

**INCIDENT COMMAND SYSTEM
NATIONAL TRAINING CURRICULUM**

**MODULE 3
ORGANIZATION OVERVIEW**

October 1994

INSTRUCTOR GUIDE

PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

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IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.**

Detailed Lesson Outline

COURSE:	Module 3 - Organization Overview
SUGGESTED TIME:	4 Hours
TRAINING AIDS:	Overhead projector, overhead pens, reference text
SUBJECTS:	<ul style="list-style-type: none">• Terminology• Organizational Structure• How the organization initially develops at an incident• How the organization expands and/or contracts• Transfer of command
OBJECTIVES:	<ol style="list-style-type: none">1. Explain how the incident organization expands or contracts to meet operational needs of the incident or event.2. Describe the use of Branches, Divisions, and Groups within the Operations Section, and provide supervisory titles associated with each level.3. List the essential elements of information involved in transfer of command.4. Match organizational positions with appropriate ICS sections.5. Describe an ICS organization appropriate to a small incident using an Incident Briefing form.

OUTLINE	AIDS & CUES
FIRST PRESENT THE VIEWGRAPH WHICH SHOWS THE SUBJECTS TO BE COVERED IN THIS MODULE.	03-01-I200-VG
SHOW VIEWGRAPH OF INSTRUCTIONAL OBJECTIVES AND REVIEW WITH STUDENTS.	03-02-I200-VG
<p>I. Introduction</p> <p>The ICS organization is functional, modular, and flexible. One way to view it is like a template. Within each of the major functional areas, there are several sub-levels that can be used or expanded as necessary. The flexibility comes in because any position can be filled without the necessity of filling all positions above it.</p>	
REFER STUDENTS TO FULL ICS ORGANIZATION CHART. HAVE THEM KEEP IT AVAILABLE AS A REFERENCE DURING THE CLASSROOM DISCUSSIONS.	Reference Text p. 3-27
EMPHASIZE THAT THIS CHART SHOWS ALL ORGANIZATIONAL POSITIONS. ONLY A FEW OF THESE WILL BE USED ON MOST INCIDENTS. THE FUNCTIONAL MODULARITY OF ICS ALLOWS FOR THE USE OF ONLY A FEW POSITIONS OR ALL OF THEM IF REQUIRED.	
II. Organizational Terminology	03-03-I200-VG
PRESENT A BRIEF OVERVIEW OF ICS ORGANIZATION TERMINOLOGY USING THE ACCOMPANYING VIEWGRAPH.	Reference Text p. 3-29
DESCRIBE THE ICS TITLE ASSOCIATED WITH THE PERSON WHO IS ASSIGNED TO THAT MANAGERIAL LEVEL.	
EMPHASIZE THE IMPORTANCE OF PROPER USE OF POSITION TITLES.	

OUTLINE	AIDS & CUES
<p>The use of position titles in ICS serves three important purposes.</p> <ol style="list-style-type: none"> 1. Titles provide a common standard for multi-agency use at an incident. For example, if one agency uses the title Branch Chief, another Branch Manager, another Branch Officer, etc., this can cause confusion and reflect the lack of standardization on the scene. 2. The use of distinctive titles for ICS positions allows for filling ICS positions with the most qualified individuals independent of their rank within their own organization. 3. The lack of standardization of position titles can also confuse the ordering process when requesting qualified personnel. For example, in ordering additional personnel to fill unit positions, it is important for proper communications between the incident and the agency dispatch facilities to know if they will be Unit Leaders, Unit Officers, supervisors, etc. <p>IN THIS MODULE, YOU WILL ONLY PRESENT A BRIEF OVERVIEW OF MAJOR FUNCTIONS AND RESPONSIBILITIES.</p> <p>MENTION, IF APPROPRIATE, THAT MODULES 8 AND 14 WILL PRESENT MORE DETAILED INFORMATION ON EXPANSION OF THE ORGANIZATION AND TRANSFER OF COMMAND.</p> <p>III. Establishing the ICS Organization</p> <p>The management of any incident or an event always includes five major functions. One person (the Incident Commander) can be responsible for all functions, or</p>	<p>03-04-I200-VG</p>

OUTLINE	AIDS & CUES
<p>they can each be represented by a major section of the ICS organization. The functions are:</p> <ul style="list-style-type: none"> • Command • Operations • Planning • Logistics • Finance/Administration <p>START BY USING AN EXAMPLE FROM AN <u>APPROPRIATE APPLICATION AREA TO STUDENTS</u> SHOWING HOW THE ORGANIZATION BUILDS. ONE PERSON HAS ALL RESPONSIBILITY AND THEN BEGINS TO DELEGATE.</p> <p>EXAMPLE: BOMB SCARE AT A HIGH SCHOOL. ONE LAW ENFORCEMENT UNIT INVESTIGATES THE CALL. FIRE UNIT RESPONDS, BOMB SQUAD, ADDITIONAL POLICE, PARAMEDICS, FIRE, AMBULANCES, MEDIA, OTHER AGENCIES, ETC.</p> <p>BEST TO DIAGRAM THIS ON BOARD OR NEWSPRINT CHART. EXPAND AS NEW UNITS COME ON SCENE.</p> <p>On any incident, large or small, the Incident Commander has ultimate responsibility for the effective and safe execution of each of these five functions.</p> <p>On small incidents, the Incident Commander may perform all functions. On large incidents the Incident Commander may delegate the <u>authority</u> for managing certain functions.</p> <p>We will briefly cover each of the major functions and review their application within the ICS organizational framework.</p>	

OUTLINE	AIDS & CUES
<p>A. Incident Command</p> <p>Incident Command has overall responsibility for the management of incident activity. Even if other functions are not filled, an Incident Commander will always be designated.</p> <p>The Incident Command function may be carried out in two ways:</p> <ol style="list-style-type: none"> 1. Single Command 2. Unified Command <p>Unified Command, which is a management method to use for multijurisdictional and/or multi-agency events, is a major feature of ICS and will be discussed as part of Module 13.</p> <p>In this module, we will cover Single Command, which is the most common application.</p> <p>Usually, the person in charge of the first arriving units at the scene of an incident assumes the Incident Commander role. That person will remain in charge until formally relieved, or until transfer of command is accomplished.</p> <p>NOTE: that single unit and personnel radio identification calls may continue to be used until a formal incident has been declared and named. This will be done by agency policy.</p> <p><u>ICS position titles will be used instead of agency radio call signs when referring to ICS organizational positions.</u> Agency policy will determine when this is done.</p> <p>Agencies vary on how and when they make the transition from agency radio designators to ICS</p>	<p>03-05-I200-VG</p>

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<p>position terminology, and there is no hard and fast rule.</p> <p>Once the incident is formally designated, ICS terminology is always used for:</p> <ul style="list-style-type: none"> • Organizational elements - e.g., Division, Branch, Unit, etc. • Position titles - e.g., Officer, Director, Leader, etc. • Facilities - e.g., Incident Command Post, Staging Area, etc. • Resources - e.g., Task Forces, Strike Teams, etc. 	<p>03-06-I200-VG</p>
<p>Upon arriving at an incident, higher ranking personnel will either assume command, maintain command as is, or reassign command to a third party.</p> <p>In some situations or agencies, lower ranking but more qualified persons (for that incident) may be designated as the Incident Commander.</p>	<p>03-07-I200-VG</p>
<p>The Incident Commander will perform the major ICS organizational functions of Operations, Logistics, Planning, and Finance/Administration until determining that the authority for one or more of these functions should be delegated.</p> <p>The Incident Commander will also perform the Command Staff functions of Safety, Liaison, and Information until determining that one or more of these functions should be delegated.</p>	<p>03-08-I200-VG</p>

OUTLINE	AIDS & CUES
<p>The Incident Commander may have one or more deputies. The only ICS requirement regarding the use of a deputy, whether at the Incident Commander, Section, or Branch level, is that the deputy must be <u>fully qualified</u> to assume the position.</p>	03-09-I200-VG
<p>There are three primary reasons to designate a deputy Incident Commander:</p> <ol style="list-style-type: none"> 1. To perform specific tasks as requested by the Incident Commander. 2. To perform the incident command function in a relief capacity, e.g., to take over the next operational period. (In this case the deputy will assume the primary role.) 3. To represent an assisting agency that may share jurisdiction or have jurisdiction in the future. 	03-10-I200-VG
<p>B. Command Staff</p> <p>Three other important staff functions are the responsibility of the Incident Commander:</p> <ul style="list-style-type: none"> • Information • Safety • Liaison <p>These responsibilities will be performed by the Incident Commander unless the responsibility is delegated to one of the following people.</p>	03-11-I200-VG
<ol style="list-style-type: none"> 1. Information Officer <p>The Information Officer is the central point for dissemination of information to</p>	03-12-I200-VG

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<p>the news media and other agencies and organizations.</p> <p>Only one Information Officer will be named to an incident, including those incidents which are multijurisdictional. The Information Officer may have assistants as necessary, and the assistants may also represent other agencies or jurisdictions.</p>	
<p>2. Safety Officer</p> <p>The Safety Officer function is to assess hazardous and unsafe situations, and develop measures for assuring personnel safety.</p> <p>However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent, life-threatening danger.</p> <p>Only one Safety Officer will be named to an incident. The Safety Officer may have assistants as necessary, and the assistants may represent other agencies or jurisdictions.</p>	03-13-I200-VG
<p>3. Liaison Officer</p> <p>The Liaison Officer is the point of contact at the incident for personnel from assisting or cooperating agencies. There is only one Liaison Officer on any incident. Very large incidents may require the use of assistants.</p>	03-14-I200-VG
<p>DESCRIBE DIFFERENCES BETWEEN ASSISTING AND COOPERATING AGENCIES.</p>	

OUTLINE	AIDS & CUES
<p>4. Agency Representatives</p> <p>An agency or jurisdiction will often send tactical resources to assist at an incident. In ICS these are called <u>assisting agencies</u>.</p> <p>These outside agencies <u>may</u> also send an Agency Representative to work with the incident management team to coordinate between agencies or jurisdictional considerations.</p> <p>Agency Representatives report to the Liaison Officer. Other agencies such as the Red Cross or utilities may also be involved in the incident, and are called cooperating agencies. Their Agency Representatives would also report to the Liaison Officer.</p>	<p>03-15-I200-VG</p>
<p>YOU MAY WANT TO PROVIDE A DEFINITION OF AN ASSISTANT.</p>	<p>03-16-I200-VG</p>
<p>5. <u>Assistant</u>: A level of technical capability, qualifications, and responsibility subordinate to primary positions.</p> <p>Assistants are used as subordinates for the Command Staff positions, particularly Information Officer and Safety Officer. Assistants may also be used at camps to supervise unit activities.</p>	
<p>OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.</p>	

OUTLINE	AIDS & CUES
<p>C. General Staff</p> <p>1. Operations Section</p> <p>The Operations Section is responsible for the direction and coordination of all incident tactical operations. This is done under the direction of the Operations Section Chief.</p> <p>POINT OUT THAT MORE DETAIL ON ORGANIZING FOR INCIDENTS IS COVERED IN MODULE 8.</p> <p>Operations at an incident or event can be set up in a variety of ways depending upon:</p> <ul style="list-style-type: none"> • Kind of incident. • Agencies involved. • Objectives and strategy. <p>The Operations Section will expand or contract based upon the existing and projected needs of the incident.</p> <p>TO DEMONSTRATE THIS, USE THE EXAMPLE ON PAGE 3-27 OF THE REFERENCE TEXT, OR CREATE A NEW ONE.</p> <p>Initially, the Operations Section usually consists of those few resources first assigned to an incident. (These resources will initially report directly to the Incident Commander.)</p> <p>As additional resources are committed and the incident becomes more complex, a separate Operations Section may be established.</p>	<p>03-17-I200-VG</p>

