

# Introduction to Unified Command for All-Hazard Incidents

IUCAHI-Student Manual

*1st Edition, 2nd Printing-August 2018*



**FEMA**

FEMA/USFA/NFA  
IUCAHI-SM  
August 2018  
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***Introduction to Unified Command for  
All-Hazard Incidents***



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Acronyms

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## ACKNOWLEDGMENTS

The development of any National Fire Academy (NFA) course is a complex process aimed at providing students with the best possible learning opportunity we can deliver.

There are many players in course development, each of whom plays an equally important part in its success. We want to acknowledge their participation and contribution to this effort and extend our heartfelt thanks for making this quality product.

The following people participated in the creation of this course:

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### **COURSE GOAL**

The goal of this course is to prepare students to coordinate with response partners and direct an incident through a common set of objectives, strategies and a single Incident Action Plan (IAP).

### **AUDIENCE, SCOPE AND COURSE PURPOSE**

The primary audiences for this course are fire department and emergency medical services Company Officers (COs), first responders, chief officers and others who would function in a Command or General Staff position during a multiagency operation. Further specification for the audience includes officers who have Command responsibilities, are upwardly mobile and act in the position of a company officer, would function in a Command or General Staff position during a Unified Command operation, and are initially responsible for setting up the Incident Command organization.

This course, “Introduction to the Unified Command for All-Hazard Incidents” (IUCAHI), is designed to provide COs with a better understanding of multiagency needs and a Unified Command structure. As previously mentioned, this course is a revision. As such, it will provide students with an understanding of the requirements of a Unified Command organization and provide students with the knowledge and skills necessary to operate effectively in complex incidents.

### **STANDARDS**

This course is designed to meet the applicable sections of National Fire Protection Association (NFPA) 1021, *Standard for Fire Officer Professional Qualifications*.

This course meets requirements specified to support National Incident Management System (NIMS) implementation through integrated decision making and unity of effort among all incident personnel .

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SCHEDULE

TIME	DAY 1	DAY 2
8:00 - 9:00	Introduction, Welcome and Administrative	Unit 3: The Planning Process and Incident Action Plan Development (cont'd)  Activity 3.2: Developing an Incident Action Plan
9:00 - 9:10	<i>Break</i>	<i>Break</i>
9:10 - 10:20	Unit 1: Incident Command System Review and Incident Management Teams	Activity 3.2: Developing an Incident Action Plan (cont'd)
10:20 - 10:30	<i>Break</i>	<i>Break</i>
10:30 - 12:00	Unit 1: Incident Command System Review and Incident Management Teams (cont'd)  Activity 1.1: Incident Command System Game  Unit 2: Preplanning, Unified Command and Area Command	Activity 3.2: Developing an Incident Action Plan (cont'd)
12:00 - 1:00	<i>Lunch</i>	<i>Lunch</i>
1:00 - 2:15	Unit 2: Preplanning, Unified Command and Area Command (cont'd)  Activity 2.1: Determining the Makeup of a Unified Command Organization	Unit 4: Multiagency Coordination Systems  Unit 5: Federal Response to All-Hazard Unified Command Incidents
2:15 - 2:30	<i>Break</i>	<i>Break</i>
2:30 - 4:30	Unit 3: The Planning Process and Incident Action Plan Development  Activity 3.1: Completing the Incident Command System Forms Associated With an Incident Action Plan	Unit 5: Federal Response to All-Hazard Unified Command Incidents (cont'd)  Activity 5.1: Federal Agency Interface at All-Hazard Incidents  Examination  Evaluation

Note: This schedule is subject to modification by the instructors and approved by the training specialist.

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# FIREFIGHTER CODE OF ETHICS

## Background

The Fire Service is a noble calling, one which is founded on mutual respect and trust between firefighters and the citizens they serve. To ensure the continuing integrity of the Fire Service, the highest standards of ethical conduct must be maintained at all times.

Developed in response to the publication of the Fire Service Reputation Management White Paper, the purpose of this National Firefighter Code of Ethics is to establish criteria that encourages fire service personnel to promote a culture of ethical integrity and high standards of professionalism in our field. The broad scope of this recommended Code of Ethics is intended to mitigate and negate situations that may result in embarrassment and waning of public support for what has historically been a highly respected profession.

Ethics comes from the Greek word *ethos*, meaning character. Character is not necessarily defined by how a person behaves when conditions are optimal and life is good. It is easy to take the high road when the path is paved and obstacles are few or non-existent. Character is also defined by decisions made under pressure, when no one is looking, when the road contains land mines, and the way is obscured. As members of the Fire Service, we share a responsibility to project an ethical character of professionalism, integrity, compassion, loyalty and honesty in all that we do, all of the time.

We need to accept this ethics challenge and be truly willing to maintain a culture that is consistent with the expectations outlined in this document. By doing so, we can create a legacy that validates and sustains the distinguished Fire Service institution, and at the same time ensure that we leave the Fire Service in better condition than when we arrived.



# FIREFIGHTER CODE OF ETHICS

**I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of the fire service. Therefore, I pledge the following...**

- Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the fire service profession.
- Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties, or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles and equipment and that these are protected from misuse and theft.
- Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

**Developed by the National Society of Executive Fire Officers**

**GRADING METHODOLOGY**

Each student will be assessed on the last day of class with one of two versions of the final examination. Each written evaluation will consist of a minimum of 30 multiple-choice questions. Students will each need to earn at least a score of 70 percent to pass the course. If they do not pass, they may take the alternate form of the examination once to attempt to obtain a passing score of 70 percent.

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## A Student Guide to End-of-course Evaluations

**Say What You Mean ...**

### Ten Things You Can Do to Improve the National Fire Academy

The National Fire Academy takes its course evaluations very seriously. Your comments and suggestions enable us to improve your learning experience.

Unfortunately, we often get end-of-course comments like these that are vague and, therefore, not actionable. We know you are trying to keep your answers short, but the more specific you can be, the better we can respond.

Actual quotes from student evaluations:	Examples of specific, actionable comments that would help us improve the course:
1 "Update the materials."	<ul style="list-style-type: none"> <li>The (ABC) fire video is out-of-date because of the dangerous tactics it demonstrates. The available (XYZ) video shows current practices.</li> <li>The student manual references building codes that are 12 years old.</li> </ul>
2 "We want an advanced class in (fill in the blank)."	<ul style="list-style-type: none"> <li>We would like a class that enables us to calculate energy transfer rates resulting from exposure fires.</li> <li>We would like a class that provides one-on-one workplace harassment counseling practice exercises.</li> </ul>
3 "More activities."	<ul style="list-style-type: none"> <li>An activity where students can physically measure the area of sprinkler coverage would improve understanding of the concept.</li> <li>Not all students were able to fill all ICS positions in the exercises. Add more exercises so all students can participate.</li> </ul>
4 "A longer course."	<ul style="list-style-type: none"> <li>The class should be increased by one hour per day to enable all students to participate in exercises.</li> <li>The class should be increased by two days so that all group presentations can be peer evaluated and have written abstracts.</li> </ul>
5 "Readable plans."	<ul style="list-style-type: none"> <li>The plans should be enlarged to 11 by 17 and provided with an accurate scale.</li> <li>My plan set was blurry, which caused the dotted lines to be interpreted as solid lines.</li> </ul>
6 "Better student guide organization," "manual did not coincide with slides."	<ul style="list-style-type: none"> <li>The slide sequence in Unit 4 did not align with the content in the student manual from slides 4-16 through 4-21.</li> <li>The instructor added slides in Unit 4 that were not in my student manual.</li> </ul>
7 "Dry in spots."	<ul style="list-style-type: none"> <li>The instructor/activity should have used student group activities rather than lecture to explain Maslow's Hierarchy.</li> <li>Create a pre-course reading on symbiotic personal relationships rather than trying to lecture on them in class.</li> </ul>
8 "More visual aids."	<ul style="list-style-type: none"> <li>The text description of V-patterns did not provide three-dimensional views. More photographs or drawings would help me imagine the pattern.</li> <li>There was a video clip on NBC News (date) that summarized the topic very well.</li> </ul>
9 "Re-evaluate pre-course assignments."	<ul style="list-style-type: none"> <li>The pre-course assignments were not discussed or referenced in class. Either connect them to the course content or delete them.</li> <li>The pre-course assignments on ICS could be reduced to a one-page job aid rather than a 25-page reading.</li> </ul>
10 "A better understanding of NIMS."	<ul style="list-style-type: none"> <li>The instructor did not explain the connection between NIMS and ICS.</li> <li>The student manual needs an illustrated guide to NIMS.</li> </ul>

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# **UNIT 1: INCIDENT COMMAND SYSTEM REVIEW AND INCIDENT MANAGEMENT TEAMS**

## **TERMINAL OBJECTIVE**

*The students will be able to:*

- 1.1 *Demonstrate and implement the Incident Command System (ICS) and describe the use of Incident Management Teams (IMTs) at major incidents.*



## **ENABLING OBJECTIVES**

*The students will be able to:*

- 1.1 *Understand the importance of implementing ICS at incidents.*
  - 1.2 *Understand the components and usage of ICS for managing all-hazard incidents.*
  - 1.3 *Understand the concept of IMTs and its application to all-hazard incidents.*
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**UNIT 1:**

**INCIDENT COMMAND**

**SYSTEM REVIEW AND**

**INCIDENT MANAGEMENT**

**TEAMS**

Slide 1-1

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**TERMINAL OBJECTIVE**

Demonstrate and implement the Incident Command System (ICS) and describe the use of Incident Management Teams (IMTs) at major incidents.

