INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM

MODULE 2

PRINCIPLES AND FEATURES OF ICS

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.

The Steering Group was:

> David P. Anderson - USDA, Forest Service
> Mike Colgan - Orange County Fire Department
> Dave Engle - USDI, Bureau of Land Management
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> 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

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 2 - Principles and Features of ICS

SUGGESTED TIME: 2 Hours

TRAINING AIDS: Overhead projector, overhead pens, reference text

SUBJECT: This module briefly describes the principal
                                features which constitute the Incident Command
                                System. Collectively, these features identify the
                                unique quality of the ICS as an incident or event
                                management system.

OBJECTIVES: Describe and explain the use of:

- Primary management functions
- Management by Objectives
- Unity and Chain of Command
- Establishment and transfer of command
- Organizational flexibility
- Unified Command
- Span of control
- Common terminology
- Personnel accountability
- Integrated communications
- Resources management
- The Incident Action Plan

OUTLINE	AIDS & CUES
REVIEW INSTRUCTIONAL OBJECTIVES	

THE INTENT OF THE MODULE IS TO PROVIDE STUDENTS WITH AN **OVERVIEW** OF THE MAIN FEATURES OF ICS AS A MANAGEMENT SYSTEM.

TWELVE MAJOR **FEATURES** OF ICS ARE SIMPLY INTRODUCED IN THIS MODULE. ALL OF THESE WILL BE DISCUSSED IN MORE DEPTH LATER IN OTHER MODULES.

AVOID CLASS DEBATE. ALL OF THESE CONCEPTS WILL BE DISCUSSED IN SUBSEQUENT MODULES.

THIS IS A VERY IMPORTANT MODULE OF THE NATIONAL ICS TRAINING CURRICULUM. IF THE STUDENTS COME OUT OF THIS SESSION WITH A GOOD GRASP OF ICS FEATURES, THEY WILL BE ABLE TO MAKE EFFECTIVE USE OF THE SYSTEM WHENEVER AND WHEREVER THEY APPLY IT.

OPTIONAL: AS A BEGINNING DISCUSSION, ASK STUDENTS ABOUT THEIR UNDERSTANDING AND EXPERIENCE IN ICS.

HAVE STUDENTS STATE WHAT THEY THINK ARE THE PRINCIPAL FEATURES OF ICS. RECORD THESE ON A WALL DISPLAY. FOLLOW UP WITH THE VIEWGRAPH AND REVIEW.

I.   The Features of ICS   02-01-I200-VG

       The Incident Command System is a management system. The information that you acquire from this training module will help to sharpen your management skills, and better equip you to be fully effective incident or event managers.

       The ICS has a number of attributes or system features.

OUTLINE	AIDS & CUES

Because of these features, ICS has the flexibility and adaptability to be applied to a wide variety of incidents and events both small and large.

It is these features working together which make ICS a real management system.

ICS is more than just an organizational chart. The organization is just one of ICS's major features.

In this module, twelve of the major features of the system will be briefly introduced. All of these will be covered in more detail in later modules.

II.   Primary ICS Management Functions   02-02-I200-VG

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

The individual designated as the Incident Commander (IC) has responsibility for all functions. That person may elect to perform all functions, or delegate authority to perform functions to other people in the organization. Delegation does not, however, relieve the Incident Commander from overall responsibility.

The principal ICS management functions are:

Command - The Incident Commander is responsible for all incident or event activity. Although other functions may be left unfilled, there will always be an Incident Commander.   02-03-I200-VG

Operations - The Operations Section is responsible for directing the tactical actions to meet incident objectives.

OUTLINE	AIDS & CUES

Planning - The Planning Section is responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.

Logistics - The Logistics Section is responsible for providing adequate services and support to meet all incident or event needs.

Finance/Administration - The Finance/ Administration Section is responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.

Each of these functional areas can be expanded as needed into additional organizational units with further delegation of authority.

ENSURE THAT ALL STUDENTS ARE CLEAR ON THE FIVE PRIMARY FUNCTIONS. DISCUSS AS NECESSARY.

III. Management by Objectives · 02-04-I200-VG

MANAGEMENT BY OBJECTIVES OFTEN MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE. EMPHASIZE THAT THIS IS BASICALLY AN APPLICATION IN THE USE OF COMMON SENSE, AND AVOID DETAILED DISCUSSION AS THERE IS A MORE EXTENDED DISCUSSION OF THIS SUBJECT IN MODULE 7.

Within ICS, Management by Objectives covers four essential steps. These steps take place on every incident regardless of size or complexity.

BEGIN AT THE BOTTOM OF THE VISUAL

1. Understand agency policy and direction

OUTLINE	AIDS & CUES
2. Establish incident objectives	
3. Select appropriate strategy	
4. Perform tactical direction (applying tactics appropriate to the strategy, assigning the right resources, and monitoring performance)	
A detailed discussion of these steps is included in Module 7.	
IV. Unity and Chain of Command	02-05-I200-VG
In ICS, Unity of Command means that every individual has a designated supervisor.	
Chain of Command means that there is an orderly line of authority within the ranks of the organization with lower levels subordinate to, and connected to, higher levels.	
In probably ninety-five percent of the incidents, the organizational structure for operations will consist of:	
• Command • Single Resources	
However, as incidents expand the Chain of Command is established through an organizational structure which can consist of several layers as needed.	02-06-I200-VG
• Command • Sections • Branches • Divisions/Groups • Units • Resources	

OUTLINE	AIDS & CUES

V. Establishment and Transfer of Command

Command at an incident is initially established by the highest ranking authority at the scene that has jurisdiction for the incident.

CITE AN EXAMPLE OF HOW THIS WORKS ON A MINOR INCIDENT WITH ONE OR TWO RESOURCES.

Transfer of Command at an incident may take place for the following reasons:

02-07-I200-VG

1. A more qualified person assumes command.

2. The incident situation changes over time to where a jurisdictional or agency change in command is legally required, or it makes good management sense to make a transfer of command.

3. Normal turnover of personnel on long or extended incidents.

VI. Organizational Flexibility

02-08-I200-VG

The ICS organization adheres to a "form follows function" philosophy. In other words, the organization at any given time should reflect only what is required to meet planned tactical objectives.

USE VIEWGRAPH TO SHOW THAT ONLY FUNCTIONS/POSITIONS NECESSARY FOR A PARTICULAR INCIDENT WILL BE FILLED.

The size of the current organization and that of the next operational period is determined through the incident action planning process.

A number of organizational elements may be activated in the various sections without activating sectional chiefs.

OUTLINE	AIDS & CUES
THIS IS A VERY IMPORTANT CONCEPT IN ICS. IT WILL BE ADDRESSED MANY TIMES IN FURTHER MODULES. MAKE SURE IT IS UNDERSTOOD THAT THE ORGANIZATION CHART IS SIMPLY A FRAMEWORK TO HANG YOUR HAT. WHERE YOU HANG IT DEPENDS ON THE FUNCTION TO BE PERFORMED.	02-09-I200-VG

Each activated element must have a person in charge of it. <u>In some cases a single supervisor may initially be in charge of more than one unit.</u>

Elements which have been activated and are clearly no longer needed should be deactivated to decrease organizational size.

VII.	Unified Command	02-10-I200-VG

Unified Command is an ICS management process which allows all agencies who have jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies.

This is accomplished without losing or giving up agency authority, responsibility, or accountability.

Unified Command is an important feature of ICS. It allows agencies having a legitimate responsibility at an incident to be part of the Incident Command function.

Under Unified Command, the following always applies:

02-11-I200-VG

- The incident will function under a single, coordinated Incident Action Plan.

- One Operations Section Chief will have responsibility for implementing the Incident Action Plan.

OUTLINE	AIDS & CUES

• One Incident Command Post will be established.

There are a number of other considerations involved in Unified Command, and these are covered in Module 13.

VIII. Span of Control   02-12-I200-VG

Span of control pertains to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important on incidents where safety and accountability have top priority.

In ICS, the span of control for any supervisor falls within a range of 3 to 7. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered.   02-13-I200-VG

The rule of thumb for span of control in ICS is one supervisor to five subordinates.

IX. Common Terminology   02-14-I200-VG

In the ICS, common terminology is applied to:

• Organizational elements.
• Position titles.
• Resources.
• Facilities.

Organizational Elements - There is a consistent pattern for designating each level of the organization (e.g., sections, branches, etc.).

Position Titles - Those charged with management or leadership responsibility in ICS are referred to by position title such as Officer, Chief, Director, Supervisor, etc. This is done to provide a way to place the most qualified personnel in organizational positions

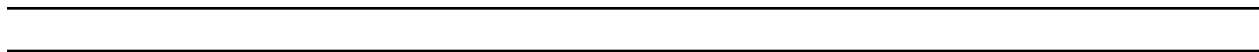| OUTLINE	AIDS & CUES

on multi-agency incidents without confusion caused by various multi-agency rank designations. It also provides a standardized method for ordering personnel to fill positions.

Resources - Common designations are assigned to various kinds of resources.

FOR EXAMPLE, DEPENDING UPON THE AGENCY, TANKERS COME WITH WHEELS, WITH WINGS, OR SAIL ON WATERWAYS. USE OTHER EXAMPLES AS APPROPRIATE.

Many kinds of resources may also be classified by type, which will indicate their capabilities (e.g., types of helicopters, patrol units, engines, etc.).

For example, in ICS a vehicle that is used in fire suppression is called an engine. Recognizing that there is a variety of engines, a type classification is given based on tank capacity, pumping capability, staffing and other factors.

FACILITIES WERE BRIEFLY DESCRIBED IN MODULE 1. REVIEW IF NECESSARY.

X.   Personnel Accountability

Several procedures within ICS ensure personnel accountability.

- **Check-In** - Mandatory for all personnel upon arrival at an incident.

- **Unity of Command** - Ensures everybody has only one supervisor.

- **Resource Status Unit** - Maintains status of all assigned resources.

OUTLINE	AIDS & CUES
• **Division/Group Assignment Lists** - Identifies resources with active assignments in the Operations Section.	02-15-I200-VG Page 2 of 2
• **Unit Logs** - A record of personnel assigned and major events in all ICS organizational elements.	

XI. Integrated Communications

The ability to communicate within ICS is absolutely essential.

Communications can be looked at in at least three different ways.

A. The "hardware" systems that transfer information.

B. Planning for the use of all available communications frequencies and resources.

C. The procedures and processes for transferring information.

Just as every incident requires an Incident Action Plan, every incident also needs a Communications Plan. Like the action plan, it can be very simple and stated orally, or it can be quite complex, and form a part of a written Incident Action Plan.

Several communication networks may be established depending upon the size and complexity of the incident. These may include:

• **Command Net** - Established to link supervisory personnel from Incident Commander down to and including division and group supervisors.

• **Tactical Nets** - Established in a variety of ways, e.g., by agency, department, geographical

02-16-I200-VG

02-17-I200-VG

OUTLINE	AIDS & CUES

area, or function. Tactical nets may be established for each branch, or for divisions and groups, depending upon hardware and frequency availability, and specific incident needs.

- **Support Nets** - Established on larger incidents to handle logistics traffic and resource status changes.

- **Ground-to-Air** - Established to coordinate ground-to-air traffic.

- **Air-to-Air** - Assigned for coordination between aircraft assigned to an incident.

An awareness of available communications systems and frequencies, combined with an understanding of incident requirements, will enable the Communications Unit Leader to develop an effective Communications Plan for each operational period.

An essential part of an effective multi-agency incident management system is for all communications to be in clear text. That is, do not use radio codes.

XII. Resources Management   02-18-I200-VG

Resources assigned to an incident are managed in one of the following ways:

- **Single Resources** - Single Resources include both personnel and their required equipment.

- **Task Forces** - A Task Force is any combination of single resources within span of control guidelines. They are assembled for a particular tactical need, with common communications, and a leader. Task Forces can be pre-determined or assembled at an incident from available single resources.

OUTLINE	AIDS & CUES

• **Strike Teams** -

THE TERM "STRIKE TEAM" WAS COINED BY THE FIRE SERVICES TO DESCRIBE THREE DIFFERENT KINDS OF STRIKE TEAMS. OTHER DISCIPLINES MAY USE OTHER KINDS OF FUNCTIONAL TEAMS.

A Strike Team is a combination of a designated number of the <u>same kind and type</u> of resources with common communications and a leader. The number of resources to be used in the team will be based on what is needed to perform the function. Span of control guidelines should apply. Strike Teams can be pre-determined or assembled at an incident from available single resources.

02-19-I200-VG

The use of Task Forces and Strike Teams:

• Maximizes effective use of resources.

• Reduces span of control.

• Reduces communications traffic.

Tactical resources assigned to an incident will always be in one of three status conditions.

02-20-I200-VG

Assigned - Resources performing an active assignment.

Available - Resources ready for deployment.

Out of Service - Resources not assigned or not available.

OUTLINE	AIDS & CUES

XIII. The Incident Action Plan
 	
Every incident needs an action plan.
 	
    •   The purpose of the plan is to provide all incident supervisory personnel with appropriate direction for future actions.
 	
    •   The plan may be oral or written.
 	
Written plans should be used when it is essential that all levels of a growing organization have a clear understanding of the tactical actions associated with the next operational period. It is important to use written action plans whenever:
 	
    •   Two or more jurisdictions are involved.
 	
    •   The incident will overlap major changes in personnel changes or go into a new operational period.
 	
    •   There is a partial or full activation of the ICS organization.
 	
    In ICS, an Incident Briefing Form is used on smaller incidents to record initial actions and list assigned and available resources. As incidents grow in complexity and/or size ICS provides a format for a written action plan.
 	
KNOWLEDGE OF THESE FEATURES WILL PROVIDE STUDENTS WITH A FOUNDATION FOR USING ICS.
 	
THIS COMPLETES PRESENTATION MATERIAL FOR THIS MODULE. HAVE STUDENTS PREPARE FOR MODULE TEST WHICH FOLLOWS.
	02-21-I200-VG

INCIDENT COMMAND SYSTEM

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REFERENCE TEXT

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- Unified Command
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- Common terminology
- Personnel accountability
- Integrated communications
- Resources management
- The Incident Action Plan

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module will help to sharpen your management skills,
and better equip you to be fully effective incident or
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2.   Establish Incident objectives

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However, as incidents expand the Chain of Command is established through an organizational structure which can consist of several layers as needed.

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- Sections
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Each activated element must have a person in charge of it. In some cases a single supervisor may initially be in charge of more than one unit.

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Unified Command is an ICS management process which allows all agencies who have jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies.

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  - Reduces communications traffic.

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- Two or more jurisdictions are involved.

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- There is a partial or full activation of the ICS organization.

  In ICS, an Incident Briefing Form is used on smaller incidents to record initial actions and list assigned and available resources. As incidents grow in complexity and/or size ICS provides a format for a written action plan.

Module 2 Objectives:

Students will be asked to describe and identify, as appropriate, the major elements associated with the following features of ICS:

☐ Primary functions

☐ Management by Objectives

☐ Unity and Chain of Command

☐ Establish command

☐ Transfer of command

☐ Organizational flexibility

☐ Unified Command

☐ Span of control

☐ Common terminology

☐ Personnel accountability

☐ Integrated communications

☐ Resources management

☐ The Incident Action Plan

Five Primary ICS Management Functions

Operations

Logistics

Command

Planning

Finance/
Administration
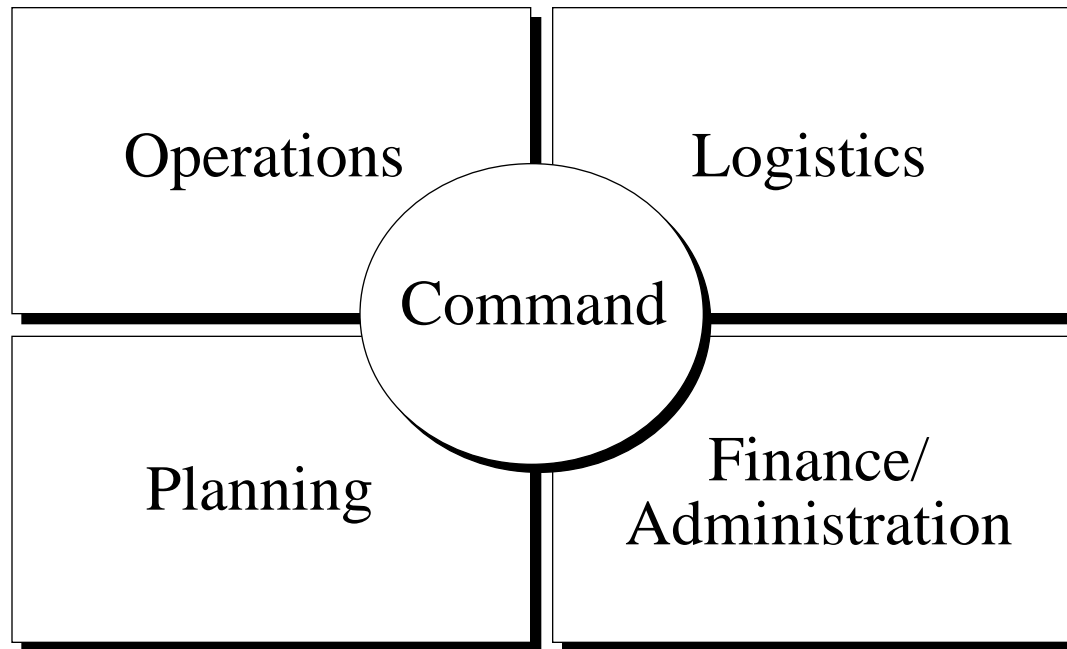
Functional Responsibilities

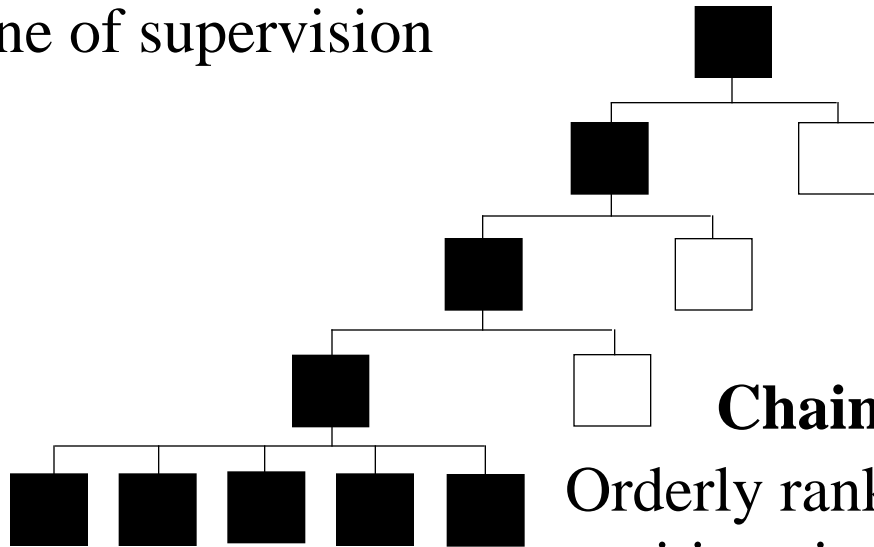| Function		Responsibility
Command	=	Overall responsibility
Operations	=	Direct tactical actions
Planning	=	Prepare action plan - maintain resource & situation status
Logistics	=	Provide support
Finance/Administration	=	Cost accounting & procurements

Incident Management by Objectives

Achieve
Goal

Perform tactical direction   **4**

Select appropriate strategy   **3**

Establish incident objectives   **2**

Understand agency policy and direction   **1**

Unity and Chain of Command

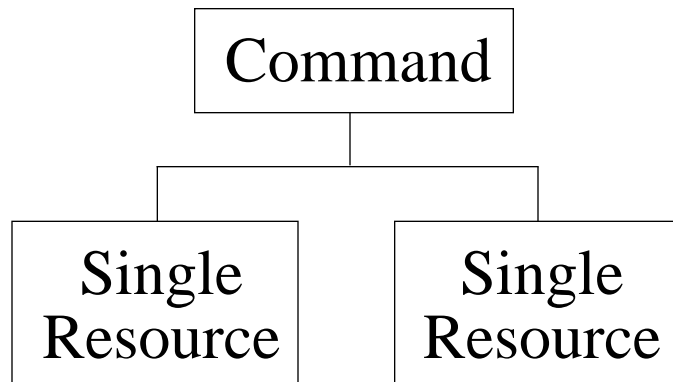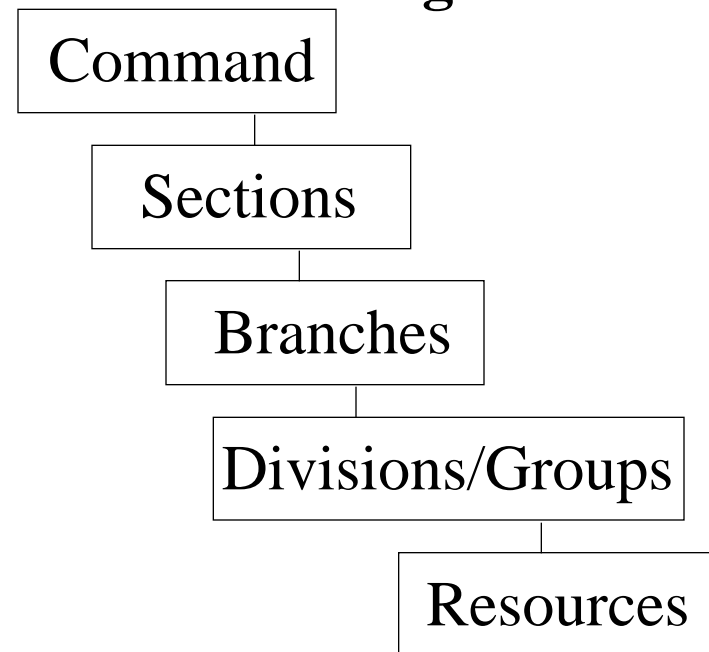**Unity of Command -** Have a clear
line of supervision

Chain of Command -
Orderly ranking of management
positions in line of authority

Incident Operations Organization

Small Incident Organization

```
Command
   |
   +----------+----------+
   |                     |
Single               Single
Resource             Resource
```

Large Incident Organization

```
Command
   |
Sections
   |
Branches
   |
Divisions/Groups
   |
Resources
```
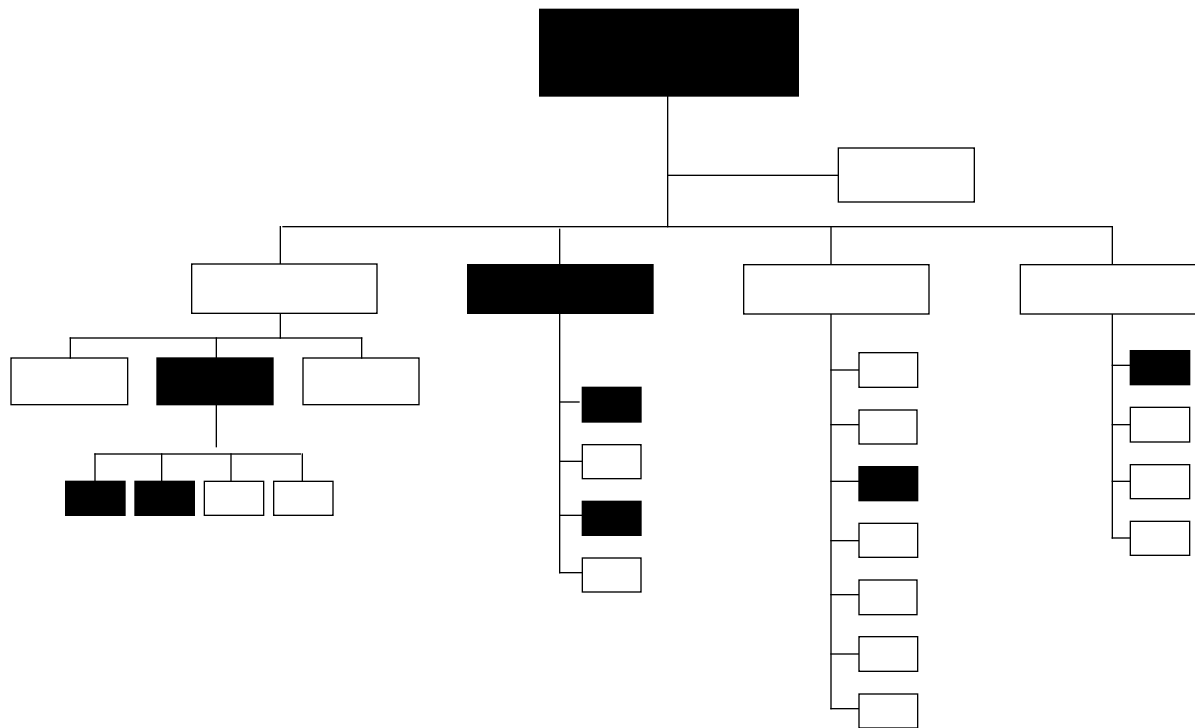
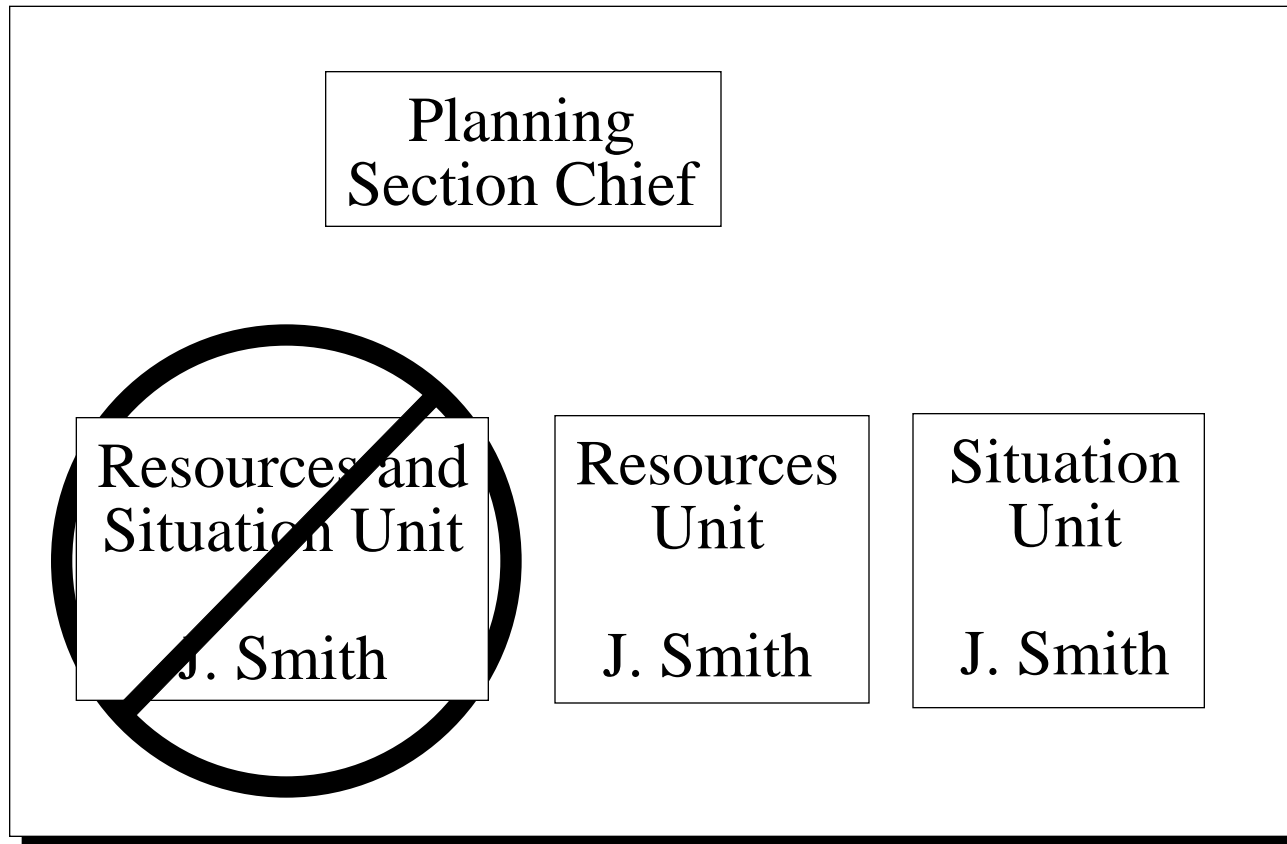Multiple layers **as needed** for span of control

Reasons to Transfer Command

☐ A more qualified person assumes command.