OUTLINE	AIDS & CUES
<p>The Operations Section develops from the bottom up by first establishing Divisions, Groups, and if necessary, Branches. Also, the Operations Section may have Staging Areas and, in some cases, an air organization.</p> <p>We will briefly examine a number of combinations for the use of Divisions, Groups, and Branches, and discuss four methods of establishing the Operations Section.</p> <p>a. Geographic Divisions</p> <p>A common method of organizing tactical operations at an incident is for the Incident Commander to first establish two or more Divisions. Divisions <u>always</u> refer to geographically defined areas, e.g., the area around a stadium, the inside or floors of a building, or an open area.</p> <p>Initially, establishing Divisions may be done for purposes of "defining the incident," and may or may not include the designation of separate Division Supervisors.</p> <p>YOU MAY NEED TO EXPLAIN THIS POINT. AN EXAMPLE WOULD BE WHERE THERE ARE TWO FLOORS ON A BUILDING. DIVISION 1 IS THE FIRST FLOOR, DIVISION 2 THE SECOND FLOOR. THE IC OR OPERATIONS SECTION CHIEF HAS DESIGNATED THESE AS DIVISIONS BUT MAY NOT HAVE SEPARATE SUPERVISORS DESIGNATED.</p>	<p>03-18-I200-VG</p>

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<p>When the resources assigned within a Division exceed or will soon exceed the recommended span of control guidelines of one to five, Division Supervisors should be designated.</p> <p>Divisions not under the direct management of the Incident Commander or Operations Section Chief are managed by Division Supervisors. Divisions will not have deputy positions.</p>	
<p>b. Functional Groups</p> <p>Another common method of organizing operations at an incident is to establish functional groups. As the name implies, this form of organization deals not with geographic areas, but with functional activity.</p> <p>Examples of functional groups include medical groups, search and rescue groups, perimeter security groups, maritime salvage groups, etc.</p> <p>Groups, like divisions, are managed by Supervisors. There are no group deputy positions.</p>	03-19-I200-VG
<p>c. Combined Divisions and Groups</p> <p>A third method is the use of combined geographic divisions and functional groups.</p>	03-20-I200-VG

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<p>This approach is commonly used when a functional activity operates across divisional lines. For example, a specialized Canine Search Group would be used wherever required and moved as needed on an earthquake incident.</p> <p>In any organization in which combined divisions and groups are used, it is important that the supervisors establish and maintain close communications and coordination. <u>Each will have equal authority; neither supervisor will be subordinate to the other.</u></p>	
<p>d. Branches</p> <p>A fourth method of Operations Section organization is to establish a branch structure. Branches may be either geographic or functional.</p> <p>Geographic branches may be established because of span of control considerations, e.g., when more than five divisions are established; or functional branches may be established to manage various operations functions.</p> <p>Geographic and functional branches may be used together on an incident.</p> <p>Branches will be managed by a Branch Director. Branch directors may have deputy positions as required. In multi-agency incidents</p>	<p>03-21-I200-VG</p>

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<p>the use of deputy branch directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination.</p> <p>In addition to the Operations Section positions discussed so far, there are two additional and important organizational elements that should be covered:</p> <p>e. Staging Areas</p> <p>Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment.</p> <p>Once a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief has not been designated.</p> <p>All resources in the Staging Area are assigned and should be ready for deployment. Staging Areas should not be used to locate out-of-service resources or for logistics functions. Staging Areas may be relocated as necessary.</p> <p>In some applications, branches may have separate staging areas. For example, a medical branch may have an ambulance staging area assigned to the branch.</p>	<p>03-22-I200-VG</p>

OUTLINE	AIDS & CUES
<p data-bbox="477 310 922 352">f. Air Operations Branch</p> <p data-bbox="191 394 1104 504">THERE WILL BE NO EXTENSIVE COVERAGE OF AIR OPERATIONS. MODULE 10 IS DEVOTED TO AIR OPERATIONS.</p> <p data-bbox="571 550 1123 903">Some kinds of incidents will make use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief if that position has been established.</p> <p data-bbox="571 949 1123 1302">On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting directly to the Operations Section Chief.</p> <p data-bbox="571 1348 1123 1617">The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground based support to aviation resources.</p> <p data-bbox="191 1663 1045 1772">OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.</p>	<p data-bbox="1166 310 1409 352">03-23-I200-VG</p>

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<p data-bbox="380 310 732 348">2. Planning Section</p> <p data-bbox="475 390 1130 825">The Planning Section is responsible for the collection and evaluation of incident situation information, preparing situation status reports, displaying situation information, maintaining status of resources, developing an Incident Action Plan, and preparing required incident-related documentation. This is done under the direction of the Planning Section Chief. The Planning Section Chief may have a deputy.</p> <p data-bbox="475 867 1122 1020">The Planning Section, if established by the Incident Commander, will have responsibility for several important functions:</p> <ul data-bbox="475 1062 1122 1619" style="list-style-type: none"> <li data-bbox="475 1062 987 1100">• Maintaining resource status <li data-bbox="475 1142 1122 1220">• Maintaining and displaying situation status <li data-bbox="475 1262 1101 1299">• Preparing the Incident Action Plan <li data-bbox="475 1341 1084 1379">• Providing documentation services <li data-bbox="475 1421 1101 1459">• Preparing the Demobilization Plan <li data-bbox="475 1501 1084 1619">• Providing a primary location for technical specialists assigned to an incident. <p data-bbox="475 1661 1130 1894">Technical specialists are advisors with special skills required at the incident. Technical specialists will initially report to the Planning Section, work within that section, or be reassigned to another part of the organization. Technical specialists can</p>	<p data-bbox="1166 310 1409 348">03-24-I200-VG</p>

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<p>be in any discipline required, e.g., aviation, environment, hazardous materials, etc.</p> <p>One of the most important functions of the Planning Section is to look beyond the current and next operational period, and anticipate potential problems or events.</p> <p>The Planning Section may be organized into four unit-level positions.</p> <ol style="list-style-type: none"> a. <u>Resources Unit</u> - Responsible for all check-in activity, and for maintaining the status on all personnel and equipment resources assigned to the incident. b. <u>Situation Unit</u> - Collects and processes information on the current situation, prepares situation displays and situation summaries, develops maps and projections. c. <u>Documentation Unit</u> - Prepares the Incident Action Plan, maintains all incident-related documentation, and provides duplication services. d. <u>Demobilization Unit</u> - On large, complex incidents, the Demobilization Unit will assist in ensuring that an orderly, safe, and cost-effective movement of personnel will be made when they are no longer required at the incident. 	<p>03-25-I200-VG</p>

OUTLINE	AIDS & CUES
<p>OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.</p>	
<p>3. Logistics Section</p> <p>Units in the Logistics Section are responsible for providing services and support to meet all incident or event needs. This is accomplished under the direction of the Logistics Section Chief. A deputy Logistics Section Chief may be assigned.</p> <p>Logistics service and support to an incident or event are important functions. Early recognition of the need for a separate logistics function and section can reduce time and money spent on an incident.</p>	<p>03-26-I200-VG</p>
<p>The Logistics Section Chief has responsibility for six principal activities at an incident.</p> <ul style="list-style-type: none"> • Communications • Medical support to responders • Food for responders • Supply • Facilities • Ground Support <p>NOTE: It is important to remember that logistics unit functions, except for the Supply Unit, are geared to supporting personnel and resources <u>directly assigned to the incident</u>.</p> <p>For example, the Logistics Section Food Unit does not provide feeding for people who have been sent to shelters during a flood.</p>	<p>03-27-I200-VG</p>

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<p>Under ICS, feeding of shelters would be handled as a part of an Operations Section activity. Food supplies would be ordered through the Logistics Section Supply Unit.</p> <p>The Logistics Section Chief may establish separate units for one or more of the logistics support or service activities.</p> <p>On large incidents when all six Logistics Section units are activated, or where there are many facilities and large amounts of equipment, it may be desirable, or necessary, to establish a two-branch structure. This will reduce the span of control for the Logistics Section Chief.</p> <p>The two branches would be called Service Branch and Support Branch and have the following responsibilities:</p> <p>a. Service Branch</p> <p><u>Communications Unit</u> - Develop the Communications Plan, distribute and maintain all forms of communications equipment, and manage the Incident Communications Center.</p> <p><u>Medical Unit</u> - Develop the Medical Plan, and provide first-aid and light medical treatment <u>for personnel assigned to the incident</u>. This unit also develops the emergency medical transportation plan (ground and/or air) and prepares medical reports.</p>	<p>03-28-I200-VG</p>

OUTLINE	AIDS & CUES
<p><u>Food Unit</u> - Responsible for determining and supplying the feeding and potable water requirements at all incident facilities, and for active resources within the Operations Section. The unit may prepare menus and food, provide them through catering services, or use some combination of both methods.</p> <p>b. <u>Support Branch</u></p> <p><u>Supply Unit</u> - Orders personnel, equipment, and supplies. The unit stores and maintains supplies, and services non-expendable equipment. <u>In ICS, all resource orders are placed through the Logistics Section's Supply Unit.</u> If the Supply Unit has not been established, the responsibility for ordering rests with the Logistics Section Chief.</p> <p><u>Facilities Unit</u> - Sets up and maintains whatever facilities may be required in support of the incident. Provides managers for the Incident Base and camps. Also provides security support for the facilities and incident as required.</p> <p><u>Ground Support Unit</u> - Provides transportation, and maintains and fuels vehicles assigned to the incident.</p>	
<p>OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.</p>	

OUTLINE	AIDS & CUES
<p>4. Finance/Administration Section</p> <p>The Finance/Administration Section is responsible for monitoring incident-related costs, and administering any necessary procurement contracts.</p> <p>The Finance/Administration Section may not be activated on all incidents. The Incident Commander will retain responsibility for all finance-related activities until Finance/Administration units or the section has been activated.</p> <p>There are four units which may be established in the Finance/Administration Section. These are:</p>	<p>03-29-I200-VG</p>
<p>a. <u>Time Unit</u> - Ensures that all personnel time on an incident or event is recorded.</p> <p>b. <u>Procurement Unit</u> - Processes administrative paperwork associated with equipment rental and supply contracts. Responsible for equipment time reporting.</p> <p>c. <u>Compensation/Claims Unit</u> - This unit combines two important functions.</p> <p><u>Compensation</u> is responsible for seeing that all documentation related to workers compensation is correctly completed. Also, Compensation maintains files of injuries and/or illnesses associated with the incident.</p>	<p>03-30-I200-VG</p>

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<p><u>Claims</u> handles investigation of all claims involving damaged property associated with or involved in the incident.</p> <p>d. <u>Cost Unit</u> - Responsible for collecting all cost information, and for providing cost estimates and cost savings recommendations.</p>	
<p>OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.</p>	
<p>IV. Developing the Organization</p>	
<p>ICS is based on a requirement that the system <u>must</u> be capable of handling both small and large incidents.</p>	
<p>In other words, ICS must be able to easily expand from very small, routine operations into a larger organization capable of handling a maximum size event. It must also be capable of selective and total demobilizing or downsizing in an efficient manner.</p>	
<p>There are no hard and fast rules for when or how to expand the ICS organization. Many incidents will never require the activation of Planning, Logistics, or Finance/Administration Sections, while others will require some or all of them to be established.</p>	
<p>The following are general guidelines that will be useful in developing the ICS organization.</p>	<p>03-31-I200-VG</p>
<p>A. Establish a Command Post</p> <p>Designate an Incident Command Post and make its location known to all incident resources.</p>	

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<p>As an incident grows, the Incident Command Post may also expand in size. Therefore, the location selected should be capable of accommodating additional personnel.</p> <p>The Command Post may be a vehicle, trailer, fixed facility or <u>any</u> location suitable to accommodate the function. Normally, the Incident Command Post will not be moved once established.</p> <p>B. Develop Initial Organization</p> <p>If the incident is growing in size or complexity, and/or reaching or exceeding span of control limits, it is important to rapidly establish the organizational framework necessary to manage it. This usually means filling essential General and Command staff positions first, <u>although unit level positions may be filled whenever required.</u></p> <p>It is better to overestimate the need for a larger organization than to underestimate it, as it is always possible to downsize the organization. Initial organization development on an expanding incident should provide positions to cover <u>at least</u> the following activities:</p> <ul style="list-style-type: none"> • Check-in • Resource tracking • Logistical support <p>The experience of the Incident Commander is a key factor in successful incident management. The Incident Commander should be aware when a situation is growing or becoming more complex, and may require more resources. Arrival of the media and Agency Representatives is always a good indication of increasing complexity.</p>	