Slide 1-2

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**ENABLING OBJECTIVES**

- Understand the importance of implementing ICS at incidents.
- Understand the components and usage of ICS for managing all-hazard incidents.
- Understand the concept of IMTs and its application to all-hazard incidents.

Slide 1-3

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## I. INTRODUCTION

### INTRODUCTION

- Major and catastrophic incidents are possibilities for any community.
- These types of incidents may only affect the people employed or located in the immediate vicinity of a structure or facility.
- Alternatively, they may affect the entire community and be very devastating.
- Initial responders must understand and implement ICS in order to effectively manage such incidents.

Slide 1-4

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- A. Major and catastrophic incidents are possibilities for any community.
- B. These types of incidents may only affect the people employed or located in the immediate vicinity of a structure or facility.
- C. Alternatively, they may affect an entire community and be very devastating.
- D. Initial responders must understand and implement the Incident Command System (ICS) in order to effectively manage such incidents.

## II. INCIDENT COMMAND SYSTEM HISTORY AND FEATURES

### ICS HISTORY AND FEATURES

- ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. After the attacks on Sept. 11, it became a component of the National Incident Management System (NIMS) following the promulgation of Homeland Security Presidential Directive (HSPD-5) in March 2003.

Slide 1-5

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- A. ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. After the attacks on Sept. 11, it became a component of the National Incident Management System (NIMS) following the promulgation of Homeland Security Presidential Directive (HSPD-5) in March 2003.

## INCIDENT COMMAND SYSTEM...?

- Is a standardized management tool for command/control of small and large emergencies.
- Represents best practices following 35 years of implementation at all-hazard incidents.
- Can be used at planned events, everyday emergencies or catastrophic events.

Slide 1-6

ICS:

1. Is a standardized management tool for command/control of small and large emergencies.
2. Represents best practices following 35 years of implementation at all-hazard incidents.
3. Can be used at planned events, everyday emergencies or catastrophic events.

## INCIDENT COMMAND SYSTEM...? (cont'd)

- Is the required incident management system under NIMS and is therefore "mandated."

Slide 1-7

4. Is the required incident management system under NIMS and is therefore "mandated."

B. There are 14 essential features of ICS:

1. Common Terminology.
2. Modular Organization.

3. Management by Objectives.
4. Incident Action Planning.
5. Manageable Span of Control.
6. Incident Locations and Facilities.
7. Comprehensive Resource Management.
8. Integrated Communications.
9. Establishment and Transfer of Command.
10. Chain of Command and Unity of Command.
11. Unified Command.
12. Accountability.
13. Dispatch/Deployment.
14. Intelligence and Investigation.

C. Expansion of ICS essential features:

**COMMON TERMINOLOGY**

- Standardized levels — Divisions, Groups, Branches.
- Clear text — plain English (no 10 codes).
- Consistency at all levels of the system.
- Identity of those in charge.

Slide 1-8

1. Common Terminology.
  - a. Standardized levels — Divisions, Groups, Branches.
  - b. Clear text — plain English (no 10 codes).

- c. Consistency at all levels of the system.
- d. Identity of those in charge.

### MODULAR ORGANIZATION

- System expands as required.
- Based on needs of incident.
- Identifies chain of Command.
- Identifies flow of communications.
- Contracts as incident demobilizes.

Slide 1-9

#### 2. Modular Organization.

- a. System expands as required.
- b. Based on needs of incident.
- c. Identifies chain of command.
- d. Identifies flow of communications.
- e. Contracts as incident demobilizes.

### MANAGEMENT BY OBJECTIVES

- Establishing incident objectives.
- Developing strategies.
- Issuing assignments — tasking.
- Directing efforts to support strategies.
- Documenting results.

Slide 1-10

#### 3. Management by Objectives.

- a. Establishing incident objectives.

- b. Developing strategies.
- c. Issuing assignments — tasking.
- d. Directing efforts to support strategies.
- e. Documenting results.

### INCIDENT ACTION PLANNING

- Development of Incident Action Plan (IAP).
- Product of Management by Objectives.
- Formal versus informal plan — charts versus forms.
- Guides development of incident.
- Level of plan based on incident complexity.

Slide 1-11

#### 4. Incident Action Planning.

- a. Development of Incident Action Plan (IAP).
- b. Product of Management by Objectives.
- c. Formal versus informal plan — charts versus forms.
- d. Guides development of incident.
- e. Level of plan based on incident complexity.

### MANAGEABLE SPAN OF CONTROL

- Key to effective incident management.
- The optimal span of control for incident management is one supervisor to five subordinates as a guideline (1:5 ratio).
- If span of control is exceeded, then efficiency and accountability will diminish.



Slide 1-12

5. Manageable Span of Control.
  - a. Key to effective incident management.
  - b. Three to seven subordinates can be managed.
  - c. The optimal number of subordinates is five.
  - d. If span of control is exceeded, both efficiency and accountability will diminish.

### INCIDENT LOCATIONS AND FACILITIES

- Based on incident type and complexity.
- Various types for Command and support.
- Known as designated facilities.
- Typically managed by Logistics.
- Incident Command Post (ICP), Base, camps, Staging Areas, helispots, helibase.

Slide 1-13

6. Incident Locations and Facilities.
  - a. Based on incident type and complexity.
  - b. Various types for Command and support.
  - c. Known as designated facilities.
  - d. Typically managed by Logistics.
  - e. Incident Command Post (ICP), Base, camps, Staging Areas, helispots, helibase.

## COMPREHENSIVE RESOURCE MANAGEMENT

- Accurate accounting of resource usage.
- Resource tracking function.
- Situation status awareness.
- Documentation of resource usage.
- Demobilization when/as required.

Slide 1-14

### 7. Comprehensive Resource Management.

- a. Accurate accounting of resource usage.
- b. Resource tracking function.
- c. Situation status awareness.
- d. Documentation of resource usage.
- e. Demobilization when/as required.

## INTEGRATED COMMUNICATIONS

- A common communications plan.
- Interoperable communications assets.
- Supporting infrastructure.
- Common terminology.
- Redundancy for sustainment.

Slide 1-15

### 8. Integrated Communications.

- a. A common communications plan.
- b. Interoperable communications assets.



- c. Supporting infrastructure.
- d. Common terminology.
- e. Redundancy for sustainment.

### ESTABLISHMENT AND TRANSFER OF COMMAND

- The Command function must be established.
- Established as the initial ICS function.
- Transferred as needed or mandated.
- Must provide a briefing at each transition.
- Unified as appropriate.

Slide 1-16

#### 9. Establishment and Transfer of Command.

- a. The Command function must be established.
- b. Established as the initial ICS function.
- c. Transferred as needed or mandated.
- d. Must provide a briefing at each transition.
- e. Unified as appropriate.

### CHAIN OF COMMAND AND UNITY OF COMMAND

- Orderly line of authority within ICS.
- Every individual has a single designated boss.
- This avoids multiple/conflicting directions.
- Clarifies reporting relationships.
- Managers must be able to control actions of subordinates.

Slide 1-17

#### 10. Chain of Command and Unity of Command.

- a. Orderly line of authority within ICS.
- b. Every individual has a single designated boss.
- c. This avoids multiple/conflicting directions.
- d. Clarifies reporting relationships.
- e. Managers must be able to control actions of subordinates.

### UNIFIED COMMAND

- Allows multiple agencies to work together.
- Doesn't affect agency authority, responsibility or accountability.
- Common, shared responsibilities.
- Limits duplication of effort.
- Shares resources.