☐ A jurisdictional or agency change in command is legally required or makes good management sense.

☐ Normal turnover of personnel on long or extended incidents.
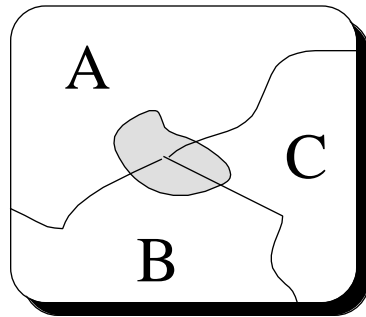
ICS Organization Flexibility

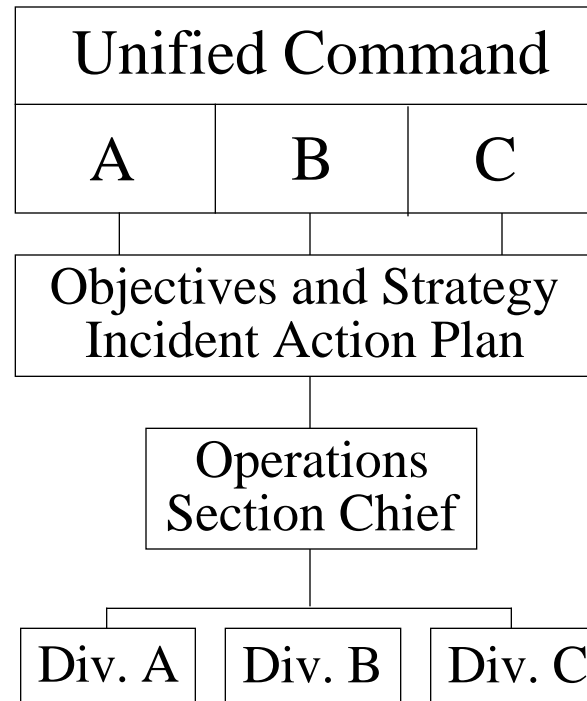Functions will determine the required organization.

Planning
Section Chief

Resources and
Situation Unit

J. Smith

Resources
Unit

J. Smith

Situation
Unit

J. Smith

General Guideline: Do not combine organizational units.
One person may supervise more than one unit.

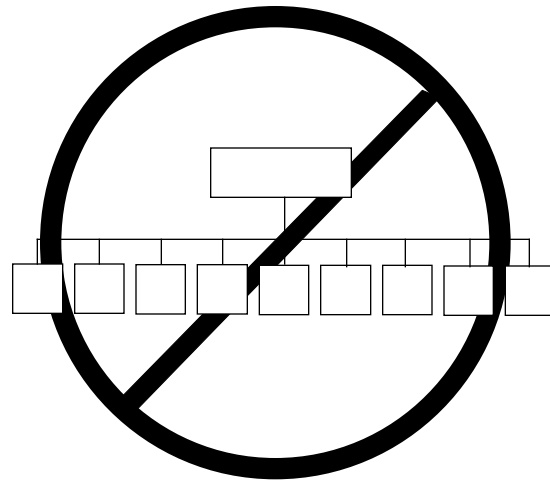# Managing an Incident Using Unified Command

A
C
B

Hazardous Materials Incident

Unified Command		
A	B	C

Objectives and Strategy
Incident Action Plan

Operations
Section Chief

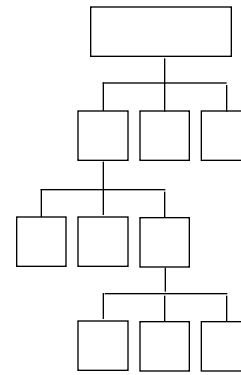| Div. A	Div. B	Div. C

Under Unified Command there will always be:

☐ A single, coordinated Incident Action Plan.

☐ One Operations Section Chief.

☐ One Incident Command Post.

Span of Control

Ineffective and
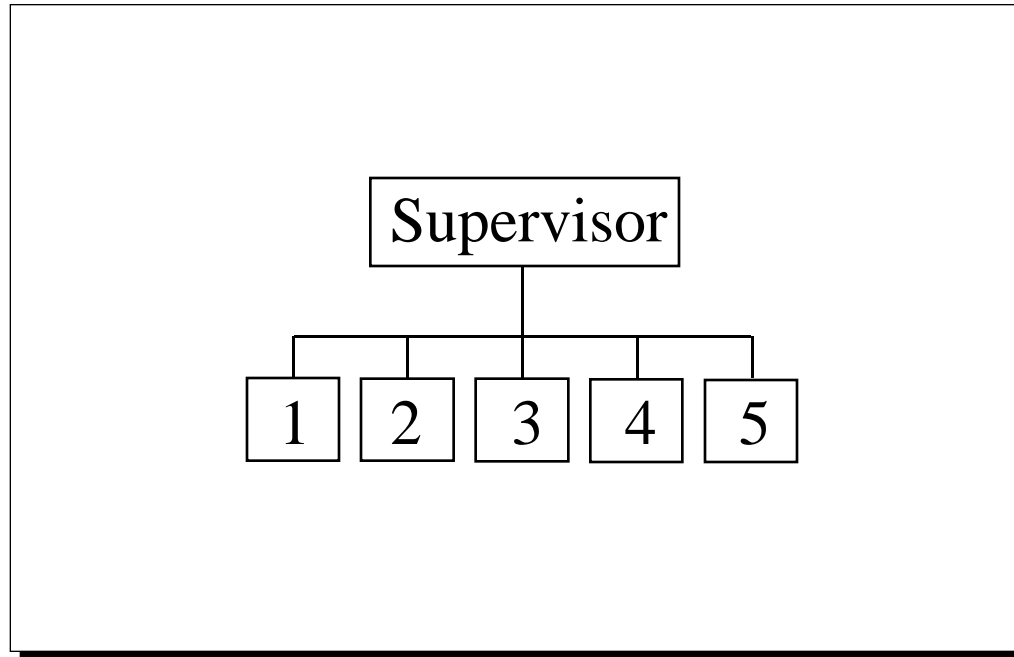possibly dangerous

Effective span
of control

Optimum Span of Control is One to Five

Supervisor

1 2 3 4 5

In ICS, common terminology is applied to:

- ☐ Organizational elements.

- ☐ Position titles.

- ☐ Resources.

- ☐ Facilities.

Personnel accountability is maintained through the use of:

ICS Form 211

Check-in Lists
ICS Form 211
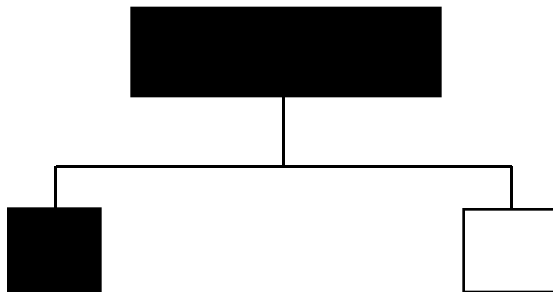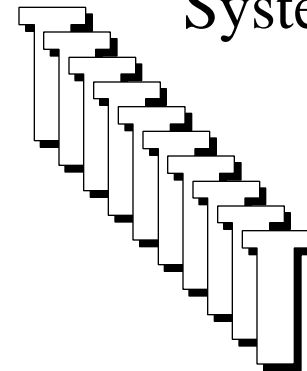
Resource Status Keeping
Systems

Unity of Command

Personnel accountability is maintained through the use of:

Division C

Division B

Division A

Unit Log

Unit Log

Unit Log

Unit Log

Unit Log

Unit Log

Division/Group Assignment Lists

Unit Logs

ICS Integrated Communications

154.20
164.05
159.40
162.60

2. Frequency
and Resource
Use Planning

1. Communication
Systems
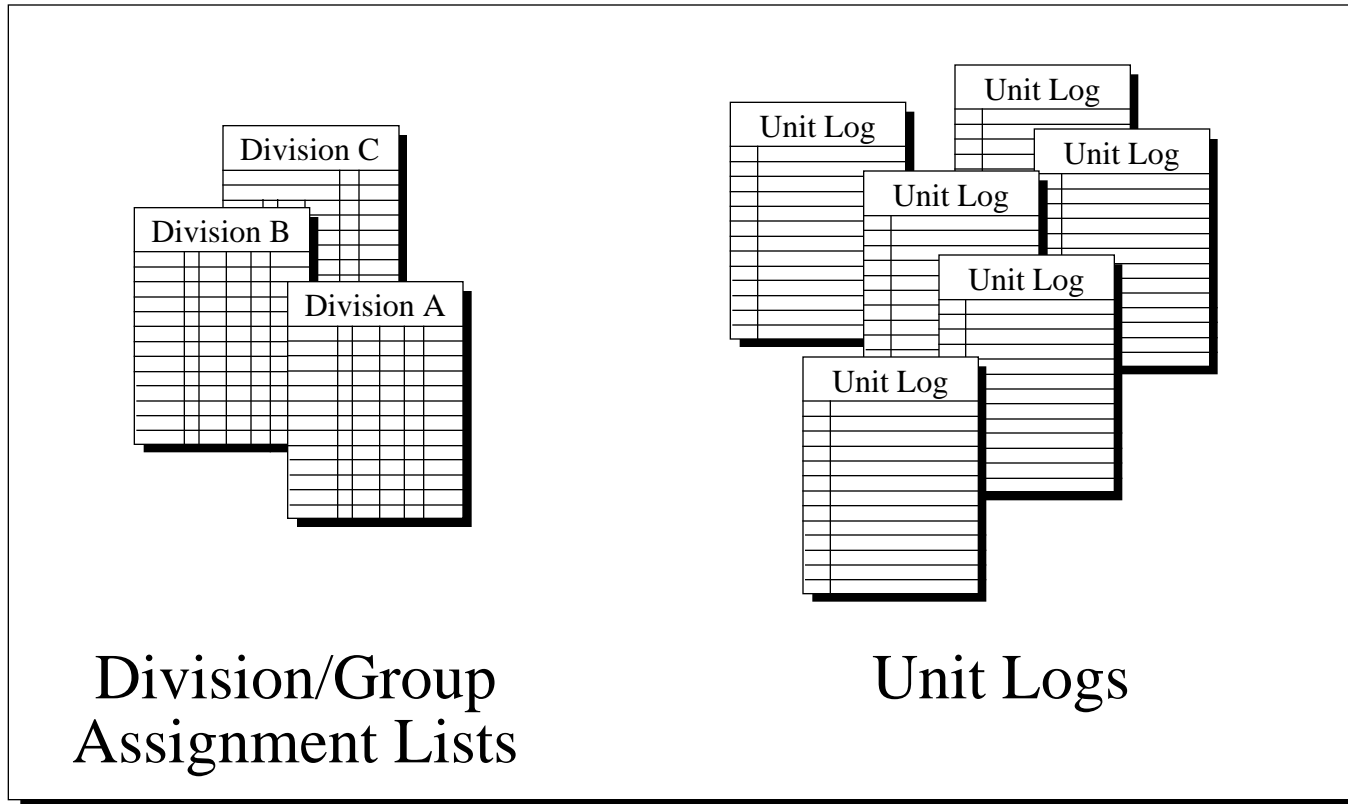
3. Information
Transfer
Procedures
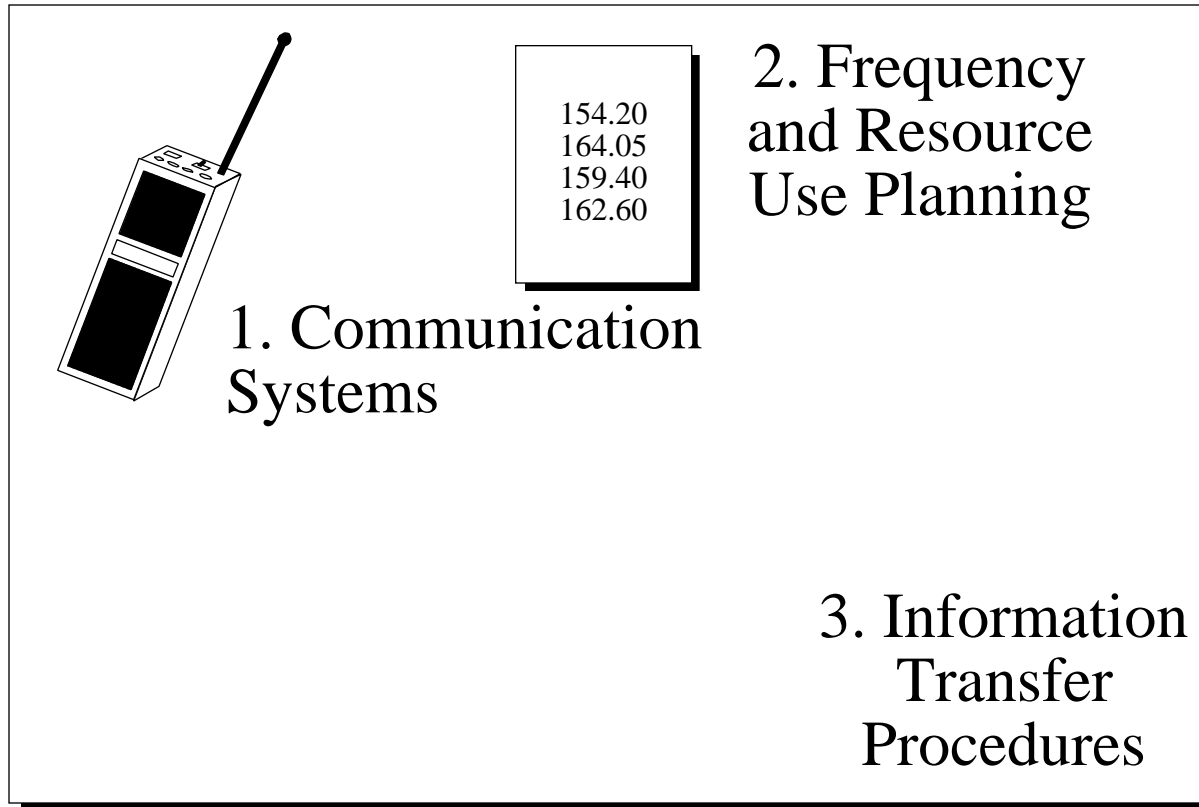
Communications Networks That May be Required

- ☐ Command net

- ☐ Tactical nets

- ☐ Support net

- ☐ Ground-to-air

- ☐ Air-to-air

02-17-I200-VG

Resource Management in ICS

Single Resources
Includes personnel and equipment

Law Enforcement Example

Fire Example

Public Works Example

Strike Team
Combination of same kind and type

Task Forces
Combination of single resources

02-18-I200-VG

The Use of Task Forces and Strike Teams:

☐ Maximizes effective use of resources.

☐ Reduces span of control.

☐ Reduces communications traffic.

02-19-I200-VG

Resource Status Conditions in ICS

Available

Assigned

Out-of-Service

02-20-I200-VG
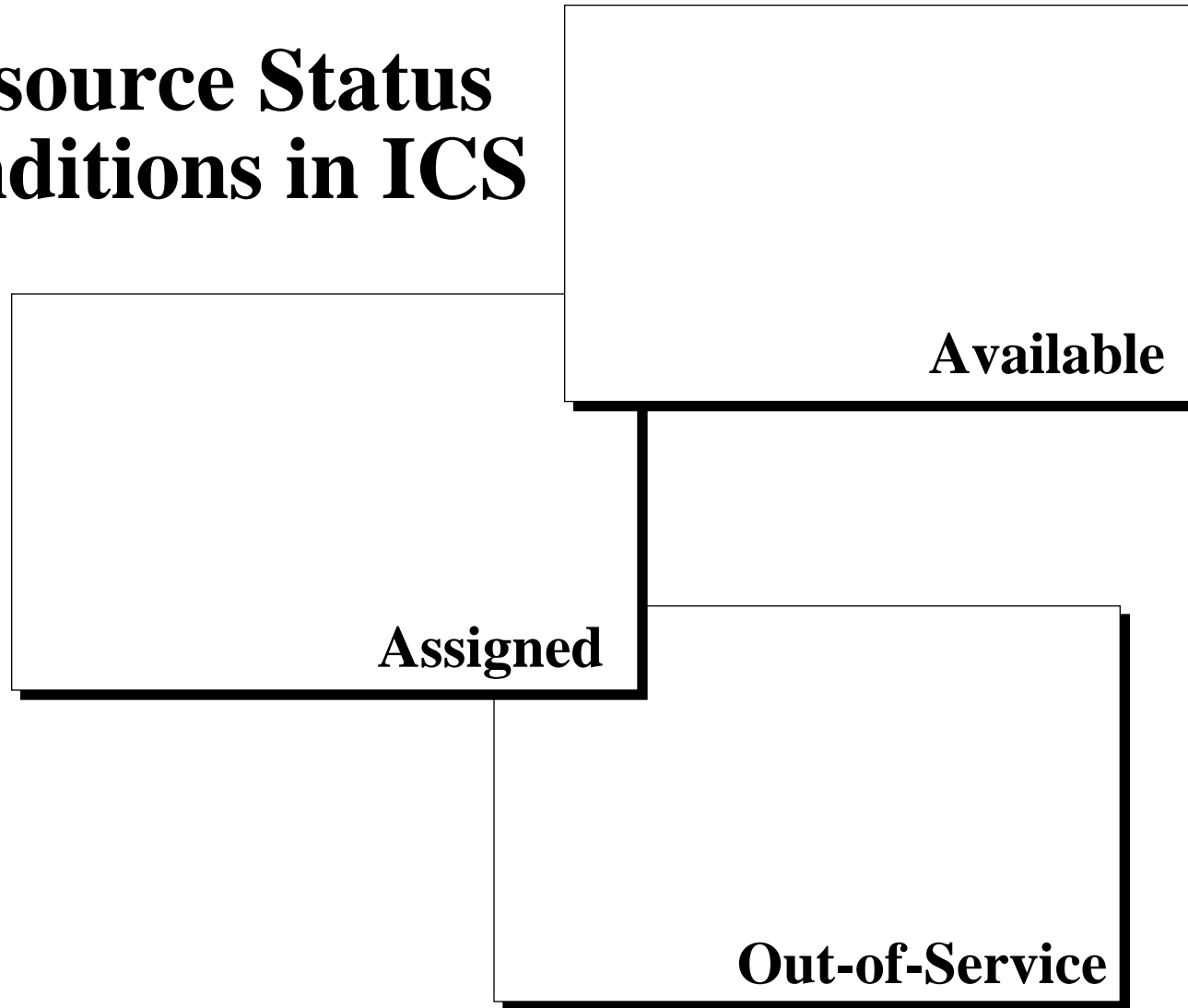
The Written Action Plan is Needed When:

☐ Two or more jurisdictions are involved.

☐ The incident will overlap an operational period change.

☐ Partial or full activation of the ICS organization.

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.

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

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:
- 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.

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

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.

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

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.

IN THIS MODULE, YOU WILL ONLY PRESENT A BRIEF OVERVIEW OF MAJOR FUNCTIONS AND RESPONSIBILITIES.

MENTION, IF APPROPRIATE, THAT MODULES 8 AND 14 WILL PRESENT MORE DETAILED INFORMATION ON EXPANSION OF THE ORGANIZATION AND TRANSFER OF COMMAND.

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

03-04-I200-VG

OUTLINE	AIDS & CUES

they can each be represented by a major section of the ICS organization. The functions are:

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

START BY USING AN EXAMPLE FROM AN APPROPRIATE APPLICATION AREA TO STUDENTS SHOWING HOW THE ORGANIZATION BUILDS. ONE PERSON HAS ALL RESPONSIBILITY AND THEN BEGINS TO DELEGATE.

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.

BEST TO DIAGRAM THIS ON BOARD OR NEWSPRINT CHART. EXPAND AS NEW UNITS COME ON SCENE.

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.

OUTLINE	AIDS & CUES
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 <u>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. Agencies vary on how and when they make the transition from agency radio designators to ICS	03-05-I200-VG

OUTLINE	AIDS & CUES
position terminology, and there is no hard and fast rule.	
Once the incident is formally designated, ICS terminology is always used for:	03-06-I200-VG
• 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.	03-07-I200-VG
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.	03-08-I200-VG
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.	

OUTLINE	AIDS & CUES

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.

03-09-I200-VG

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

03-10-I200-VG

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

03-11-I200-VG

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

03-12-I200-VG

The Information Officer is the central point for dissemination of information to

OUTLINE	AIDS & CUES
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	03-13-I200-VG
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	03-14-I200-VG
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.	

DESCRIBE DIFFERENCES BETWEEN ASSISTING AND COOPERATING AGENCIES.

OUTLINE	AIDS & CUES
4. Agency Representatives	03-15-I200-VG
An agency or jurisdiction will often send tactical resources to assist at an incident. In ICS these are called <u>assisting agencies</u>.	
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.	
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.	
YOU MAY WANT TO PROVIDE A DEFINITION OF AN ASSISTANT.	03-16-I200-VG
5. <u>Assistant</u>: 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.	
OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.	

OUTLINE	AIDS & CUES
C. General Staff	
1. Operations Section	03-17-I200-VG
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.	
POINT OUT THAT MORE DETAIL ON ORGANIZING FOR INCIDENTS IS COVERED IN MODULE 8.	
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.	
TO DEMONSTRATE THIS, USE THE EXAMPLE ON PAGE 3-27 OF THE REFERENCE TEXT, OR CREATE A NEW ONE.	
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.	

OUTLINE	AIDS & CUES

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   03-18-I200-VG

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.

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

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.

OUTLINE	AIDS & CUES

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   03-19-I200-VG

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   03-20-I200-VG

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

OUTLINE	AIDS & CUES
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. <u>Each will have equal authority; neither supervisor will be subordinate to the other.</u>	
d. Branches	03-21-I200-VG
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	

OUTLINE	AIDS & CUES
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	03-22-I200-VG
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.	