OUTLINE	AIDS & CUES
<p>C. Consider Specialized Needs</p> <p>Dealing directly with the media or support agency representatives can seriously disrupt the Incident Commander's attention to other matters. Assigning a person or persons to fill the Command Staff positions can save the Incident Commander a tremendous amount of time and trouble.</p>	
<p>D. Monitor and Maintain Good Span of Control</p> <p>Keep all elements of the organization within the span of control guidelines of between three and seven persons or elements reporting to a supervisor. A ratio of one to five is the model to follow whenever possible. Anticipate a growing incident and, as necessary, plan for span of control for a larger incident.</p>	
<p>E. Demobilize Organizational Elements When No Longer Necessary</p> <p>Avoid over-organization. If it is clear that a particular function is no longer required, it is perfectly appropriate to demobilize the unit, and to reassign or release the personnel. This is one of the features of ICS that keeps the organization size proportionate to the need and also reduces cost.</p> <p>Anytime an ICS position is demobilized, the function it was performing goes to the next higher level in the chain of command.</p>	
<p>F. Avoid Combining ICS Organizational Positions</p> <p>One person may be assigned more than one function on the incident organization chart. However, functional positions should not be</p>	03-32-I200-VG

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<p>combined within the organization. This <u>could</u> create problems later if units that were merged need to be separated.</p> <p>For example, do not combine Logistics and Planning activities <u>in one box</u> on the organizational chart. This can be confusing to both on- and off-incident personnel. Also, as the incident grows, it will be more difficult later to split the positions than it will be to assign a second person to manage one of the functions.</p> <p>OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.</p> <p>V. Transfer of Incident Command</p> <p>One of the main features of ICS is the ability to transfer command with minimum disruption.</p> <p>Transfer of incident command may take place when a senior person arrives at the scene and elects or has been designated by higher authority to assume the position of Incident Commander. This is often associated with a growing incident.</p> <p>Transfer of incident command can also take place in reverse, i.e., transferring command to a less senior or less qualified person in an incident which is under control or moving toward demobilization.</p> <p>Transfers may also be needed for personnel assigned to assume command for new operational periods.</p> <p>Transfer of incident command could also take place in certain situations when a lower ranking but more qualified person would be the best selection because of the unique circumstances associated with the incident.</p>	

OUTLINE	AIDS & CUES
<p>TAKE A FEW MINUTES TO OPEN THE DISCUSSION ON THE ABOVE POINTS. ASK FOR EXAMPLES OF STUDENT EXPERIENCES WHEN ANY OF THE ABOVE HAVE TAKEN PLACE.</p>	
<p>The decision to transfer command is based on complexity of the incident, qualifications, and experience.</p>	
<p>Every agency should have a checklist to follow for transfer of command. All checklists should include at least the following:</p>	
<ul style="list-style-type: none"> • Appropriate ICS terminology is being used at the incident. • An Incident Command Post has been established. • Transfer of command will take place face-to-face if possible. • Outgoing Incident Commander to prepare and give a briefing. • The new Incident Commander formally accepts command. • Appropriate notifications are made to incident personnel and appropriate non-incident locations. 	03-33-I200-VG
<p>The transfer of incident command should include the following:</p>	
<ul style="list-style-type: none"> • Situation status • Objectives and priorities • Current organization • Resource assignments • Resources en route and/or ordered • Facilities established • Communications Plan • Prognosis, concerns, related issues 	03-34-I200-VG

OUTLINE	AIDS & CUES
<p>THE INCIDENT BRIEFING FORM (ICS FORM 201) IS A VERY VALUABLE AID FOR PULLING TOGETHER INFORMATION ABOUT THE INCIDENT. IT WILL BE REFERRED TO OFTEN DURING THE VARIOUS MODULES.</p>	
<p>REFER STUDENTS TO FORM 201. PARTIALLY COMPLETE THE FORM TO BETTER SHOW ITS USE. <u>MAKE SURE YOU USE EXAMPLES BASED ON STUDENT BACKGROUNDS.</u></p>	<p>Reference Text p. 3-31</p>
<p>OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.</p>	
<p>VI. Small Group Exercise on Incident Organization</p>	
<p>THIS WILL BE A SMALL GROUP EXERCISE TO DEVELOP AN ORGANIZATION FOR AN INCIDENT. HAVE STUDENTS FORM INTO SMALL GROUPS OF FOUR TO FIVE PERSONS EACH.</p>	
<p>REFER EACH GROUP TO THE SCENARIO. IF YOU WISH, YOU MAY SELECT ANOTHER SCENARIO FROM THE SCENARIO CATALOG.</p>	<p>Reference Text p. 3-35</p>
<p>REMIND STUDENTS THAT THE EMPHASIS IS ON THE ORGANIZATION OF THE MANAGEMENT SYSTEM, AND NOT ON TACTICS OR THE SPECIFICS OF RESOURCE DEPLOYMENTS.</p>	
<p>STUDENTS SHOULD USE PROPER TERMINOLOGY AND PLACEMENT OF ORGANIZATION ELEMENTS ON THE ORGANIZATION CHART.</p>	
<p>AFTER THE EXERCISE, HAVE STUDENTS PREPARE FOR MODULE TEST WHICH FOLLOWS.</p>	

SCENARIO: TRUCK ACCIDENT

Date: August 15
Time: 5 a.m.
Weather: Temp 65, wind is calm

You are a one-person state police unit, or _____

You come upon an accident involving a panel truck on a State highway. The driver is out of the truck and is unconscious by the roadway. The truck is laying on its side in a ditch which has water in it. The contents of the truck are strewn all over and some containers are leaking.

Traffic is slowing on both sides of the highway. Several citizens have stopped their cars and come over to assist you.

You have called for an ambulance and a second unit to assist in traffic.

One of the citizen bystanders who was inspecting the inside of the truck suddenly becomes ill and begins to vomit.

The ambulance and second police unit arrive. You realize you will now need an additional ambulance, a heavy duty tow, additional units for traffic control, the local fire department HAZMAT team. You may wish to order other units. You have also been advised that the media is en route and also the state fish and game department.

You realize that you are no longer in a position to provide good direct supervision over all of the on-scene and incoming resources. You have exceeded your span of control. Your supervisor is en route and will be on-scene in thirty minutes.

In small groups, discuss how you would organize this incident using the principles of ICS. This is not an exercise in tactics. You do not need to be concerned with unit deployment.

Use the Incident Briefing (ICS Form 201) to pull together information about this incident. Prepare the ICS Form 201 as though you were going to turn over command of this incident to another person. Diagram the scene, your proposed organization, list the resources you have and those en route, and state your current actions.

Be prepared to brief your supervisor.

**INCIDENT COMMAND SYSTEM
NATIONAL TRAINING CURRICULUM**

**MODULE 3
ORGANIZATION OVERVIEW**

October 1994

REFERENCE TEXT

PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

The Steering Group was:

David P. Anderson - USDA, Forest Service
Mike Colgan - Orange County Fire Department
Dave Engle - USDI, Bureau of Land Management
Dan Francis - California Department of Forestry
Ken Mallette - New Jersey State Police
Mike Munkres - USDI, Bureau of Land Management
Gary Nelson - Los Angeles County Fire Department
Bill Vargas - State of New Mexico Department of Public Safety

The Contract Consultant was:

The Terence Haney Company
Woodland Hills, California

Subjects covered in this module include:

- Terminology
- Organizational Structure
- How the organization initially develops at an incident
- How the organization expands and/or contracts
- Transfer of command

Objectives:

1. Explain how the incident organization expands or contracts to meet operational needs of the incident or event.
2. Describe the use of Branches, Divisions, and Groups within the Operations Section, and provide supervisory titles associated with each level.
3. List the essential elements of information involved in transfer of command.
4. Match organizational positions with appropriate ICS sections.
5. Describe an ICS organization appropriate to a small incident using an Incident Briefing form.

I. Introduction

The ICS organization is functional, modular, and flexible. One way to view it is like a template. Within each of the major functional areas, there are several sub-levels that can be used or expanded as necessary. The flexibility comes in because any position can be filled without the necessity of filling all positions above it.

II. Organizational Terminology

The use of position titles in ICS serves three important purposes.

1. Titles provide a common standard for multi-agency use at an incident. For example, if one agency uses the title Branch Chief, another Branch Manager, another Branch Officer, etc., this can cause confusion and reflect the lack of standardization on the scene.
2. The use of distinctive titles for ICS positions allows for filling ICS positions with the most qualified individuals independent of their rank within their own organization.
3. The lack of standardization of position titles can also confuse the ordering process when requesting qualified personnel. For example, in ordering additional personnel to fill unit positions, it is important for proper communications between the incident and the agency dispatch facilities to know if they will be Unit Leaders, Unit Officers, supervisors, etc.

III. Establishing the ICS Organization

The management of any incident or an event always includes five major functions. One person (the Incident Commander) can be responsible for all functions, or they can each be represented by a major section of the ICS organization. The functions are:

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

On any incident, large or small, the Incident Commander has ultimate responsibility for the effective and safe execution of each of these five functions.

On small incidents, the Incident Commander may perform all functions. On large incidents the Incident Commander may delegate the authority for managing certain functions.

We will briefly cover each of the major functions and review their application within the ICS organizational framework.

A. Incident Command

Incident Command has overall responsibility for the management of incident activity. Even if other functions are not filled, an Incident Commander will always be designated.

The Incident Command function may be carried out in two ways:

1. Single Command
2. Unified Command

Unified Command, which is a management method to use for multijurisdictional and/or multi-agency events, is a major feature of ICS and will be discussed as part of Module 13.

In this module, we will cover Single Command, which is the most common application.

Usually, the person in charge of the first arriving units at the scene of an incident assumes the Incident Commander role. That person will remain in charge until formally relieved, or until transfer of command is accomplished.

NOTE: that single unit and personnel radio identification calls may continue to be used until a formal incident has been declared and named. This will be done by agency policy.

ICS position titles will be used instead of agency radio call signs when referring to ICS organizational positions. Agency policy will determine when this is done.

Agencies vary on how and when they make the transition from agency radio designators to ICS position terminology, and there is no hard and fast rule.

Once the incident is formally designated, ICS terminology is always used for:

- Organizational elements - e.g., Division, Branch, Unit, etc.
- Position titles - e.g., Officer, Director, Leader, etc.
- Facilities - e.g., Incident Command Post, Staging Area, etc.
- Resources - e.g., Task Forces, Strike Teams, etc.

Upon arriving at an incident, higher ranking personnel will either assume command, maintain command as is, or reassign command to a third party.

In some situations or agencies, lower ranking but more qualified persons (for that incident) may be designated as the Incident Commander.

The Incident Commander will perform the major ICS organizational functions of Operations, Logistics, Planning, and Finance/Administration until determining that the authority for one or more of these functions should be delegated.

The Incident Commander will also perform the Command Staff functions of Safety, Liaison, and Information until determining that one or more of these functions should be delegated.

The Incident Commander may have one or more deputies. The only ICS requirement regarding the use of a deputy, whether at the Incident Commander, Section, or Branch level, is that the deputy must be fully qualified to assume the position.

There are three primary reasons to designate a deputy Incident Commander:

1. To perform specific tasks as requested by the Incident Commander.
2. To perform the incident command function in a relief capacity, e.g., to take over the next operational period. (In this case the deputy will assume the primary role.)
3. To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

B. Command Staff

Three other important staff functions are the responsibility of the Incident Commander:

- Information
- Safety
- Liaison

These responsibilities will be performed by the Incident Commander unless the responsibility is delegated to one of the following people.

1. Information Officer

The Information Officer is the central point for dissemination of information to the news media and other agencies and organizations.

Only one Information Officer will be named to an incident, including those incidents which are multijurisdictional. The Information Officer may have assistants as necessary, and the assistants may also represent other agencies or jurisdictions.

2. Safety Officer

The Safety Officer function is to assess hazardous and unsafe situations, and develop measures for assuring personnel safety.

However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent, life-threatening danger.

