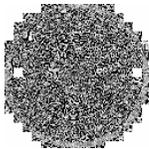




Introduction to the Incident Command System for Federal Workers (IS-100)

Activities Guide

Rev. 1, August 2004



FEMA

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Activities Overview

Purpose	The activities in this document are designed to supplement the lessons presented in the course, Introduction to the Incident Command System for Federal Workers (IS-100). Activities can be completed either individually or in groups.
Activities Objectives	After completing these activities, you should be ready to take the post test examination for IS-100, Introduction to the Incident Command System for Federal Workers:
Estimated Time	10-30 minutes per activity.
Contents	<p>This lesson includes the following activities:</p> <ul style="list-style-type: none">▪ Identifying Management Challenges▪ ICS Truths and Myths▪ Management Functions▪ ICS Operating Guidelines▪ Roles and Responsibilities▪ Command Staff Positions▪ Operations Section▪ Expanding and Contracting the ICS Organization▪ Communication within the ICS▪ Incident Facilities▪ Common Responsibilities

Activity: Identifying Management Challenges



Instructions: Read the scenario, then answer the question below.

Scenario:

Severe flooding has struck southern Illinois. Hundreds of people have been displaced. Many homes have been destroyed, and their owners are living in shelters. Flood waters have interrupted critical services in many areas, contaminating water supplies and sewage treatment facilities, downing power lines, and damaging roads and bridges.

Crops have been destroyed, and hundreds of cattle, pigs, and chickens have drowned. Farmers are pleading for help in relocating livestock that has survived the flood.

Because the flooding is widespread, local communities have not been able to rely on mutual aid agreements from neighboring jurisdictions. The State is providing resources where it can, but because the damage covers such a wide area, State resources have been overwhelmed quickly.

The Governor has requested that six counties in the flood area be declared a major disaster. The President has signed the disaster declaration, which allows FEMA to provide Federal assistance in support of the State.

What management challenges does this scenario present that could be addressed by using ICS?

Activity Answer Key: Identifying Management Challenges



Check your answers to the question using the following sample answers.

Using ICS to manage this response could help to:

- Manage multiagency and multijurisdictional resources (including Federal, State, and local personnel) assigned throughout the disaster area.
- Complete a rapid assessment of life-sustaining needs and damage to critical infrastructure.
- Meet incident objectives such as providing disaster housing and resources to State and local governments.
- Handle the logistics to locate and equip facilities.
- Assist with recovery issues, such as cleanup and rebuilding of damaged businesses and reemployment.

Activity: ICS Truths and Myths

Instructions: Review the statement below and, based on what you have learned about ICS; decide whether it is a truth or myth.

- 1. The study of previous incident responses found that failures were more likely to result from a lack of resources.**
 Truth
 Myth

- 2. The Incident Command System is the result of decades of best practices from both the business community and emergency management.**
 Truth
 Myth

- 3. ICS is used for personnel who perform administrative and logistics functions in an emergency. The organizational structure is preset and does not include specialized personnel, such as hydrologists.**
 Truth
 Myth

- 4. ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.**
 Truth
 Myth

Activity Answer Key: ICS Truths and Myths

1. **The study of previous incident responses found that failures were more likely to result from a lack of resources.**

Correct Answer: Myth

The study of previous incidents found that incident response failures were far more likely to result from inadequate management than from any other single reason.

2. **The Incident Command System is the result of decades of best practices from both the business community and emergency management.**

Correct Answer: Truth

ICS represents organizational "best practices" and has become the standard for emergency management across the country.

3. **ICS is used for personnel who perform administrative and logistics functions in an emergency. The organizational structure is preset and does not include specialized personnel, such as hydrologists.**

Correct Answer: Myth

ICS is a flexible interdisciplinary management system designed to:

- Allow personnel from a variety of agencies to meld rapidly into a common management structure.
- Provide logistical and administrative support to ensure that operational staff, such as hydrologists, can meet incident objectives.

4. **ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.**

Correct Answer: Truth

ICS can be used to manage a routine or planned event, as well as a large and complex emergency situation. This management system has been tested in more than 30 years of emergency and non-emergency applications, by all levels of government and in the private sector. For example, ICS was used to manage security at the 2002 Winter Olympics in Salt Lake City.