OUTLINE	AIDS & CUES
f. Air Operations Branch	03-23-I200-VG

THERE WILL BE NO EXTENSIVE COVERAGE OF AIR
OPERATIONS. MODULE 10 IS DEVOTED TO AIR
OPERATIONS.

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.

OPEN FOR A FEW MINUTES OF DISCUSSION AND
DETERMINE THAT EVERYONE IS CLEAR ON
MATERIAL PRESENTED.

OUTLINE	AIDS & CUES

2.   Planning Section

       03-24-I200-VG

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

OUTLINE	AIDS & CUES
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.	03-25-I200-VG
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.	

OUTLINE	AIDS & CUES

OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.

3. Logistics Section   03-26-I200-VG

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.   03-27-I200-VG

- •   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 <u>directly assigned to the incident</u>.

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

OUTLINE	AIDS & CUES

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.

03-28-I200-VG

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. <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.

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.

OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.

OUTLINE	AIDS & CUES
4. Finance/Administration Section	03-29-I200-VG
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:	03-30-I200-VG
a. <u>Time Unit</u> - Ensures that all personnel time on an incident or event is recorded.	
b. <u>Procurement Unit</u> - Processes administrative paperwork associated with equipment rental and supply contracts. Responsible for equipment time reporting.	
c. <u>Compensation/Claims Unit</u> - This unit combines two important functions.	
<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.	

OUTLINE	AIDS & CUES

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.

OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.

IV.   Developing the Organization

ICS is based on a requirement that the system <u>must</u> 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.

    03-31-I200-VG

A.   Establish a Command Post

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

OUTLINE	AIDS & CUES

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 <u>any</u> 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, <u>although unit level positions may be filled whenever required.</u>

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:

- •   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   03-32-I200-VG

One person may be assigned more than one function on the incident organization chart. However, functional positions should not be

Instructor Guide 3-24

combined within the organization. This <u>could</u> create problems later if units that were merged need to be separated.

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.

OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.

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.

OUTLINE	AIDS & CUES
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.	
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.	03-33-I200-VG
• 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	03-34-I200-VG
• Resources en route and/or ordered	
• Facilities established	
• Communications Plan	
• Prognosis, concerns, related issues	

OUTLINE	AIDS & CUES
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.	
REFER STUDENTS TO FORM 201. PARTIALLY COMPLETE THE FORM TO BETTER SHOW ITS USE. MAKE SURE YOU USE EXAMPLES BASED ON STUDENT BACKGROUNDS.	Reference Text p. 3-31
OPEN FOR A FEW MINUTES OF DISCUSSION AND DETERMINE THAT EVERYONE IS CLEAR ON MATERIAL PRESENTED.	
VI. Small Group Exercise on Incident Organization	
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.	
REFER EACH GROUP TO THE SCENARIO. IF YOU WISH, YOU MAY SELECT ANOTHER SCENARIO FROM THE SCENARIO CATALOG.	Reference Text p. 3-35
REMIND STUDENTS THAT THE EMPHASIS IS ON THE ORGANIZATION OF THE MANAGEMENT SYSTEM, AND NOT ON TACTICS OR THE SPECIFICS OF RESOURCE DEPLOYMENTS.	
STUDENTS SHOULD USE PROPER TERMINOLOGY AND PLACEMENT OF ORGANIZATION ELEMENTS ON THE ORGANIZATION CHART.	
AFTER THE EXERCISE, HAVE STUDENTS PREPARE FOR MODULE TEST WHICH FOLLOWS.	

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 <u>authority</u> 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 <u>fully qualified</u> 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 <u>assisting agencies</u>.

    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.

    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. <u>Assistant</u>: 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 <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.

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. <u>Each will have equal authority; neither supervisor will be subordinate to the other.</u>

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 <u>directly assigned to the incident</u>.

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 <u>at least</u>
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 <u>could</u> create problems later if units that were merged need to be separated.

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.

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.

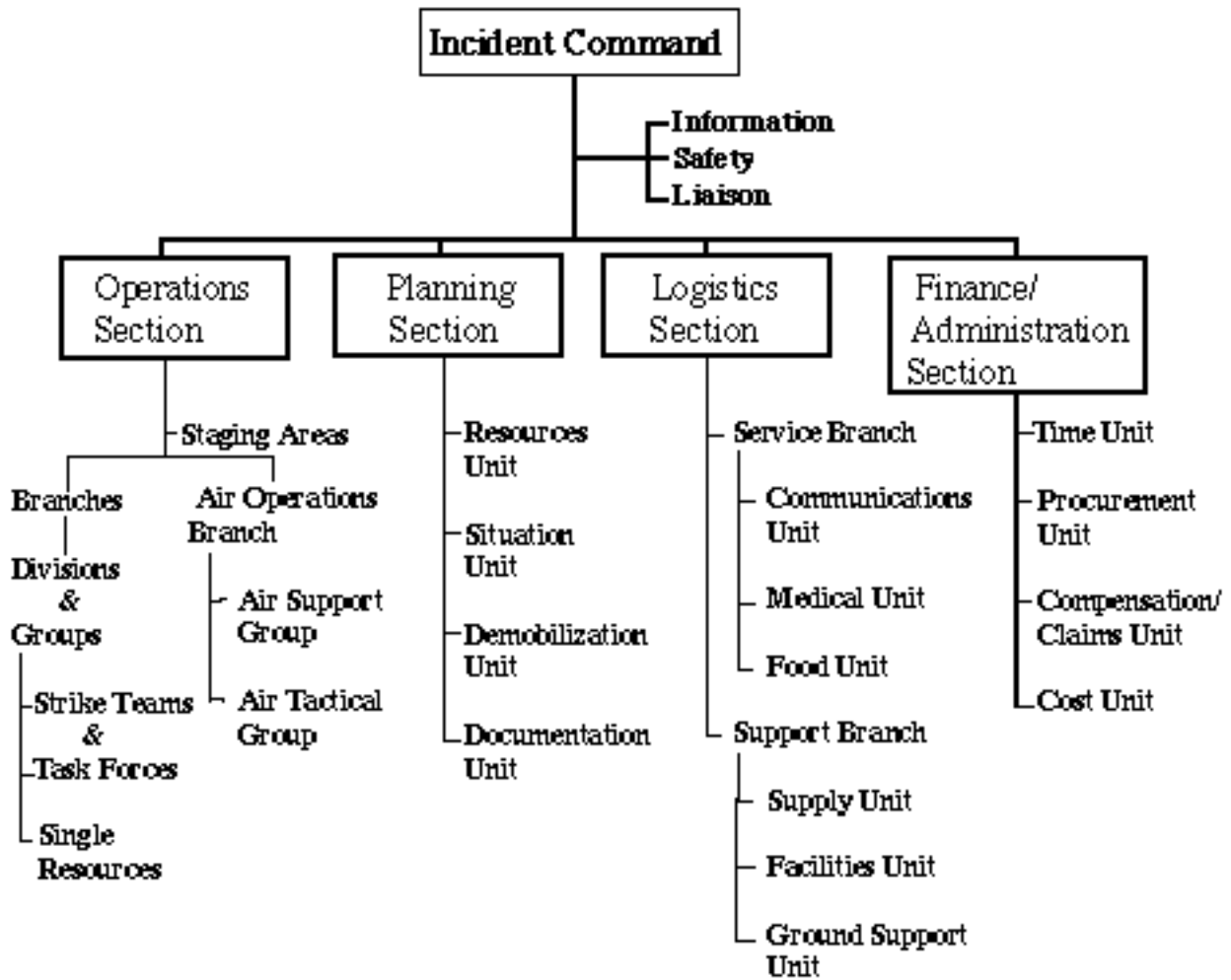The transfer of incident command should include the following:

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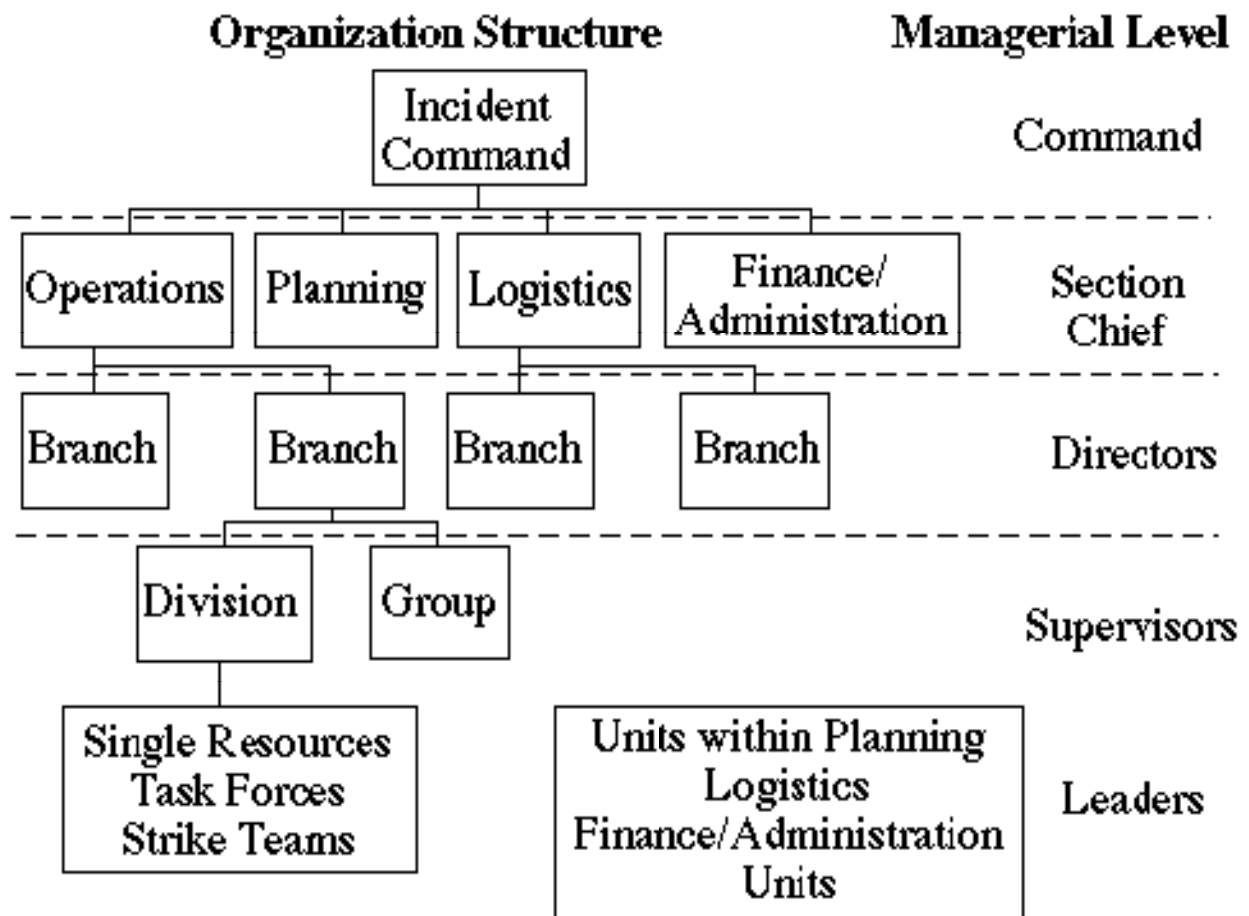- Prognosis, concerns, related issues

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

Incident Command
- Information
- Safety
- Liaison

Operations Section
- Staging Areas
- Branches
- Divisions & Groups
  - Strike Teams & Task Forces
  - Single Resources
- Air Operations Branch
  - Air Support Group
  - Air Tactical Group

Planning Section
- Resources Unit
- Situation Unit
- Demobilization Unit
- Documentation Unit

Logistics Section
- Service Branch
  - Communications Unit
  - Medical Unit
  - Food Unit
- Support Branch
  - Supply Unit
  - Facilities Unit
  - Ground Support Unit

Finance/Administration Section
- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

Reference Text 3-27

Organization Structure   **Managerial Level**

Organization Structure	Managerial Level
Incident Command	Command
Operations Planning Logistics Finance/Administration	Section Chief
Branch Branch Branch Branch	Directors
Division Group	Supervisors
Single Resources Task Forces Strike Teams Units within Planning Logistics Finance/Administration Units	Leaders

Reference Text 3-29

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.

Module 3 Organization Overview
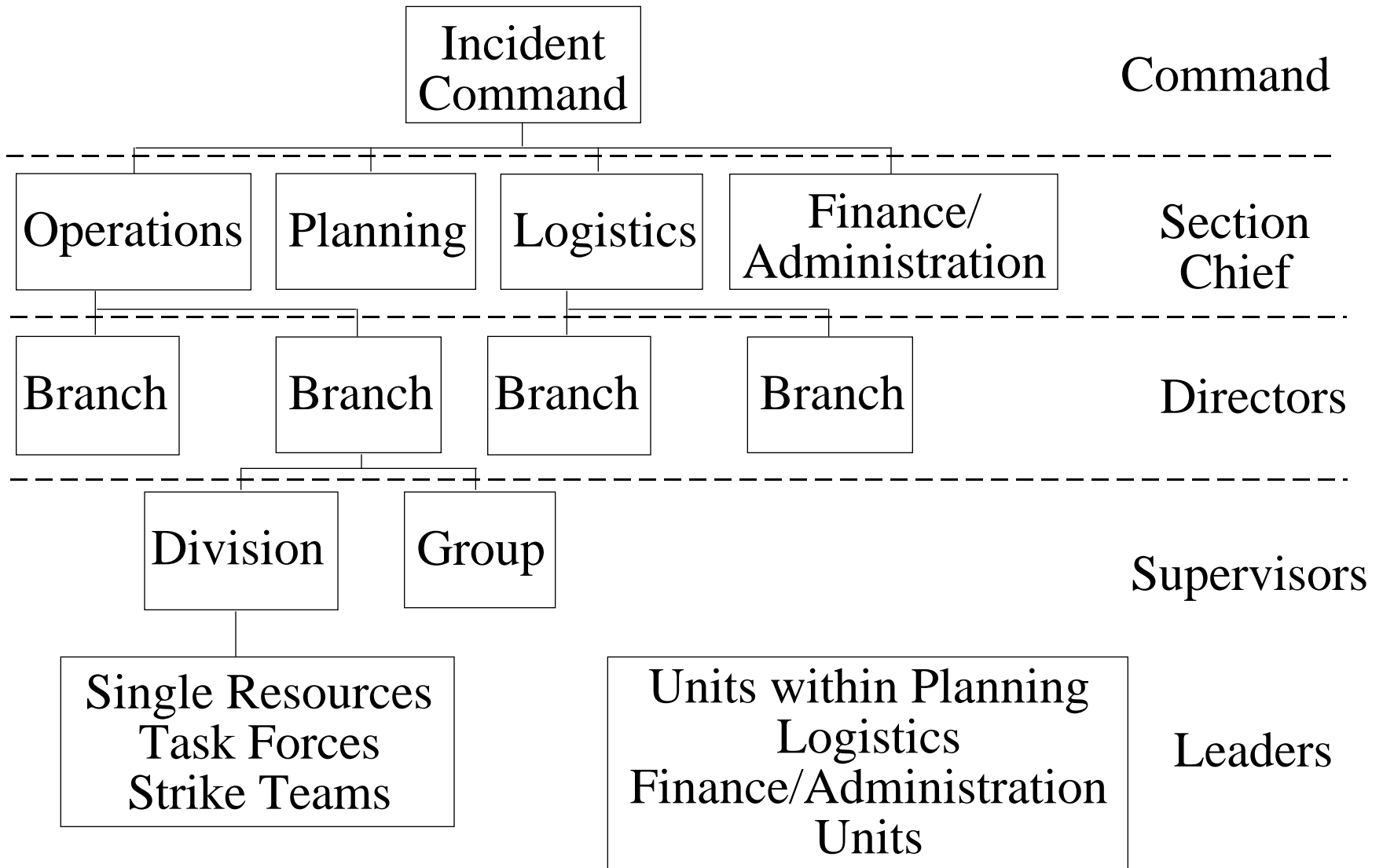
Subjects to be covered in this module include:

❑ Terminology

❑ Organizational structure

❑ Incident organization development

❑ Changing the organization

❑ Transfer of command
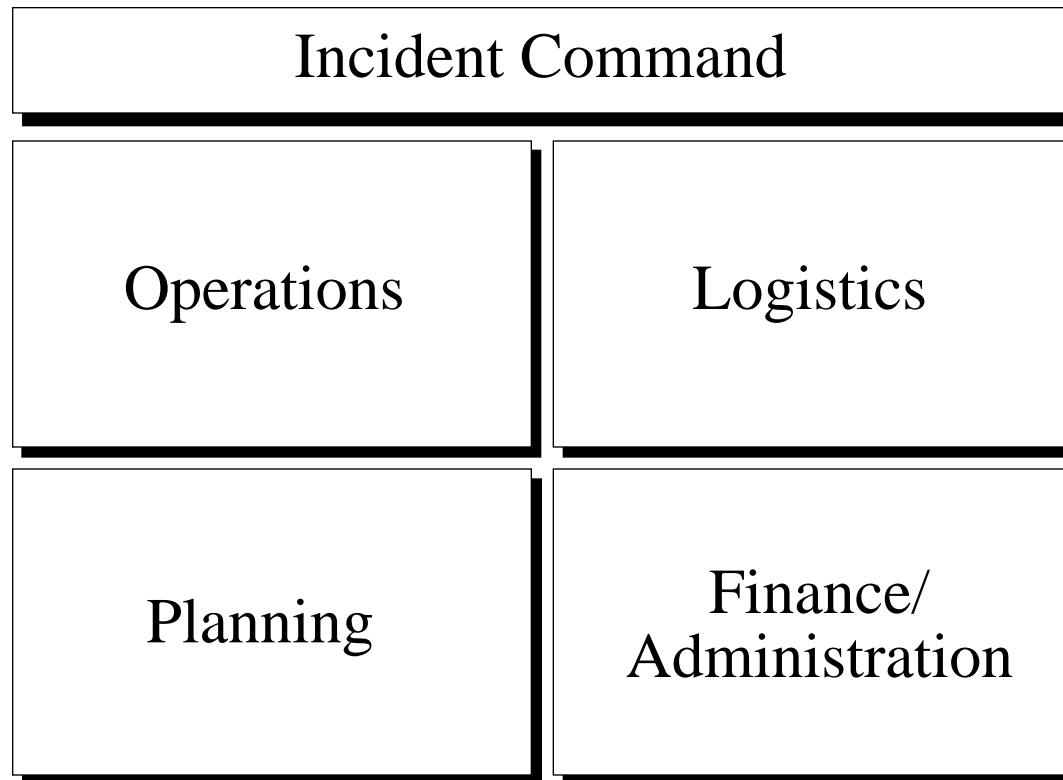
Module 3 Objectives:

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

| Incident Command | Command |

```
Incident
Command
```

Command

```
Operations   Planning   Logistics   Finance/
                                     Administration
```

Section
Chief

```
Branch   Branch   Branch   Branch
```

Directors

```
Division   Group
```

Supervisors

```
Single Resources
Task Forces
Strike Teams
```

```
Units within Planning
Logistics
Finance/Administration
Units
```

Leaders

03-03-I200-VG

Primary ICS Management Functions

Incident Command

Operations

Logistics

Planning

Finance/
Administration

Two Ways to Organize Incident Command

Incident Command

A

Single Command

A B C

Unified Command
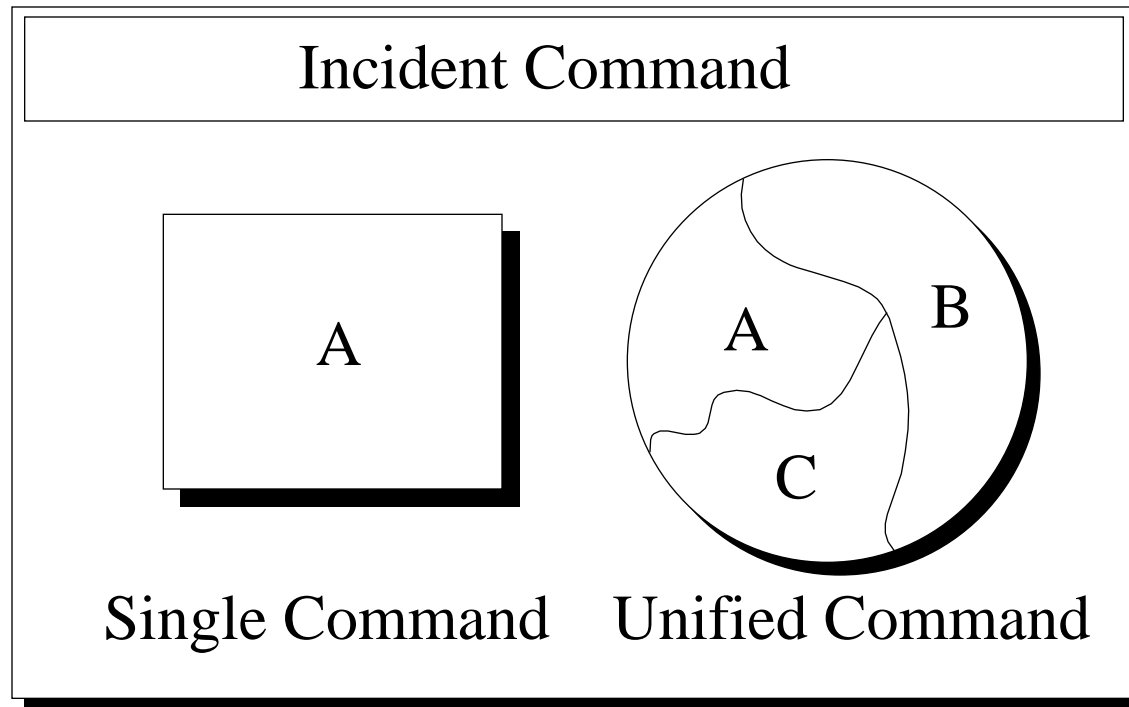
ICS Terminology is Used For:

- **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

Planning

Logistics

Command

Information

Operations

Safety

Finance/ Admin.