Only one Safety Officer will be named to an incident. The Safety Officer may have assistants as necessary, and the assistants may represent other agencies or jurisdictions.

3. Liaison Officer

The Liaison Officer is the point of contact at the incident for personnel from assisting or cooperating agencies. There is only one Liaison Officer on any incident. Very large incidents may require the use of assistants.

4. Agency Representatives

An agency or jurisdiction will often send tactical resources to assist at an incident. In ICS these are called assisting agencies.

These outside agencies may also send an Agency Representative to work with the incident management team to coordinate between agencies or jurisdictional considerations.

Agency Representatives report to the Liaison Officer. Other agencies such as the Red Cross or utilities may also be involved in the incident, and are called cooperating agencies. Their Agency Representatives would also report to the Liaison Officer.

5. Assistant: A level of technical capability, qualifications, and responsibility subordinate to primary positions.

Assistants are used as subordinates for the Command Staff positions, particularly Information Officer and Safety Officer. Assistants may also be used at camps to supervise unit activities.

C. General Staff

1. Operations Section

The Operations Section is responsible for the direction and coordination of all incident tactical operations. This is done under the direction of the Operations Section Chief.

Operations at an incident or event can be set up in a variety of ways depending upon:

- Kind of incident.
- Agencies involved.
- Objectives and strategy.

The Operations Section will expand or contract based upon the existing and projected needs of the incident.

Initially, the Operations Section usually consists of those few resources first assigned to an incident. (These resources will initially report directly to the Incident Commander.)

As additional resources are committed and the incident becomes more complex, a separate Operations Section may be established.

The Operations Section develops from the bottom up by first establishing Divisions, Groups, and if necessary, Branches. Also, the Operations Section may have Staging Areas and, in some cases, an air organization.

We will briefly examine a number of combinations for the use of Divisions, Groups, and Branches, and discuss four methods of establishing the Operations Section.

a. Geographic Divisions

A common method of organizing tactical operations at an incident is for the Incident Commander to first establish two or more Divisions. Divisions always refer to geographically defined areas, e.g., the area around a stadium, the inside or floors of a building, or an open area.

Initially, establishing Divisions may be done for purposes of "defining the incident," and may or may not include the designation of separate Division Supervisors.

When the resources assigned within a Division exceed, or will soon exceed, the recommended span of control guidelines of one to five, Division Supervisors should be designated.

Divisions not under the direct management of the Incident Commander or Operations Section Chief are managed by Division Supervisors. Divisions will not have deputy positions.

b. Functional Groups

Another common method of organizing operations at an incident is to establish functional groups. As the name implies, this form of organization deals not with geographic areas, but with functional activity.

Examples of functional groups include medical groups, search and rescue groups, perimeter security groups, maritime salvage groups, etc.

Groups, like divisions, are managed by Supervisors. There are no group deputy positions.

c. Combined Divisions and Groups

A third method is the use of combined geographic divisions and functional groups.

This approach is commonly used when a functional activity operates across divisional lines. For example, a specialized Canine Search Group would be used wherever required and moved as needed on an earthquake incident.

In any organization in which combined divisions and groups are used, it is important that the supervisors establish and maintain close communications and coordination. Each will have equal authority; neither supervisor will be subordinate to the other.

d. Branches

A fourth method of Operations Section organization is to establish a branch structure. Branches may be either geographic or functional.

Geographic branches may be established because of span of control considerations, e.g., when more than five divisions are established; or functional branches may be established to manage various operations functions.

Geographic and functional branches may be used together on an incident.

Branches will be managed by a Branch Director. Branch directors may have deputy positions as required. In multi-agency incidents the use of deputy branch directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination.

In addition to the Operations Section positions discussed so far, there are two additional and important organizational elements that should be covered:

e. Staging Areas

Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment.

Once a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief has not been designated.

All resources in the Staging Area are assigned and should be ready for deployment. Staging Areas should not be used to locate out-of-service resources or for logistics functions. Staging Areas may be relocated as necessary.

In some applications, branches may have separate staging areas. For example, a medical branch may have an ambulance staging area assigned to the branch.

f. Air Operations Branch

Some kinds of incidents will make use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief if that position has been established.

On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting directly to the Operations Section Chief.

The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground based support to aviation resources.

2. Planning Section

The Planning Section is responsible for the collection and evaluation of incident situation information, preparing situation status reports, displaying situation information, maintaining status of resources, developing an Incident Action Plan, and preparing required incident related documentation. This is done under the direction of the Planning Section Chief. The Planning Section Chief may have a deputy.

The Planning Section, if established by the Incident Commander, will have responsibility for several important functions:

- Maintaining resource status
- Maintaining and displaying situation status
- Preparing the Incident Action Plan
- Providing documentation services
- Preparing the Demobilization Plan
- Providing a primary location for technical specialists assigned to an incident.

Technical specialists are advisors with special skills required at the incident. Technical specialists will initially report to the Planning Section, work within that section, or be reassigned to another part of the organization. Technical specialists can be in any discipline required, e.g., aviation, environment, hazardous materials, etc.

One of the most important functions of the Planning Section is to look beyond the current and next operational period, and anticipate potential problems or events.

The Planning Section may be organized into four unit-level positions.

- a. Resources Unit - Responsible for all check-in activity, and for maintaining the status on all personnel and equipment resources assigned to the incident.
- b. Situation Unit - Collects and processes information on the current situation, prepares situation displays and situation summaries, develops maps and projections.
- c. Documentation Unit - Prepares the Incident Action Plan, maintains all incident-related documentation, and provides duplication services.
- d. Demobilization Unit - On large, complex incidents, the Demobilization Unit will assist in ensuring that an orderly, safe, and cost-effective movement of personnel will be made when they are no longer required at the incident.

3. Logistics Section

Units in the Logistics Section are responsible for providing services and support to meet all incident or event needs. This is accomplished under the direction of the Logistics Section Chief. A deputy Logistics Section Chief may be assigned.

Logistics service and support to an incident or event are important functions. Early recognition of the need for a separate logistics function and section can reduce time and money spent on an incident.

The Logistics Section Chief has responsibility for six principal activities at an incident.

- Communications
- Medical support to responders
- Food for responders
- Supply
- Facilities
- Ground Support

NOTE: It is important to remember that logistics unit functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident.

For example, the Logistics Section Food Unit does not provide feeding for people who have been sent to shelters during a flood.

Under ICS, feeding of shelters would be handled as a part of an Operations Section activity. Food supplies would be ordered through the Logistics Section Supply Unit.

The Logistics Section Chief may establish separate units for one or more of the logistics support or service activities.

On large incidents when all six Logistics Section units are activated, or where there are many facilities and large amounts of equipment, it may be desirable, or necessary, to establish a two-branch structure. This will reduce the span of control for the Logistics Section Chief.

The two branches would be called Service Branch and Support Branch and have the following responsibilities:

a. Service Branch

Communications Unit - Develop the Communications Plan, distribute and maintain all forms of communications equipment, and manage the Incident Communications Center.

Medical Unit - Develop the Medical Plan, and provide first-aid and light medical treatment for personnel assigned to the incident. This unit also develops the emergency medical transportation plan (ground and/or air) and prepares medical reports.

Food Unit - Responsible for determining and supplying the feeding and potable water requirements at all incident facilities, and for active resources within the Operations Section. The unit may prepare menus and food, provide them through catering services, or use some combination of both methods.

b. Support Branch

Supply Unit - Orders personnel, equipment, and supplies. The unit stores and maintains supplies, and services non-expendable equipment. In ICS, all resource orders are placed through the Logistics Section's Supply Unit. If the Supply Unit has not been established, the responsibility for ordering rests with the Logistics Section Chief.

Facilities Unit - Sets up and maintains whatever facilities may be required in support of the incident. Provides managers for the Incident Base and camps. Also provides security support for the facilities and incident as required.

Ground Support Unit - Provides transportation, and maintains and fuels vehicles assigned to the incident.

4. Finance/Administration Section

The Finance/Administration Section is responsible for monitoring incident-related costs, and administering any necessary procurement contracts.

The Finance/Administration Section may not be activated on all incidents. The Incident Commander will retain responsibility for all finance-related activities until Finance/Administration units or the section has been activated.

There are four units which may be established in the Finance/Administration Section. These are:

- a. Time Unit - Ensures that all personnel time on an incident or event is recorded.
- b. Procurement Unit - Processes administrative paperwork associated with equipment rental and supply contracts. Responsible for equipment time reporting.
- c. Compensation/Claims Unit - This unit combines two important functions.

Compensation is responsible for seeing that all documentation related to workers compensation is correctly completed. Also, Compensation maintains files of injuries and/or illnesses associated with the incident.

Claims handles investigation of all claims involving damaged property associated with or involved in the incident.

- d. Cost Unit - Responsible for collecting all cost information, and for providing cost estimates and cost savings recommendations.

IV. Developing the Organization

ICS is based on a requirement that the system must be capable of handling both small and large incidents.

In other words, ICS must be able to easily expand from very small, routine operations into a larger organization capable of handling a maximum size event. It must also be capable of selective and total demobilizing or downsizing in an efficient manner.

There are no hard and fast rules for when or how to expand the ICS organization. Many incidents will never require the activation of Planning, Logistics, or Finance/Administration Sections, while others will require some or all of them to be established.

The following are general guidelines that will be useful in developing the ICS organization.

A. Establish a Command Post

Designate an Incident Command Post and make its location known to all incident resources.

As an incident grows, the Incident Command Post may also expand in size. Therefore, the location selected should be capable of accommodating additional personnel.

The Command Post may be a vehicle, trailer, fixed facility or any location suitable to accommodate the function. Normally, the Incident Command Post will not be moved once established.

B. Develop Initial Organization

If the incident is growing in size or complexity, and/or reaching or exceeding span of control limits, it is important to rapidly establish the organizational framework necessary to manage it. This usually means filling essential General and Command staff positions first, although unit level positions may be filled whenever required.

It is better to overestimate the need for a larger organization than to underestimate it, as it is

always possible to downsize the organization. Initial organization development on an expanding incident should provide positions to cover at least the following activities:

- Check-in
- Resource tracking
- Logistical support

The experience of the Incident Commander is a key factor in successful incident management. The Incident Commander should be aware when a situation is growing or becoming more complex, and may require more resources. Arrival of the media and Agency Representatives is always a good indication of increasing complexity.

C. Consider Specialized Needs

Dealing directly with the media or support agency representatives can seriously disrupt the Incident Commander's attention to other matters. Assigning a person or persons to fill the Command Staff positions can save the Incident Commander a tremendous amount of time and trouble.

D. Monitor and Maintain Good Span of Control

Keep all elements of the organization within the span of control guidelines of between three and seven persons or elements reporting to a supervisor. A ratio of one to five is the model to follow whenever possible. Anticipate a growing incident and, as necessary, plan for span of control for a larger incident.

E. Demobilize Organizational Elements When No Longer Necessary

Avoid over-organization. If it is clear that a particular function is no longer required it is perfectly appropriate to demobilize the unit, and

to reassign or release the personnel. This is one of the features of ICS that keeps the organization size proportionate to the need and also reduces cost.

Anytime an ICS position is demobilized, the function it was performing goes to the next higher level in the chain of command.

F. Avoid Combining ICS Organizational Positions

One person may be assigned more than one function on the incident organization chart.

However, functional positions should not be combined within the organization. This could create problems later if units that were merged need to be separated.

For example, do not combine Logistics and Planning activities in one box on the organizational chart. This can be confusing to both on- and off-incident personnel. Also, as the incident grows, it will be more difficult later to split the positions than it will be to assign a second person to manage one of the functions.

V. Transfer of Incident Command

One of the main features of ICS is the ability to transfer command with minimum disruption.

Transfer of incident command may take place when a senior person arrives at the scene and elects or has been designated by higher authority to assume the position of Incident Commander. This is often associated with a growing incident.

Transfer of incident command can also take place in reverse, i.e., transferring command to a less senior or less qualified person in an incident which is under control or moving toward demobilization.

Transfers may also be needed for personnel assigned to assume command for new operational periods.