Slide 1-18

#### 11. Unified Command.

- a. Allows multiple agencies to work together.
- b. Doesn't affect agency authority, responsibility or accountability.
- c. Common, shared responsibilities.
- d. Limits duplication of effort.
- e. Shares resources.

## ACCOUNTABILITY

- Essential to safety.
- Resource tracking.
- Unity of Command.
- Span of control.
- Expanded based on incident.



Slide 1-19

### 12. Accountability.

- a. Essential to safety.
- b. Resource tracking.
- c. Unity of command.
- d. Span of control.
- e. Expanded based on incident.

## DISPATCH/DEPLOYMENT

- Resources respond only as authorized.
- Must represent an agency as deployed.
- No self-dispatching.

Slide 1-20

### 13. Dispatch/Deployment.

- a. Resources respond only as authorized.
- b. Must represent an agency as deployed.
- c. No self-dispatching.

## INTELLIGENCE AND INVESTIGATION

- Gather incident-related information and intelligence.
- Analyze information and intelligence.
- Share information and intelligence.
- Initiate incident-related investigative activities.

Slide 1-21

### 14. Intelligence and Investigation.

- a. Gather incident-related information and intelligence.
- b. Analyze information and intelligence.
- c. Share information and intelligence.
- d. Initiate incident-related investigative activities.

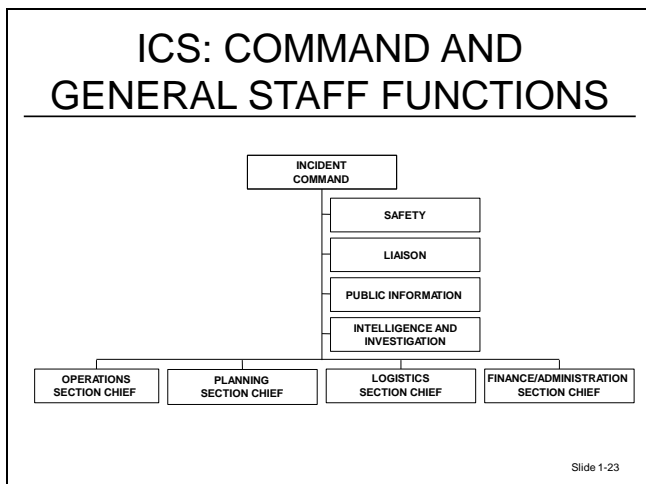
## III. EXPANDING THE INCIDENT COMMAND SYSTEM

### EXPANDING THE ICS

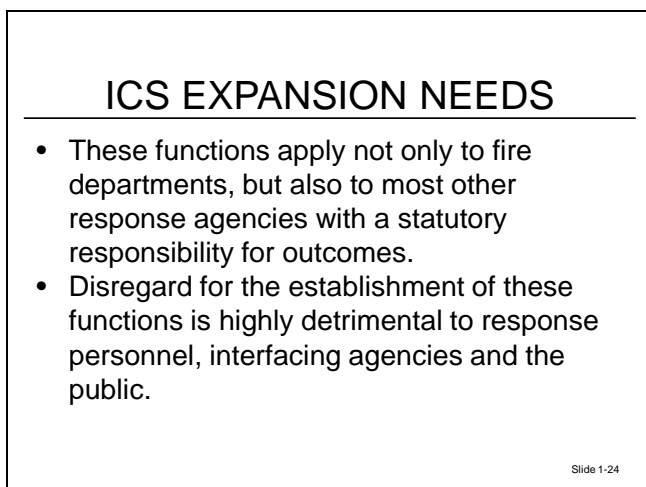
- The majority of United States emergency services agencies have limited experience with managing major and catastrophic incidents.
- For the fire service, 99.7 percent of our incidents are handled by a single alarm.
- It is essential that the ICS Command and General Staff functions be staffed on the remaining 0.3 percent of incidents.

Slide 1-22

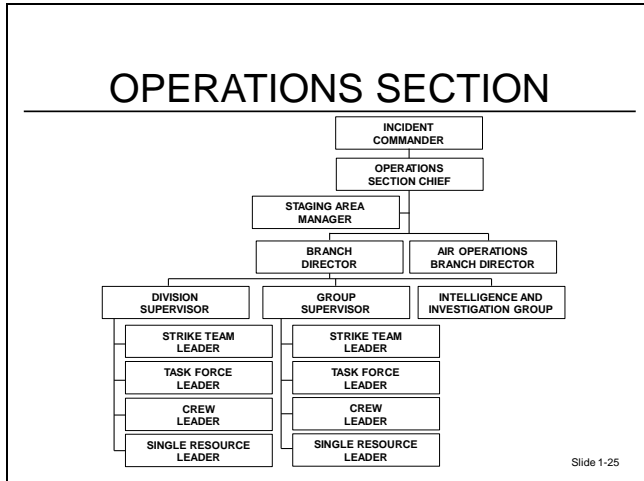
- A. The great majority of United States fire departments, law enforcement agencies, and other emergency services providers have limited experience with managing major and catastrophic incidents.



- B. On major, catastrophic incidents, it is essential that the General Staff positions (Incident Commander (IC), Operations Section Chief (OSC), Planning Section Chief (PSC), Logistics Section Chief (LSC), and the Finance/Administration Section Chief (FSC)) be implemented.
- C. The Command Staff positions of Safety Officer, Liaison Officer, Public Information Officer (PIO), and sometimes Intelligence and Investigation Officer (optional) are also essential functions that need to be staffed.



- D. These functions apply not only to fire departments, but also to most other response agencies with a statutory responsibility for outcomes and need for Common Operating Picture.
- E. Disregard for the establishment of the Command and General Staff functions is highly detrimental to response personnel, interfacing agencies and the public.



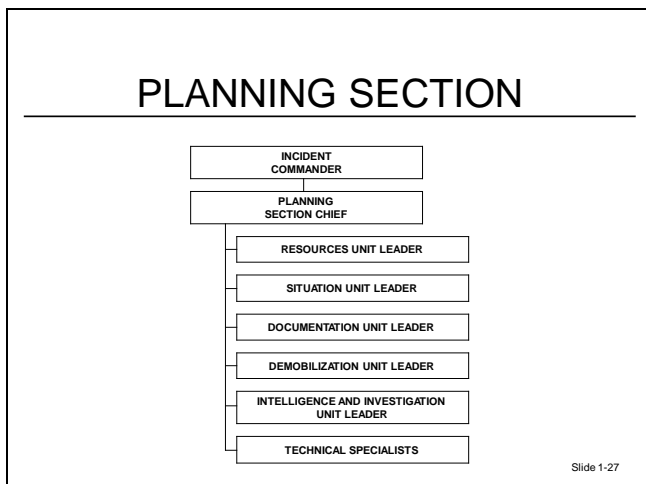
1. Operations Section: OSC.

## OPERATIONS SECTION: OPERATIONS SECTION CHIEF

- Establish Operations to allow the Incident Commander (IC) to focus on the “big picture.”
- Operations will do tactics while the IC will do objectives and strategy.
- This division of work is absolutely necessary on major incidents.
- Ensure that all incident personnel are aware that “Operations” is established.

Slide 1-26

- a. Operations will do tactics while the IC will do incident objectives and strategy.
- b. This division of work is absolutely necessary on major incidents.




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## 2. Planning Section: PSC.

### PLANNING SECTION: PLANNING SECTION CHIEF

- Required for processing data.
- Resources need to be tracked.
- There needs to be a Plan “B.” (“C” and “D”?)
- Incident needs documenting.
- Often there is a need for technical assistance.
- A number of trained personnel may have to be assigned to the Planning Section Chief (PSC).

Slide 1-28

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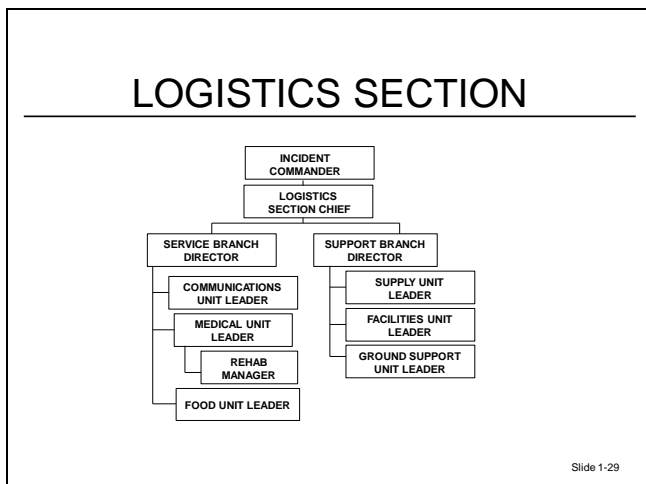
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- a. Required for processing the enormous amount of data that will be at the incident.
- b. Resources need to be tracked — ordered, arrived, and at their assignment.
- c. There needs to be a Plan “B” and maybe a Plan “C” and Plan “D.”
- d. The incident needs to be documented and demobilized at the appropriate time.
- e. Often there is a need for technical specialists at the incident to provide critical information for the control effort.
- f. A number of trained personnel may have to be assigned to the PSC so that the appropriate duties may be carried out.