Liaison
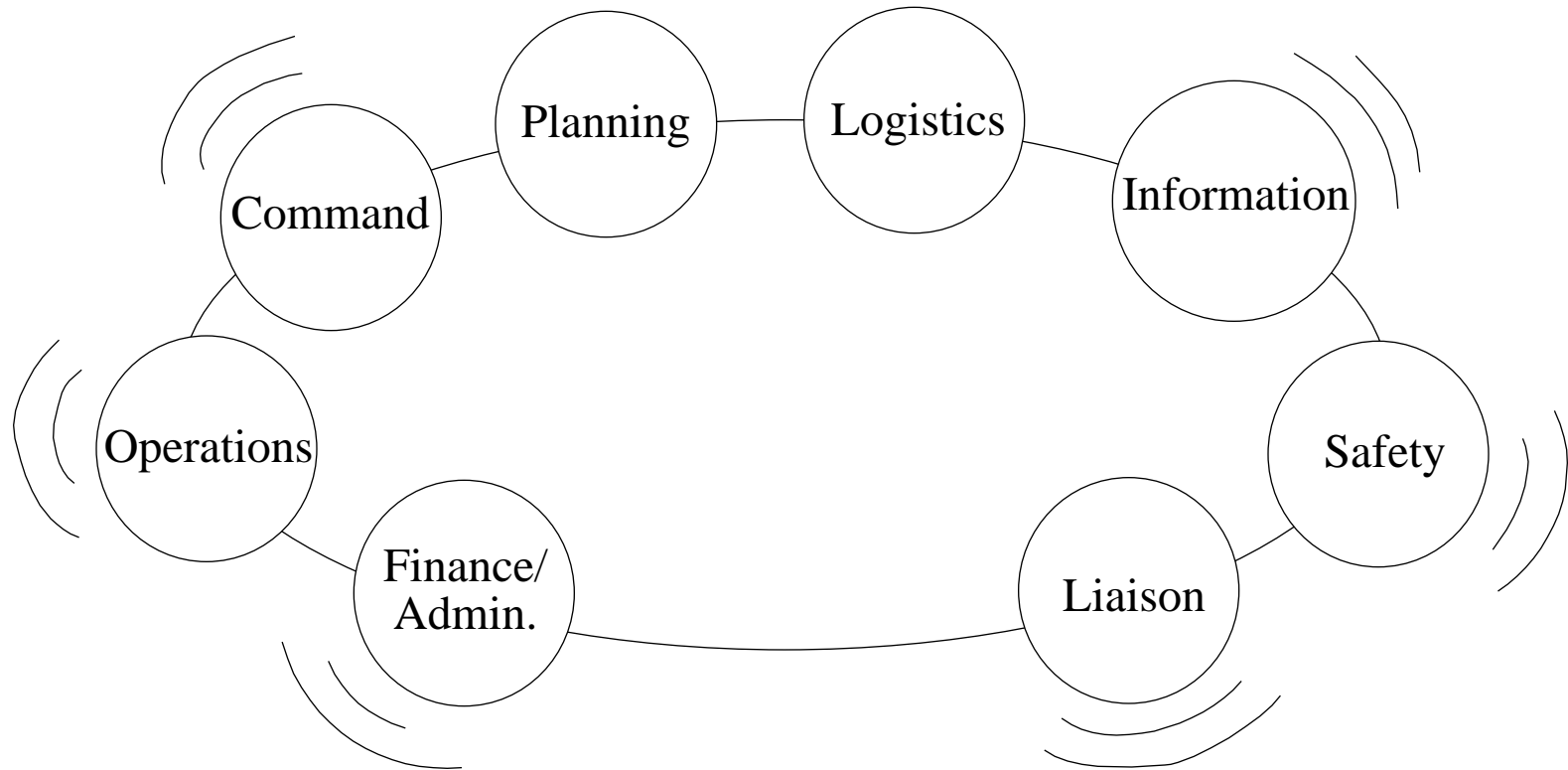
Incident Commander	Deputy
In Charge	Fully Qualified

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

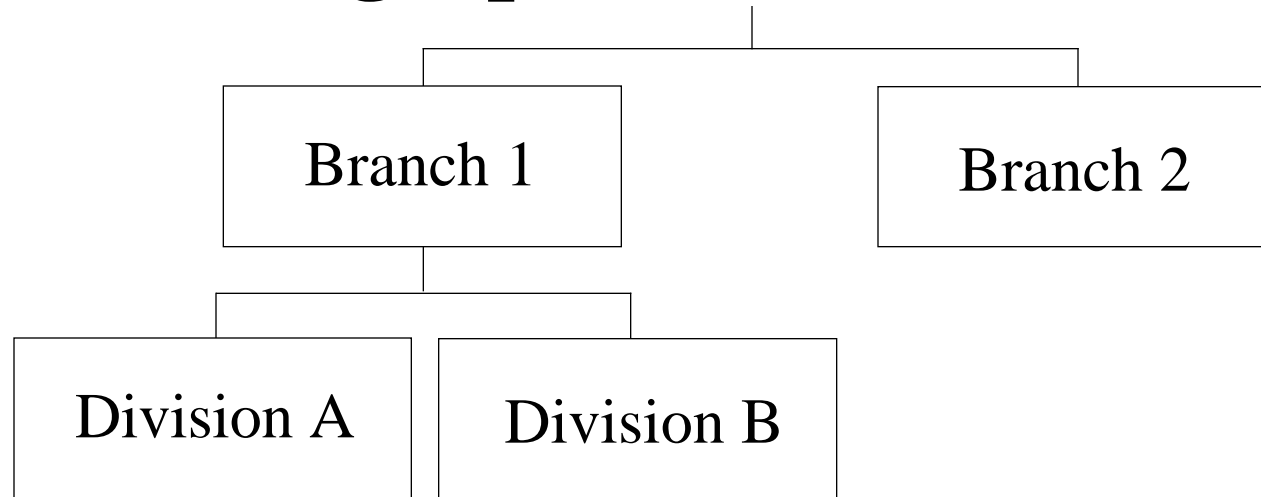- Divisions, Groups, Branches

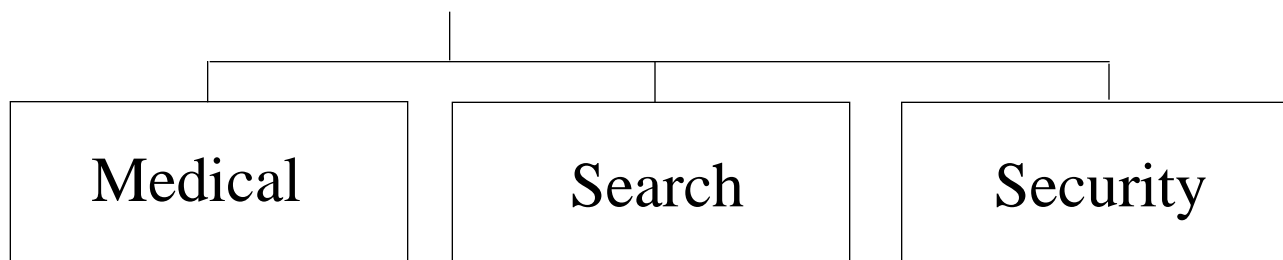# Geographic Divisions

Functional Groups

```
                    ┌─────────────────┐
                    │   Operations    │
                    │  Section Chief  │
                    └─────────────────┘
              ┌───────────┼───────────┐
        ┌──────────┐ ┌──────────┐ ┌──────────┐
        │ Medical  │ │  Search  │ │ Security │
        │  Group   │ │  Group   │ │  Group   │
        └──────────┘ └──────────┘ └──────────┘
```
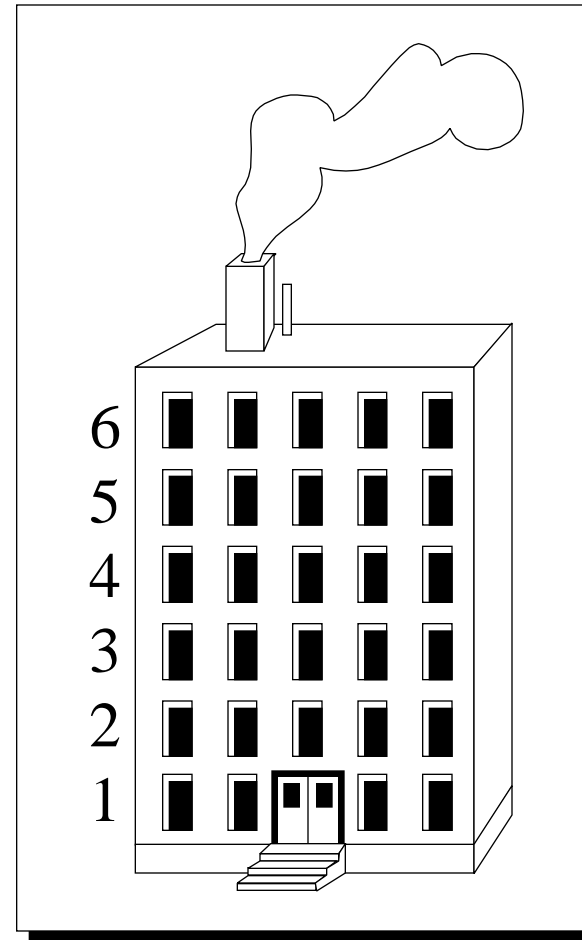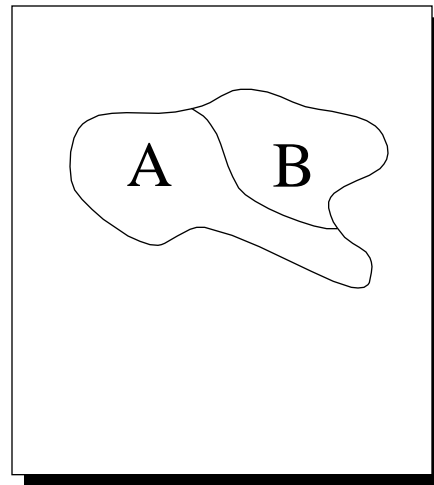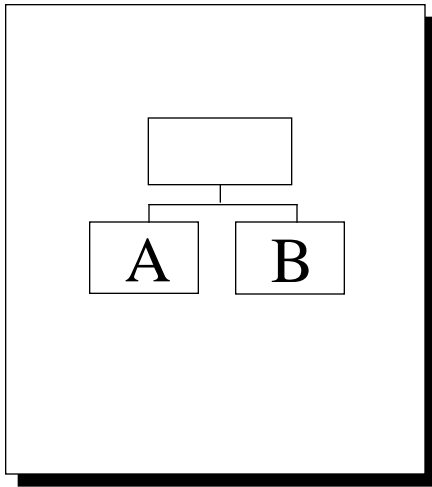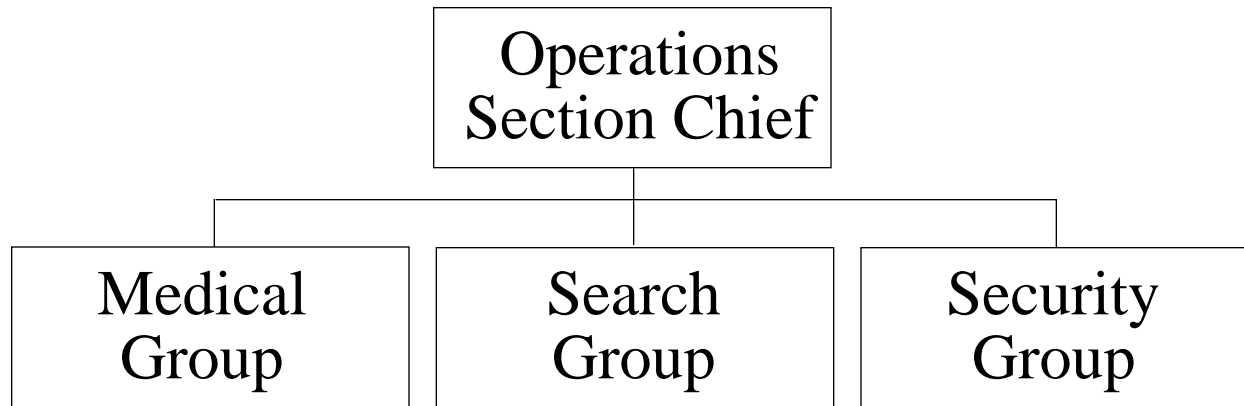
Combined Divisions & Groups

```
                    ┌─────────────────┐
                    │   Operations    │
                    │  Section Chief  │
                    └────────┬────────┘
          ┌──────────────────┼──────────────────┐
   ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
   │              │  │              │  │   Medical    │
   │  Division A  │  │  Division B  │  │    Group     │
   │              │  │              │  │              │
   └──────────────┘  └──────────────┘  └──────────────┘
```

Geographic Branches

Branch 1

Branch 2

Division A

Division B

Functional Branches

Medical

Search

Security

03-21-I200-VG
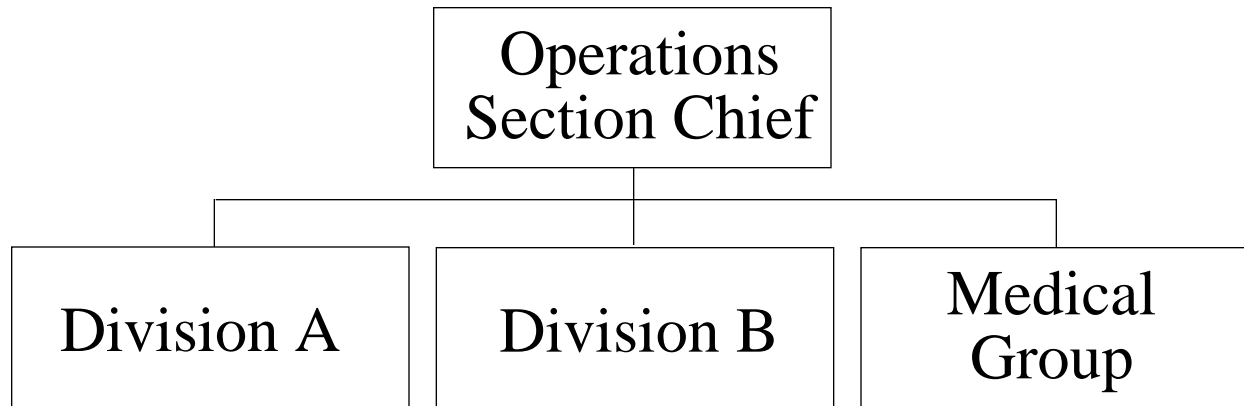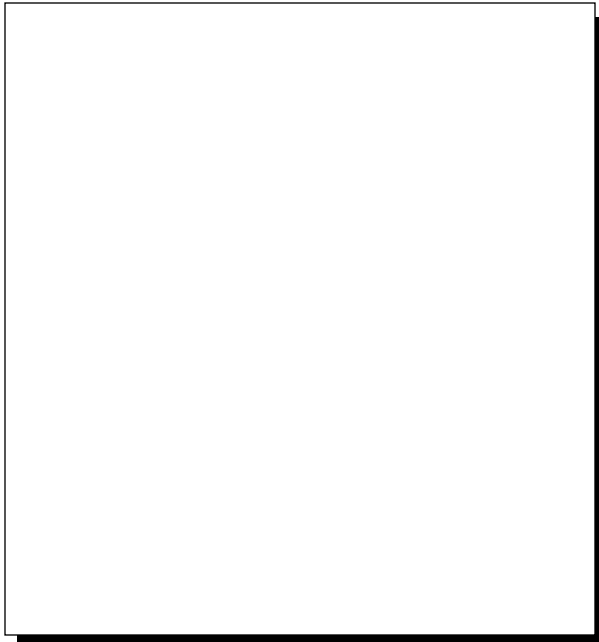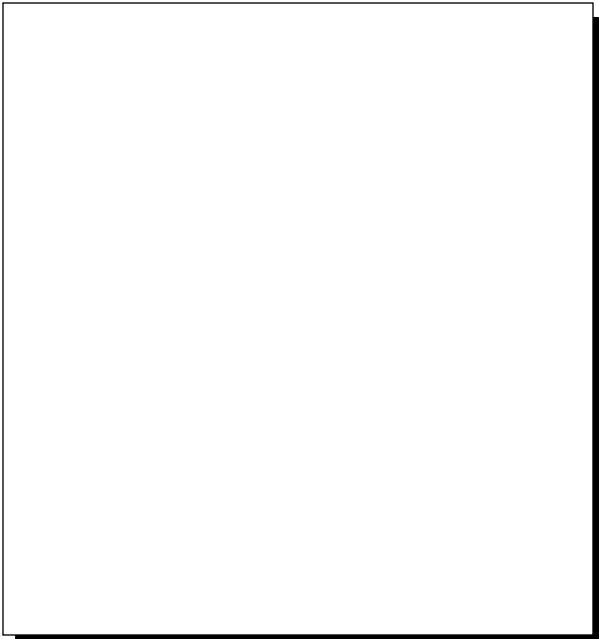
Staging Area

- [ ] 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

```
                    ┌─────────────────┐
                    │ Air Operations │
                    │ Branch Director │
                    └─────────────────┘
            ┌────────────────┴────────────────┐
   ┌─────────────────┐   ┌─────────────────┐
   │   Air Tactical │   │   Air Support   │
   │   Group   │   │   Group   │
   │   Supervisor   │   │   Supervisor   │
   └─────────────────┘   └─────────────────┘
      ┌──────┴──────┐   ┌─────────────────┐
┌─────────────┐ ┌─────────────┐   │   Helibases   │
│ Helicopter │ │ Air Tanker/ │   └─────────────────┘
│ Coordinator │ │ Fixed-Wing │   ┌─────────────────┐
└─────────────┘ │ Coordinator │   │   Helispots   │
                └─────────────┘   └─────────────────┘
                                   ┌─────────────────┐
                                   │   Airport   │
                                   │   Coordination │
                                   └─────────────────┘
```

03-23-I200-VG
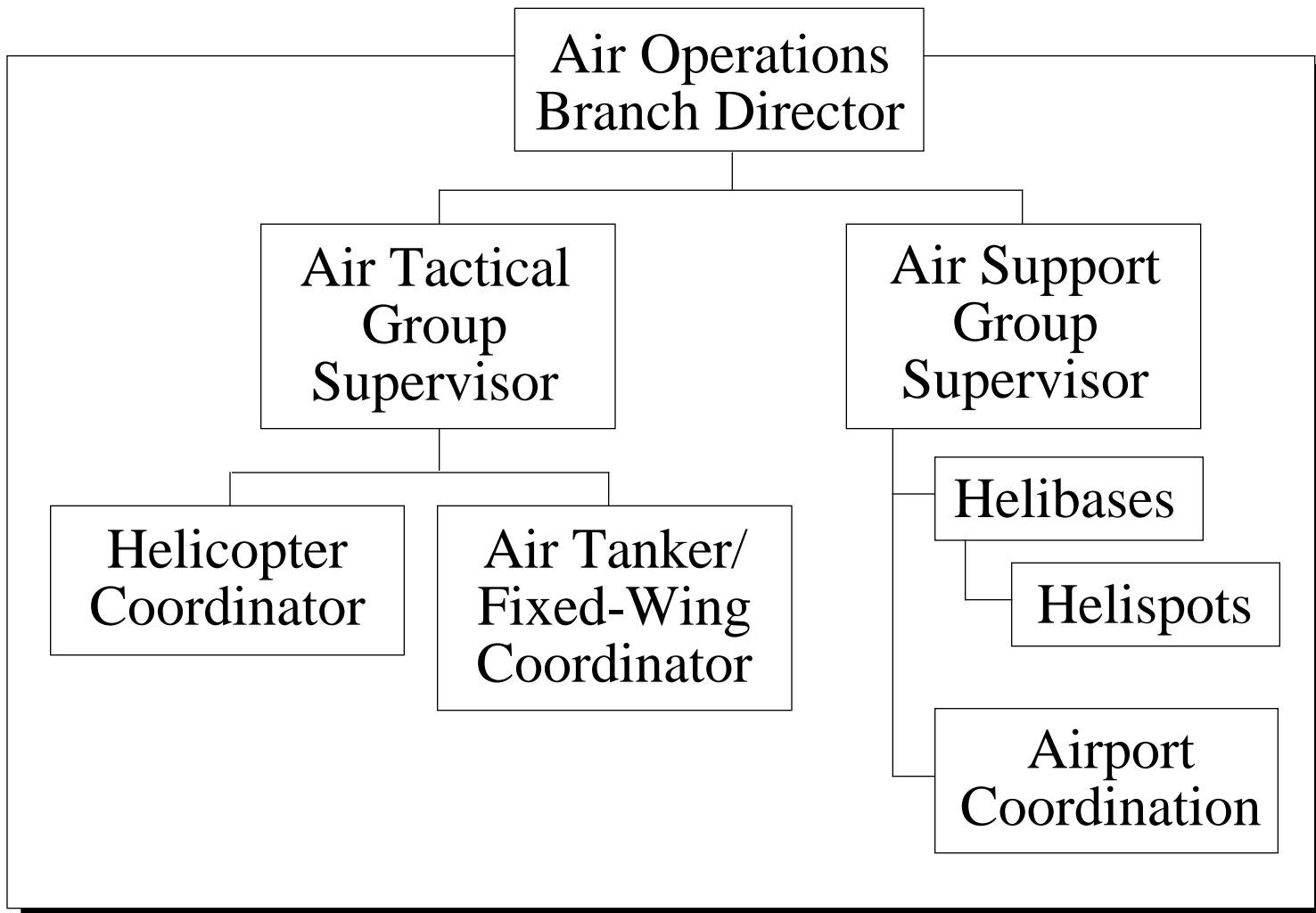
# Planning Section

❏ Maintain Resource Status.

❏ Maintain Situation Status

❏ Prepare Incident Action Plan.

❏ Provide Documentation Service.

❏ Prepare Demobilization Plan.

❏ Provide technical specialists.

03-24-I200-VG

# Planning Section...

**may be organized into four positions:**

- ☐ Resources Unit

- ☐ Situation Unit

- ☐ Documentation Unit

- ☐ Demobilization Unit

# Logistics Section
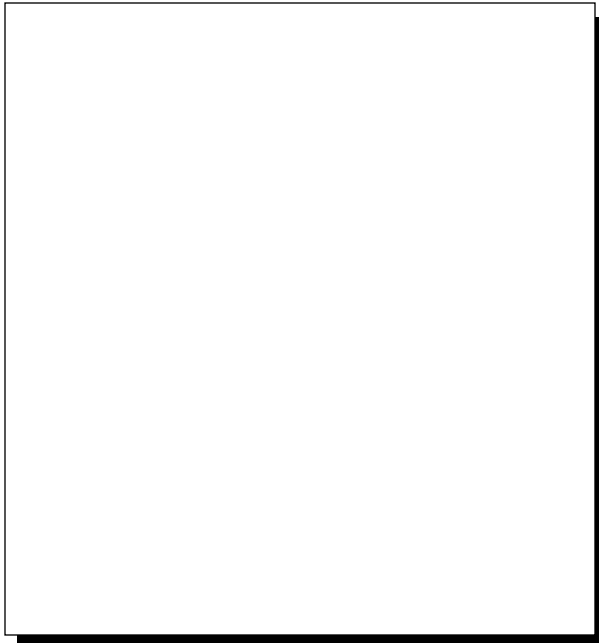
- ❏ Provides services and support to the incident or event

- ❏ Six principal activities

- ❏ Two-branch structure if needed

# Primary Logistics Section Units
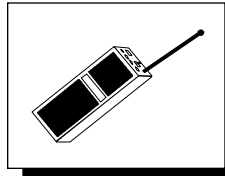
 Communications Unit
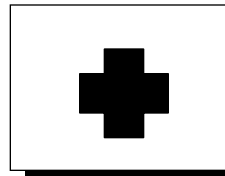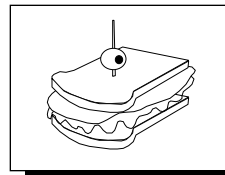
 Medical Unit

 Food Unit
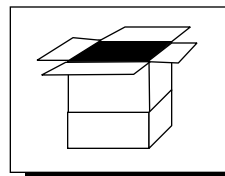
 Supply Unit
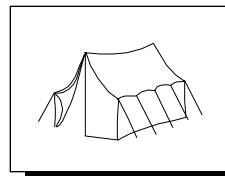
 Facilities Unit
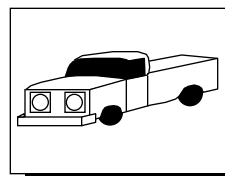
 Ground Support Unit

# Logistics Branch Structure

Logistics
Section

Service
Branch
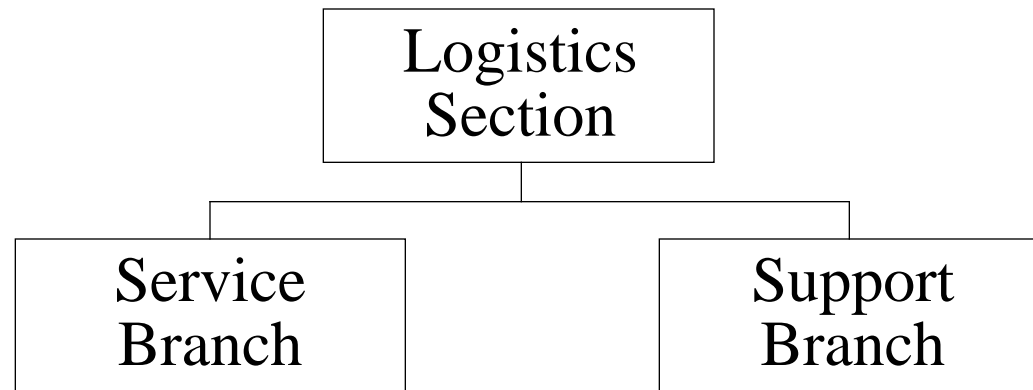
Support
Branch

- 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**
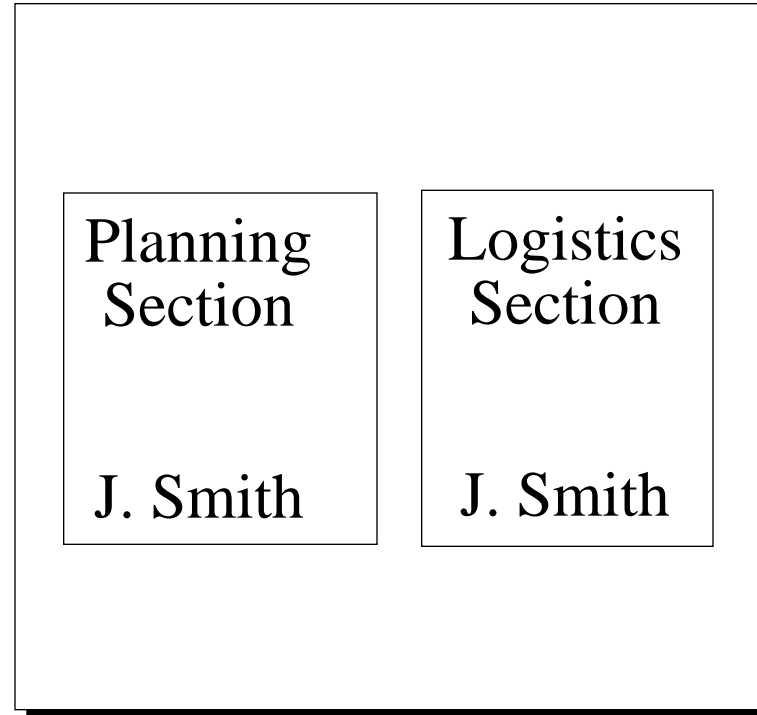
    Collect cost information, provide cost estimates

# 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**

Resources
and
Ground
Support Unit

(J. Smith)

| Planning Section | Logistics Section |
|---|---|
| J. Smith | J. Smith |
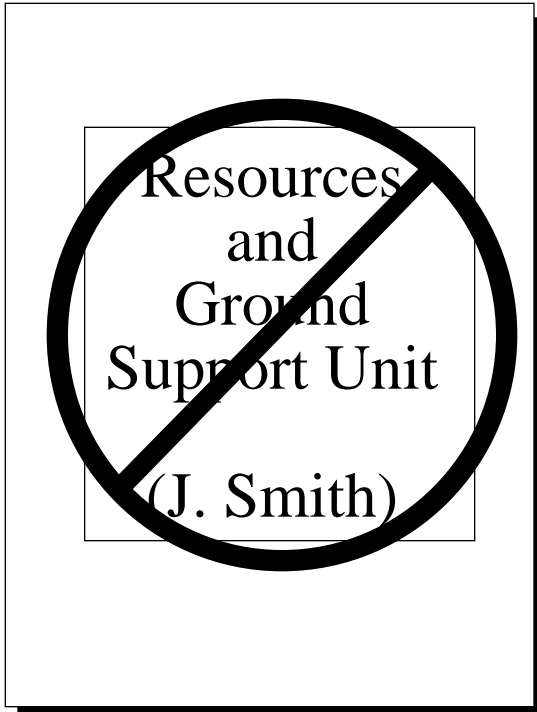
# Wrong Way

# Right Way

03-32-I200-VG

# 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

**INCIDENT COMMAND SYSTEM**

**NATIONAL TRAINING CURRICULUM**


**MODULE 4**

**INCIDENT FACILITIES**

**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.

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

> 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 4 - Incident Facilities

SUGGESTED TIME: 2 Hours

TRAINING AIDS: Overhead projector, reference text, map, easel, marking pens or Post-its.