Transfer of incident command could also take place in certain situations when a lower ranking but more qualified person would be the best selection because of the unique circumstances associated with the incident.

The decision to transfer command is based on complexity of the incident, qualifications, and experience.

Every agency should have a checklist to follow for transfer of command. All checklists should include at least the following:

- Appropriate ICS terminology is being used at the incident.
- An Incident Command Post has been established.
- Transfer of command will take place face-to-face if possible.
- Outgoing Incident Commander to prepare and give a briefing.
- The new Incident Commander formally accepts command.
- Appropriate notifications are made to incident personnel and appropriate non-incident locations.

The transfer of incident command should include the following:

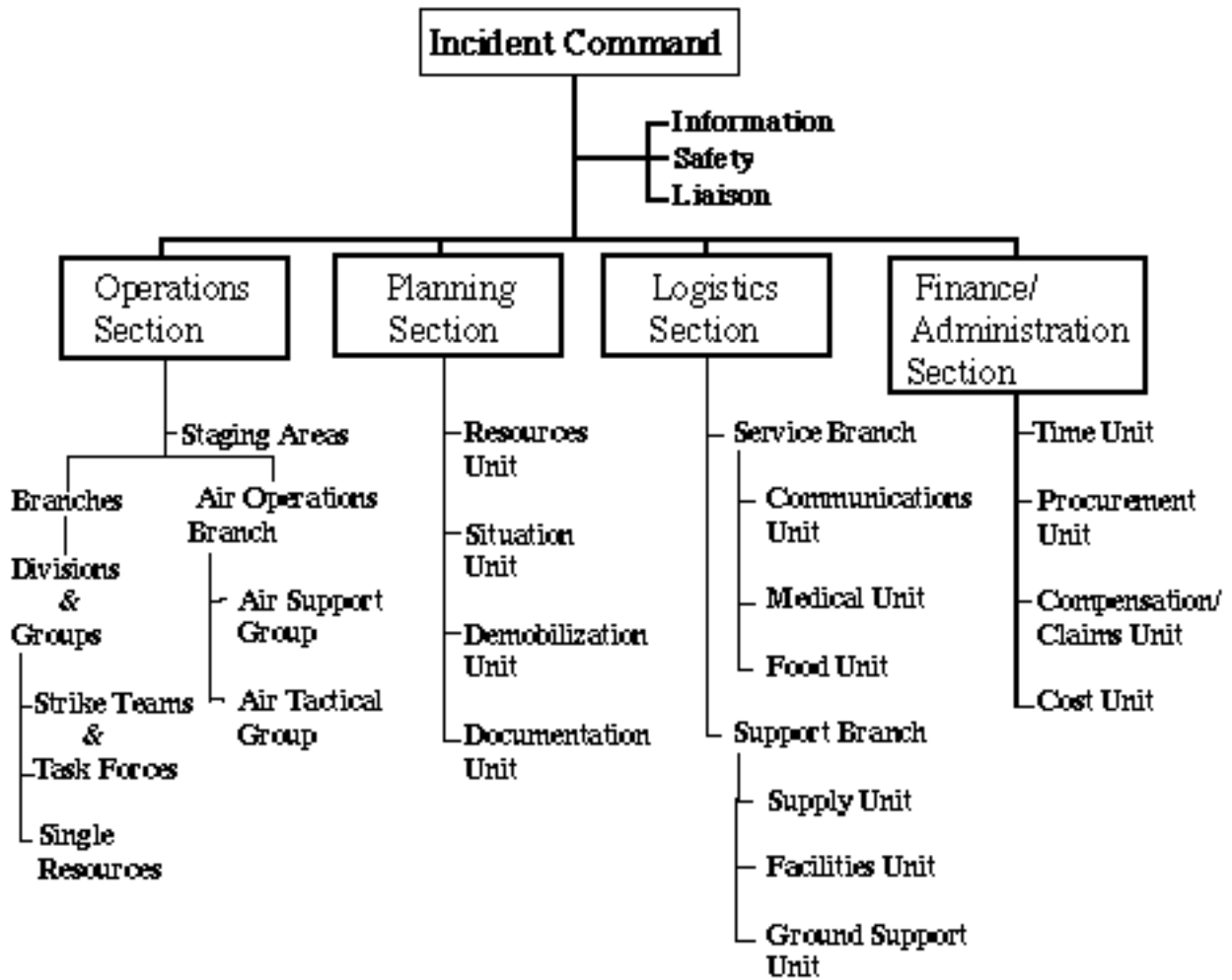
- Situation status
- Objectives and priorities
- Current organization
- Resource assignments
- Resources en route and/or ordered
- Facilities established
- Communications Plan
- Prognosis, concerns, related issues

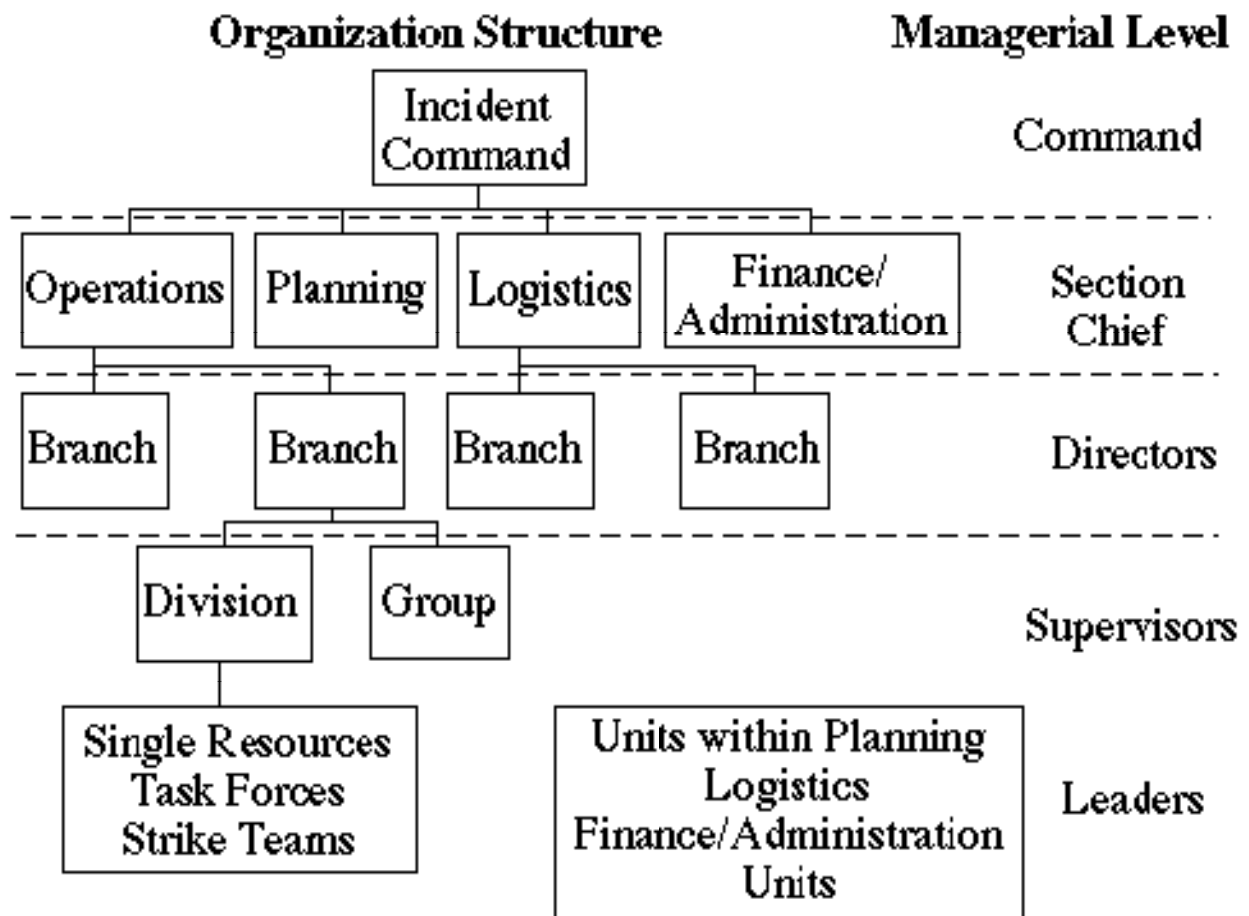
VI. Small Group Exercise on Incident Organization

MODULE 3
ORGANIZATION OVERVIEW

Organizational Chart
Organizational Structure and Managerial Level
ICS Form 201
Exercise Scenario

INCIDENT COMMAND SYSTEM ORGANIZATION





SCENARIO: TRUCK ACCIDENT

Date: August 15
Time: 5 a.m.
Weather: Temp 65, wind is calm

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Traffic is slowing on both sides of the highway. Several citizens have stopped their cars and come over to assist you.

You have called for an ambulance and a second unit to assist in traffic.

One of the citizen bystanders who was inspecting the inside of the truck suddenly becomes ill and begins to vomit.

The ambulance and second police unit arrive. You realize you will now need an additional ambulance, a heavy duty tow, additional units for traffic control, the local fire department HAZMAT team. You may wish to order other units. You have also been advised that the media is en route and also the state fish and game department.

You realize that you are no longer in a position to provide good direct supervision over all of the on-scene and incoming resources. You have exceeded your span of control. Your supervisor is en route and will be on-scene in thirty minutes.

In small groups, discuss how you would organize this incident using the principles of ICS. This is not an exercise in tactics. You do not need to be concerned with unit deployment.

Use the Incident Briefing (ICS Form 201) to pull together information about this incident. Prepare the ICS Form 201 as though you were going to turn over command of this incident to another person. Diagram the scene, your proposed organization, list the resources you have and those en route, and state your current actions.

Be prepared to brief your supervisor.

Module 3 Organization Overview

Subjects to be covered in this module include:

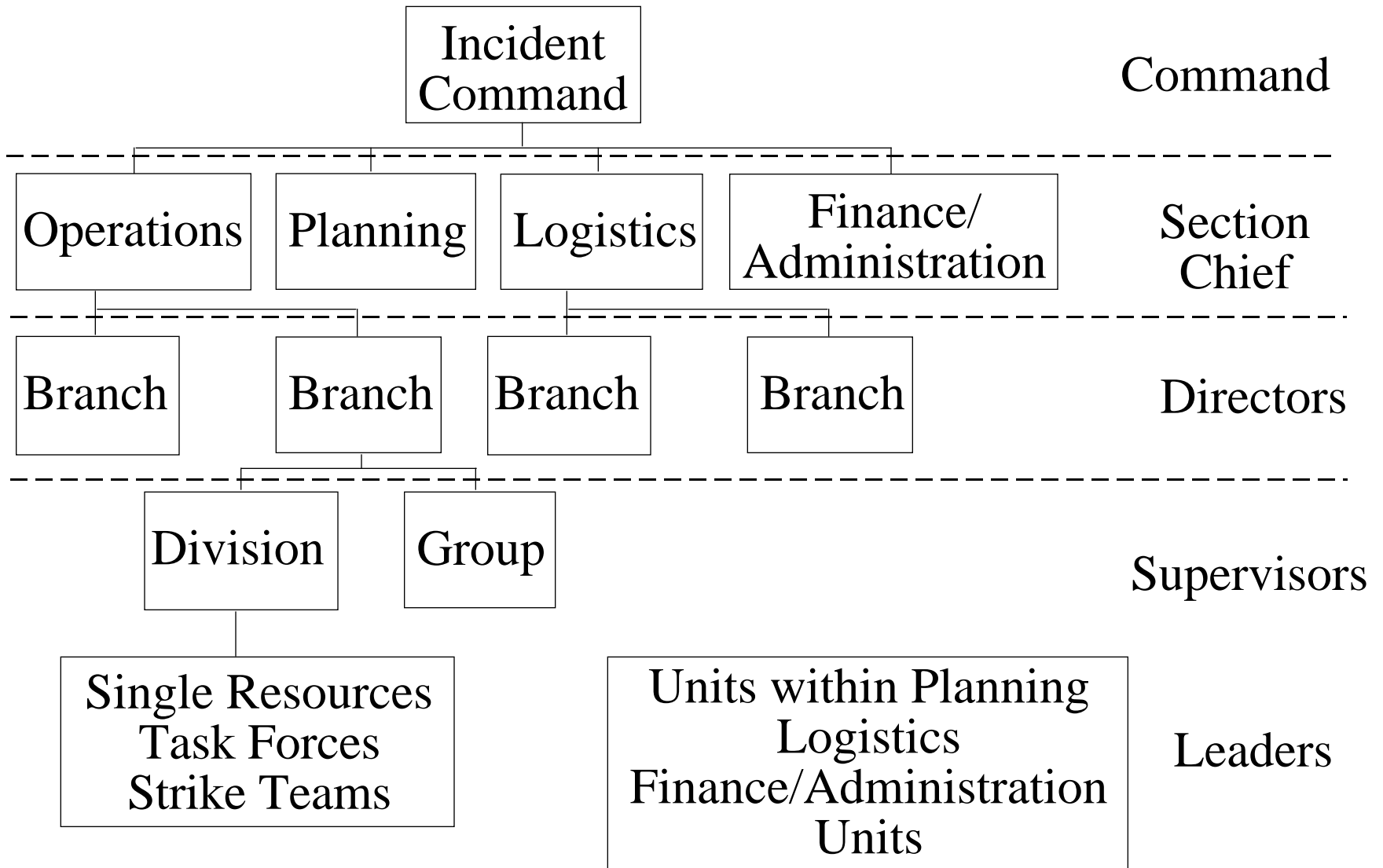
- Terminology
- Organizational structure
- Incident organization development
- Changing the organization
- Transfer of command