Activity: ICS Management Functions



Instructions: ICS management functions can be applied to a wide variety of events. Your community is having a parade to celebrate the upcoming 4th of July. For each ICS management function listed below, write in parade activities that might be performed.

ICS Management Function	Parade Activity
Incident Command	
Operations	
Planning	
Logistics	
Finance/Administration	

Activity Answer Key: ICS Management Functions



Possible Answers:

ICS Management Function	Parade Activity
Incident Command	Determine the parade route. Set up a command post to monitor the parade.
Operations	Establish staging area for participants. Sequence participants according to plan. Ensure vehicles operate properly during parade. Set up boundaries and roadblocks. Provide security.
Planning	Develop parade plan to include sequence of events, timing, location, and activities. Schedule events. Obtain permits.
Logistics	Arrange for transportation, fuel, lodging, and food/beverages. Provide communications equipment for use during parade.
Finance/Administration	Track and pay parade expenses. Track time for volunteers and paid staff. Track personnel assigned to parade.

Activity: ICS Operating Guidelines

Instructions: Read the situation and question below, then select your answer.

Scenario 1:

As the response to the Illinois flooding got underway, multiple Federal agencies were activated to assist. Currently, there are eight Emergency Support Functions (ESFs) reporting to the Operations Section Chief.

Is the situation consistent with the basic ICS operating guideline for span of control?

- Yes
- No

Scenario 2:

Because of the size of the incident, the Ops Section Chief has appointed a Deputy Ops Section Chief and delegated the authority for coordinating requests for resources from the state.

Is the situation consistent with the basic ICS operating guideline for delegation of authority?

- Yes
- No

Activity Answer Key: ICS Operating Guidelines



Correct Answers:

Scenario 1:

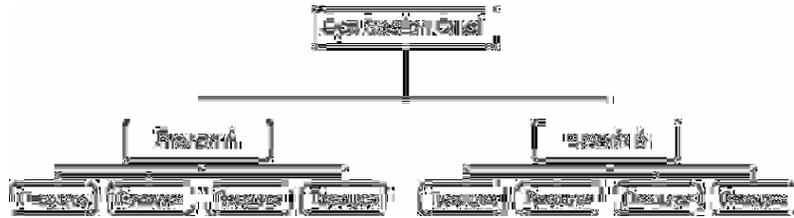
As the response to the Illinois flooding got underway, multiple Federal agencies were activated to assist. Currently, there are eight Emergency Support Functions (ESFs) reporting to the Operations Section Chief.

Is the situation consistent with the basic ICS operating guideline for span of control?

- Yes
- No**

The situation is **not** consistent with the basic ICS operating guideline for span of control. The Operations Section Chief should appoint branch directors to accommodate the increased number of personnel. Effective span of control on incidents may vary from three (3) to seven (7), but **a ratio of one (1) supervisor to five (5) reporting elements is recommended**. If the number of reporting elements falls outside of these ranges, expansion or consolidation of the organization may be necessary.

The organizational chart below shows how the Operations Section Chief can maintain an effective span of control.



**Activity Answer Key: ICS
Operating Guidelines**
(Continued)



Scenario 2:

Because of the size of the incident, the Ops Section Chief has appointed a Deputy Ops Section Chief and delegated the authority for coordinating requests for resources from the state.

Is the situation consistent with the basic ICS operating guideline for delegation of authority?

- Yes**
- No**

The situation **is** consistent with the basic ICS operating guideline for delegation of authority. The Operations Section Chief can delegate authority to the Deputy. The person at the top of the ICS organization is responsible until the authority is delegated to another person. Thus, on larger incidents where additional persons are required, the Section Chief or Incident Commander can delegate authority to accomplish or manage all operational aspects of the incident organization.

Activity: Roles and Responsibilities



Instructions: Read the situation and question below, then select your answer.

Scenario 1:

Prior to the Operations Section Chief being appointed, assigning tactical resources and overseeing operations were under the direct supervision of the person with overall responsibility for managing the incident.