SUBJECTS:
Command Post
Staging Areas
Base
Camps
Helibase
Helispots

OBJECTIVES:

1. Name each of the principal facilities used in conjunction with ICS, and explain the purpose and use of each.

2. Identify which facilities may be located together at an incident or event.

3. Describe how the various incident facilities are used and managed to support an incident or event.

4. Identify appropriate map symbols associated with incident facilities.

USE CARE IN PRESENTING MATERIAL ON
FACILITIES.  SOME FACILITIES, E.G., THE INCIDENT
COMMAND POST, WILL ALWAYS BE USED ON
INCIDENTS.  OTHERS MAY HAVE MORE LIMITED
USE.

I.      Introduction

        This module will describe different kinds of facilities
        that can be established at an incident:                          04-01-I200-VG

        •       Command Post
        •       Staging Areas
        •       Base
        •       Camps
        •       Helibase
        •       Helispots

        As we will see, each facility has a unique purpose on an
        incident.  These six facilities should be able to fulfill
        almost all incident facility requirements.

**NOTE**:  THAT SPECIFIC APPLICATIONS MAY MAKE
USE OF OTHER FACILITIES, E.G., TRIAGE CENTER,
TEMPORARY MORGUE, ETC.

SHOW VIEWGRAPH OF INSTRUCTIONAL OBJECTIVES
AND REVIEW WITH STUDENTS.                                                04-02-I200-VG

EXERCISE MODE OF PRESENTATION

PRIOR TO CLASS, HAVE STUDENTS REVIEW
STUDENT MATERIALS RELATED TO THIS INCIDENT.

REVIEW WITH STUDENTS THE TWO VISUALS                                     Reference
DEALING WITH COLLOCATED FACILITIES                                       Text p. 4-15
AND MAP DESIGNATIONS FOR ICS FACILITIES.  THIS                           and 4-17
IS INFORMATION THEY MUST KNOW PRIOR TO THE
EXERCISE.

DIVIDE STUDENTS INTO GROUPS OF FOUR OR FIVE.

ASSIGN EACH GROUP ONE FACILITY.

THE SCENARIO MAY BE ADAPTED TO STUDENT
NEEDS.  THE EXAMPLE SCENARIO RELATES TO A
WILDERNESS SEARCH.

USING A BASE MAP AND THE SCENARIO, HAVE
STUDENTS LOCATE THE FACILITY THEY HAVE BEEN
ASSIGNED.

YOU MAY EITHER USE AN ACTUAL MAP OF YOUR
CHOOSING OR DRAW A SKETCH MAP ON NEWSPRINT
PAPER.

STUDENT GROUP PRESENTATIONS SHOULD:

1.    CONSIDER THE NEEDS OF THE INCIDENT AND
      SELECT THE PREFERRED LOCATION FOR THE
      FACILITY.

2.    STATE CHARACTERISTICS AND BENEFITS OF
      THE FACILITY.  DISCUSS HOW IT WILL BE
      USED.

3.    STATE WHETHER THE FACILITY CAN BE
      COLLOCATED WITH OTHER FACILITIES AND
      WHICH ONES.

4.    PROVIDE THE APPROPRIATE MAP SYMBOL FOR
      THAT FACILITY.

AFTER THE EXERCISE, REVIEW AS NECESSARY
INFORMATION ON THE VARIOUS FACILITIES FROM
INSTRUCTOR GUIDE.

SCENARIO AND SAMPLE MAP ARE FOUND AT THE
END OF THE INSTRUCTOR GUIDE.

IF USING CLASSROOM INSTRUCTION MODE, BEGIN
AT THIS POINT.

II.     Incident Command System Facilities

        What are some of the factors to take into consideration
        when establishing incident facilities?

                                                                    04-03-I200-VG

        •       First priority is the needs of the incident
        •       Length of time the facility will be used
        •       Cost to establish it
        •       Environmental considerations

PRESENT/DISCUSS PRINCIPAL FEATURES OF EACH
FACILITY.

        A.      Incident Command Post                              04-04-I200-VG

                1.      Background

                        The Incident Command Post (ICP) is the
                        location at which the primary command
                        functions are performed.  The Incident
                        Commander will be located at the ICP.

                        All incidents must have a designated
                        location for the Incident Command Post
                        (ICP).  There will only be one ICP for
                        each incident.  This also applies on multi-
                        agency or multijurisdictional incidents
                        operating under a single or a unified
                        command.

                        The ICP can be located with other incident
                        facilities.

                        Initial location for the ICP should consider
                        the nature of the incident, whether it is
                        growing or moving, and whether the ICP

location will be suitable in size and safe for the expected duration of the incident.

04-05-I200-VG

The ICP may be located in a vehicle, trailer, tent, or within a building, to name just a few examples.  On long-term incidents, it is desirable to provide an ICP facility which will provide adequate lighting and/or protection from the weather.

04-06-I200-VG

Larger and more complex incidents will often require larger ICP facilities. Examples of incidents that usually require an expanded ICP facility include:

• Multi-agency incidents run under a Unified Command

• Long-term incidents

• Incidents requiring an on-scene communications center

• Incidents requiring a separate planning function

• Incidents requiring the use of Command Staff and Agency Representative positions

ICPs will be designated by the name of the incident, e.g., Woodstock ICP.

Some incidents may be large enough to have an on-site communications center to dispatch assigned resources.  The communications center is often associated with or adjacent to the ICP.  Also, some incidents will require space at the ICP to allow for various Command Staff and Planning Section functions.

2.  Characteristics of the ICP

The following are some general
characteristics of the ICP that should be
known and understood:

- There is only one ICP per incident,
  even if the incident is multijuris-
  dictional.

- The incident communications center,
  if established at an incident, is often
  located with or adjacent to the ICP.

- The Incident Command function is
  carried out at the ICP.

- The ICP may be located with other
  incident facilities such as the
  Incident Base.

- The planning function is normally
  done at the ICP.

- The ICP should be large enough to
  provide adequate working room for
  assigned personnel.

- The ICP should contain situation and
  resource status displays necessary
  for the incident, and other
  information necessary for planning
  purposes.

- Agency Representatives are
  normally located at the ICP.

- Once established, the ICP will normally not be relocated.

**NOTE:** that on expanding incidents it would be appropriate to move the ICP if an improved location is required or would facilitate command operations.

3. Establishing the ICP

The following are general guidelines to be used in establishing the ICP:

- Position away from the general noise and confusion associated with the incident.

04-08-I200-VG
Page 1 of 2

- Position outside of the present and potential hazard zone.

- Position within view of the incident (when appropriate).

- Have the ability to expand as the incident grows.

- Have the ability to provide security, and to control access to the ICP as necessary.

04-08-I200-VG
Page 2 of 2

- Identify location with distinctive banner or sign.

- Announce ICP activation and location via radio or other communication so all appropriate personnel are notified.

B.    Staging Areas                                    04-09-I200-VG

    1.    Background

          A Staging Area is a temporary location at
          an incident where personnel and equipment
          are kept while awaiting tactical
          assignments.

          Staging Areas should be located within five
          minutes travel time to the area of expected
          need.

          An incident may have more than one
          Staging Area.

          Staging Areas can be set up to meet
          specific functional needs.  For example:
          for ambulances, fire equipment, police
          cars, etc.

          In locations where major incidents are
          known to occur frequently, it is advisable
          to designate possible Staging Area
          locations, and to plan their layouts in
          advance.

          Resources in a Staging Area are always in
          or on an <u>available</u> status, which means they
          are ready for assignment within three
          minutes.  This is an important
          consideration for resource use planning
          and should be closely adhered to.

          Staging Areas may include temporary
          fueling and sanitation facilities.

          All Staging Areas will have a Staging Area
          Manager.

Staging Areas will be given a name which describes their general location, e.g., Webster Park Staging Area.

The Staging Area Manager reports to the Operations Section Chief, or to the Incident Commander if an Operations Section has not been established.

A Staging Area may be in the same general area or adjacent to other incident facilities; however, it should have its own separate location and name.

Some incidents may use the Staging Area(s) for only certain kinds of resources. For example, all police vehicles or all ambulances may be located in one Staging Area. A Staging Area could be established in a harbor location for boats used in a water incident.

2. General Characteristics of Staging Areas

Staging Areas should:

- Be close to the location of tactical assignments (within five minutes).

- Be located out of any possible line of direct hazard effects to minimize risk.

- Be relocated if necessary.

- Have different access routes for incoming and outgoing resources.

- Be large enough to accommodate available resources and have room for growth.

- Be clearly marked.

- Be located to minimize environmental damage.

- Have necessary security controls.

3. Benefits of Using Staging Areas

Listed below are several benefits from the use of Staging Areas at an incident. Students may be able to add additional benefits.

Staging Areas:

- Provide locations for immediately available resources to await active assignments.

- Provide locations to allow resources to be formed into operational units such as task forces and strike teams.

- Provide for greater accountability by having available personnel and resources together in one location.

- Provide safe locations for personnel and equipment to await assignments.

- Prevent resources from freelancing or "doing their own thing."

- Minimize excessive communications of resources calling for assignments.

- Control and assist the check-in of personnel who arrive at the incident via privately owned vehicles or other private means.

- Allow the Operations Section Chief or IC to properly plan for resource use, and to provide for contingencies.

C. Incident Base

BASES, CAMPS, AND HELIBASES ARE USED PRIMARILY ON LARGER INCIDENTS. USE CARE IN PRESENTING DETAILED EXPLANATIONS OF THESE FACILITIES. DEPENDING ON THE STUDENTS' BACKGROUNDS, COVERAGE (EITHER TOTAL OR PARTIAL) MAY NOT BE NECESSARY.

04-12-I200-VG

An Incident Base will be established on some incidents.

All primary services and support activity for the incident are usually located and performed at the Base.

The Logistics Section will be located at the Base.

Normally, the Incident Base is the location where all uncommitted (out-of-service) equipment and personnel support operations are located.

Tactical resources assigned to the Incident Base will normally be out-of-service.

There should be only one Base established for each incident, and normally the Base will not be relocated.

The Base will be designated by incident name, e.g., Midway Base.

In locations where major incidents are known to occur frequently, it is advisable to pre-designate possible Base locations, and to plan their layouts in advance.

The management of the Base comes under the Logistics Section. If an Incident Base is established, a Base Manager will be designated. The Base Manager in a fully activated ICS organization will be in the Facilities Unit of the Logistics Section.

D.    Camps                                                    04-13-I200-VG

Camps are temporary locations within the general incident area which are equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Camps are separate facilities, and are not located at the Incident Base.

Camps may be in place for several days, and they may be moved depending upon incident needs.

Very large incidents may have one or more Camps located in strategic areas. For example, in a civil disturbance incident there may be several camps designated where National Guard personnel and equipment are temporarily located.

All ICS functional unit activities performed at the Base may also be performed at Camps.

Each Camp will have a Camp Manager assigned.

Camp Managers are responsible for managing the camp, and for providing non-technical coordination of all organizational units operating within the Camp.

Camp Managers will report to the Facilities Unit Leader in the Logistics Section. If that position has not been activated, the Camp Manager would report to the Logistics Section Chief.

Initially, personnel requirements for Logistics Section units located at Camps will be determined by the Incident General Staff, based on the kind and size of the incident and expected duration of Camp operations.

After a camp is established, additional personnel and support needs would normally be determined and ordered by the Camp Manager.

If logistics units are established at Camps, they would be managed by assistants.

Camps are designated by a geographic name or by a number. For example the 44th St. Camp, Presidio Camp, or Camp #3.

E.   Helibase                                              04-14-I200-VG

Helibases and Helispots serve somewhat different purposes at an incident.

We will first cover the Helibase.

A Helibase is the main location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

The Helibase is often located at or near the incident base. However, an incident Helibase can also be located at a nearby airport, or at another off-incident location.

A Helibase will be used to load helicopters with personnel, equipment, and supplies necessary for incident operations.

The incident Helibase will be designated by the name of the incident, e.g., Presidio Helibase.

Large incidents could have more than one Helibase. For example, a second Helibase would be called Presidio Helibase #2.

Helibases will normally not be moved.
The Helibase will be managed by a Helibase Manager.

The Helibase Manager will report to the Air Support Group Supervisor in the Air Operations organization if that position has been activated.

If not, the Helibase Manager reports to either the Air Operations Branch Director (if activated) or to the Operations Section Chief.

DUTIES OF THE HELIBASE MANAGER AND AIR SUPPORT GROUP SUPERVISOR ARE COVERED IN MODULE 10 - AIR OPERATIONS.

F.      Helispots | 04-15-I200-VG

Helispots are temporary locations <u>in the incident area</u> where helicopters can safely land and take off.

Helispots can be used to load or off-load personnel, equipment, supplies, water, etc.

Helispots will be managed by Helispot Managers who will function on the ground at the Helispot. The Helispot Manager will report to the Helibase Manager.

If an incident has no established air operations organization but does have one or more Helispots designated, the Helispot Managers will report to the Operations Section Chief.

Several ICS facilities may be collocated at an incident, as shown in the accompanying table.

Reference
Text p. 4-15
04-16-I200-VG

STUDENTS MAY ASK QUESTIONS ABOUT OTHER KINDS OF FACILITIES THAT MIGHT BE ESTABLISHED AT AN INCIDENT.

AS A GENERAL RULE, UNLESS IT IS ESSENTIAL, THE ABOVE FACILITIES SHOULD BE ABLE TO ACCOMMODATE ALL INCIDENT FACILITY NEEDS.

FOR EXAMPLE, AN ASSEMBLY AREA AT THE INCIDENT WHERE RESOURCES ARE ORIGINALLY LOCATED WHILE AWAITING ASSIGNMENTS TO AN ACTIVE STATUS, OR TO OTHER STAGING AREAS CAN BE DESIGNATED AS ANOTHER FORM OF A STAGING AREA.

IV.  Map Designations for ICS Facilities

   The following are map symbols designating incident facilities:

REVIEW FROM VISUAL.

THIS COMPLETES PRESENTATION MATERIAL FOR THIS MODULE.

HAVE STUDENTS PREPARE FOR MODULE TEST WHICH FOLLOWS.

EXERCISE SCENARIO

An eight-year-old boy was last seen at Camp #2 at Fish Lake four hours ago.  It is now 5 p.m.  The park is approximately 30 miles long and 25 miles wide.  There is one two-lane paved road into the park headquarters, and unpaved roads to camps and lakes.  Park officials have begun a search, and are gearing up for a full scale search to begin at daybreak.

Refer to map for additional information.

INSTRUCTOR MAY WISH TO ELABORATE ON THIS SCENARIO.

Kaiser State Park

Mt. Ward

Fish Lake

Campground #2

Trail Head

Park Headquarters

South Lake

Campground #1

Round Lake

5 miles

INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM


# MODULE 4

# INCIDENT FACILITIES

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:

- Command Post
- Staging Areas
- Base
- Camps
- Helibase
- Helispots

Objectives:

1.  Name each of the principal facilities used in conjunction with ICS, and explain the purpose and use of each.

2.  Identify which facilities may be located together at an incident or event.

3.  Describe how the various incident facilities are used and managed to support an incident or event.

4.  Identify appropriate map symbols associated with incident facilities.

I.    Introduction

This module will describe different kinds of facilities that can be established at an incident:

•     Command Post
•     Staging Areas
•     Base
•     Camps
•     Helibase
•     Helispots

As we will see, each facility has a unique purpose on an incident.  These six facilities should be able to fulfill almost all incident facility requirements.  Not all incidents, however, will use all facilities.  Base, Camps, Helibase, and Helispots are primarily used on larger incidents.  Moreover, specific applications may make use of other facilities, e.g., triage center, temporary morgue, etc.

II.   Incident Command System Facilities

What are some of the factors to take into consideration when establishing incident facilities?

•     First priority is the needs of the incident
•     Length of time the facility will be used
•     Cost to establish it
•     Environmental considerations

A.    Incident Command Post

1.    Background

The Incident Command Post (ICP) is the location at which the primary command functions are performed.  The Incident Commander will be located at the ICP.

All incidents must have a designated location for the Incident Command Post (ICP).  There will only be one ICP for each

incident. This also applies on multi-agency or multijurisdictional incidents operating under a single or a unified command.

The ICP can be located with other incident facilities.

Initial location for the ICP should consider the nature of the incident, whether it is growing or moving, and whether the ICP location will be suitable in size and safe for the expected duration of the incident.

The ICP may be located in a vehicle, trailer, tent, or within a building, to name just a few examples. On long-term incidents, it is desirable to provide an ICP facility which will provide adequate lighting and/or protection from the weather.

Larger and more complex incidents will often require larger ICP facilities. Examples of incidents that usually require an expanded ICP facility include:

- Multi-agency incidents run under a Unified Command

- Long-term incidents

- Incidents requiring an on-scene communications center

- Incidents requiring a separate planning function

- Incidents requiring the use of Command Staff and Agency Representative positions

ICPs will be designated by the name of the incident, e.g., Woodstock ICP.

Some incidents may be large enough to have an on-site communications center to dispatch assigned resources. The communications center is often associated with or adjacent to the ICP. Also, some incidents will require space at the ICP to allow for various Command Staff and Planning Section functions.

2.    Characteristics of the ICP

The following are some general characteristics of the ICP that should be known and understood:

- There is only one ICP per incident, even if the incident is multijuris-dictional.

- The incident communications center, if established at an incident, is often located with or adjacent to the ICP.

- The Incident Command function is carried out at the ICP.

- The ICP may be located with other incident facilities such as the Incident Base.

- The planning function is normally done at the ICP.

- The ICP should be large enough to provide adequate working room for assigned personnel.

- The ICP should contain situation and resource status displays necessary for the incident, and other information necessary for planning purposes.

- Agency Representatives are normally located at the ICP.

- Once established, the ICP will normally not be relocated.

**NOTE:** that on expanding incidents it would be appropriate to move the ICP if an improved location is required or would facilitate command operations.

3. Establishing the ICP

The following are general guidelines to be used in establishing the ICP:

- Position away from the general noise and confusion associated with the incident.

- Position outside of the present and potential hazard zone.

- Position within view of the incident (when appropriate).

- Have the ability to expand as the incident grows.

- Have the ability to provide security, and to control access to the ICP as necessary.

- Identify location with distinctive banner or sign.

- Announce ICP activation and location via radio or other communication so all appropriate personnel are notified.

B. Staging Areas

1. Background

A Staging Area is a temporary location at an incident where personnel and equipment are kept while awaiting tactical assignments.

Staging Areas should be located within five minutes travel time to the area of expected need.

An incident may have more than one Staging Area.

Staging Areas can be set up to meet specific functional needs. For example: for ambulances, fire equipment, police cars, etc.

In locations where major incidents are known to occur frequently, it is advisable to designate possible Staging Area locations, and to plan their layouts in advance.

Resources in a Staging Area are always in or on an available status, which means they are ready for assignment within three minutes. This is an important consideration for resource use planning and should be closely adhered to.

Staging Areas may include temporary fueling and sanitation facilities.

All Staging Areas will have a Staging Area Manager.

Staging Areas will be given a name which describes their general location, e.g., Webster Park Staging Area.

The Staging Area Manager reports to the Operations Section Chief, or to the Incident Commander if an Operations Section has not been established.

A Staging Area may be in the same general area or adjacent to other incident facilities; however, it should have its own separate location and name.

Some incidents may use the Staging Area(s) for only certain kinds of resources. For example, all police vehicles or all ambulances may be located in one Staging Area. A Staging Area could be established in a harbor location for boats used in a water incident.

2.    General Characteristics of Staging Areas

Staging Areas should:

- Be close to the location of tactical assignments (within five minutes).

- Be located out of any possible line of direct hazard effects to minimize risk.

- Be relocated if necessary.

- Have different access routes for incoming and outgoing resources.

- Be large enough to accommodate available resources and have room for growth.

- Be clearly marked.

- Be located to minimize environmental damage.

- Have necessary security controls.

3. Benefits of Using Staging Areas

Listed below are several benefits from the use of Staging Areas at an incident. Students may be able to add additional benefits.

Staging Areas:

- Provide locations for immediately available resources to await active assignments.

- Provide locations to allow resources to be formed into operational units such as task forces and strike teams.

- Provide for greater accountability by having available personnel and resources together in one location.

- Provide safe locations for personnel and equipment to await assignments.

- Prevent resources from freelancing or "doing their own thing."

- Minimize excessive communications of resources calling for assignments.

- Control and assist the check-in of personnel who arrive at the incident via privately owned vehicles or other private means.

- Allow the Operations Section Chief or IC to properly plan for resource use, and to provide for contingencies.

C.   Incident Base

An Incident Base will be established on some incidents.

All primary services and support activity for the incident are usually located and performed at the Base.

The Logistics Section will be located at the Base.

Normally, the Incident Base is the location where all uncommitted (out-of-service) equipment and personnel support operations are located.

Tactical resources assigned to the Incident Base will normally be out-of-service.

There should be only one Base established for each incident, and normally the Base will not be relocated.

The Base will be designated by incident name, e.g., Midway Base.

In locations where major incidents are known to occur frequently, it is advisable to pre-designate possible Base locations, and to plan their layouts in advance.

The management of the Base comes under the Logistics Section.  If an Incident Base is established, a Base Manager will be designated. The Base Manager in a fully activated ICS organization will be in the Facilities Unit of the Logistics Section.

D.  Camps

Camps are temporary locations within the general incident area which are equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Camps are separate facilities, and are not located at the Incident Base.

Camps may be in place for several days, and they may be moved depending upon incident needs.

Very large incidents may have one or more Camps located in strategic areas.  For example, in a civil disturbance incident there may be several camps designated where National Guard personnel and equipment are temporarily located.

All ICS functional unit activities performed at the Base may also be performed at Camps.

Each Camp will have a Camp Manager assigned.

Camp Managers are responsible for managing the camp, and for providing non-technical coordination of all organizational units operating within the Camp.

Camp Managers will report to the Facilities Unit Leader in the Logistics Section.  If that position has not been activated, the Camp Manager would report to the Logistics Section Chief.

Initially, personnel requirements for Logistics Section units located at Camps will be determined by the Incident General Staff, based on the kind and size of the incident and expected duration of Camp operations.

After a camp is established, additional personnel and support needs would normally be determined and ordered by the Camp Manager.

If logistics units are established at Camps, they would be managed by assistants.

Camps are designated by a geographic name or by a number. For example the 44th St. Camp, Presidio Camp, or Camp #3.

E.     Helibase

Helibases and Helispots serve somewhat different purposes at an incident.

We will first cover the Helibase.

A Helibase is the main location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

The Helibase is often located at or near the incident base. However, an incident Helibase can also be located at a nearby airport, or at another off-incident location.

A Helibase will be used to load helicopters with personnel, equipment, and supplies necessary for incident operations.

The incident Helibase will be designated by the name of the incident, e.g., Presidio Helibase.

Large incidents could have more than one Helibase. For example, a second Helibase would be called Presidio Helibase #2.

Helibases will normally not be moved.
The Helibase will be managed by a Helibase Manager.

The Helibase Manager will report to the Air Support Group Supervisor in the Air Operations organization if that position has been activated.

If not, the Helibase Manager reports to either the Air Operations Branch Director (if activated) or to the Operations Section Chief.

F.   Helispots

Helispots are temporary locations <u>in the incident area</u> where helicopters can safely land and take off.

Helispots can be used to load or off-load personnel, equipment, supplies, water, etc.

Helispots will be managed by Helispot Managers who will function on the ground at the Helispot. The Helispot Manager will report to the Helibase Manager.

If an incident has no established air operations organization but does have one or more Helispots designated, the Helispot Managers will report to the Operations Section Chief.

Several ICS facilities may be collocated at an incident,  as shown on page 4-17.

IV.   Map Designations for ICS Facilities

Review the map symbols designating incident facilities on page 4-17 of the Reference Text.