### 3. Logistics Section: LSC.

## LOGISTICS SECTION: LOGISTICS SECTION CHIEF

- Logistical needs could be overwhelming.
- The incident will need:
  - Communications plan.
  - Responder medical plan and rehab.
  - Feeding capability.
  - Supply operation.
  - Personnel to set up Base, Command Post (CP), etc.
  - Means for transport of personnel and supplies.

Slide 1-30

- a. Logistical needs could be overwhelming.
- b. The incident will need:
  - Communications plan.
  - Responder medical plan and rehab.
  - Feeding capability.
  - Supply operation.
  - Personnel to set up Base, Command Post (CP), etc.
  - Means for transport of personnel and supplies.



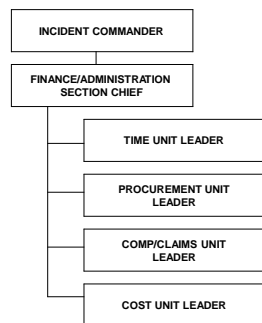
## LOGISTICS SECTION (cont'd)

- The Logistics Section may require a large number of personnel.
- You may be able to use qualified nonuniformed personnel in this section, if they have been properly trained.
- Where do we get them from?

Slide 1-31

- c. The Logistics Section may require a large number of personnel.
- d. You may be able to use qualified nonuniformed personnel in this section, if they are properly trained.

## FINANCE/ADMINISTRATION SECTION



Slide 1-32

4. Finance/Administration Section: FSC.

**FINANCE/ADMINISTRATION SECTION:  
FINANCE/ADMINISTRATION SECTION CHIEF**

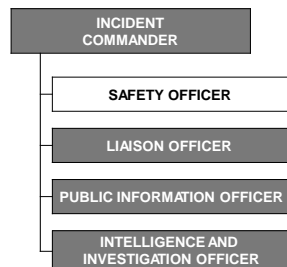
- There must be personnel to:
  - Record equipment and personnel time.
  - Administer outside contracts, vendors, leases and fiscal agreements.
  - Manage compensation and claims.
  - Collect incident cost data and provide cost- saving recommendations.
  - Manage the commissary operations.

Slide 1-33

There must be personnel to:

- a. Record equipment and personnel time.
- b. Administer outside contracts, vendors, leases and fiscal agreements.
- c. Manage compensation and claims.
- d. Collect incident cost data and provide cost-saving recommendations.
- e. Manage the commissary operations.

**SAFETY OFFICER**



Slide 1-34

5. Safety Officer.

### SAFETY OFFICER (cont'd)

- Most agencies have Safety Officers with health/safety administrative duties (National Fire Protection Association (NFPA) 1521, *Standard for Fire Department Safety Officer*).
- Most fire departments have only structural fire Safety Officers.
- Some departments have Hazardous Materials or Special Operations Safety Officers.

Slide 1-35

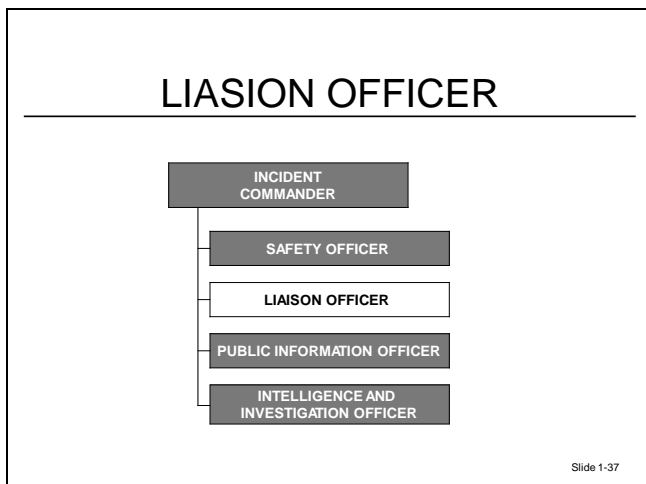
- Most agencies have Safety Officers with health/safety administrative duties (National Fire Protection Association (NFPA) 1521, *Standard for Fire Department Safety Officer*).
- Most fire departments have only a structural fire Safety Officer.
- Some departments have Hazardous Materials or Special Operations Safety Officers.

### SAFETY OFFICER (cont'd)

- Pretrained and certified personnel must be selected for the Safety Officer function (NFPA 1521).
- There may need to be a number of Assistant Safety Officers who report to the Safety Officer.

Slide 1-36

- Pretrained and certified personnel must be selected for the Safety Officer function (NFPA 1521).
- There may need to be a number of Assistant Safety Officers at major incidents who report under the Safety Officer.




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6. Liaison Officer.

## LIAISON OFFICER (cont'd)

- Serves as point of contact for agency representatives.
- A Liaison Area can be established.
- People will self-dispatch themselves to help you on catastrophic incidents.
- Liaison can help bring order to the chaos of self-dispatched response.

Slide 1-38

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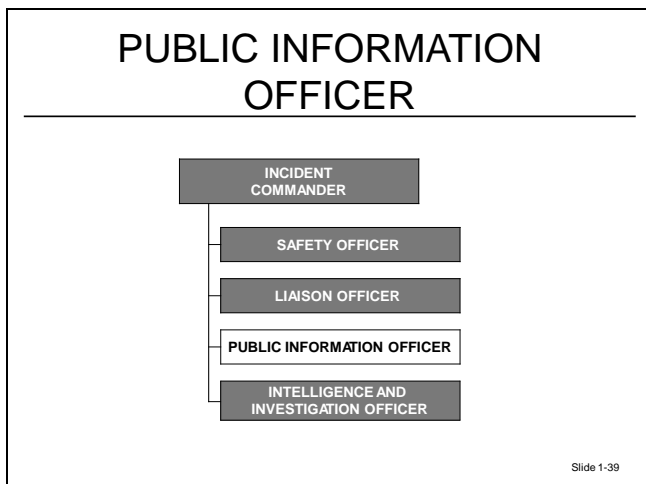
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- a. The Liaison Officer serves as the point of contact for agency representatives of external organizations such as the American Red Cross or the Salvation Army.
- b. Those with statutory authority for outcome may be assigned to Unified Command Post (UCP).
- c. A Liaison Area may be established where these assisting/cooperating agency representatives may interface with the Liaison Officer.
- d. Remember, when a major incident occurs, many personnel may self-dispatch themselves to your community. A Liaison Officer can organize these resources and control their access to operational situations.




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7. PIO.

## PUBLIC INFORMATION OFFICER (cont'd)

- Major and catastrophic incidents draw media from all levels.
- It is critical that the public be kept informed.
- A Public Information Officer (PIO), and possibly some assistants, will be required.
- Your agency's PIO may be part of a Joint Information Center (JIC).

Slide 1-40

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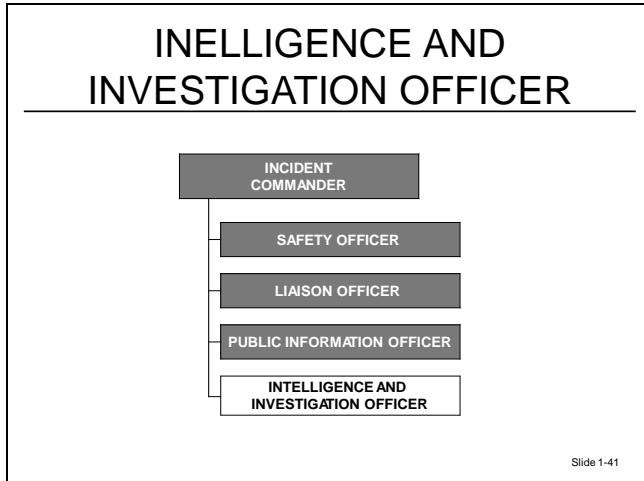
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- a. On major incidents, local, state, and possibly national media will converge on your community.
- b. It is critical that the public be kept informed during such events.
- c. A PIO, and possibly some assistants, will need to be assigned.
- d. Your agency's PIO may be part of a Joint Information Center (JIC).



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8. Intelligence and Investigation Officer.