Prior to the Operations Section Chief being appointed, who had responsibility for assigning tactical resources and overseeing operations?

- Group Supervisor
- Incident Commander
- Branch Director

Scenario 2:

As the incident became more complex, command was transferred to a more experienced Incident Commander. Transfer of command at the incident required notification to all personnel that a transfer in command was taking place.

What other action was required when the transfer of command took place?

- There was a full briefing for the incoming Incident Commander.
- Staff members were directed to develop a written Incident Action Plan.
- A Deputy Incident Commander was appointed.

Activity Answer Key: Roles and Responsibilities



Correct Answers

Scenario 1:

Prior to the Operations Section Chief being appointed, assigning tactical resources and overseeing operations were under the direct supervision of the person with overall responsibility for managing the incident.

Prior to the Operations Section Chief being appointed, who had responsibility for assigning tactical resources and overseeing operations?

- Group Supervisor
- Incident Commander**
- Branch Director

Prior to the Operations Section Chief being appointed, assigning tactical resources and overseeing operations were under the direct supervision of the **Incident Commander**.

Scenario 2:

As the incident became more complex, command was transferred to a more experienced Incident Commander. Transfer of command at the incident required notification to all personnel that a transfer in command was taking place.

What other action was required when the transfer of command took place?

- There was a full briefing for the incoming Incident Commander.**
- Staff members were directed to develop a written Incident Action Plan.
- A Deputy Incident Commander was appointed.

As the incident became more complex, command was transferred to a more experienced Incident Commander. Transfer of command at the incident required notification to all personnel that a transfer in command was taking place. **In addition, transfer of command required that there be a full briefing for the incoming Incident Commander.**

Activity: Command Staff Positions



Instructions: Read the statements below and decide which member of the Command Staff is being described.

Statement 1:

"I work very closely with Operations to make sure that our people in the field are wearing appropriate protective equipment and implementing safe tactical options."

- Public Information Officer
- Safety Officer
- Liaison Officer

Statement 2:

"I provide briefings to supporting agency representatives and work with them to address their questions and concerns about the operation. I ask agency representatives about restrictions on their resources that may impact how we can use them or special support requirements that they might have."

- Public Information Officer
- Safety Officer
- Liaison Officer

Statement 3:

"I am the primary contact for anyone who wants details about the incident and our response to it. I serve both an external audience through the media, and an internal audience including both incident staff and agency personnel."

- Public Information Officer
- Safety Officer
- Liaison Officer

Activity Answer Key:
Command Staff Positions



Correct Answers

Statement 1:

"I work very closely with Operations to make sure that our people in the field are wearing appropriate protective equipment and implementing safe tactical options."

- Public Information Officer
- Safety Officer**
- Liaison Officer

The **Safety Officer** works very closely with Operations to make sure that the people in the field are as safe as possible under the circumstances, including wearing appropriate protective equipment and implementing the safest tactical options.

Statement 2:

"I provide briefings to supporting agency representatives and work with them to address their questions and concerns about the operation. I ask agency representatives about restrictions on their resources that may impact how we can use them or special support requirements that they might have."

- Public Information Officer
- Safety Officer
- Liaison Officer**

The **Liaison Officer** provides briefings to supporting agency representatives and works with them to address their questions and concerns about the operation. The Liaison Officer asks agency representatives about restrictions on resources that may impact how to use them or special support requirements.

Statement 3:

"I am the primary contact for anyone who wants details about the incident and our response to it. I serve both an external audience through the media, and an internal audience including both incident staff and agency personnel."

- Public Information Officer**
- Safety Officer
- Liaison Officer

The **Public Information Officer** is the primary contact for anyone who wants details about the incident and the response to it. The Public Information Officer serves both an external audience through the media, and an internal audience including both incident staff and agency personnel.

Activity: Operations Section



Instructions: Read the situation and question below, then select your answer.

Statement 1:

Community Relations personnel are now being deployed to gather information about Human Services needs in six counties. The person in charge of each county is designated as a Supervisor.

What type of ICS organizational structure is being described?