# MODULE 4

# INCIDENT FACILITIES

**Collocating Facilities**
**Map Designations for ICS Facilities**
**Exercise Scenario**

# Collocating Facilities

| INCIDENT FACILITIES | ICP | STAGING AREA | BASE | CAMPS | HELIBASE | HELISPOT |
|---|---|---|---|---|---|---|
| ICP | | YES | YES | NO | YES | YES |
| STAGING AREA | YES | | YES | YES | YES | YES |
| BASE | YES | YES | | NO | YES | YES |
| CAMPS | NO | YES | NO | | NO | YES |
| HELIBASE | YES | YES | YES | NO | | NO |
| HELISPOT | YES | YES | YES | YES | NO | |

Reference Text 4-15

# Map Designations for ICS Facilities

◩     **Incident Command Post**

Ⓢ     **Staging Areas**

Ⓑ     **Incident Base**

Ⓒ     **Camps**

Ⓗ     **Helibase**

●     **Helispot (Number or Name)**

H-3

# EXERCISE SCENARIO

An eight-year-old boy was last seen at Camp #2 at Fish Lake four hours ago.  It
is now 5 p.m.  The park is approximately 30 miles long and 25 miles wide.
There is one two-lane paved road into the park headquarters, and unpaved roads
to camps and lakes.  Park officials have begun a search, and are gearing up for a
full scale search to begin at daybreak.

Refer to map for additional information.



Kaiser State Park

Mt. Ward

Fish Lake

Campground #2

Trail Head

Park Headquarters

South Lake

Campground #1

Round Lake

5 miles
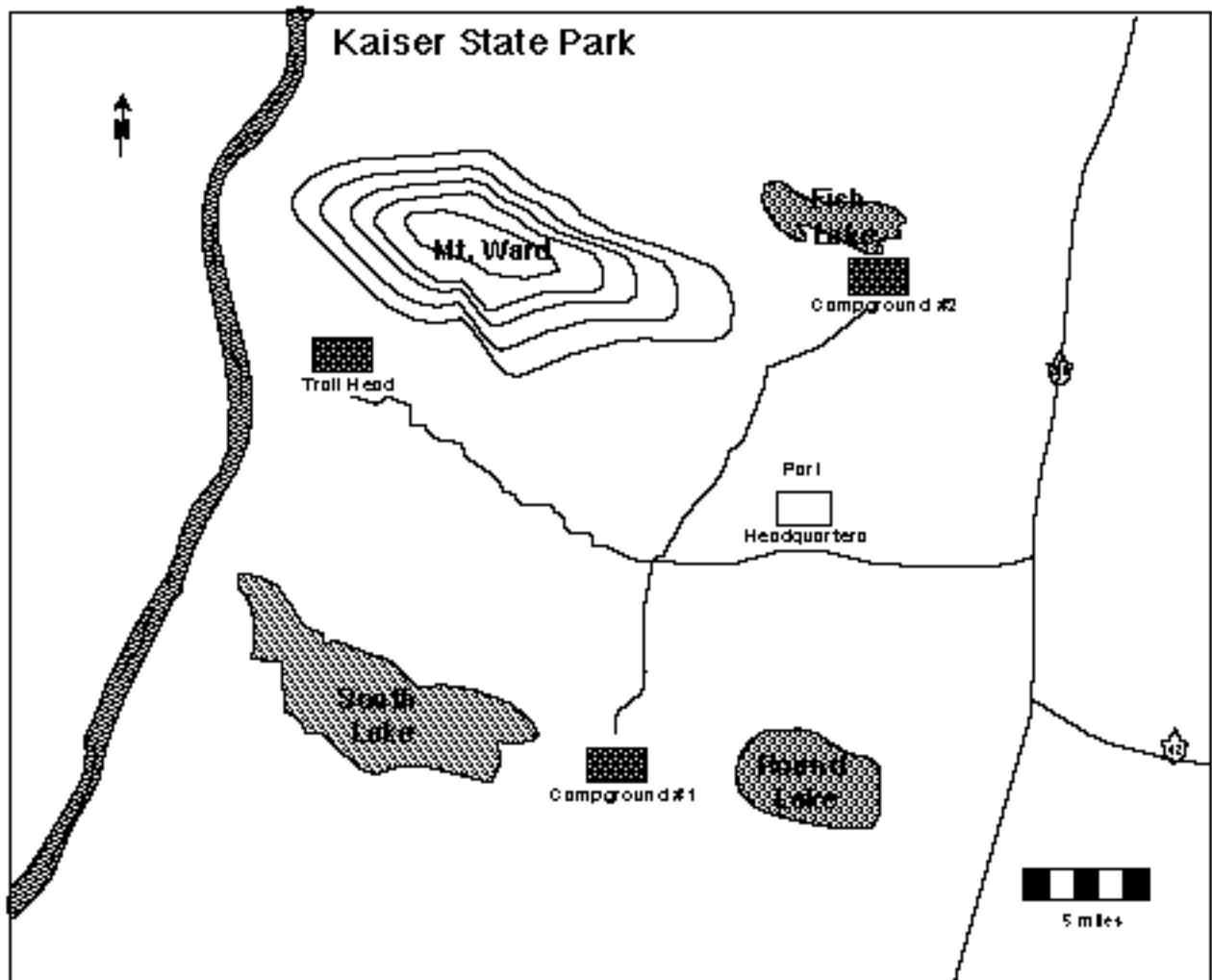
# Module 4 Incident Facilities

Subjects covered in this module include:

- ☐ Command Post

- ☐ Staging Areas

- ☐ Base

- ☐ Camps

- ☐ Helibase

- ☐ Helispots

# Module 4 Objectives:

1. Name each of the principal facilities used in conjunction with ICS, and explain the purposes and uses of each.

2. Identify which facilities may be located together at an incident or event.

3. Describe how the various incident facilities are used and managed to support an incident or event.

4. Identify appropriate map symbols associated with incident facilities.

# Considerations in Establishing Incident Facilities

☐ First priority is the needs of the incident

☐ Length of time the facility will be used

☐ Cost to establish the facility

☐ Environmental considerations

# Incident Command Post
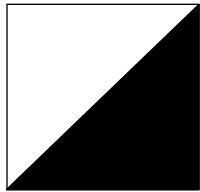
❑ Location where primary command functions are performed

❑ Only one per incident

❑ May be located with other facilities

❑ Normally not relocated

Incident Command Post

ICP

ICP
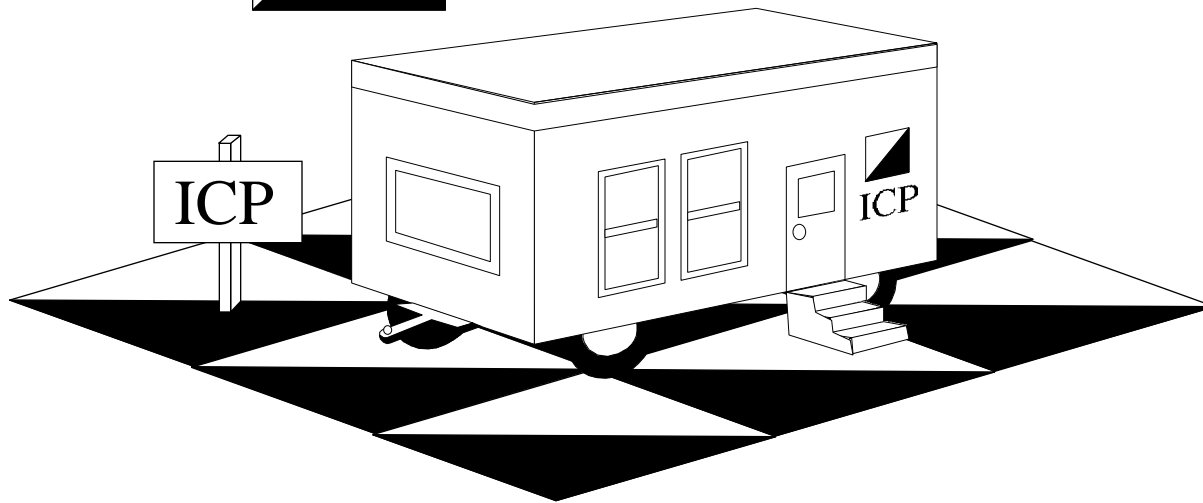
# Expanded ICP may be required for:

❏ Multi-agency incidents run under a Unified Command.

❏ Long-term incidents.

❏ Incidents requiring an on-scene communications center.

❏ Incidents requiring a separate planning function.

❏ Incidents requiring Command Staff and Agency Representative positions.

# Incident Command Post Characteristics:

☐ There is only one ICP per incident, even if the incident is multijurisdictional.

☐ The communications center is often located with or adjacent to the ICP.

☐ The Incident Command function is carried out at the ICP.

☐ The ICP may be located with other incident facilities such as the Incident Base.

# Incident Command Post Characteristics (cont.):

❑ The planning function is normally done at the ICP.

❑ The ICP should be large enough to provide adequate working room for assigned personnel.

❑ The ICP should contain situation and resource status displays necessary for the incident.

❑ Agency Representatives are normally located at the ICP.

❑ The ICP will normally not be relocated.

# Guidelines for Establishing an Incident Command Post

☐ Position away from the general noise and confusion associated with the incident.

☐ Position outside of the present and potential hazard zone.

☐ Position within view of the incident (when appropriate).

☐ Have the ability to expand as the incident grows.

# Guidelines for Establishing an Incident Command Post (cont.)

☐ Have the ability to provide security, and to control access to the ICP as necessary.

☐ Identify location with distinctive banner or sign.

☐ Announce ICP activation and location via radio or other communication so all appropriate personnel are notified.

# Staging Area Description

**S**
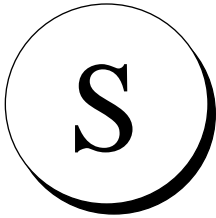
- ❏ Temporary locations for resources awaiting assignments.

- ❏ Incidents may have several Staging Areas.

- ❏ Resources on a three-minute available status.

- ❏ May include fueling and sanitation.

- ❏ Staging Area Manager is required.

- ❏ May be designated for certain kinds of resources.

# Characteristics of a Staging Area

☐ Be close to the location of tactical assignments (within five minutes).

☐ Be located out of any possible line of direct hazard effects to minimize risk.

☐ Be relocated if necessary.

☐ Have different access routes for incoming and outgoing resources.

# Characteristics of a Staging Area (cont.)

☐ Be large enough to accommodate available resources and have room for growth.

☐ Be clearly marked.

☐ Be located to minimize environmental damage.

☐ Have necessary security controls.

# Staging Area Benefits

❑ Provide locations for immediately available resources to await active assignments.

❑ Provide locations for resources to be formed into operational units such as task forces and strike teams.

❑ Provide for greater accountability by having available personnel and resources together in one location.

❑ Provide safe locations for personnel and equipment to await assignments.

# Staging Area Benefits (cont.)

❑ Prevent resources from freelancing or "doing their own thing."

❑ Minimize excessive communications of resources calling for assignments.

❑ Control and assist the check-in of personnel who arrive at the incident via privately owned vehicles or other private means.

❑ Allow the Operations Section Chief or IC to properly plan for resource use, and to provide for contingencies.

# Primary Characteristics of Incident Base

B) **Midway Base**

- Location for primary support activity.

- Logistics Sections located at Base.

- Out-of-service equipment and personnel normally located here.

- Only one Base per incident.

- Pre-designate Base locations if feasible.

- Base Manager will always be designated.

# Primary Characteristics of Camps

**C** **44th Street Camp**

- Temporary locations to provide services to incident personnel.

- May be moved - several may be required.

- All Base activities may be performed at Camps.

- Camp Manager will always be assigned.

- Designated by geographic name or number.

## Primary Characteristics of Incident Helibase

(H) **Presidio Helibase**

- Location where helicopters may be parked, maintained, fueled, and loaded.

- Helibase will be designated by name of incident.

- Large incidents may have more than one Helibase.

- Helibase can be located at airport or other off-incident location.

- Helibases will normally not be moved.

- Helibase will be managed by Helibase Manager.

04-14-I200-VG

**Primary Characteristics of Incident Helispots**

● 

H - 3

- Temporary locations where helicopters can safely land and take off.

- Can be used to load or off-load personnel, equipment, and supplies.

- Helispot Managers will be on the ground.

- Helispot Manager may be assigned. Reports to Helibase Manager.

# Collocating Facilities

| Incident Facilities | ICP | Staging Area | Base | Camps | Helibase | Helispot |
|---|---|---|---|---|---|---|
| ICP | | YES | YES | NO | YES | YES |
| Staging Area | YES | | YES | YES | YES | YES |
| Base | YES | YES | | NO | YES | YES |
| Camps | NO | YES | NO | | NO | YES |
| Helibase | YES | YES | YES | NO | | NO |
| Helispot | YES | YES | YES | YES | NO | |

04-16-I200-VG

# Map Designations for ICS Facilities

◩ Incident Command Post (Name)

Ⓢ Staging Areas (Name)
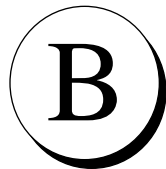
Ⓑ Base (Name)
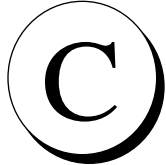
Ⓒ Camp (Name)

Ⓗ Helibase (Name)
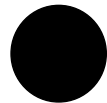
● Helispot (Number or name)

H-2

# INCIDENT COMMAND SYSTEM

# NATIONAL TRAINING CURRICULUM

# MODULE 5

# INCIDENT RESOURCES

**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.

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

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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.

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# Detailed Lesson Outline

COURSE:                Module 5 - Incident Resources

SUGGESTED TIME:    2 Hours

TRAINING AIDS:     Overhead projector, overhead pens, reference text

SUBJECT:           Descriptions of the kinds of resources often used in incidents and events.  Why resource status keeping is important to effective incident operations.  Examples of how resources are typed for various applications.  Three ways of using resources on an incident.  Resources status conditions.  Changing and maintaining status on resources.

OBJECTIVES:        1.   Describe the need for proper incident resource management.

                   2.   Describe three ways of managing resources and the advantages of each.

                   3.   Explain the purpose of resource typing.

                   4.   Describe the three resource status conditions used at an incident, and the purpose and limits associated with each.

                   5.   Explain how resource status is changed, how notification of changes is made, and how status is maintained at an incident or event.

                   6.   In a small group exercise, list various kinds of resources which may be encountered on incidents in which the student is or may become involved.  Student groups will provide typing for these resources.

| OUTLINE | AIDS & CUES |
|---|---|
| IN THIS MODULE, IT WILL BE IMPORTANT TO USE RESOURCES ASSOCIATED WITH STUDENTS' BACKGROUNDS AND APPLICATION AREAS AS EXAMPLES. | |
| REVIEW SUBJECTS TO BE COVERED AND INSTRUCTIONAL OBJECTIVES FOR THE MODULE. | 05-01-I200-VG 05-02-I200-VG Page 1 of 2 Page 2 of 2 |

I.      Importance of Resource Status Keeping                         05-03-I200-VG

On any incident, the effective management of tactical resources is a vital consideration.  The ability to select the right resource for the task to be done is essential to properly accomplish the job, ensure resource safety, and be cost effective.

Maintaining status of all resources assigned to the incident is an important aspect of resource management.

A tactical resource, e.g., a helicopter, will have a wide variety of capabilities and uses.  It is obviously not enough to just order a helicopter.  For this reason, it is strongly recommended that the various kinds of resources used within ICS be typed whenever possible.

In addition, not all tactical resources at an incident may be usable at any given time.  For a variety of reasons, some resources may be temporarily out-of-service or placed into an available (ready) but not assigned status.

This module will describe tactical resource use on an incident.  Later, in Module 9, resource management will be covered in more detail.

| OUTLINE | AIDS & CUES |
|---|---|
| **II.** Definition of Resources | 05-04-I200-VG |
| In ICS applications, tactical resources consist of all personnel and major items of equipment available or potentially available for assignment to incidents. | |
| Equipment resources will include the personnel required to operate/staff them. | |
| Resources can be described both by <u>kind</u> and by <u>type</u>. | 05-05-I200-VG |
| A. Resource Kinds | |
| The kind of resource describes what the resource is, e.g., patrol vehicle, helicopter, fire engine, oil skimmer vessel, bulldozer, plow, etc. The kinds of resources can be as broad as necessary to suit the incident application. | |
| Some of the same kind of tactical resources may be used by different agencies on a variety of incidents. For example, both police and fire departments will often use helicopters, fuel tenders, and crew transports. | |
| Other kinds of resources, e.g., patrol cars, search dogs, or fire engines, are specific to the user agency and to the application area. | |
| B. Resource Types | 05-06-I200-VG |
| IN THIS MODULE, PRESENT THE CONCEPT OF RESOURCE TYPING. IN MOST CASES STUDENTS WILL NOT BE FAMILIAR WITH TYPING. | |
| EMPHASIS SHOULD ALWAYS BE PLACED ON CLEARLY STATING WHAT IS REQUIRED. | |
| The <u>type</u> of resource describes a <u>performance capability</u> for that kind of resource. For | |

| OUTLINE | AIDS & CUES |
|---|---|

example, in the NWCG Fireline Handbook, a Type 1 helicopter will carry up to 16 persons. A Type 3 helicopter will carry up to five persons.

Resources are usually typed by a number, with 1 being the highest capability or capacity; 2, the next highest, etc. However, that high capacity does not necessarily mean that it is the right resource for the job to be done.

For example, a Type 1 fire engine which has the greatest pumping capacity may not, because of terrain considerations, be able to access the area where the resource is needed.

The specific capability of the resource must always be clearly spelled out in the type descriptions.

There are three distinct advantages to typing resources:

05-07-I200-VG

1.    In Planning

      Knowing the specific capabilities of the various kinds of resources helps planners decide the type and quantity of resource best suited to perform activities required by the Incident Action Plan.

2.    In Ordering

      Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.

| OUTLINE | AIDS & CUES |
|---|---|

3. In Monitoring Resource Use

An awareness of the type of tactical resource assigned enables the manager to monitor for under-or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.

While resource typing is a good idea, there are only a few typing standards currently available nationally, and these are primarily in the wildland fire services.

III. Options for Using Resources on an Incident

05-08-I200-VG

There are three ways of using resources at an incident:

- As Single Resources
- As Task Forces
- As Strike Teams

Each of these has certain features:

05-09-I200-VG

A. Single Resources

Single Resources are individual pieces of equipment, or a crew of individuals, with an identified work supervisor that can be used in a tactical application on an incident.

A Single Resource is often the most common way of initially using resources on an incident.

Single Resources can be typed to reflect capability. Unless a Single Resource is typed, its specific resource capabilities may not be clear to everyone.

| OUTLINE | AIDS & CUES |
|---|---|

Examples of Single Resources:

| KIND | TYPE |
|---|---|
| Police Motorcycle Unit | * |
| Fire Engine Company | 1 |
| Medical team | * |
| Helicopter | 2 |
| Search Dogs | 2 |

* Typing of resources other than fire has not been done on a broad scale.

B.   Task Forces

Task Forces are any combination and number of single resources (within span of control limits) assembled for a particular tactical need.  Task Forces may be a mix of all different kinds of resources, be of the same kind but <u>different types, or be</u> several resources of one kind mixed with other resources.  We will look at some examples in a moment.

Requirements of a Task Force:                    05-10-I200-VG

•        Must have a leader.

•        Must have communication between resources and the leader, and from the leader to the next level supervisor.

•        Must have transportation as required.

•        Must be within span of control limits.

Task Forces are very flexible in their makeup with no limitations other than span of control. Listed below, are some examples of how agencies use Task Forces.

| OUTLINE | AIDS & CUES |
|---|---|
| Examples of Task Forces: | 05-11-I200-VG |

•       Public Works Task Force:
            Two Bulldozers
            Two Dump Trucks

•       Fire Task Force:
            Two Engines
            One Bulldozer
            Two Hand Crews

•       Search and Rescue Task Force:
            One Helicopter
            One Alpine S&R Team
            One Medical Technician

•       Oil Spill Task Force
            Five Berthing/food ships
            Ten Work Boats
            One Tank Barge
            Four Skimmer Vessels

•       Law Enforcement Task Force
            One Swat Team
            One K-9 Team
            One Fire Engine
            One Ambulance

•       Multi-agency Task Force
            Five Officers
            Five Engines
            Three Medical Units

AT THIS POINT ASK STUDENTS FOR OTHER
EXAMPLES THEY MAY HAVE HEARD ABOUT OR
USED FOR TASK FORCES.  EMPHASIZE THE UTILITY
OF TASK FORCES.

| OUTLINE | AIDS & CUES |
|---|---|
| C. Strike Teams | |
| THE TERM "STRIKE TEAM" WAS DEVELOPED BY THE FIRE SERVICES IN THE ORIGINAL ICS DESIGN. THE TERM DOES NOT ALWAYS FIT OTHER APPLICATIONS, BUT THE CONCEPT OF THE USE OF TEAMS CERTAINLY DOES. | |
| Requirements of a Strike Team: | 05-12-I200-VG |
| • All resources must be of the <u>same kind and type.</u> | |
| • Must have a leader. | |
| • Must have communications between resources and the leader. | |
| • Must have transportation (as required). | |
| • Must operate within span of control limits. | |
| Example of a nationally recognized Strike Team: | 05-13-I200-VG |
| • Fire<br>Five Type 1 Engines or<br>Three Type 2 Bulldozers | |
| Strike Teams have proven to be very valuable for use in large wildland fire incidents. In those kinds of incidents, Strike Teams are regularly used for managing engines, hand crews, and bulldozers. The use of Strike Teams in other application areas is more limited. | |
| D. Management of Task Forces and Strike Teams | |
| A requirement for all Task Forces and Strike Teams is that they must have a leader and common communications. | |

| OUTLINE | AIDS & CUES |
|---|---|

Depending upon the level of organization established for the incident, Task Force and Strike Team Leaders will report to the Incident Commander, the Operations Section Chief, or to a Division or Group Supervisor.

E.    Advantages of Task Forces and Strike Teams

There are at least five advantages of using Task Forces and Strike Teams:

05-14-I200-VG

    1.    Enables more effective resource use planning.

    2.    Provides an effective way of quickly ordering just what is necessary.

    3.    Reduces radio traffic by communications going to a task force or strike team leader, rather than to each single resource.

    4.    Increases the ability to expand the organization for large incident operations while maintaining good span of control.

    5.    Provides close resource control and accountability.

DISCUSS WITH STUDENTS AND BRING OUT EXAMPLES OF HOW STRIKE TEAMS OR TYPING HAVE BEEN DONE ON OTHER KINDS OF RESOURCES.

IV.   Resource Status

05-15-I200-VG

All tactical resources at an incident will be in one of three status conditions.

| OUTLINE | AIDS & CUES |
|---|---|

A.   Assigned

      Resources working on a tactical assignment under the direction of a supervisor.

B.   Available

      Resources ready for deployment.

C.   Out-of-Service

      Resources that are not ready for available or assigned status.

      Reasons for resources being out-of-service can include:

- Mechanical (vehicle or equipment services required)

- Rest (personnel)

- Staffing (insufficient personnel to operate the equipment)

      In addition, in some situations resources could also be out-of-service for:

- Environmental reasons (darkness or weather)

- Financial (exceeded allowed overtime costs)

| OUTLINE | AIDS & CUES |
|---|---|

Resources can go out-of-service during an active assignment for mechanical or staffing reasons. Usually resources out-of-service for other reasons will be located at the incident base or at camps if these facilities have been established.

V. Changing Resource Status | 05-16-I200-VG

Resource status on an incident, is <u>maintained</u> and <u>changed</u> by the supervisor who has the resources under assignment. On larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.

All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element.

The flow chart shows how the resource status changes are made through a major incident organization.

The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.

Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division or Group Supervisor.

Information about the status change will be passed to the Resources Unit of the Planning Section.

Normally, the persons who can change status of resources on an incident could include:

• The person in charge of the single resource.

| OUTLINE | AIDS & CUES |
|---|---|

- A Task Force or Strike Team Leader.

- A Division or Group Supervisor.

- The Operations Section Chief or Incident Commander.

VI. Resource Status Keeping Systems

AIDS & CUES: 05-17-I200-VG

There are several status keeping methods or systems which can be used to keep track of resources at incidents. Several of them will be briefly mentioned, however no single system is recommended.

SEVERAL ICS FORMS MAY BE REFERENCED AT THIS POINT.

AIDS & CUES: Reference Text p. 5-15

A. Manual Record Keeping on Forms

AIDS & CUES: Reference Text p. 5-19

The resources summary of the ICS Form 201, the ICS Form 211 (Check-in List), and the ICS Form 204 (Assignment List) provide formats for recording information about resources and their assignments.

AIDS & CUES: Reference Text p. 5-21

HAVE STUDENTS REFER TO T-CARDS FOUND IN FORMS MANUAL OR REFERENCE TEXT

AIDS & CUES: Reference Text p. 5-23

B. Card Systems

Several versions are available which allow for maintaining status of resources on cards. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.

| OUTLINE | AIDS & CUES |
|---|---|

C.      Magnetic Symbols on Maps or Status Boards

Magnetic symbols or icons are sometimes used. These can be prepared in different shapes, sizes, and colors with space to pencil in the resource designator. The symbols are placed on maps or on boards which have locations designated to match the incident.

D.      Computer Systems

A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then be maintained to reflect current resource status.

VII.   Resources Exercise

FOR THIS EXERCISE, STUDENTS WILL NEED TO USE SOME FORM OF A RESOURCE STATUS KEEPING SYSTEM. THE SYSTEM TO BE SELECTED SHOULD BE THAT MOST COMMONLY USED BY THE AGENCY OR AGENCIES INVOLVED IN THE TRAINING.