### INTELLIGENCE AND INVESTIGATION OFFICER (cont'd)

- May be staffed by law enforcement on incidents involving locations that may be crime scenes.
- This is another of the several areas where intelligence could be addressed on the incident and within ICS.

Slide 1-42

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May be staffed by law enforcement on incidents involving locations that may be crime scenes.

#### IV. INCIDENT MANAGEMENT TEAM DEVELOPMENT

### IMT DEVELOPMENT

- Moderate- to large-sized agencies have the ability to develop an in-house IMT.
- Build depth in your IMT by having more than one person trained in each function.

Incident typing

Type 1

Type 2

Type 3

Type 4

Type 5

Slide 1-43

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- A. Moderate- to large-sized agencies have the ability to develop an Incident Management Team (IMT) in-house, using only their agency's personnel.
- B. Build depth in your system by having more than a single person trained for each position, since vacation, sickness, etc. can affect availability.

#### V. EXPANDING THE INCIDENT: INCIDENT MANAGEMENT TEAMS

### EXPANDING THE INCIDENT: IMTs

- ICS-qualified personnel must be available to respond to major and catastrophic incidents.
- These personnel fill the upper-level ICS functions (Command and General Staff).
- Personnel need to be trained thoroughly in their duties and responsibilities.

Slide 1-44

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- A. ICS-qualified personnel must be available to respond to major and catastrophic incidents.
- B. These personnel would fill the upper-level ICS functions (Command and General Staff).

- C. Personnel need to be trained and credentialed based on team needs and consistent with national IMT standards.

### EXPANDING THE INCIDENT: IMTs (cont'd)

- After training, they can provide effective management.
- On major incidents, there is an incredible demand on the management team to:
  - Command and control resources.
  - Obtain resources.
  - Maintain resources.
  - Distribute resources.

Slide 1-45

- D. After training/credentialing, these personnel would be able to provide effective management for the major types of incidents in their local community.
- E. On major incidents, there is an incredible demand on the local IMT to command and control resources, obtain resources, maintain resources, and distribute resources at the incident.

### IMT DEVELOPMENT (cont'd)

- Training is critical:
  - Team personnel must become familiar with each other.
  - They must train in the duties and responsibilities of their functions.
  - Teams should train three to four times per year.

Slide 1-46

- F. Training is the critical element.
1. Team personnel must become familiar with each other.
  2. Team members must train to become familiar with the responsibilities of the ICS function(s) to which they will be assigned on actual incidents (position-specific training).



3. Teams should train together at least three to four times per year.

### IMT DEVELOPMENT (cont'd)

- The U.S Fire Administration (USFA) has an IMT section that develops standards for training/credentialing IMTs; the Emergency Management Institute (EMI) is also involved with training IMTs.

Slide 1-47

4. The U.S Fire Administration (USFA) has an IMT section that develops standards for training/credentialing; the Emergency Management Institute (EMI) is also involved.

### IMT DEVELOPMENT (cont'd)

- Smaller agencies may need to develop their IMT with the cooperation of their mutual-aid departments:
  - Have a “pool” of trained and qualified personnel.
  - Establish a calendar for “duty.”
  - Train three to four times a year.

Slide 1-48

- G. Smaller agencies may need to develop their IMT with the cooperation of adjacent or mutual-aid departments.

1. This can be accomplished by having a “pool” of trained and qualified personnel who will function in the Command and General Staff positions.
2. In this configuration, the IMT members should be assigned calendar dates as “duty days” for response to major incidents.
3. Training is critical and should be done three to four times per year.

### IMT DEVELOPMENT (cont'd)

- Take the National Fire Academy's (NFA's) "Command and General Staff Functions for Local Incident Management Teams" (CGSFLIMT) course (six days), the "All- Hazards Incident Management Team" (AHIMT) course, and the National Wildfire Coordinating Group (NWCG) courses.
- Consult with the USFA IMT section.

Slide 1-49

4. Take the National Fire Academy's (NFA's) "Command and General Staff Functions for Local Incident Management Teams" (CGSFLIMT) course, "All-Hazards Incident Management Team" (AHIMT) course, and the National Wildfire Coordinating Group (NWCG) courses.

### REQUESTING A NATIONAL TYPE 1 OR TYPE 2 IMT

- Certain catastrophic incidents, such as the attacks on the World Trade Center, the Oklahoma City Murrah Building bombing, and Hurricanes Katrina and Sandy, have required a level of ICS expertise that few fire departments presently have.

Slide 1-50

- H. Request deployment of a national Type 1 or Type 2 IMT (Overhead Team).

1. Certain catastrophic incidents, such as the attacks on the World Trade Center, the bombing of the Murrah Building in Oklahoma City, and Hurricanes Katrina and Sandy, have required a level of ICS expertise that few fire departments presently have.

**REQUESTING A NATIONAL  
TYPE 1 OR TYPE 2 IMT (cont'd)**

- The following set of conditions has to be met to request a national Type 1 IMT:
  - Local government contacts state Office of Emergency Management (OEM) for an IMT.
  - If state has a Type 2 IMT, it is sent to the local government.
  - If not a “declared” incident, the requesting jurisdiction will assume costs.

Slide 1-51

2. The following set of conditions has to be met to request a national Type 1 IMT:

- a. Local government contacts the state Office of Emergency Management (OEM) and requests an IMT.
- b. If the state has a Type 2 IMT, it sends that team to the local government. The requesting jurisdiction assumes financial responsibility for the team unless it is a “declaration” incident.

**REQUESTING A NATIONAL TYPE 1 OR  
TYPE 2 IMT (cont'd)**

- If no state team, the OEM contacts the Federal Emergency Management Agency (FEMA) and requests a Type 1 IMT.
- On weapons of mass destruction (WMD) incidents, FBI requests a team through FEMA.
- On declared federal disasters, the state goes
- directly to FEMA for a Type 1 IMT.

Slide 1-52

- c. If no team exists at the state level, OEM contacts Federal Emergency Management Agency (FEMA) and requests a Type 1 IMT.
- d. On weapons of mass destruction (WMD) incidents, FBI requests a team through FEMA.

- e. On declared federal disasters, the state goes directly to FEMA for a Type 1 IMT.

### FEDERAL, STATE AND LOCAL IMTs

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- These IMTs are based on federal guidelines and assistance is available through the USFA IMT Development Program.
- These teams are typed 1-5, with Type 1 and 2 Teams being federal resources.
- Many jurisdictions are operating Type 4 and 5 Teams on a regular basis.

Slide 1-53

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- I. Federal, state and local IMTs are based on federal guidelines, and assistance is available through the USFA IMT Development Program. Teams are typed 1-5, with Type 1 and 2 Teams being federal resources for response. Many jurisdictions are operating Type 4 and 5 Teams on a regular basis.

### FEDERAL IMTs

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- **Type 1:** The parameters for this type of team are already well-established.
  - Presently used most frequently, though not solely, for wildland events.
  - Generally considered to be the most experienced and well-equipped type of team, it is developed and certified under federal guidelines.

Slide 1-54

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1. **Type 1:** The parameters for this type of team are already well-established.
  - a. Presently used most frequently, though not solely, for wildland events.
  - b. Generally considered to be the most experienced and well-equipped type of team, it is developed and certified under federal guidelines.

## FEDERAL AND STATE IMTs

- **Type 2:** This team is currently developed and certified at both state and federal levels.

Slide 1-55

2. **Type 2:** This team is currently developed and certified at both state and federal levels.

## STATE, REGIONAL AND LOCAL IMTs

- **Type 3:** This team is state- and Urban Areas Security Initiative (UASI) region-based and developed under USFA/FEMA guidelines/standards.
  - Would be designed as a state or large metropolitan area team.
  - Could be developed and used at the state level, in a major region of a state, or in an area with multiple jurisdictions or mutual-aid agreements.

Slide 1-56

3. **Type 3:** This team is state- and Urban Areas Security Initiative (UASI) region-based and developed under USFA/FEMA guidelines/standards.
  - a. Would be designed as a state or large metropolitan area team.
  - b. Could be used at the state level, in a major region of a state, or in an area with multiple jurisdictions or mutual-aid agreements.

## STATE, REGIONAL AND LOCAL IMTs (cont'd)

- Could be deployed nationally via Emergency Management Assistance Compact (EMAC) request by a state OEM.

Slide 1-57

- c. Can be an Emergency Management Assistance Compact (EMAC) requested resource.

## STATE, REGIONAL AND LOCAL IMTs (cont'd)

- **Type 4:** This team would be developed at the county, city or fire district level, and would also work very well for multiagency or multijurisdictional use. This could be the on-duty/on-call Command Staff.