Module 3 Objectives:

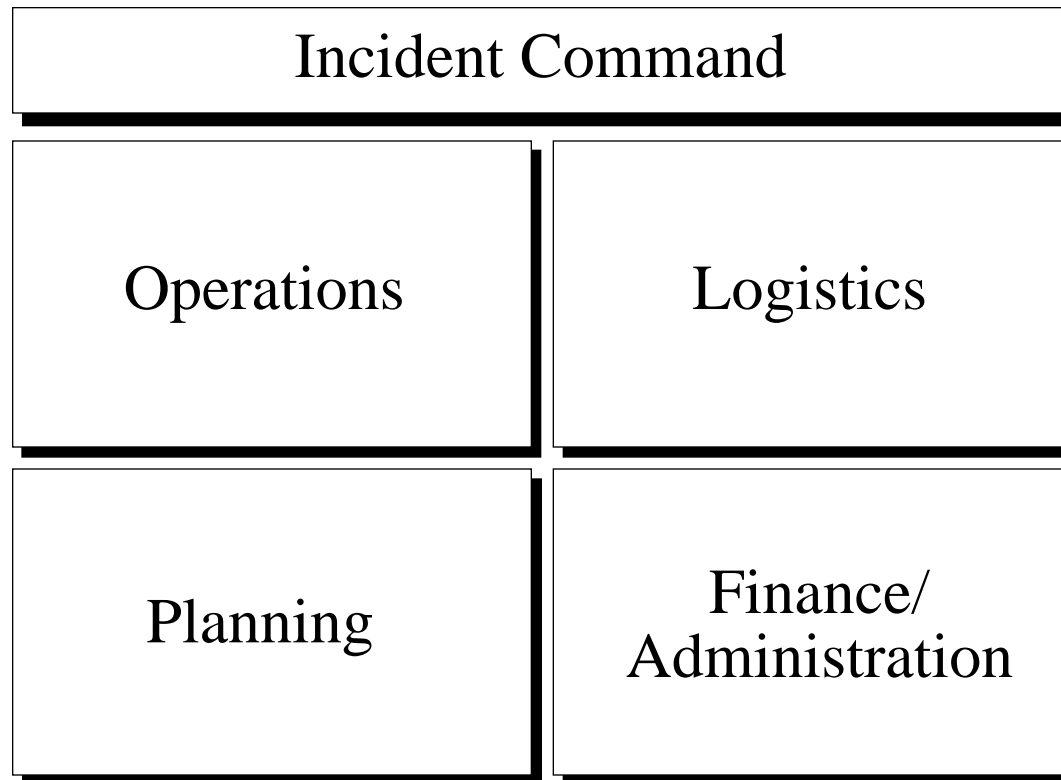
1. Explain how the incident organization expands or contracts to meet operational needs of the incident or event.
2. Describe the use of Branches, Divisions, and Groups within the Operations Section and provide supervisory titles associated with each level.
3. List the essential elements of information involved in transfer of command.
4. Match organizational positions with appropriate ICS sections.
5. Describe an ICS organization appropriate to a small incident using an Incident Briefing Form.

Organization Structure

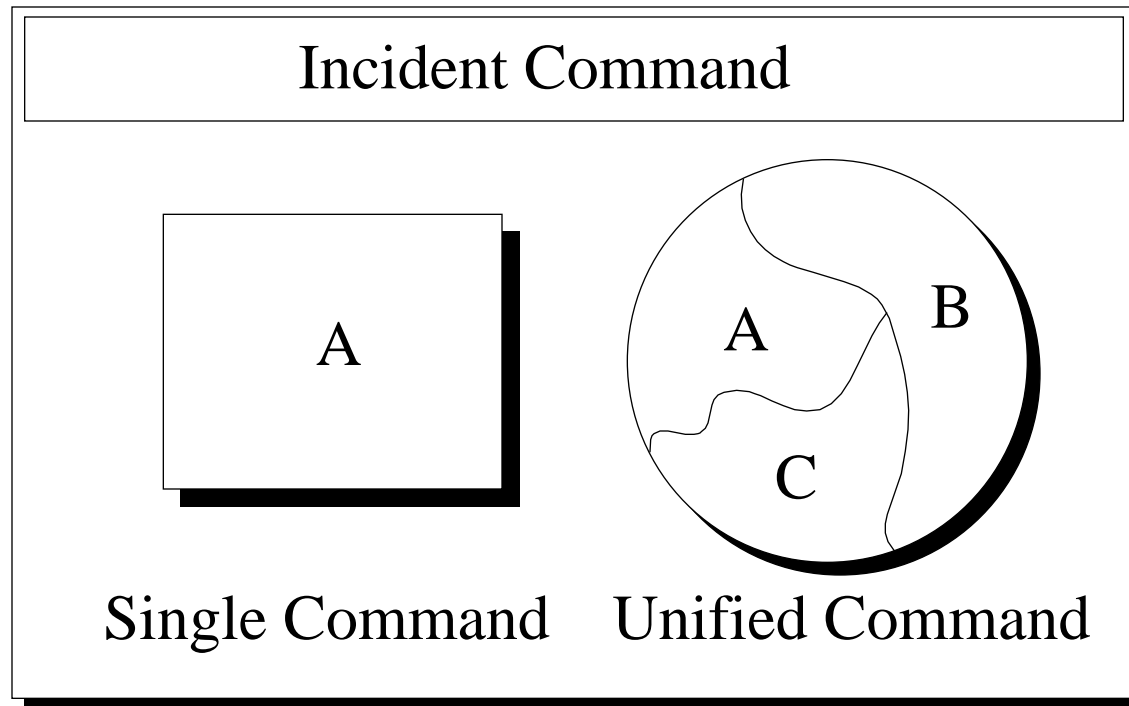
Managerial Level



Primary ICS Management Functions



Two Ways to Organize Incident Command



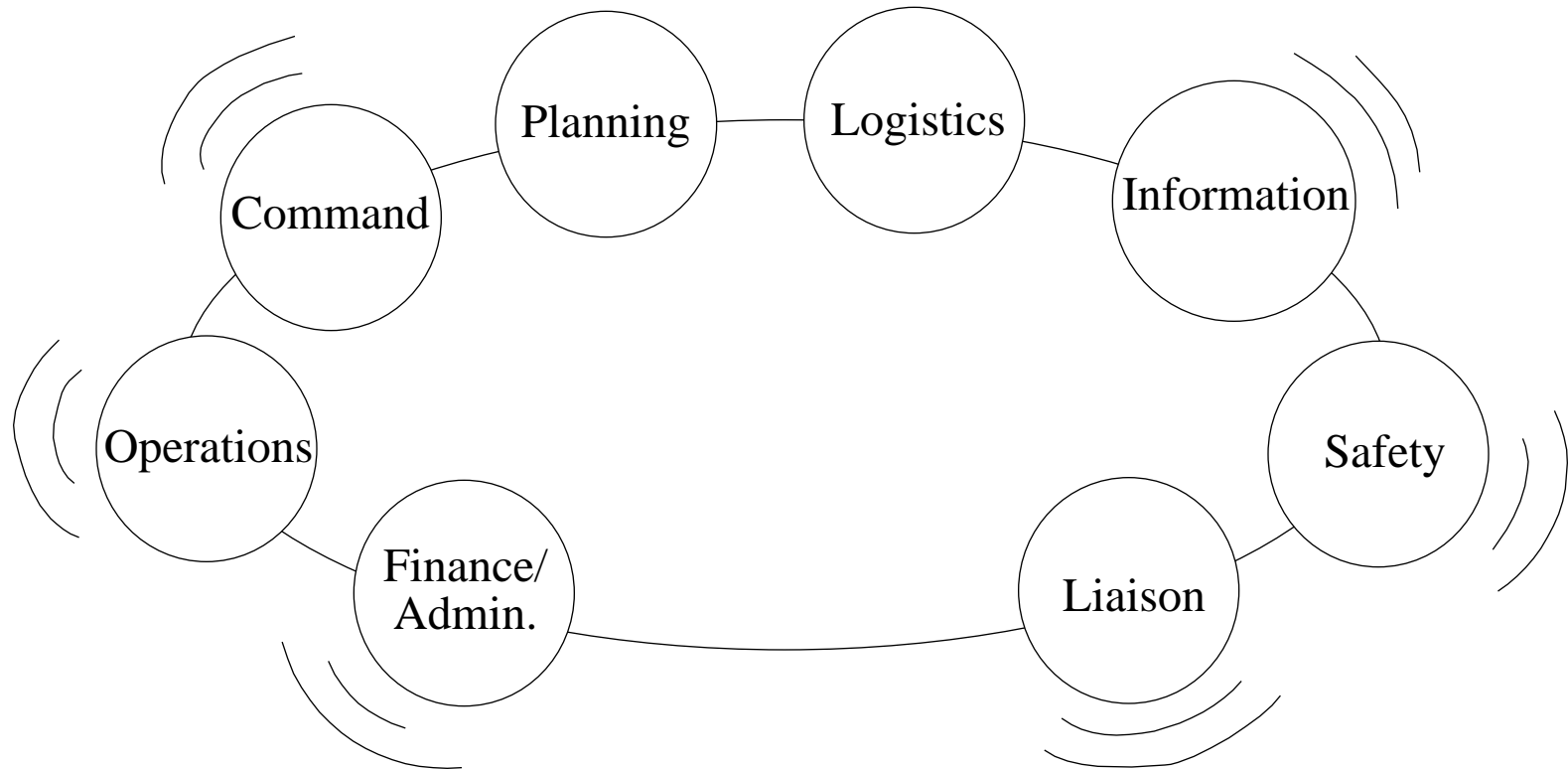
ICS Terminology is Used For:

- Organizational Elements** - e.g., Division, Branch, Unit, etc.
- Position Titles** - e.g., Officer, Director, Leader, etc.
- Facilities** - e.g., Incident Command Post, Staging Area, etc.
- Resources** - e.g., Task Forces, Strike Teams, etc.

Higher Ranking Persons Arriving at an Incident will:

- Assume Command
- Maintain Command
- Reassign Command to a Third Party

Functional Responsibilities of the Incident Commander



Incident
Commander

In Charge

Deputy

Fully Qualified

Reasons to Designate a Deputy IC

- Perform tasks requested by Incident Commander.
- Work as relief Incident Commander.
- Represent assisting agency as a Deputy IC.

The Command Staff

Safety
Officer

Liaison
Officer

Information
Officer

Information Officer

- One per incident.
- Central point for information dissemination.

Safety Officer

- One per incident.
- Anticipate, detect, and correct unsafe situations.
- Has emergency authority to stop unsafe acts.