                                                        Reference
Text p. 5-27

AN IDENTIFYING CARD, SYMBOL, ICON, ETC., SHOULD BE PROVIDED TO REPRESENT EACH KIND OF RESOURCE SELECTED FROM THE ATTACHED LIST FOR USE IN THE EXERCISE.

FROM THE ATTACHED LIST, DESIGNATE SOME OF THE RESOURCES WHICH ARE ON SCENE AND HAVE STUDENTS COPY THESE TO THE ICS FORM 201.

| OUTLINE | AIDS & CUES |
|---|---|

THE REST OF THE RESOURCES WILL HAVE BEEN ORDERED, AND ARE EN ROUTE TO BE DIRECTLY ASSIGNED, OR ASSIGNED TO THE:

> ICP
> BASE
> STAGING AREA
> HELIBASE
> DIRECT ASSIGNMENTS

STUDENTS ARE TO DEVELOP A STATUS KEEPING SYSTEM WHICH WILL:

1. ACCOUNT FOR EACH OF THE WIDE VARIETY OF RESOURCES THAT MAY BE USED ON INCIDENTS.

2. SHOW HOW THE STATUS KEEPING SYSTEM IS USED TO SHOW CURRENT STATUS AND LOCATION OF EACH RESOURCE.

3. SHOW THAT THERE CAN BE SEVERAL DIFFERENT TYPES FOR A GIVEN KIND OF RESOURCE.

HAVE EACH GROUP PROVIDE A BRIEFING ON HOW THEY DEVELOPED A STATUS KEEPING SYSTEM.

ENSURE THAT THE SYSTEM:

1. PROVIDES ACCOUNTABILITY AND LOCATION FOR EVERY RESOURCE.

2. CLEARLY DIFFERENTIATES BETWEEN KINDS OF RESOURCES.

| OUTLINE | AIDS & CUES |
|---|---|
| Exercise Steps | |
| Divide students into groups of four or five. | |
| Provide each group with the scenario, Incident Briefing (ICS Form 201), and Resource Table. | |
| SCENARIO | Reference Text p. 5-25 |
| The City of Murkeyville has experienced a tornado affecting a six block area.  The area has been designated as a single incident.  There are many casualties and widespread damage. | |
| An inventory of available resources for use at this incident is on page 5-16 of the Instructor Guide. | Reference Text p. 5-27 |

# RESOURCE TABLE FOR USE IN EXERCISES

<u>Exercise Planners:</u>  Change names or add to this list as you desire.

| KIND OF RESOURCE | | | | |
|---|---|---|---|---|
| 4 WHEEL DRIVE PASS. VEH. | 5 | | | |
| ALS UNITS | 2 | | | |
| BLS UNITS | 5 | | | |
| BULLDOZERS | 4 | | | |
| BUSES - 30 PASS  50 PASS | 5  30 PAS | | | |
| COAST GUARD VES. | | | | |
| COMM. UNITS | 1 | | | |
| CRANES | 3 | | | |
| DUMP TRUCKS | 7 | | | |
| EMS UNITS | | | | |
| FIRE ENGINE CO'S | 8 | | | |
| FIRE TRUCK CO'S | 2 | | | |
| FIREBOATS | | | | |
| HAZMAT UNITS | 1 | | | |
| HELICOPTERS | 1 | | | |
| K-9 UNITS | | | | |
| MARINE RESCUE UNITS | | | | |
| MOTORCYCLE UNITS | 7 | | | |
| PASSENGER VEHICLES | 10 | | | |
| PATROL UNITS | 8 | | | |
| PICKUP TRUCKS | 12 | | | |
| PRIVATE AMBULANCES | 4 | | | |
| SAR UNITS | | | | |
| STATION WAGONS | | | | |
| WATER TENDERS | 2 | | | |
| | | | | |
| | | | | |
| | | | | |

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**INCIDENT COMMAND SYSTEM**

**NATIONAL TRAINING CURRICULUM**


# MODULE 5

# INCIDENT RESOURCES

**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:

- Descriptions of the kinds of resources often used in incidents and events.
- Why resource status keeping is important to effective incident operations.
- Examples of how resources are typed for various applications.
- Three ways of using resources on an incident.
- Resources status conditions.
- Changing and maintaining status on resources.

Objectives:

1. Describe the need for proper incident resource management.

2. Describe three ways of managing resources and the advantages of each.

3. Explain the purpose of resource typing.

4. Describe the three resource status conditions used at an incident, and the purpose and limits associated with each.

5. Explain how resource status is changed, how notification of changes is made, and how status is maintained at an incident or event.

6. In a small group exercise, list various kinds of resources which may be encountered on incidents in which the student is or may become involved. Student groups will provide typing for these resources.

I.      Importance of Resource Status Keeping

On any incident, the effective management of tactical resources is a vital consideration.  The ability to select the right resource for the task to be done is essential to properly accomplish the job, ensure resource safety, and be cost effective.

Maintaining status of all resources assigned to the incident is an important aspect of resource management.  A tactical resource, e.g., a helicopter, will have a wide variety of capabilities and uses.  It is obviously not enough to just order a helicopter.  For this reason, it is strongly recommended that the various kinds of resources used within ICS be typed whenever possible.

In addition, not all tactical resources at an incident may be usable at any given time.  For a variety of reasons, some resources may be temporarily out-of-service or placed into an available (ready) but not assigned status.  This module will describe tactical resource use on an incident.  Later, in Module 9, resource management will be covered in more detail.

II.     Definition of Resources

In ICS applications, tactical resources consist of all personnel and major items of equipment available or potentially available for assignment to incidents.  Equipment resources will include the personnel required to operate/staff them.

Resources can be described both by <u>kind</u> and by <u>type</u>.

A.      Resource Kinds

The kind of resource describes what the resource is, e.g., patrol vehicle, helicopter, fire engine, oil skimmer vessel, bulldozer, plow, etc.  The kinds of resources can be as broad as necessary to suit the incident application.

Some of the same kind of tactical resources may be used by different agencies on a variety of incidents. For example, both police and fire departments will often use helicopters, fuel tenders, and crew transports.

Other kinds of resources, e.g., patrol cars, search dogs, or fire engines, are specific to the user agency and to the application area.

B.    Resource Types

The type of resource describes a performance capability for that kind of resource. For example, in the NWCG Fireline Handbook, a Type 1 helicopter will carry up to 16 persons. A Type 3 helicopter will carry up to five persons.

Resources are usually typed by a number, with 1 being the highest capability or capacity; 2, the next highest, etc. However, that high capacity does not necessarily mean that it is the right resource for the job to be done.

For example, a Type 1 fire engine which has the greatest pumping capacity may not, because of terrain considerations, be able to access the area where the resource is needed.

The specific capability of the resource must always be clearly spelled out in the type descriptions.

There are three distinct advantages to typing resources:

1.    In Planning

Knowing the specific capabilities of the various kinds of resources helps planners decide the type and quantity of resource best suited to perform activities required by the Incident Action Plan.

2.      In Ordering

        Ordering resources by type saves time,
        minimizes error, gives a clear indication of
        exactly what is needed, and reduces
        nonessential communications between the
        incident and the off-site order point.

3.      In Monitoring Resource Use

        An awareness of the type of tactical
        resource assigned enables the manager to
        monitor for under-or-over-capability, and
        make changes accordingly.  Careful
        monitoring of resource performance can
        lead to the use of smaller or less costly
        resources, which can result in increased
        work performance and reduced cost.

        While resource typing is a good idea, there
        are only a few typing standards currently
        available nationally, and these are primarily
        in the wildland fire services.

III.    Options for Using Resources on an Incident

There are three ways of using resources at an incident:

- As Single Resources
- As Task Forces
- As Strike Teams

Each of these has certain features:

A.      Single Resources

        Single Resources are individual pieces of
        equipment, or a crew of individuals, with an
        identified work supervisor that can be used in a
        tactical application on an incident.

        A Single Resource is often the most common way
        of initially using resources on an incident.

Single Resources can be typed to reflect capability.  Unless a Single Resource is typed, its specific resource capabilities may not be clear to everyone.

Examples of Single Resources:

| KIND | TYPE |
|------|------|
| Police Motorcycle Unit | * |
| Fire Engine Company | 1 |
| Medical team | * |
| Helicopter | 2 |
| Search Dogs | 2 |

* Typing of resources other than fire has not been done on a broad scale.

B.    Task Forces

Task Forces are any combination and number of single resources (within span of control limits) assembled for a particular tactical need.  Task forces may be a mix of all different kinds of resources, be of the same kind but <u>different types, or be</u> several resources of one kind mixed with other resources.  We will look at some examples in a moment.

Requirements of a Task Force:

•      Must have a leader.

•      Must have communication between resources and the leader, and from the leader to the next level supervisor.

•      Must have transportation as required.

•      Must be within span of control limits.

Task Forces are very flexible in their makeup with no limitations other than span of control.

Listed below, are some examples of how agencies use Task Forces.

Examples of Task Forces:

- Public Works Task Force:
  - Two Bulldozers
  - Two Dump Trucks

- Fire Task Force:
  - Two Engines
  - One Bulldozer
  - Two Hand Crews

- Search and Rescue Task Force:
  - One Helicopter
  - One Alpine S&R Team
  - One Medical Technician

- Oil Spill Task Force
  - Five Berthing/food ships
  - Ten Work Boats
  - One Tank Barge
  - Four Skimmer Vessels

- Law Enforcement Task Force
  - One Swat Team
  - One K-9 Team
  - One Fire Engine
  - One Ambulance

- Multi-agency Task Force
  - Five Officers
  - Five Engines
  - Three Medical Units

C.  Strike Teams

Requirements of a Strike Team:

- All resources must be of the <u>same kind and type.</u>

- Must have a leader.

- Must have communications between resources and the leader.

- Must have transportation (as required).

- Must operate within span of control limits.

Example of a nationally recognized Strike Team:

- Fire
  Five Type 1 Engines or
  Three Type 2 Bulldozers

Strike Teams have proven to be very valuable for use in large wildland fire incidents. In those kinds of incidents Strike Teams are regularly used for managing engines, hand crews, and bulldozers. The use of Strike Teams in other application areas is more limited.

D.   Management of Task Forces and Strike Teams

A requirement for all Task Forces and Strike Teams is that they must have a leader and common communications.

Depending upon the level of organization established for the incident, Task Force and Strike Team Leaders will report to the Incident Commander, the Operations Section Chief, or to a Division or Group Supervisor.

E.   Advantages of Task Forces and Strike Teams

There are at least five advantages of using Task Forces and Strike Teams:

1.   Enables more effective resource use planning.

2.    Provides an effective way of quickly ordering just what is necessary.

3.    Reduces radio traffic by communications going to a task force or strike team leader, rather than to each single resource.

4.    Increases the ability to expand the organization for large incident operations while maintaining good span of control.

5.    Provides close resource control and accountability.

IV.    Resource Status

All tactical resources at an incident will be in one of three status conditions.

A.    Assigned

Resources working on a tactical assignment under the direction of a supervisor.

B.    Available

Resources ready for deployment.

C.    Out-of-Service

Resources that are not ready for available or assigned status.

Reasons for resources being out-of-service can include:

•    Mechanical (vehicle or equipment services required)

•    Rest (personnel)

•    Staffing (insufficient personnel to operate the equipment)

In addition, in some situations resources could also be out-of-service for:

- Environmental reasons (darkness or weather)

- Financial (exceeded allowed overtime costs)

Resources can go out-of-service during an active assignment for mechanical or staffing reasons. Usually resources out-of-service for other reasons will be located at the incident base or at camps if these facilities have been established.

V.    Changing Resource Status

Resource status on an incident, is _maintained_ and _changed_ by the supervisor who has the resources under assignment.  On larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident.  The Resources Unit will not on its own authority change the status of resources.

All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element.

The flow chart shows how the resource status changes are made through a major incident organization.

The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.

Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division or Group Supervisor.

Information about the status change will be passed to the Resources Unit of the Planning Section.

Normally, the persons who can change status of resources on an incident could include:

- The person in charge of the single resource.

- A Task Force or Strike Team Leader.

- A Division or Group Supervisor.

- The Operations Section Chief or Incident Commander.

VI.  Resource Status Keeping Systems

There are several status keeping methods or systems which can be used to keep track of resources at incidents.  Several of them will be briefly mentioned, however no single system is recommended.

A.  Manual Record Keeping on Forms

The resources summary of the ICS Form 201, the ICS Form 211 (Check-in List), and the ICS Form 204 (Assignment List) provide formats for recording information about resources and their assignments.

B.  Card Systems

Several versions are available which allow for maintaining status of resources on cards.  One of these systems has different colored T-shaped cards for each kind of resource.  The cards are formatted to record various kinds of information about the resource.  The cards are filed in racks by current location.

C.  Magnetic Symbols on Maps or Status Boards

Magnetic symbols or icons are sometimes used. These can be prepared in different shapes, sizes, and colors with space to pencil in the resource designator.  The symbols are placed on maps or

on boards which have locations designated to match the incident.

D.    Computer Systems

A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources.  These systems can be used to compile check-in information and then be maintained to reflect current resource status.

VII.   Resources Exercise

# MODULE 5

# INCIDENT RESOURCES

**ICS Form 201**
**ICS Form 211**
**ICS Form 204**
**ICS Form 219**
**Resource Table**
**Exercise Scenario**

Reference Text 5-21

This is one example of ICS Form 219 (ICS Form 219-7, Dozer, front and back). There are 8 different formats of the ICS Form 219.  These include:

| Form Number | Form Type | Form Color |
|---|---|---|
| ICS Form 219-1 | Label Card | Gray |
| ICS Form 219-2 | Handcrews | Green |
| ICS Form 219-3 | Engine | Rose |
| ICS Form 219-4 | Helicopter | Blue |
| ICS Form 219-5 | Personnel | White |
| ICS Form 219-6 | Aircraft | Orange |
| ICS Form 219-7 | Dozer | Yellow |
| ICS Form 219-8 | Task Force, Misc. or Equipment | Tan |

# EXERCISE SCENARIO

The City of Murkeyville has experienced a tornado affecting a six block area. The area has been designated as a single incident.  There are many casualties and widespread damage.

An inventory of available resources for use at this incident is on the next page.

# RESOURCE TABLE FOR USE IN EXERCISES

Exercise Planners:  Change names or add to this list as you desire.

| KIND OF RESOURCE | | | | |
|---|---|---|---|---|
| 4 WHEEL DRIVE PASS. VEH. | 5 | | | |
| ALS UNITS | 2 | | | |
| BLS UNITS | 5 | | | |
| BULLDOZERS | 4 | | | |
| BUSES - 30 PASS  50 PASS | 5  30 PAS | | | |
| COAST GUARD VES. | | | | |
| COMM. UNITS | 1 | | | |
| CRANES | 3 | | | |
| DUMP TRUCKS | 7 | | | |
| EMS UNITS | | | | |
| FIRE ENGINE CO'S | 8 | | | |
| FIRE TRUCK CO'S | 2 | | | |
| FIREBOATS | | | | |
| HAZMAT UNITS | 1 | | | |
| HELICOPTERS | 1 | | | |
| K-9 UNITS | | | | |
| MARINE RESCUE UNITS | | | | |
| MOTORCYCLE UNITS | 7 | | | |
| PASSENGER VEHICLES | 10 | | | |
| PATROL UNITS | 8 | | | |
| PICKUP TRUCKS | 12 | | | |
| PRIVATE AMBULANCES | 4 | | | |
| SAR UNITS | | | | |
| STATION WAGONS | | | | |
| WATER TENDERS | 2 | | | |
| | | | | |
| | | | | |
| | | | | |

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Reference Text 5-26

# Module 5 Incident Resources

**Subjects covered in this module include:**

☐ Descriptions of the kinds of resources often used in incidents and events.

☐ Why resource status keeping is important to effective incident operations.

☐ Examples of how resources are typed for various applications.

☐ Three ways of using resources on an incident.

☐ Resource status conditions.

☐ Changing and maintaining status on resources.

# Module 5 Objectives:

1. Describe the need for proper incident resource management.

2. Describe three ways of managing resources and the advantages of each.

3. Explain the purpose of resource typing.

4. Describe the three resources status conditions used at an incident, and the purpose and limits associated with each.

# Module 5 Objectives (cont.):

5. Explain how resource status is changed, how notification of changes is made, and how status is maintained at an incident or event.

6. In a small group exercise, list various kinds of resources which may be encountered on incidents in which the student is or may become involved. Student groups will provide typing for these resources.

# Resource Selection

**The ability to select the right resource for the task, is essential to:**

☐ Accomplish the job.

☐ Ensure resource safety.

☐ Be cost effective.

# Definition of Resources

☐ Resources consist of all personnel and major items of equipment available for assignment to incidents.

☐ Equipment resources will include the personnel required to operate/staff them.

# Kinds of Resources:
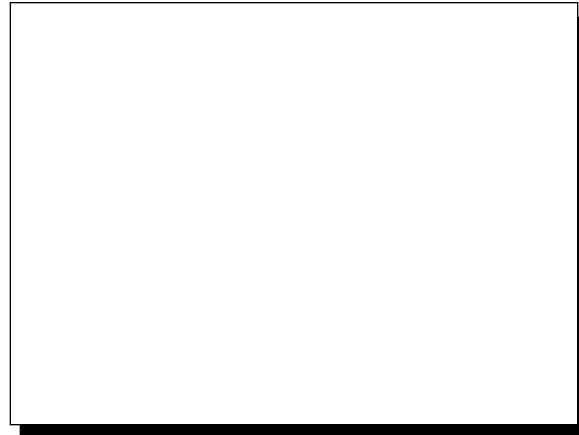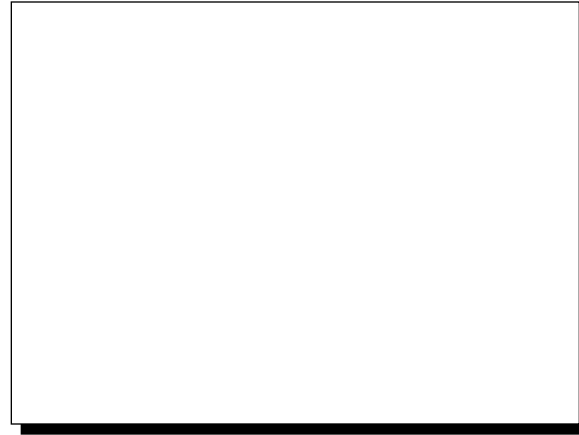
# Types of Resources:

Type 1
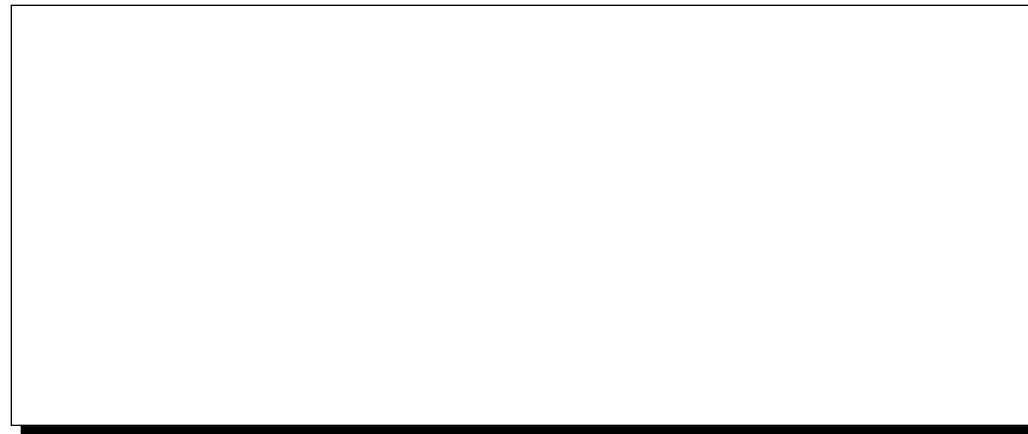
Type 3

# Advantages to Resource Typing

☐ In planning for resource needs

☐ In ordering resources

☐ In monitoring effectiveness of resource use

# Ways of Managing Resources

☐ Single Resources

☐ Task Forces

☐ Strike Teams

# Example of a Single Resource
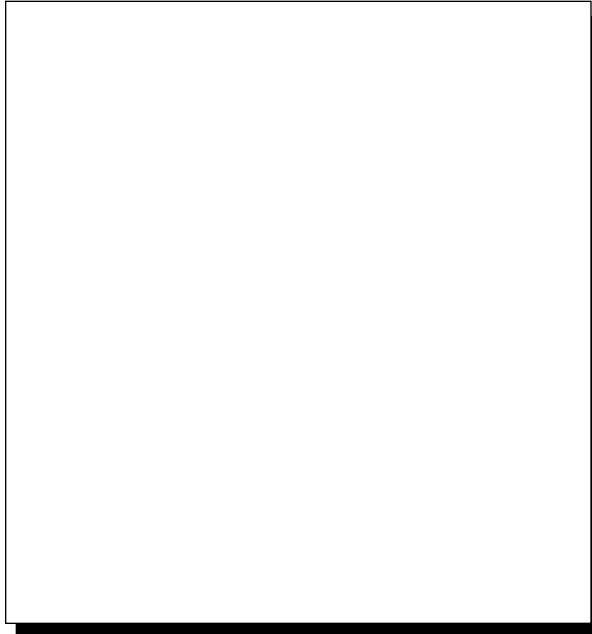
# Requirements of a Task Force:

☐ Must have a leader.

☐ Communications between resources and leader.

☐ Have transportation.

☐ Be within span of control limits.

# Example of a Mixed Resources Task Force
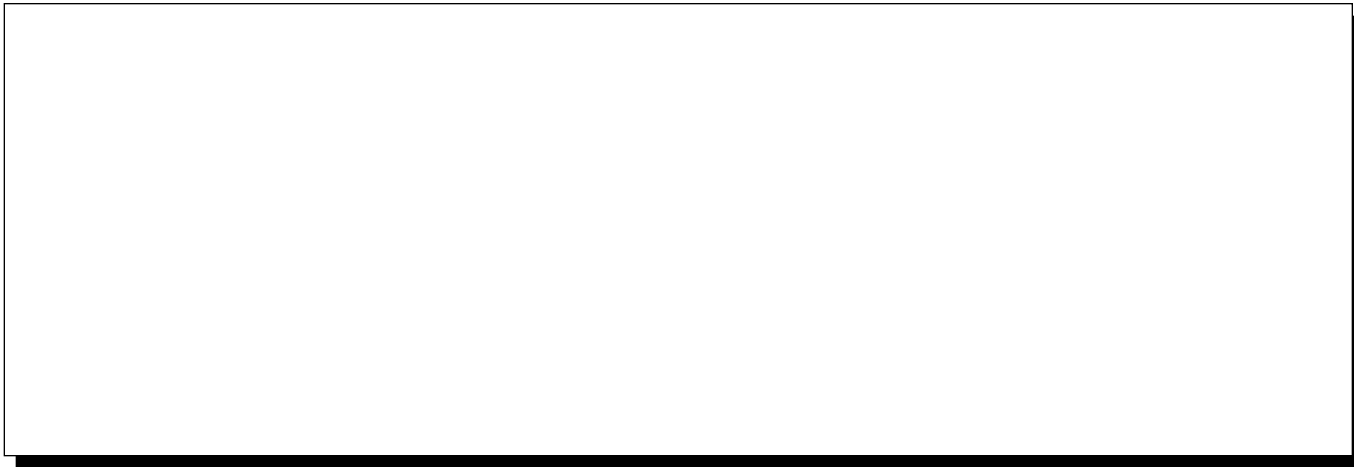
# Requirements of a Strike Team:

☐ Same kind and type of resources.

☐ Must have a leader.

☐ Communications between resources and leader.

☐ Must have transportation (as required).

☐ Operate within span of control limits.

# Example of a Strike Team
# All Resources of Same Kind and Type
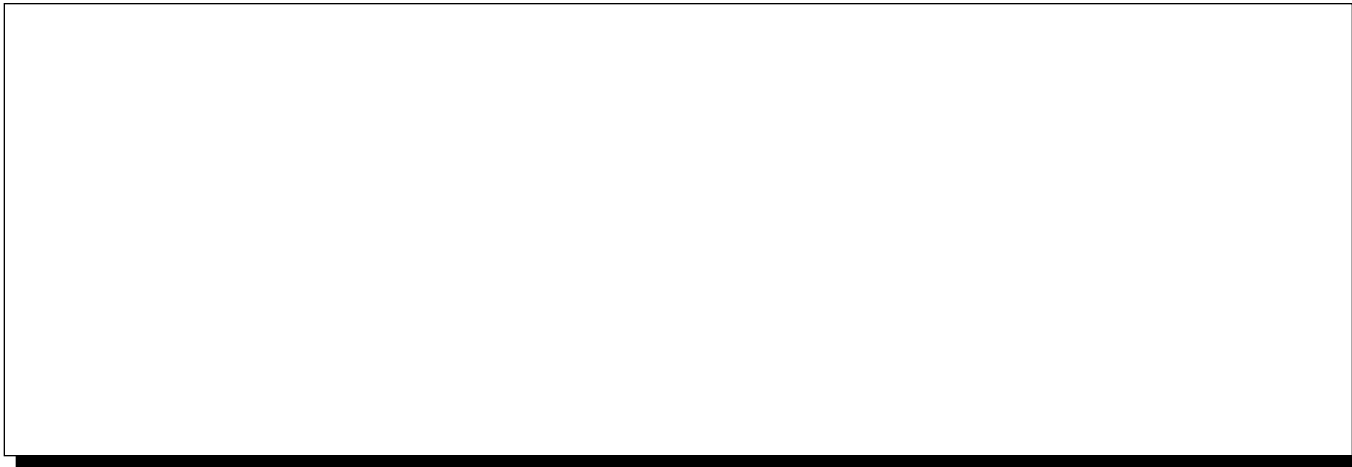
# Advantages of Task Forces and Strike Teams

☐ Enables more effective resource planning.