Slide 1-58

4. **Type 4:** This team would be developed at the county, city or fire district level. It would also work very well for multiagency or multijurisdictional use. This could be the on-duty or on-call Command Staff.

## STATE, REGIONAL AND LOCAL IMTs (cont'd)

- **Type 5:** The smallest type of team, this could be jurisdiction-specific or developed through mutual-aid pacts, and would work very well in areas served by smaller volunteer departments or career departments that may have limited resources.

Slide 1-59

5. **Type 5:** This team, the smallest type of team, could be jurisdiction-specific or developed through mutual-aid pacts. It would also work very well in areas served by smaller volunteer departments or career departments that may have limited resources.

## AREA COMMAND

- Used on major situations or when two or more individual incidents are in the same geographical area and would draw on the same pool of resources.
- There must be a decision-making entity that will prioritize the incidents and dispatch resources per the set priorities.
- This is a function of Area Command.

Slide 1-60

- J. Area Command is used for major situations or:

1. When two or more individual incidents are in the same geographical area and would draw on the same pool of resources.
2. There must be a decision-making entity that will prioritize the incidents and dispatch resources in accordance with the set priorities.
3. This is a function of Area Command.

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## ACTIVITY 1.1

### Incident Command System Game

#### Purpose

The activity will use a visual-based program with each table of students constituting a team. Each team will have a buzzer-type device and will ring in only if they have the correct answer. The questions are all based on ICS at the 100-200 levels.

#### Directions

1. Each team will get one bell/buzzer.
2. For the initial round, each team will be given a question and an opportunity to answer.
3. Each team may select the category and the amount for each question.
4. If the team does not answer the question correctly, the team ringing in first will get an opportunity to answer.
5. After all (four or five) teams have gone through at least one question, the second round begins, and the first team to “ring in” gets to answer the question.
6. All questions must be answered in a question format (e.g., “What is a Division Supervisor?”).

The game is over when all questions have been answered.

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## **ACTIVITY 1.2 (OPTIONAL)**

### **Resource Procurement for Major Incidents**

#### **Purpose**

To provide practice in brainstorming agencies and contractors who can provide resources during major incidents.

#### **Directions**

1. You will be divided into four small groups.
2. Groups will complete the assignment at their tables.
3. The instructor will assign each table group one of the following:
  - a. Local government resources.
  - b. State government resources.
  - c. Federal government resources.
  - d. Private and nonprofit resources.
4. Each group will have 10 minutes to compile a list of resources on an easel pad.
5. Select a representative to report your group's findings.

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**ACTIVITY 1.2 (cont'd)**

**Resource Procurement for Major Incidents**

Local resources: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

State resources: \_\_\_\_\_

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\_\_\_\_\_

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\_\_\_\_\_

Federal resources: \_\_\_\_\_

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Private/Nonprofit resources: \_\_\_\_\_

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## VI. SUMMARY

**FEMA**

**U.S. Fire  
Administration**

# SUMMARY

- Understand the importance of implementing ICS at incidents.
- Understand the components of and usage of ICS for managing all-hazard incidents.
- Understand the concept of IMTs and their application to all-hazard incidents.

Slide 1-63

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## **UNIT 2: PREPLANNING, UNIFIED COMMAND AND AREA COMMAND**

### **TERMINAL OBJECTIVE**

*The students will be able to:*



- 2.1 *Understand the importance of preincident planning for major and catastrophic incidents, the operation of a Unified Command organization, and the concept of Area Command.*

### **ENABLING OBJECTIVES**

*The students will be able to:*

- 2.1 *Understand the importance of preincident planning for target hazards.*
- 2.2 *Describe Unified Command.*
- 2.3 *Define the advantages of Unified Command.*
- 2.4 *Identify the representatives who will constitute a Unified Command organization for a given scenario.*
- 2.5 *Understand the concept of Area Command.*
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**UNIT 2:**  
**PREPLANNING,**  
**UNIFIED COMMAND AND**  
**AREA COMMAND**

Slide 2-1

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**TERMINAL OBJECTIVE**

Understand the importance of preincident planning for major catastrophic incidents, the operation of a Unified Command organization, and the concept of Area Command.

Slide 2-2

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**ENABLING OBJECTIVES**

- Understand the importance of preincident planning for target hazards.
- Describe Unified Command.
- Define the advantages of Unified Command.
- Identify the representatives who will constitute a Unified Command organization for a given scenario.
- Understand the concept of Area Command.

Slide 2-3

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## I. PREPLANNING FOCUS

### PREPLANNING FOCUS

- Begin by looking at all the target hazards in the community, namely facilities with the potential for large life or monetary loss:
  - Public assemblies.
  - Hospitals.
  - Nursing and assisted living facilities.
  - Theaters.

Slide 2-4

A. Look at all the target hazards in your community. These facilities have the potential to produce large loss of life and/or have a substantial financial impact.

1. Public assembly facilities.
2. Hospitals.
3. Nursing and assisted living facilities.
4. Theaters.

### PREPLANNING FOCUS (cont'd)

- Commercial occupancies using hazardous materials.
- Railroad rights of way.
- Highways.
- Schools.
- Malls.

Slide 2-5

5. Commercial occupancies using hazardous materials.
6. Railroad rights of way.
7. Highways.

8. Schools.

9. Malls.

### PREPLANNING FOCUS (cont'd)

- Consider the required resource response to each facility, and evaluate your agency's capability.
- Determine how and where you can obtain resources to meet shortfalls.
- Prepare a written plan that will address resource procurement/ordering.
- Use the plan to justify budget increases.

Slide 2-6

- B. Consider the required resource response to such facilities, and evaluate your agency's capability against the required need for resources.
- C. Determine how and where you can obtain resources to meet your agency's gaps.
- D. Prepare a written plan that will address resource procurement/ordering.
- E. Use the plan to justify increases in your agency's budget to meet the projected shortfalls.

How would a major incident at a **target hazard** in your community impact your Incident Management Team (IMT)?

Slide 2-7

## II. DESCRIPTION OF UNIFIED COMMAND

DESCRIPTION OF UNIFIED  
COMMAND

- Unified Command:
  - Is a team effort.
  - Allows multiple agencies to set common objectives and strategies.
  - Allows agencies to not lose authority, responsibility or accountability.
- Unified Command is not a new process.
  - United States military has used it for years.
  - United Nations uses a similar method for multinational forces.

Slide 2-8

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### A. Unified Command:

1. Is a team effort.
2. Allows all agencies with responsibility for an incident to establish a common set of incident objectives and strategies.
3. Allows these agencies to work together without losing or abdicating agency authority, responsibility or accountability.

### B. Unified Command is not a new process.

1. The United States military has used a similar concept for years during joint operations.
2. The United Nations uses a similar method for their multinational forces.

### III. FOUR ELEMENTS OF UNIFIED COMMAND

FOUR ELEMENTS OF  
UNIFIED COMMAND

- Policies, objectives and strategies.
  - Policy responsibility belongs to Agency Administrators.
  - All done in advance of tactical operations.
  - Can be coordinated from some location other than where the action takes place.

Slide 2-9

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A. Policies, objectives and strategies.

1. Policy responsibility belongs to the various jurisdictional and Agency Administrators who set policy and are accountable to their agencies.
2. This is done in advance of tactical operations and may be coordinated from some location other than where the action takes place.

FOUR ELEMENTS OF  
UNIFIED COMMAND (cont'd)

- Organization.
  - Consists of various statutory, jurisdictional or on-scene agency senior representatives.
  - These representatives operate in a multiagency Command structure.

Slide 2-10

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B. Organization.

1. Consists of the various statutory, jurisdictional or on-scene agency senior representatives.
2. These representatives operate within a multiagency Command structure.

### FOUR ELEMENTS OF UNIFIED COMMAND (cont'd)

- Resources.
  - Personnel and equipment supplied by the jurisdictions and agencies.
  - The agency representatives must have statutory or jurisdictional authority.
  - These representatives must have the authority to commit the resources of their agencies.

Slide 2-11

#### C. Resources.

1. Resources are the personnel and equipment supplied by the jurisdictions and agencies.
2. To be part of Unified Command, these agencies must have statutory or jurisdictional authority.
3. These representatives must have the authority to be able to commit the resources of their agencies.

### FOUR ELEMENTS OF UNIFIED COMMAND (cont'd)

- Operations.
  - Under the command of the Operations Section Chief (OSC).
  - Resources stay under the administrative and policy control of their agencies.
  - These resources may respond to assignments under coordination and direction of the OSC.

Slide 2-12

#### D. Operations.

1. Under command of the Operations Section Chief (OSC).
2. Resources stay under the administrative and policy control of their agencies.



