a designated Staging Area Manager.

    a. True
    b. False

Scenario 4: Food Poisoning

A computer expo is being held at the local convention center and hotel complex. One software manufacturer sponsored a lunch buffet. At about 2:00 p.m., the front desk at the hotel began receiving calls from guests complaining of severe stomach cramps, nausea, vomiting, and diarrhea. The hotel manager called the local 9-1-1 center immediately after the first call, and an ambulance with an EMS team was dispatched to the scene. As more guests reported their symptoms, additional medical resources were dispatched, and the local hospital emergency room was notified.

By 3:00 p.m., more than 75 guests had requested assistance. A total of 200 persons attended the buffet.

33. The first EMS responder completed an initial sizeup at the scene and realized immediately that additional resources were needed. Her decision was based on what factors?

    a. Damage to property
    b. Incident stability and life safety of the public and responders

34. What Planning Section unit might be activated to help assess incident stability?

    a. A Liaison Unit
    b. A Time Unit
    c. A Food Unit
    d. A Situation Unit

35. So many people have been affected that local resources are exhausted. Additional victims must be taken to several hospitals—some as far as 50 miles from the convention center. Helicopters will need to be called in to help transport. What facilities might be required for the additional personnel?

    a. Additional incident command posts
    b. Rest Area and ICP
    c. Staging Area(s) and two Bases
    d. Staging Area(s) and a helibase

36. The media are focusing their attention on the hotel staff. Rumors have begun that the outbreak is really Legionnaires' Disease. What function should the Incident Commander establish immediately?

    a. Training
    b. Liaison Officer
    c. Information Officer

37. In a fully expanded ICS organization, the Base Manager will report to the:

    a. Operations Section Chief.
    b. Planning Section Chief.
    c. Facilities Unit Leader.

38. Resources in a Staging Area should meet the following criteria:

    a. Are of the same kind and type.
    b. Are available for assignment and fully equipped.

39. All Strike Team resources must be:

    a. Of different kind and type.
    b. From the same agency.
    c. From the same jurisdiction.
    d. Of the same kind and type.

40. Resources at an incident will always be in the following status conditions:

    a. Resting, en route, or assigned.
    b. En route, committed, or out-of-service.
    c. Available, assigned, or out-of-service.
    d. Committed, assigned, or resting.

Scenario 5: High-Rise Dormitory Fire

The 9-1-1 center has just received a call from the facilities maintenance department at the local university. Fire alarms have sounded in the east wing of Slusher Tower, a three-story dormitory. Smoke can be seen from the third floor. Slusher Tower houses 450 students. There are reports that students are trapped in the dormitory.

Fire Battalion 3 is dispatched to the scene immediately. After sizing up the situation, the Battalion Chief immediately requests a general alarm and assigns a Safety Officer, a Liaison Officer, and all General Staff positions.

41. What is the Planning Section's first priority?

    a. To assess the situation
    b. To develop a rest and relaxation plan

42. In addition to the ICP, what facilities will be required for this incident?

    a. Camp, Staging Area(s), Base
    b. Staging Area(s) and a Casualty Collection Point

43. You work in the Counseling Office on campus and have been asked to assist with calming hysterical students who are afraid that their friends are trapped in the fire. You must check-in upon arrival at the scene. What Unit within the Planning Section of the ICS organization is responsible for establishing check-in procedures?

    a. The Facilities Unit
    b. The Ground Support Unit
    c. The Medical Unit
    d. The Resources Unit

44. Several victims have been located and extracted from the building, but several others could not be reached, and it is becoming clear that they are dead. The Incident Commander has requested that several members of the local clergy and local mental health personnel be asked to assist the grieving students. He also has requested that the American Red Cross be notified that emergency assistance will be required for the students who have lost their belongings in the fire. What member(s) of the Command Staff should work with these outside agency persons after they check in?

    a. The Logistics Section Chief
    b. The Liaison Officer

45. The Information Officer is responsible for _____.

    a. Bypassing the chain of command when talking with the press.
    b. Coordinating all incident decisions.
    c. Establishing the Staging Area.
    d. Interfacing with the press and disseminating public information.

46. Most incidents will require the Incident Commander (IC) to establish all command and general staff positions:

    a. True
    b. False

47. The Command Staff includes:

    a. Safety Officer, Information Officer, and Logistics Section Chief.
    b. Information Officer, Safety Officer, and Planning Officers.
    c. Safety, Information, and Liaison Officers.
    d. Planning, Logistics, and Safety Officers.

48. The optimum span of control in ICS is:

    a. One.
    b. Three.
    c. Four.
    d. Five.

49. Under OSHA regulations, all organizations that handle _____ incidents are required to use ICS.

    a. Hurricane
    b. Hazardous Materials
    c. Tornadoes
    d. Floods

50. Unified Command involves:

    a. The fire department always being in charge.
    b. The contribution of all agencies to the command process.
    c. The public works department being in charge during recovery.
    d. The implementation of separate action plans by each agency.