☐ Effective way of ordering what is necessary.

☐ Reduces radio communications traffic.

☐ Increases the ability to expand the organization while maintaining span of control.

☐ Provides close resource control and accountability.

# Resource Status Conditions

☐ Assigned - working on a tactical assignment

☐ Available - within three minutes

☐ Out-of-Service

- Mechanical

- Rest

- Staffing

# Resource Status Changing

| | |
|---|---|
| Single Resource | Incident Commander |
| Task Force | Operations Section Chief |
| Strike Team | Division/Group Supervisor |
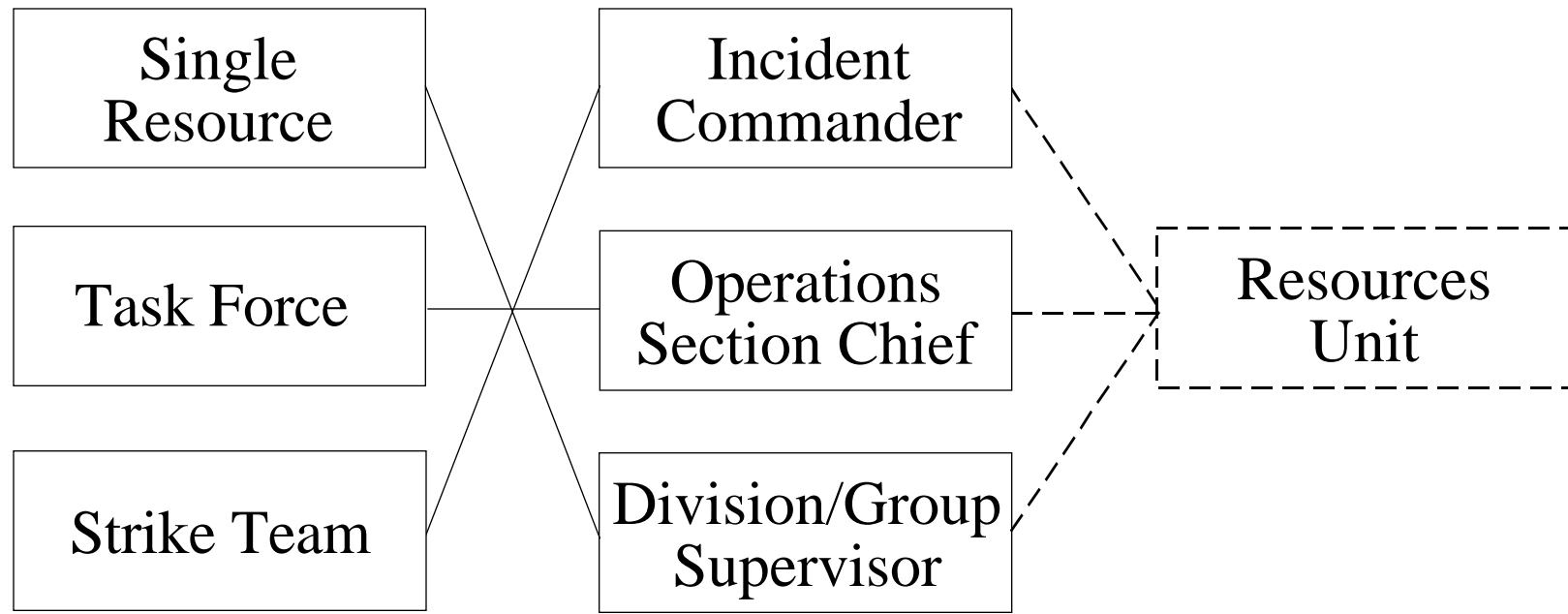
Resources Unit

Status of the resource can be <u>changed</u> by any of the above depending on incident organization and the situation requiring the change.

If activated, Resources Unit maintains status.

——— Reporting

- - - - - Information flow

05-16-I200-VG

# Resource Status Keeping Systems

Resources
Resources
Resources
Resources
Resources

| | Div A | | | Div B | | |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |

| Crews | OH | A/C |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM


MODULE 6

COMMON RESPONSIBILITIES ASSOCIATED
WITH ICS ASSIGNMENTS

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.

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

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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.

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# Detailed Lesson Outline

COURSE:                Module 6 - Common Responsibilities Associated with
                       ICS Assignments

SUGGESTED TIME:        2 Hours

TRAINING AIDS:         Overhead projector, overhead pens, reference text

SUBJECT:               This module covers actions:

- Prior to leaving for assignment
- At incident check-in
- While working on the incident
- During demobilization

OBJECTIVES:            1.    List actions to be accomplished prior to leaving
                             for an incident or event.

                       2.    List the steps involved at incident check-in.

                       3.    List (or select from a list) major personal
                             responsibilities at an incident or event.

                       4.    List the major steps necessary in the incident or
                             event demobilization process.

| OUTLINE | AIDS & CUES |
|---|---|
| THE INSTRUCTOR HAS THE OPTION OF PRESENTING THIS MODULE AS PREVIOUS MODULES HAVE BEEN PRESENTED, LECTURE/DISCUSSION, OR AS A REVIEW OPTION. THIS REVIEW OPTION WOULD BE ACCOMPLISHED BY GIVING THE STUDENTS THE REFERENCE TEXT PRIOR TO COMING TO THE COURSE PRESENTATION. ONCE THE CLASS HAS CONVENED, THE INSTRUCTOR WOULD GO OVER THE MODULE AS A REVIEW, ANSWERING AND DISCUSSING QUESTIONS THAT THE STUDENTS MAY HAVE ABOUT THE MATERIALS. | |
| REVIEW THE SUBJECTS TO BE COVERED AND THE INSTRUCTIONAL OBJECTIVES FOR THE MODULE. | 06-01-I200-VG |
| AGENCIES WILL HAVE DIFFERENT PROCEDURES ASSOCIATED WITH INCIDENT RESPONSIBILITIES. THE CHECKLISTS HERE WILL COVER MOST OF THE MAJOR REQUIREMENTS. HOWEVER, SOME AGENCIES MAY NEED TO AUGMENT THE CHECKLISTS. | 06-02-I200-VG |

I.    General Guidelines

<span></span>

06-03-I200-VG
page 1 of 2

Most incidents will be of short duration, and will not require traveling out of jurisdiction.

The following are general guidelines covering your actions for those situations which will require an extended stay or out-of-jurisdiction travel:

- Assemble or update a travel kit containing any special technical information, e.g., maps, manuals, contact lists, and other reference materials.

- Prepare personal items that you will need for your estimated length of stay.

| OUTLINE | AIDS & CUES |
|---|---|

- Review your emergency assignment. Know to whom you will report and what your responsibility will be.

- Have a clear understanding of the decision-making authority you hold for your agency while at the incident. Determine this as soon as you realize you may be assigned to an incident.

- Determine what communications procedures should be followed so you can contact your headquarters or home office if necessary.

06-03-I200-VG
page 2 of 2

- Ensure that family members know your destination and how to contact you in the event of a family emergency.

- Familiarize yourself with travel and pick-up arrangements that have been established for you.

- Determine what your return mode of transportation will be if possible.

II.    Actions Prior to Departure

- Personnel will be notified of an incident assignment by established agency procedures.

- Information that should be known includes, but is not limited to, the following:

ASK STUDENTS TO PROVIDE ITEMS OF INFORMATION THEY THINK SHOULD BE INCLUDED. WHEN COMPLETE, COMPARE WITH THE LIST BELOW.

06-04-I200-VG

- Incident type and name or designation

- Incident check-in location

| OUTLINE | AIDS & CUES |
|---|---|

- Reporting time

- Travel instructions

- Communication instructions

- Resource order number or request number (if applicable)

- Your unit's radio designation

III.  Check-in at the Incident

NOTE THAT SOME AGENCIES WILL USE OFF-INCIDENT ASSEMBLY POINTS TO BRING RESOURCES TOGETHER PRIOR TO ASSIGNING THEM TO INCIDENTS.  ASSEMBLY POINTS ARE NOT AN INCIDENT FACILITY.

Check-in officially logs you in at the incident and provides important basic information which will be used for status keeping and for release and demobilization.

Check-in information is used in several ways at the incident.  The check-in process and information supports the following activities:                        06-05-I200-VG

- Personnel accountability

- Resources Unit status keeping

- Preparation of assignments and reassignments

- Locating personnel for emergency notifications

- Establishing personnel time records

| OUTLINE | AIDS & CUES |
|---|---|
| •       Release planning | |
| •       Demobilization | |
| Check-in only once.  In ICS, check-in information is usually recorded on the ICS Check-In Form 211. | Reference Text p. 6-13 |
| REVIEW CONTENTS OF CHECK-IN LIST WITH STUDENTS | 06-06-I200-VG |
| Check-in Recorders may be found at several incident locations.  (These locations may not all be activated at every incident.) | |
| ASK STUDENTS FOR LISTING OF INCIDENT CHECK-IN LOCATIONS. RECORD ON BOARD. REVIEW AGAINST LIST BELOW. | |
|       •     Incident Command Post (Resources Unit)<br>      •     Base or Camp(s)<br>      •     Staging Areas<br>      •     Helibase | |
| In addition you may report directly to Division/Group Supervisors. | |
| If instructed to report directly to a tactical assignment, you should report in to the designated Division or Group Supervisor or to the Operations Section Chief or Incident Commander depending upon the level of ICS activation. | |
| After release from tactical assignment you will formally check-in at one of the above locations. | |
| Agencies will often have different procedures associated with incident responsibilities.  The checklists provided in this module will cover most of the major requirements.  However, some agencies may need to augment the checklists. | |

| OUTLINE | AIDS & CUES |
|---|---|
| IV.  Common Responsibilities at the Incident | |

NOT ALL OF THE FOLLOWING WILL APPLY TO ALL PERSONNEL.  THIS IS A GENERALIZED LIST OF THE MORE COMMON PRACTICES.

After check-in, locate your incident point of contact, and obtain your initial briefing.  The information you receive in your briefing will be important for your own planning and for passing on accurate and up-to-date information to your subordinates.

Briefings received and given should include:

HAVE STUDENTS PROVIDE ITEMS TO BE INCLUDED IN THE BRIEFING.  RECORD ON BOARD AND COMPARE AGAINST LIST BELOW.

06-07-I200-VG

- Current situation assessment.

- Identification of specific job responsibilities expected of you.

- Identification of co-workers within your job function and/or geographical assignment.

- Location of work area.

- Identification of eating and sleeping arrangements as appropriate.

- Procedural instructions for obtaining additional supplies, services, and personnel.

- Identification of operational period work shifts.

| OUTLINE | AIDS & CUES |
|---|---|
| After receiving your briefing and activating your assignment, give a similar briefing to any personnel assigned to you. | |
| Supervisors must maintain a Unit Log, ICS Form 214 indicating names of personnel assigned and a listing of major activities during an Operational Period. | Reference Text p. 6-15 |

EXPLAIN THE CONTENTS AND USE OF THE UNIT LOG

V.    Incident Records Keeping

All incidents require some form of records keeping. Requirements will vary depending upon the agencies involved, and the kind and size of incident.

Detailed information on how to use several of the ICS forms will be covered in other modules, or may be found in the Forms Manual.

Five general considerations relative to incident records keeping are as follows:

<div style="text-align:right">06-08-I200-VG</div>

•      Print or type all entries.

•      Enter dates by month/day/year format.

•      Enter date and time on all forms and records.

•      Fill in all blanks, use N/A as appropriate.

•      Use military 24-hour clock time.

Fill in all blanks on forms.  If information is not available or not applicable enter N/A to let the recipient know that the information was not overlooked.

| OUTLINE | AIDS & CUES |
|---|---|

VI.    Communications Discipline

Important considerations related to communications
include the following:

ASK STUDENTS TO PROVIDE LIST OF
COMMUNICATION CONSIDERATIONS.  RECORD ON
BOARD, AND COMPARE TO THE LIST BELOW.

<div align="right">06-09-I200-VG</div>

- All incident personnel must observe strict
  radio/telephone procedures.

<div align="right">06-10-I200-VG</div>

- Use clear text or plain english.  Codes should not
  be used in radio transmissions.

- Limit radio and telephone traffic to essential
  information only.  Pre-plan what you are going
  to say.

VII.    Incident Demobilization

Agency requirements for demobilization at an incident
will vary considerably.

Large incidents may require the establishment of a
Demobilization Unit within the Planning Section.

HAVE STUDENTS DISCUSS PROBLEMS THEY HAVE
EXPERIENCED IN DEMOBILIZATION.  LIST ON
BOARD.  KEY ITEMS THAT SHOULD BE CONSIDERED.
COMPARE TO THE LIST BELOW.

General demobilization considerations for all personnel
are to:

<div align="right">06-11-I200-VG<br>page 1 of 2</div>

- Complete all work assignments.

- Brief subordinates regarding
  demobilization.

| OUTLINE | AIDS & CUES |
|---|---|

- Complete and file required forms and reports.

- Follow incident and agency check-out procedures.

- Evaluate performance of subordinates prior to release from the incident.

- Return any incident-issued communications equipment or other non-expendable supplies.

06-11-I200-VG
page 2 of 2

- Report to assigned departure points on time or slightly ahead of schedule.

- As appropriate, stay with your group until you arrive at your final destination.

VIII. Other Considerations Related to Incident Operations

06-12-I200-VG

Sexual harassment, discrimination (age, racial, sexual, etc.), the use of illegal drugs or alcohol are all prohibited and illegal activities. Correct and/or report all such activities to your supervisor.

Represent your agency in a professional and friendly manner at all times.

THIS COMPLETES PRESENTATION MATERIAL FOR THIS MODULE. HAVE STUDENTS PREPARE FOR MODULE TEST WHICH FOLLOWS.

**INCIDENT COMMAND SYSTEM**

**NATIONAL TRAINING CURRICULUM**


**MODULE 6**

**COMMON RESPONSIBILITIES ASSOCIATED
WITH ICS ASSIGNMENTS**

**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.

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> The Terence Haney Company
> Woodland Hills, California

Subjects covered in this module include:

Actions:

- Prior to leaving for assignment
- At incident check-in
- While working on the incident
- During demobilization

Objectives:

1. List actions to be accomplished prior to leaving for an incident or event.

2. List the steps involved at incident check-in.

3. List (or select from a list) major personal responsibilities at an incident or event.

4. List the major steps necessary in the incident or event demobilization process.

I.    General Guidelines

Most incidents will be of short duration, and will not require traveling out of jurisdiction.

The following are general guidelines covering your actions for those situations which will require an extended stay or out-of-jurisdiction travel:

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- Prepare personal items that you will need for your estimated length of stay.

- Review your emergency assignment.  Know to whom you will report and what your responsibility will be.

- Have a clear understanding of the decision-making authority you hold for your agency while at the incident.  Determine this as soon as you realize you may be assigned to an incident.

- Determine what communications procedures should be followed so you can contact your headquarters or home office if necessary.

- Ensure that family members know your destination and how to contact you in the event of a family emergency.

- Familiarize yourself with travel and pick-up arrangements that have been established for you.

- Determine what your return mode of transportation will be if possible.

II.   Actions Prior to Departure

- Personnel will be notified of an incident assignment by established agency procedures.

- Information that should be known includes, but is not limited to, the following:

- Incident type and name or designation

- Incident check-in location

- Reporting time

- Travel instructions

- Communication instructions

- Resource order number or request number (if applicable)

| Resource Order | Date *6/23* | |
|---|---|---|
| Incident Name | *Remarkable* | |
| Request Number | Name | Agency | Radio Designation |
| *O-35* | *Bob Smith* | *county* | *GSUL* |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

- Your unit's radio designation

III.   Check-in at the Incident

Check-in officially logs you in at the incident and provides important basic information which will be used for status keeping and for release and demobilization.

Check-in information is used in several ways at the incident. The check-in process and information supports the following activities:

- Personnel accountability

- Resources Unit status keeping

- Preparation of assignments and reassignments

- Locating personnel for emergency notifications

- Establishing personnel time records

- Release planning

- Demobilization

Check-in only once. In ICS, check-in information is usually recorded on the ICS Check-In Form 211.

Check-in Recorders may be found at several incident locations. (These locations may not all be activated at every incident.)

- Incident Command Post (Resources Unit)
- Base or Camp(s)
- Staging Areas
- Helibase

In addition you may report directly to Division/Group Supervisors.

If instructed to report directly to a tactical assignment, you should report in to the designated Division or Group Supervisor or to the Operations Section Chief or Incident Commander depending upon the level of ICS activation.

After release from tactical assignment you will formally check-in at one of the above locations.

Agencies will often have different procedures associated with incident responsibilities. The checklists provided in this module will cover most of the major requirements. However, some agencies may need to augment the checklists.

IV.  Common Responsibilities at the Incident

After check-in, locate your incident point of contact, and obtain your initial briefing. The information you receive in your briefing will be important for your own planning and for passing on accurate and up-to-date information to your subordinates.

Briefings received and given should include:

- Current situation assessment.

- Identification of specific job responsibilities expected of you.

- Identification of co-workers within your job function and/or geographical assignment.

- Location of work area.

- Identification of eating and sleeping arrangements as appropriate.

- Procedural instructions for obtaining additional supplies, services, and personnel.

- Identification of operational period work shifts.

After receiving your briefing and activating your assignment, give a similar briefing to any personnel assigned to you.

Supervisors must maintain a Unit Log, ICS Form 214 indicating names of personnel assigned and a listing of major activities during an Operational Period.

V.  Incident Records Keeping

All incidents require some form of records keeping. Requirements will vary depending upon the agencies involved, and the kind and size of incident.

Detailed information on how to use several of the ICS forms will be covered in other modules, or may be found in the Forms Manual.

Five general considerations relative to incident records keeping are as follows:

- Print or type all entries.

- Enter dates by month/day/year format.

- Enter date and time on all forms and records.

- Fill in all blanks, use N/A as appropriate.

- Use military 24-hour clock time.

Fill in all blanks on forms.  If information is not available or not applicable enter N/A to let the recipient know that the information was not overlooked.

VI.    Communications Discipline

Important considerations related to communications include the following:

- All incident personnel must observe strict radio/telephone procedures.

- Use clear text or plain english. Codes should not be used in radio transmissions.

- Limit radio and telephone traffic to essential information only. Pre-plan what you are going to say.

VII. Incident Demobilization

Agency requirements for demobilization at an incident will vary considerably.

Large incidents may require the establishment of a Demobilization Unit within the Planning Section.

General demobilization considerations for all personnel are to:

- Complete all work assignments.

- Brief subordinates regarding demobilization.

- Complete and file required forms and reports.

- Follow incident and agency check-out procedures.

- Evaluate performance of subordinates prior to release from the incident.

- Return any incident-issued communications equipment or other non-expendable supplies.

- Report to assigned departure points on time or slightly ahead of schedule.

- As appropriate, stay with your group until you arrive at your final destination.

VIII. Other Considerations Related to Incident Operations

Sexual harassment, discrimination (age, racial, sexual, etc.), the use of illegal drugs or alcohol are all prohibited and illegal activities. Correct and/or report all such activities to your supervisor.

Represent your agency in a professional and friendly manner at all times.
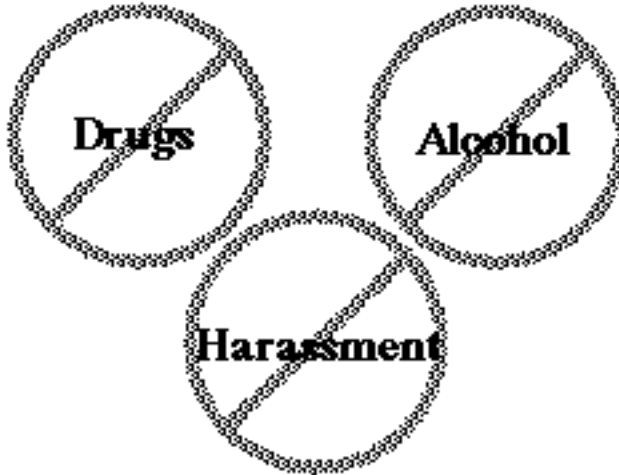
# MODULE 6

# COMMON RESPONSIBILITIES ASSOCIATED WITH ICS ASSIGNMENTS

**ICS Form 211**
**ICS Form 214**

# Module 6 Responsibilities Associated with ICS Assignments

**Subjects covered in this module include:**

**Actions:**

❑ Prior to leaving for assignment

❑ At incident check-in

❑ While working on the incident

❑ During Demobilization

# Module 6 Objectives:

1. List actions to be accomplished prior to leaving for an incident or event.

2. List the steps involved in incident check-in.

3. List (or select from a list) major personal responsibilities at an incident or event.

4. List the major steps necessary in the incident or event demobilization process.

# General Guidelines

- [ ] Assemble or update a travel kit.

- [ ] Prepare personal items that you will need.

- [ ] Review your emergency assignment.

- [ ] Know to whom you will report and what your responsibility will be.

- [ ] Have a clear understanding of the decision-making authority you hold for your agency while at the incident.

# General Guidelines (cont.)

☐ Determine what communications procedures should be followed.

☐ Ensure that family members know your destination and how to contact you.

☐ Familiarize yourself with travel and pick-up arrangements.

☐ Determine what your return mode of transportation will be if possible.

# Information Needed Prior to Departure for Incident Assignment

☐ Incident type and name or designation

☐ Incident check-in location

☐ Reporting time

☐ Travel instructions

☐ Communication instructions

☐ Resource order number or request number (if applicable)

☐ Your unit's radio designation

06-04-I200-VG

# Uses of Incident Check-in Information

☐ Personnel accountability

☐ Resources Unit status keeping

☐ Preparation of assignments and reassignments

☐ Locating personnel for emergency notifications

☐ Establishing personnel time records

☐ Release planning

☐ Demobilization

06-05-I200-VG

# Incident Check-in Locations

☐ Incident Command Post - Resources Unit

☐ Base or Camp(s)

☐ Staging Areas

☐ Helibase

☐ For direct tactical assignments report to:

       Division/Group Supervisor or
       Operations Section Chief or
       Incident Commander
          (At the end of first operational period,
          ensure that you have checked in at the
          appropriate check-in location.)

# Incoming Personnel Briefing

- ☐ Current situation assessment

- ☐ Your job responsibilities

- ☐ Identification of co-workers

- ☐ Location of work area

- ☐ Eating/sleeping arrangements

- ☐ Instructions on obtaining support

- ☐ Operational period work shifts

# Forms Keeping Procedures

❑ Print or type all entries

❑ Enter dates by month/day/year

❑ Enter date and time on all forms

❑ Fill in all blanks, use N/A as appropriate

❑ Use 24-hour clock time

# Good Communications Discipline Involves the Following:

☐ All incident personnel must observe strict radio/telephone procedures.

☐ Use clear text or plain English. Codes should not be used in radio transmissions.

☐ Limit radio and telephone traffic to essential information only. Pre-plan what you are going to say.

# Transfer Information by Clear Text Transmissions

10-2?
10-20?
921M
10.7   10-97
12.27   10-4
1198   10-8
415.E
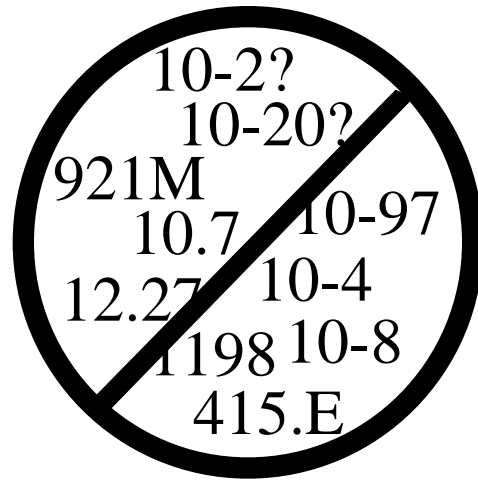
Clear
Text

# Prior to Demobilization, do the following:

☐ Complete all work assignments.

☐ Brief subordinates regarding demobilization.

☐ Complete and file required forms and reports.

☐ Follow incident and agency check-out procedures.

☐ Evaluate performance of subordinates prior to release from the incident. (As required by agency policy.)

# Prior to Demobilization, do the following (cont):

☐ Return any incident-issued communications equipment or other non-expendable supplies.

☐ Report to assigned departure points on time or slightly ahead of schedule.

☐ As appropriate, stay with your group until you arrive at your final destination.

# Summary Considerations

☐ Correct/report harassment or discrimination

☐ Do not use alcohol or drugs

☐ Represent agency & self professionally