3. These resources may respond to assignments under coordination and direction of the OSC based on the Incident Action Plan (IAP).

#### IV. PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION

##### PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION

- A single integrated incident organization.
- Participant mix depends on:
  - Location of incident.
  - Type of incident.

Slide 2-13

- A. A single integrated incident organization.

1. Participant agency mix depends on:
  - a. Location of incident.
  - b. Type of incident.

##### PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION (cont'd)

- Unified Command participants could consist of:
  - One responsible person from each jurisdiction when dealing with multiple jurisdictions.
  - One department manager or representative from each agency when dealing with a single jurisdiction and multiple agencies.

Slide 2-14

2. Unified Command participants could consist of:
  - a. One responsible person from each jurisdiction when dealing with multiple jurisdictions.

- b. One department manager or representative from each agency when dealing with a single jurisdiction and multiple agencies.

**PRIMARY FEATURES OF A UNIFIED  
COMMAND ORGANIZATION (cont'd)**

- Colocated (shared) facilities.
  - A coordinated effort can be maintained by bringing people together.
  - One Base area can serve the needs of multiple agencies.
  - Resources from multiple agencies can be brought together in Staging Areas.

Slide 2-15

**B. Colocated (shared) facilities.**

1. A coordinated effort can be maintained by bringing people together.
2. One Base area can serve the needs of multiple agencies.
3. Resources from multiple agencies can be brought together in Staging Areas.

**PRIMARY FEATURES OF A UNIFIED  
COMMAND ORGANIZATION (cont'd)**

- Shared Planning, Logistics and Finance/Administration operations.
  - Deputy Section Chiefs from various agencies can be appointed.
  - Savings can be increased by placing multiple agency representatives in Situation Unit, Resources Unit and Demobilization Unit.
  - A Deputy Logistics Section Chief (LSC) can help coordinate incident support and ordering activities.

Slide 2-16

**C. Shared Planning, Logistics and Finance/Administration operations.**

1. Deputy Section Chiefs from various jurisdictions or agencies can be appointed.

2. Savings can be increased by placing multiple agency representatives in Situation Unit, Resources Unit and Demobilization Unit.
3. A Deputy Logistics Section Chief (LSC) from another agency can help coordinate incident support and ordering activities.

**PRIMARY FEATURES OF A UNIFIED  
COMMAND ORGANIZATION (cont'd)**

- A coordinated process for resource ordering.
  - The planning meeting will determine resource requirements for the incident.
  - The use of a single resource ordering point is the preferred method.

Slide 2-17

**D. A coordinated process for resource ordering.**

1. The planning meeting will determine resource requirements for the incident.
2. The use of a single resource ordering point is the preferred method.

**V. GUIDELINES FOR THE USE OF UNIFIED COMMAND**

**GUIDELINES FOR THE USE  
OF UNIFIED COMMAND**

- Understand the Incident Command System (ICS) under Unified Command.
  - Knowledge of ICS principles and structure makes Unified Command more acceptable to managers.
  - Lack of knowledge of ICS can limit the willingness of some jurisdictions and agencies to participate.
  - Impossible to implement Unified Command unless agencies have agreed to participate.

Slide 2-18

**A. Understand the Incident Command System (ICS) under Unified Command.**

1. Knowledge of ICS principles and structure will enable managers to accept and adapt easily to Unified Command.
2. Lack of knowledge of ICS can limit the willingness of some jurisdictions and agencies to participate.
3. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.

### GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

- Those agencies wanting to participate in Unified Command should be able to answer yes to the following questions:
  - Do you have a legal authority to be at this incident?
  - Did you bring resources and a checkbook?
  - Can you tolerate being named in a lawsuit?

Slide 2-19

4. Those agencies wanting to participate in Unified Command should be able to answer yes to the following questions:
  - a. Do you have a legal authority to be at this incident?
  - b. Did you bring resources and a checkbook?
  - c. Can you tolerate being named in a lawsuit?

### GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

- Colocate essential functions.
  - Establish a single Incident Command Post (ICP).
  - Avoid the confusion created by separate Command, Planning and Logistics Sections.

Slide 2-20

- B. Colocate essential functions.
1. Establish a single Incident Command Post (ICP).
  2. Avoid the confusion created by separate Command, Planning and Logistics Sections.

**GUIDELINES FOR THE USE OF  
UNIFIED COMMAND (cont'd)**

- Implement Unified Command at an early stage of multijurisdictional or multiagency incidents.
  - Important to begin joint planning as soon as possible.
  - Implement Unified Command as soon as two or more agencies arrive.

Slide 2-21

- C. Implement Unified Command at an early stage of multijurisdictional or multiagency incidents.
1. It is important to begin joint planning as soon as possible.
  2. As soon as two or more agencies arrive, start Unified Command.

**GUIDELINES FOR THE USE OF  
UNIFIED COMMAND (cont'd)**

- Critical where conflicting priorities are found.
- May be appropriate to select a representative for Unified Command.
  - The representative's agency may change as the dynamics and "focus" of the incident change.

Slide 2-22

3. It is critical on incidents where there are conflicting priorities based on agency responsibilities.
4. Select a representative for Unified Command.

- a. The representative's agency may change as the dynamics and "focus" of the incident change.
- b. For example, a fire department member could serve as representative until the rescue phase is completed, after which someone from law enforcement might become the representative for the investigation.
- c. The representative can provide a designated channel of communications between Command and General Staff members and Unified Command, while all other participants in Unified Command continue to develop and support the agreed upon objectives and operations.
- d. The representative does not make Unified Command decisions alone; he or she provides a point of contact.

#### GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

- Concur on an OSC and other General Staff members.
  - OSC should normally be from the agency with greatest involvement.
  - OSC should be the most qualified and experienced person available.
  - OSC must be agreed upon by the Unified Command.

Slide 2-23

#### D. Concur on an OSC and other General Staff members.

1. OSC should normally, though not necessarily, be from the agency or jurisdiction that has the greatest involvement in the incident.
2. OSC should be the most qualified and experienced person available.
3. OSC must be agreed upon by Unified Command.

## GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

- OSC will have full authority to implement the Incident Action Plan (IAP).
- Consider appointing Deputy OSCs from other agencies.

Slide 2-24

4. OSC will have full authority to implement the Operations portion of the IAP.
5. Consider appointing Deputy OSCs from other agencies participating in Unified Command to assist the OSC.

## GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

- Train often as a team.
  - Conduct training exercises.
  - Train with adjacent jurisdictions and functional agencies.
  - Preplan potential multijurisdictional events.

Slide 2-25

- E. Train often as a team.
  1. Conduct training exercises.
  2. Train with adjacent jurisdictions and functional agencies.
  3. Preplan potential multijurisdictional events.

## VI. FUNCTIONING IN UNIFIED COMMAND

### FUNCTIONING IN UNIFIED COMMAND

- Majority of U.S. fire, police and Emergency Medical Services (EMS) officers have limited Unified Command experience.
  - Everyone must be clear on their jurisdictional or agency limitations.
  - Any legal, political, jurisdictional or safety restrictions must be identified and made known to all.

Slide 2-26

- A. The vast majority of U.S. fire, police and Emergency Medical Services (EMS) officers have limited experience with managing major and catastrophic incidents.
1. Everyone must be clear on their jurisdictional or agency limitations.
  2. Any legal, political, jurisdictional or safety restrictions must be identified and made known to all.

### FUNCTIONING IN UNIFIED COMMAND (cont'd)

- Members of Unified Command must be authorized to approve certain activities and actions, such as:
  - Ordering additional resources.
  - Loaning or sharing resources.
  - Agreeing on cost-sharing of resources.
  - Sharing facilities.

Slide 2-27

- B. The members of Unified Command must be authorized to approve certain activities and actions. These actions could include:
1. Ordering additional resources.
  2. Loaning or sharing resources.
  3. Agreeing on cost-sharing of resources.



4. Sharing facilities.

**FUNCTIONING IN  
UNIFIED COMMAND (cont'd)**

- Members of Unified Command are responsible for managing the incident to the best of their ability:
  - Working closely with other Incident Commanders (ICs).
  - Providing sufficiently qualified staff.
  - Anticipating and resolving problems.
  - Delegating authority as needed.
  - Inspecting and evaluating performance.
  - Communicating with their own agencies on priorities, plans, problems and progress.

Slide 2-28

C. Members of Unified Command have the responsibility to manage the incident to the best of their ability. This includes:

1. Working closely with the other Incident Commanders (ICs).
2. Providing sufficiently qualified staff and resources.
3. Anticipating and resolving problems.
4. Delegating authority as needed.
5. Inspecting and evaluating performance.
6. Communicating with their own agencies on priorities, plans, problems and progress.