- Strike Team
- Task Force
- Division

Statement 2:

Veterinary technicians, sanitation workers, and disposal equipment are grouped together, under a common supervisor, to handle the removal of dead animals from the flooded area.

What type of ICS organizational structure is being described?

- Strike Team
- Task Force
- Division

Statement 3:

A U.S. Army Corps of Engineers specialist has been assigned to inspect the levee system in the Quincy area.

What type of ICS organizational structure is being described?

- Strike Team
- Single Resource
- Branch

Statement 4:

HazMat technicians, with the same equipment, training, and capability, are being used to respond to hazardous materials situations in the six-county area. A common communications system links the different crews under the direct supervision of a Leader.

What type of ICS organizational structure is being described?

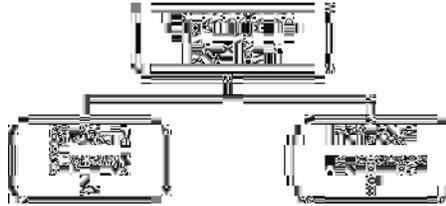
- Strike Team
- Single Resource
- Group

Activity: Operations Section (Continued)



Statement 5:

Incident objectives and resources are expanding daily. To maintain span of control, the Operations Section Chief is organizing Individual Assistance into an organizational component that is managed by a Supervisor.

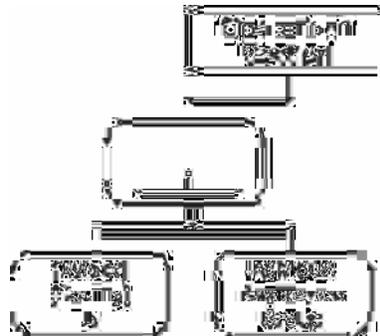


On the organizational chart, the title of this component would be called the Individual Assistance _____.

- Unit
- Team
- Group

Statement 6:

As the operation expands even further, the Operations Section Chief appoints several Directors to manage the Divisions and Groups.



On the organizational chart, the title of the organizational component managed by a Director would be called the _____.

- Human Services Subsection
- Human Services Branch
- Human Services Directorate

Activity Answer Key:
Operations Section



Correct Answers

Statement 1:

Community Relations personnel are now being deployed to gather information about Human Services needs in six counties. The person in charge of each county is designated as a Supervisor.

What type of ICS organizational structure is being described?

- Strike Team
- Task Force
- Division**

Divisions are used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.

Statement 2:

Veterinary technicians, sanitation workers, and disposal equipment are grouped together, under a common supervisor, to handle the removal of dead animals from the flooded area.

What type of ICS organizational structure is being described?

- Strike Team
- Task Force**
- Division

Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Leader.

Statement 3:

A U.S. Army Corps of Engineers specialist has been assigned to inspect the levee system in the Quincy area.

What type of ICS organizational structure is being described?

- Strike Team
- Single Resource**
- Branch

Single Resources are an individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.

**Activity Answer Key:
Operations Section
(Continued)**



Statement 4:

HazMat technicians, with the same equipment, training, and capability, are being used to respond to hazardous materials situations in the six-county area. A common communications system links the different crews under the direct supervision of a Leader.

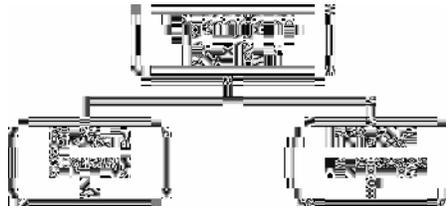
What type of ICS organizational structure is being described?

- Strike Team**
- Single Resource
- Group

Strike Teams are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.

Statement 5:

Incident objectives and resources are expanding daily. To maintain span of control, the Operations Section Chief is organizing Individual Assistance into an organizational component that is managed by a Supervisor.



On the organizational chart, the title of this component would be called the Individual Assistance _____.

- Unit
- Team
- Group**

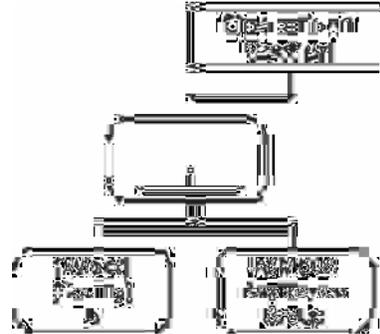
Groups are used to describe functional areas of operations. The person in charge of each Group is also designated as the Group Supervisor.