Liaison Officer

- Contact point for representatives of assisting and cooperating agencies.
 - Assisting agency - provides tactical or service resources.
 - Cooperating agency - provides support other than tactical or service resources, e.g., Red Cross, Employment Office, etc.

Agency Representatives

- Individual assigned to an incident by an assisting or cooperating agency.
- Agency representatives have authority to make decisions for their agency.
- Agency representatives report to the Liaison Officer (if designated) or to the Incident Commander.

Assistant:

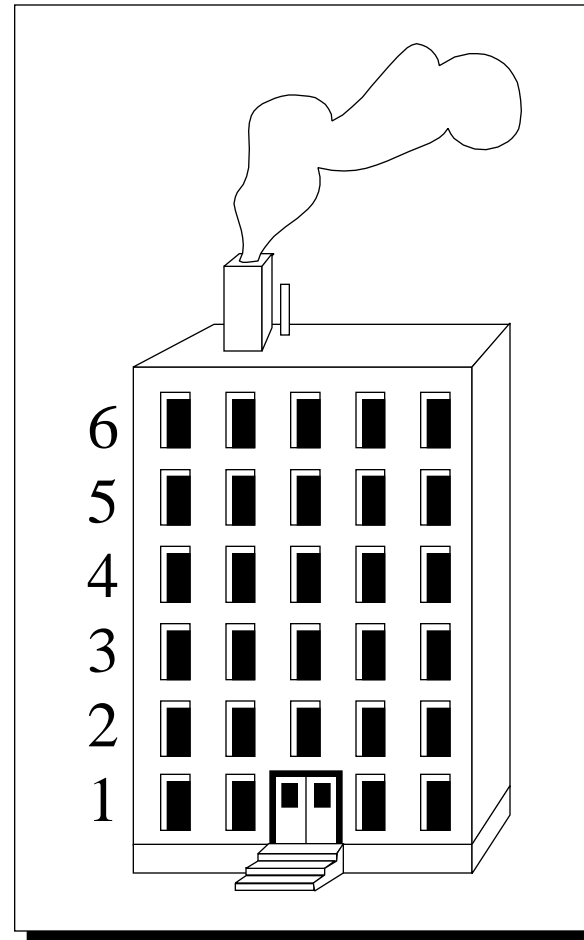
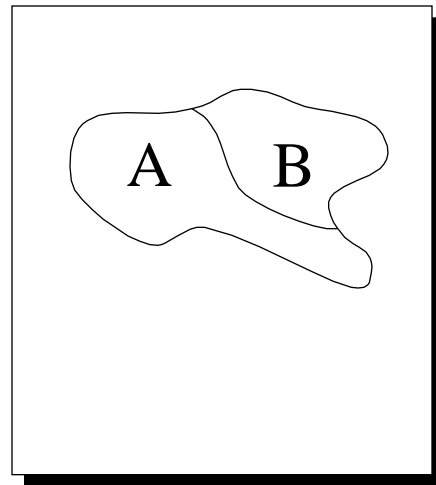
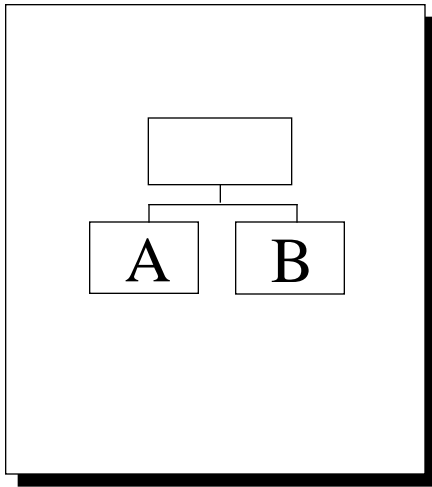
A level of technical capability, qualifications, and responsibility subordinate to primary positions.

Assistants are used as subordinates for the Command Staff positions, particularly Information Officer and Safety Officer. Assistants may also be used at camps to supervise unit activities.

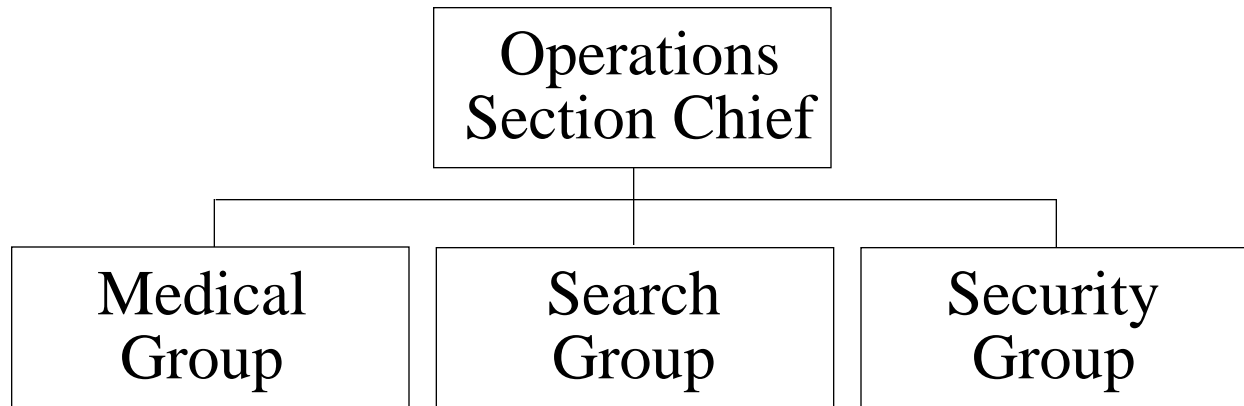
Operations Section

- Directs and coordinates all incident tactical operations.
- Organization develops as required.
- Organization can consist of:
 - Single Resources, Task Forces, and Strike Teams
 - Staging Areas
 - Air Operations
 - Divisions, Groups, Branches