**Activity Answer Key:
Operations Section
(Continued)**



Statement 6:

As the operation expands even further, the Operations Section Chief appoints several Directors to manage the Divisions and Groups.



On the organizational chart, the title of the organizational component managed by a Director would be called the _____.

- Human Services Subsection
- Human Services Branch**
- Human Services Directorate

Branches are used when the number of Divisions or Groups extends the span of control and can be either geographical or functional.

Activity: Expanding and Contracting the ICS Organization



Instructions: Read the scenario and question below, then select your answer.

Scenario 1:

A commuter train has just derailed. A man, who by chance is an EMT, and his two teenaged children have called 911. A police cruiser is in the area and arrives at the scene almost immediately. The initial ICS organization established to help the passengers in the train is shown below.



In the ICS organization described above, Police Officer 1 has assumed which role?

- Incident Commander
- Logistics Section Chief
- Information Officer

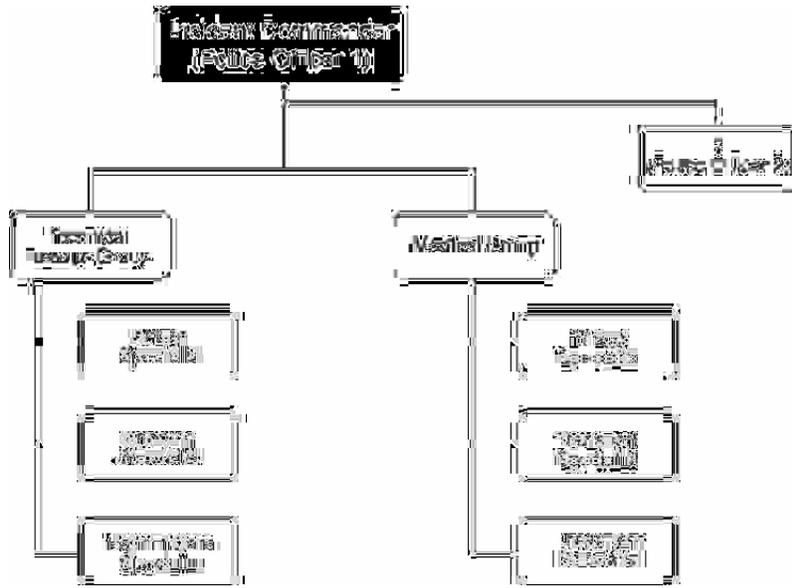
Activity: Expanding and Contracting the ICS Organization (Continued)



Scenario 2: The Incident Continues

Additional resources have joined the incident, including two police cruisers, one rescue unit, and one EMT unit. To reduce his span of control, the Incident Commander organized them into two Groups: a Rescue Group and a Medical Group. The Incident Commander assigns a police officer to oversee:

- Preparing and documenting the Incident Action Plan.
- Conducting contingency planning.
- Maintaining incident documentation.
- Tracking resources assigned to the incident.



In the ICS organization described above, Police Officer 2 has been assigned which role?

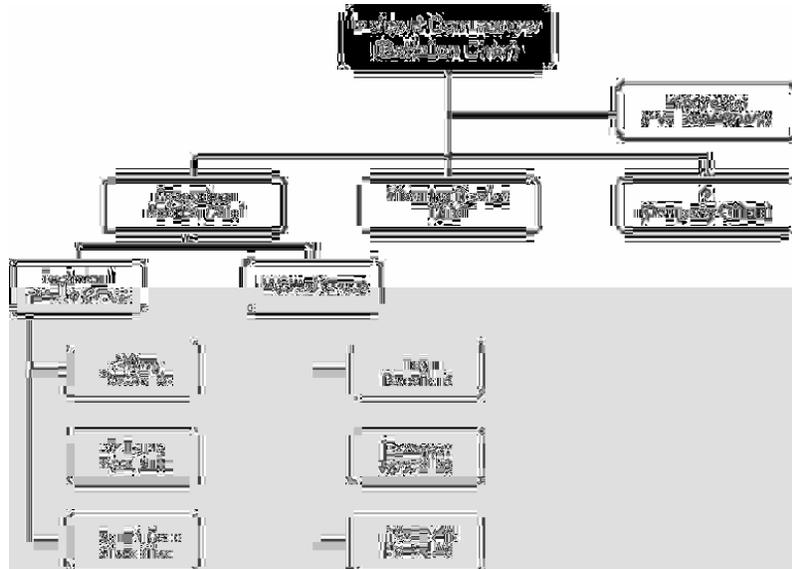
- Deputy Incident Commander
- Planning Section Chief
- Liaison Officer

Activity: Expanding and Contracting the ICS Organization (Continued)



Scenario 3: The Incident Expands Further

In the final phase of the incident, additional resources arrived, including the fire department's Public Information Officer. The Incident Commander, now a Fire Department Battalion Chief, has assigned a company officer to coordinate the request for and receipt of needed resources.



In the ICS organization described above, the Fire Department Company Officer has been assigned which role?

- Finance/Administration Section Chief
- Logistics Section Chief
- Deputy Incident Commander

**Activity Answer Key:
Expanding and
Contracting the ICS
Organization**



Correct Answer

Scenario 1:

A commuter train has just derailed. A man, who by chance is an EMT, and his two teenaged children have called 911. A police cruiser is in the area and arrives at the scene almost immediately. The initial ICS organization established to help the passengers in the train is shown below.

In the ICS organization described above, Police Officer 1 has assumed which role?

- Incident Commander**
- Logistics Section Chief
- Information Officer

In the ICS organization in the scenario, the police officer has assumed the role of the **Incident Commander**. The Incident Commander has overall responsibility for managing the incident.

**Activity Answer Key:
Expanding and
Contracting the ICS
Organization (Continued)**



Correct Answer

Scenario 2: The Incident Continues

Additional resources have joined the incident, including two police cruisers, one rescue unit, and one EMT unit. To reduce his span of control, the Incident Commander organized them into two Groups: a Rescue Group and a Medical Group. The Incident Commander assigns a police officer to oversee:

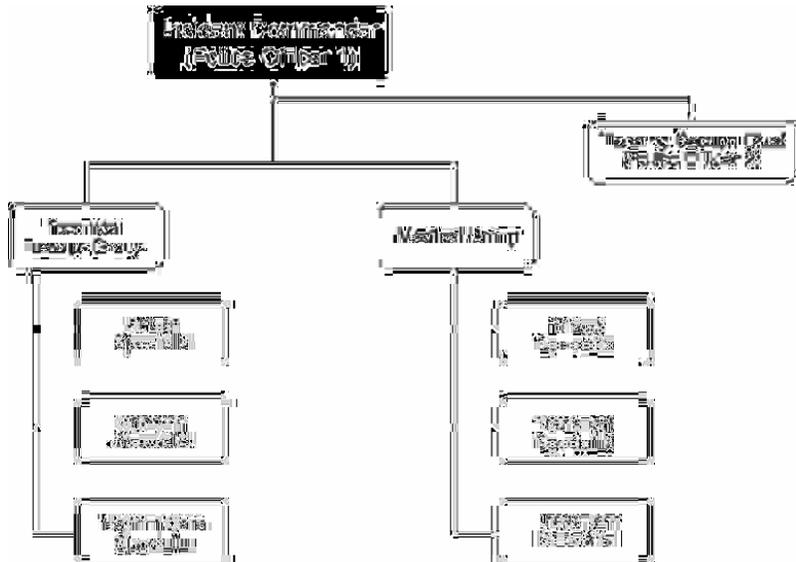
- Preparing and documenting the Incident Action Plan.
- Conducting contingency planning.
- Maintaining incident documentation.
- Tracking resources assigned to the incident.

In the ICS organization described above, Police Officer 2 has been assigned which role?