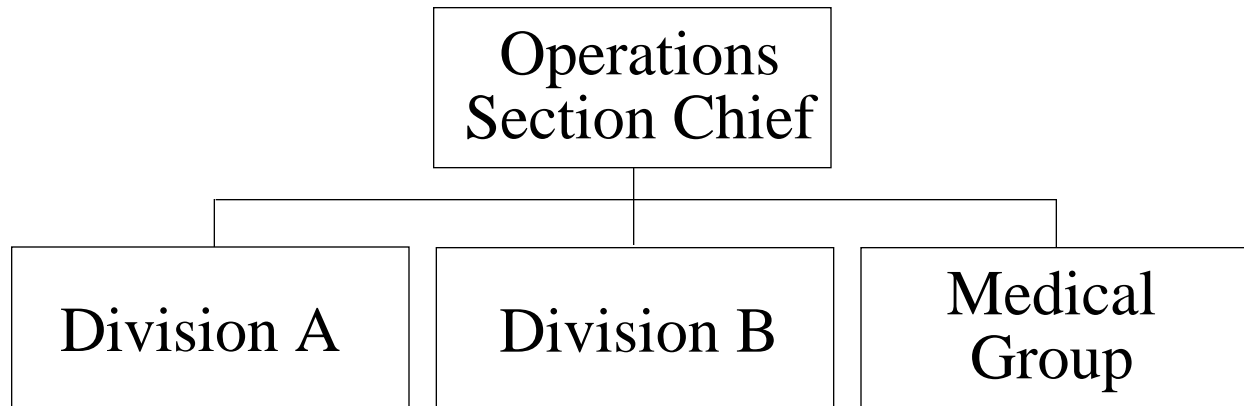
Geographic Divisions



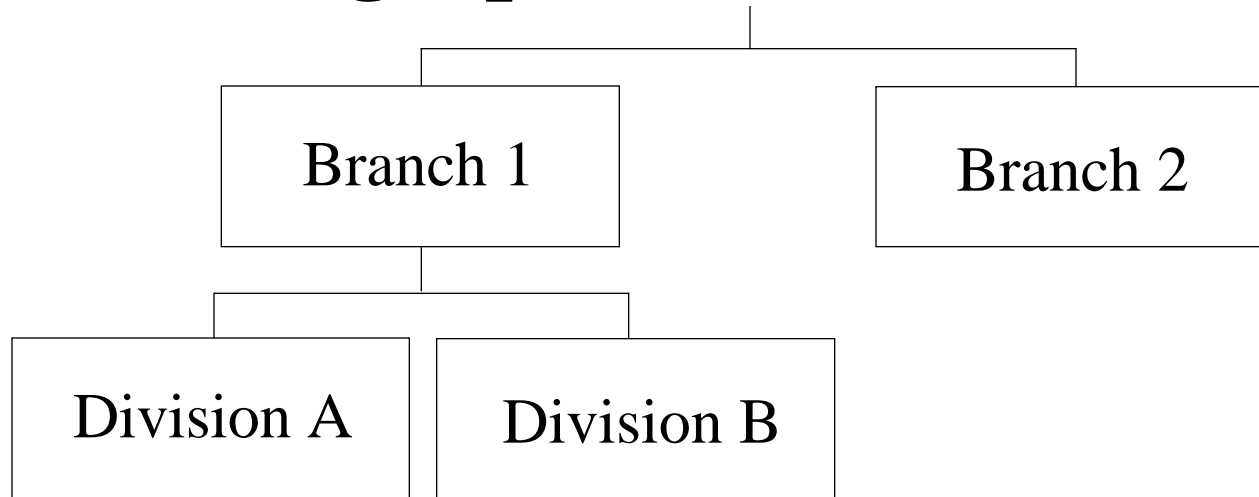
Functional Groups



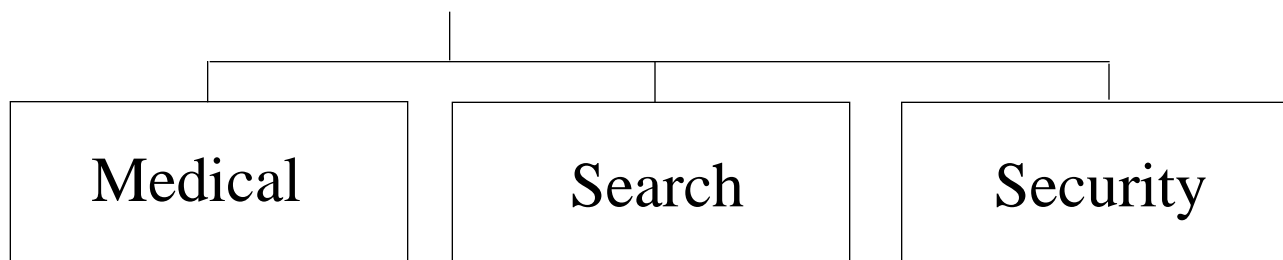
Combined Divisions & Groups



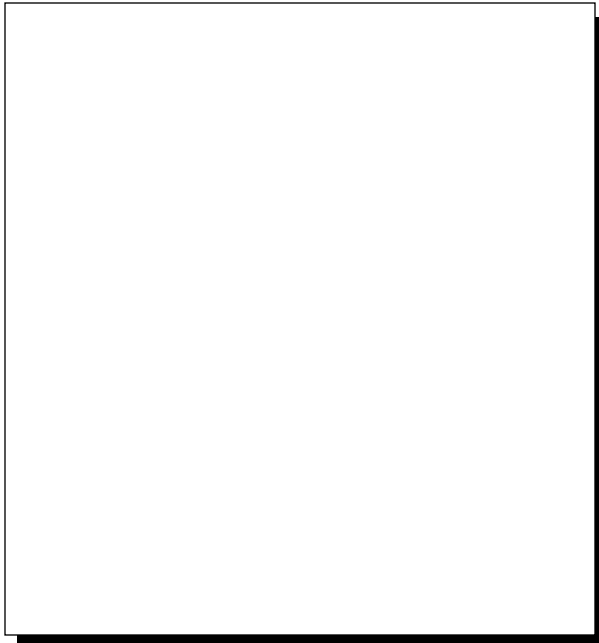
Geographic Branches



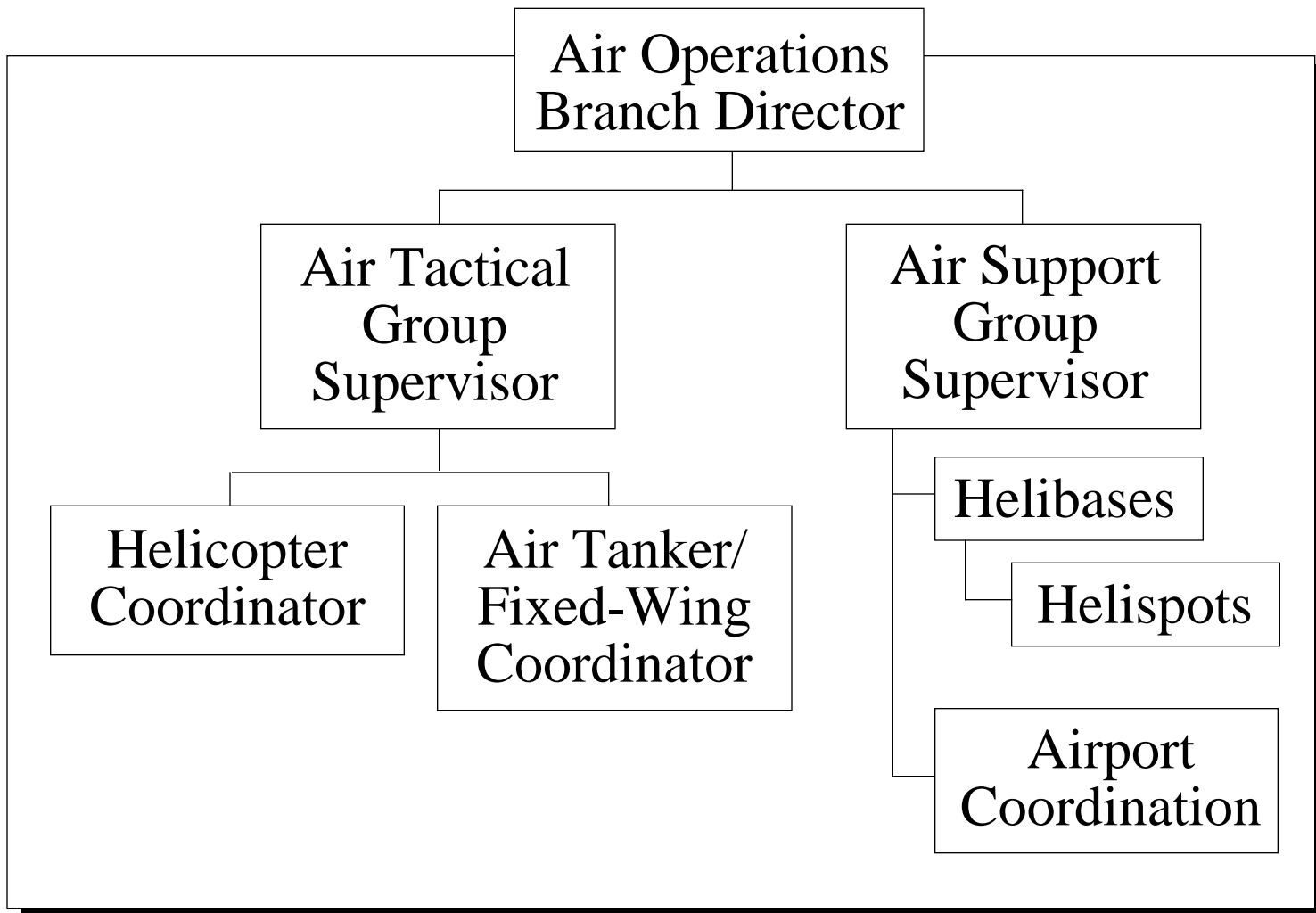
Functional Branches



Staging Area



- Locations to place available resources
- Several staging areas may be used
- Manager reports to IC or Operations Section Chief
- Resources are available on 3-minute notice
- May be relocated



Planning Section



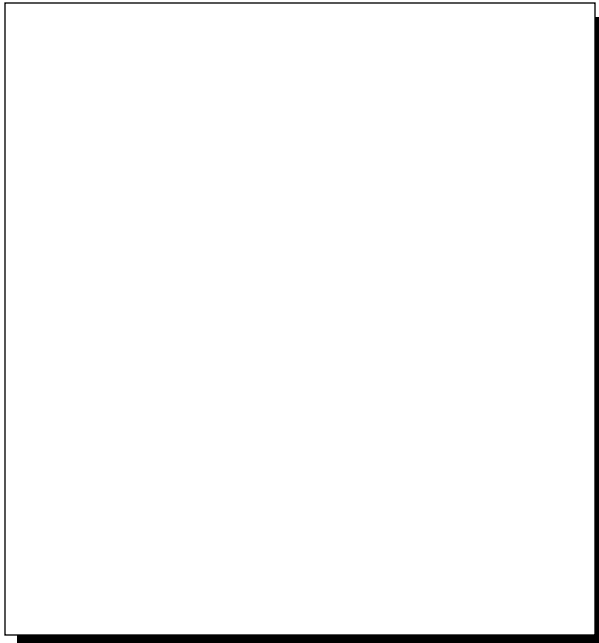
- Maintain Resource Status.
- Maintain Situation Status
- Prepare Incident Action Plan.
- Provide Documentation Service.
- Prepare Demobilization Plan.
- Provide technical specialists.

Planning Section...

may be organized into four positions:

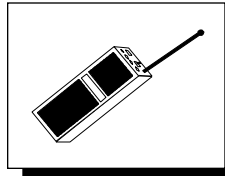
- Resources Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit

Logistics Section

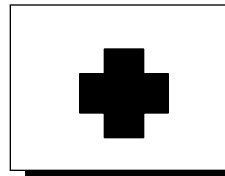


- Provides services and support to the incident or event
- Six principal activities
- Two-branch structure if needed

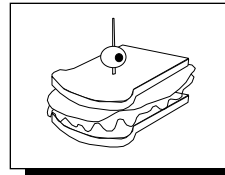
Primary Logistics Section Units



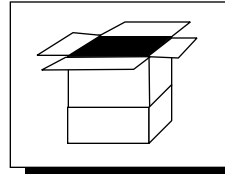
Communications Unit



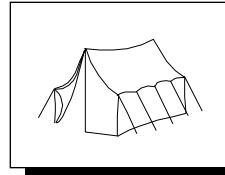
Medical Unit



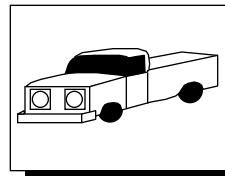
Food Unit



Supply Unit

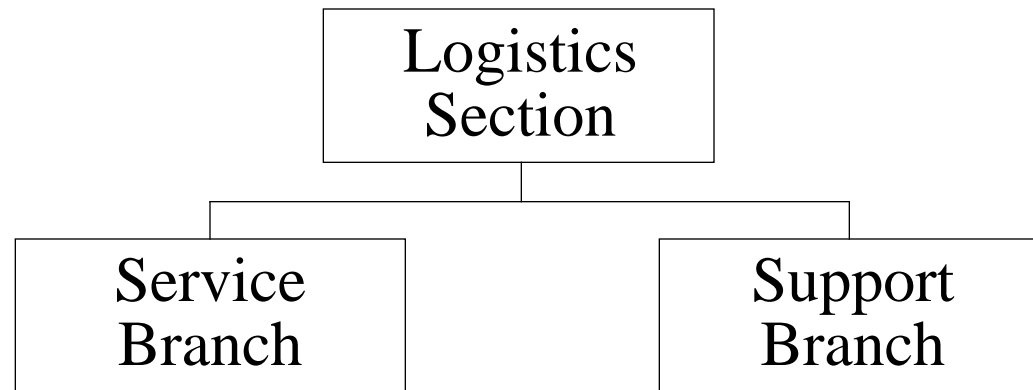


Facilities Unit



Ground Support Unit

Logistics Branch Structure



- Communications
- Medical
- Food

- Supply
- Facilities
- Ground Support

Finance/ Administration Section



- Monitors incident costs
- Maintains financial records
- Administers procurement contracts
- Performs time recording

Finance/ Administration Section

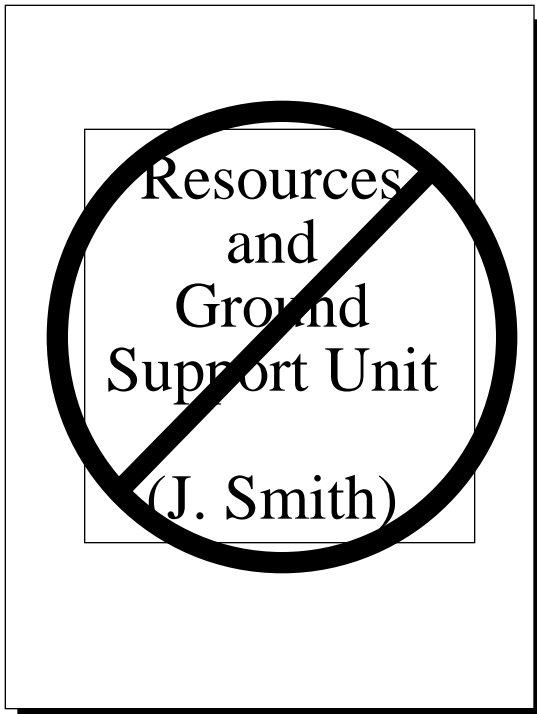
\$

- **Time Unit**
Personnel time recording
- **Procurement Unit**
Equipment and rental supply contracts
- **Compensation/Claims Unit**
Workers comp. records, claims
- **Cost Unit**
Collect cost information, provide cost estimates

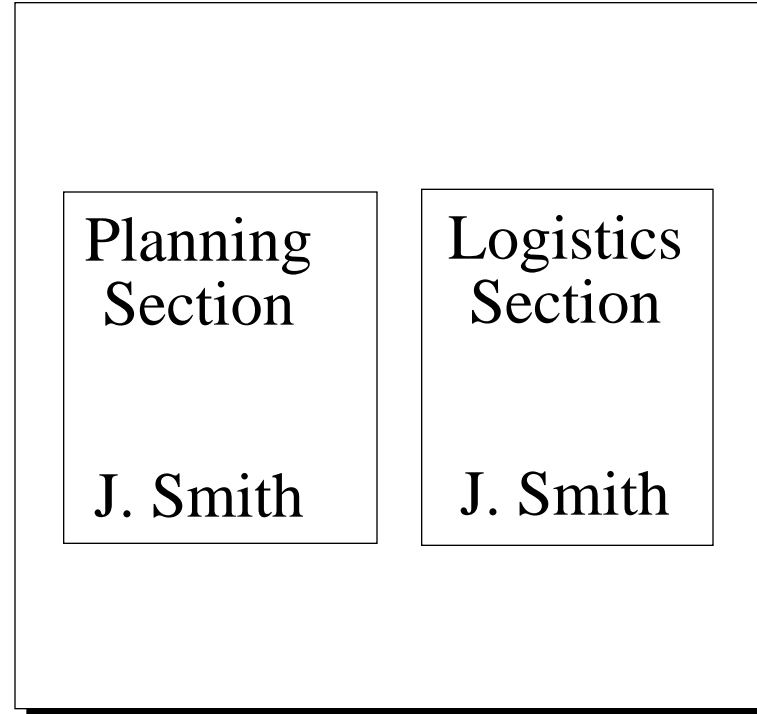
Guidelines in Developing the ICS Organization

- Establish the Incident Command Post
- Determine organization needs
- Consider needs for Command Staff
- Monitor and maintain span of control
- Demobilize organizational elements when possible
- Avoid combining organizational positions

**Planning
and
Logistics Section**



Wrong Way



Right Way

Transfer of Command Checklist:

- Appropriate ICS terminology is used
- Incident Command Post is established
- Face-to-face transfer of command
- Briefing by outgoing Incident Commander
- New Incident Commander assumes command
- Appropriate notifications are made

Transfer of Command Briefing

- Situation status
- Objectives and priorities
- Current organization
- Resource assignments
- Resources en route and/or ordered
- Facilities established
- Communications Plan
- Prognosis, concerns - related issues