- Deputy Incident Commander
- Planning Section Chief**
- Liaison Officer

In the expanded ICS organization in this scenario, Police Officer 2 has been assigned the role of the **Planning Section Chief**. The Planning Section Chief oversees:

- Preparing and documenting the Incident Action Plan.
- Conducting contingency planning.
- Maintaining incident documentation.
- Tracking resources assigned to the incident.



Activity Answer Key
Expanding and Contracting the ICS Organization (Continued)



Correct Answer

Scenario 3: The Incident Expands Further

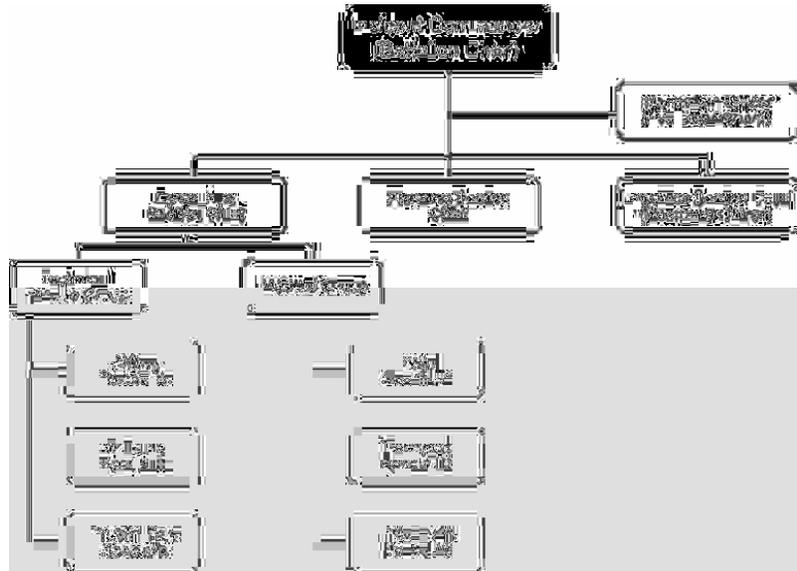
In the final phase of the incident, additional resources arrived, including the fire department's Public Information Officer. The Incident Commander, now a Fire Department Battalion Chief, has assigned a company officer to coordinate the request for and receipt of needed resources.

In the ICS organization described above, the Fire Department Company Officer has been assigned which role?

- Finance/Administration Section Chief
- Logistics Section Chief**
- Deputy Incident Commander

In the expanded ICS organization in the scenario, the Company Officer has been assigned the role of **Logistics Section Chief**. The Logistics Section Chief is responsible for the following activities:

- Obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services to incident personnel.



Activity: Communication within the ICS



Instructions: Review the statement below and decide whether you agree or disagree that it complies with the principle of common terminology.

Statement 1:

The Strike Team Leader for CR Strike Team 4 has just called in, "There are multiple 10-45s at the farm on SR 28."

- Agree
- Disagree

Statement 2:

A Community Relations Strike Team Leader has just called in, "This is CR Leader for Hancock County. The residents here are confused about how to apply for Housing assistance. Can we coordinate with Public Information to get the word out better?"

- Agree
- Disagree

Activity Answer Key:
Communication within
the ICS



Correct Answers

Statement 1:

The Strike Team Leader for CR Strike Team 4 has just called in, "There are multiple 10-45s at the farm on SR 28."

- Agree
- Disagree**

The following statement **does not** comply with the principle of common terminology: "There are multiple 10-45s at the farm on SR 28."

Instead, the Strike Team Leader should have said, "There are multiple dead animals at the farm on State Route 28."

Statement 2:

A Community Relations Strike Team Leader has just called in, "This is CR Leader for Hancock County. The residents here are confused about how to apply for Housing assistance. Can we coordinate with Public Information to get the word out better?"

- Agree**
- Disagree

The following statement **does** comply with the principle of common terminology: "This is CR Leader for Hancock County. The residents here are confused about how to apply for Housing assistance. Can we coordinate with Public Information to get the word out better?"

Activity: Incident Facilities

Instructions: Read the situation and question below, then select your answer.

Situation 1:

Urban search and rescue teams are being held here until they receive their tactical assignments.

Which incident facility is being used for personnel and equipment awaiting tactical assignments?

- Incident Command Post
- Staging Area
- Base
- Camp

Situation 2:

The Incident Commander for the Illinois flood incident is working out of a storefront office in Quincy. This location was selected because it:

- Was close to the incident site.
- Was located near the main east-west and north-south routes that will be used by response personnel.
- Had a large parking lot that could serve as a staging area.
- Was readily identifiable by all responders.

The shopping center was selected by the Incident Commander to serve as which incident facility?

- Incident Command Post
- Staging Area
- Base
- Camp

Situation 3:

Water, food, medical supplies, and additional resources are being kept in several support locations throughout the disaster area so that response personnel will not have to travel long distances for replenishment.

Which incident facility is being used for personnel and equipment awaiting tactical assignments?

- Incident Command Post
- Staging Area
- Base
- Camp

Activity Answer Key:
Incident Facilities



Correct Answers

Situation 1:

Urban search and rescue teams are being held here until they receive their tactical assignments.

Which incident facility is being used for personnel and equipment awaiting tactical assignments?

- Incident Command Post
- Staging Area**
- Base
- Camp

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

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

Situation 2:

The Incident Commander for the Illinois flood incident is working out of a storefront office in Quincy. This location was selected because it:

- Was close to the incident site.
- Was located near the main east-west and north-south routes that will be used by response personnel.
- Had a large parking lot that could serve as a staging area.
- Was readily identifiable by all responders.

The shopping center was selected by the Incident Commander to serve as which incident facility?

- Incident Command Post**
- Staging Area
- Base
- Camp

The office was selected by the Incident Commander to serve as the **Incident Command Post**.

The **Incident Command Post**, or ICP, is the location from which the Incident Commander oversees all incident operations. There is only one ICP for each incident or event. Every incident or event must have some form of an Incident Command Post.

**Activity Answer Key:
Incident Facilities
(Continued)**



Situation 3:

Water, food, medical supplies, and additional resources are being kept in several support locations throughout the disaster area so that response personnel will not have to travel long distances for replenishment.

Which incident facility is being used for personnel and equipment awaiting tactical assignments?

- Incident Command Post
- Staging Area
- Base
- Camp**

The support location where additional resources are kept represents a **Camp**.

A **Camp** is the location where resources may be kept to support incident operations if a Base is not accessible to all resources. Not all incidents will have Camps.

Activity: Common Responsibilities



Instructions: Read the situation and question below. Write your answer in the space provided.

Situation 1:

You have been deployed to a remote island in the Pacific that has been devastated by a typhoon. You have been told to prepare for an extended stay in a remote area.

What guidelines should you follow when preparing for an extended stay or out-of-jurisdiction travel?

Situation 2:

You are contracting for resources and you have a question. You need to contact a Division Supervisor out in the field via radio.

What are some important communications guidelines that you should follow?

**Activity Answer Key:
Common Responsibilities****Correct Answers****Situation 1:**

You have been deployed to a remote island in the Pacific that has been devastated by a typhoon. You have been told to prepare for an extended stay in a remote area.

What guidelines should you follow when preparing for an extended stay or out-of-jurisdiction travel?

Possible answers include:

- Assemble a travel kit containing any special technical information (e.g., maps, manuals, contact lists, and reference materials needed for your assignment).
- Prepare personal items that you will need for your estimated length of stay, including medications, cash, credit cards, etc.
- Ensure that family members know your destination and how to contact you.
- Determine appropriate travel authorizations.
- Familiarize yourself with lodging and transportation arrangements that have been established for you.
- Take your passport.
- Determine your return mode of transportation (if possible).
- Determine payroll procedures (at incident or through home agency).

Situation 2:

You are contracting for resources and you have a question. You need to contact a Division Supervisor out in the field via radio.

What are some important communications guidelines that you should follow?

Possible answers include:

- Observe strict radio/telephone procedures.
- Use plain English. Codes should not be used in radio transmissions. Limit the use of discipline-specific jargon, especially on interdisciplinary incidents.
- Limit radio and telephone traffic to essential information only. Plan what you are going to say.
- Follow procedures for secure communications as required.