**FUNCTIONING IN  
UNIFIED COMMAND (cont'd)**

- Members of Unified Command must function as a team to ensure effective coordination at two levels:
  - Horizontal coordination with other members of the team.
  - Vertical coordination with higher authorities, Agency Administrators, etc.
  - Vertical coordination includes coordinating with lower-level administrators and agencies.

Slide 2-29

- D. Members of Unified Command must function as a team. They must ensure that effective coordination takes place. There are two distinct levels of coordination:
1. Horizontal coordination with other members of the team.
  2. Vertical coordination with higher authorities, Agency Administrators, etc.
  3. Vertical coordination includes coordinating with lower-level administrators and agencies as well.

## VII. INITIAL UNIFIED COMMAND MEETING

### INITIAL UNIFIED COMMAND MEETING

- There must be an initial Unified Command meeting before the team's first operational period.
- This meeting provides the responsible agency officials with an opportunity to discuss and decide important issues prior to joint incident planning.
- The Planning Section Chief (PSC) facilitating this meeting is fundamental in the success of ICS implementation.

Slide 2-30

- A. There must be an initial Unified Command meeting before the team's first operational period.
- B. This meeting provides the responsible agency officials with an opportunity to discuss and decide important issues prior to joint incident planning.
- C. The Planning Section Chief (PSC) facilitating this meeting is fundamental in the success of ICS implementation.

## INITIAL UNIFIED COMMAND MEETING (cont'd)

- The agenda should include:
  - Presenting jurisdictional limitations, concerns and restrictions.
  - Developing a collective set of incident objectives.
  - Stating statutory, jurisdictional or agency priorities and objectives.

Slide 2-31

1. The agenda should include:
  - a. Presenting jurisdictional limitations, concerns and restrictions.
  - b. Developing a collective set of incident objectives.
  - c. Stating statutory, jurisdictional or agency priorities and objectives.
  - d. Establishing and agreeing on acceptable priorities.

## INITIAL UNIFIED COMMAND MEETING (cont'd)

- Adopting an overall strategy or strategies.
- Agreeing on basic organizational structure.
- Choosing the best qualified and most acceptable OSC and deputies.
- Agreeing on General Staff personnel designations.
- Agreeing on the resource ordering process to be followed.
- Agreeing on cost-sharing procedures.

Slide 2-32

- e. Adopting an overall strategy or strategies to accomplish objectives.
- f. Agreeing on basic organizational structure.
- g. Choosing the best qualified and most acceptable OSC and deputies.
- h. Agreeing on General Staff personnel designations and Planning, Logistics, and Finance/Administration agreements and procedures.

- i. Agreeing on the resource ordering process to be followed.
- j. Agreeing on cost-sharing procedures.

### INITIAL UNIFIED COMMAND MEETING (cont'd)

- Agreeing on informational matters.
- Designating one official to act as the Unified Command representative.

Slide 2-33

- k. Agreeing on informational matters.
- l. Designating one official to act as the Unified Command representative.

### INITIAL UNIFIED COMMAND MEETING (cont'd)

- Only agency ICs who will constitute the Unified Command will attend the meeting.
- Occurs prior to the tactics meeting.

Slide 2-34

2. Only agency ICs who will constitute Unified Command will attend the meeting.
3. This meeting occurs prior to the tactics meeting.

## DVD PRESENTATION

### “UNIFIED COMMAND MEETING”



Slide 2-35

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## ACTIVITY 2.1

### Determining the Makeup of a Unified Command Organization

#### Purpose

To determine the agency representatives who will make up a Unified Command organization and the other cooperating agencies that will be required at an incident.

#### Directions

1. You will be divided into four small groups.
2. Groups will complete the assignment at their tables.
3. Read the scenario designated by the instructor for your group.
4. There is an International Chemical Safety Card for sulfuric acid on the following pages.
5. Working with your group, determine which local and state agencies may have agency representatives in the Unified Command.
6. You should also determine which other agencies, without statutory responsibility for an outcome, would be needed at the incident.
7. Write your answers on an easel pad.
8. You will have 15 minutes to complete the lists.
9. Each group will select a representative to report the group's findings.

#### Scenario 1

Your community has been warned that the continuous rain of the past four days will produce flooding from the Roaring River, which runs through the center of the city. A minor degree of flooding has already begun, and it is predicted to get worse over the next 10 hours. The rain is expected to continue to fall at the same rate for the next two days. Currently, the fire department is already engaged in a few rescues of civilians in very low-lying areas.

The Unified Command organization for the community is being activated. Which local and state agencies would be represented in your Unified Command organization? Also, list what other agencies, without statutory responsibility, would be required at the incident.

## **Scenario 2**

Tornadoes have been sighted close to your community. Weather reports show that a tornado warning has been issued. The mayor decides that the Unified Command organization should be implemented as soon as possible to deal with a likely tornado touchdown.

The Unified Command organization for the community is being activated. Which local and state agencies would be represented in your Unified Command organization? Also, list what other agencies, without statutory responsibility, would be required at the incident.

## **Scenario 3**

Snow is falling in your community. The weather bureau believes that there could end up being 18 to 24 inches of snowfall. This amount of snow would paralyze the community. The Agency Administrator decides to implement the Unified Command organization for the impending storm.

The Unified Command organization for the community is being activated. Which local and state agencies would be represented in your Unified Command organization? Also, list what other agencies, without statutory responsibility, would be required at the incident.

## **Scenario 4**

There has been a major accident involving a tanker truck and several automobiles on the interstate in your community. The tanker truck was carrying 8,000 gallons of sulfuric acid. The tank has ruptured, and the contents are flowing into a nearby stream leading to the Roaring River.

The fire department has activated the Unified Command organization. Which local and state agencies would be represented in your Unified Command organization? Also, list what other agencies, without statutory responsibility, would be required at the incident.



## ACTIVITY 2.1 (cont'd)

## International Chemical Safety Card

<b>SULFURIC ACID</b>  Sulfuric acid 100% Oil of vitriol $\text{H}_2\text{SO}_4$ Molecular mass: 98.1  CAS # 7664-93-9 UN # 1830 EC # 016-020-00-8				<b>ICSC: 0362</b>
<b>TYPES OF HAZARD/ EXPOSURE</b>	<b>ACUTE HAZARDS/ SYMPTOMS</b>	<b>PREVENTION</b>	<b>FIRST AID/ FIREFIGHTING</b>	
<b>FIRE</b>	Not combustible. Many reactions may cause fire or explosion. Gives off irritating or toxic fumes (or gases) in a fire.	NO contact with flammable substances. NO contact with combustibles.	NO water. In case of fire in the surroundings: powder, AFFF, foam, carbon dioxide.	
<b>EXPLOSION</b>	Risk of fire and explosion on contact with base(s), combustible substances, oxidants, reducing agents, or water.		In case of fire: keep drums, etc., cool by spraying with water but NO direct contact with water.	
<b>EXPOSURE</b>		PREVENT GENERATION OF MISTS! AVOID ALL CONTACT!	IN ALL CASES CONSULT A DOCTOR!	
<b>INHALATION</b>	Corrosive. Burning sensation. Sore throat. Cough. Labored breathing. Shortness of breath. Symptoms may be delayed (see notes).	Ventilation, local exhaust, or breathing protection.	Fresh air, rest. Half-upright position. Artificial respiration if indicated. Refer for medical attention.	
<b>SKIN</b>	Corrosive. Redness. Pain. Blisters. Serious skin burns.	Protective gloves. Protective clothing.	Remove contaminated clothes. Rinse skin with plenty of water or shower. Refer for medical attention.	
<b>EYES</b>	Corrosive. Redness. Pain. Severe deep burns.	Face shield, or eye protection in combination with breathing protection.	First rinse with plenty of water for several minutes (remove contact lenses if easily possible), then take to a doctor.	
<b>INGESTION</b>	Corrosive. Abdominal pain. Burning sensation. Shock or collapse.	Do not eat, drink, or smoke during work.	Rinse mouth. Do NOT induce vomiting. Refer for medical attention.	

<b>SPILLAGE DISPOSAL</b>	<b>STORAGE</b>	<b>PACKAGING &amp; LABELLING</b>
Consult an expert! Evacuate danger area! Do NOT absorb in sawdust or other combustible absorbents. (Extra personal protection: complete protective clothing including self-contained breathing apparatus.) Do NOT let this chemical enter the environment.	Separated from combustible and reducing substances, strong oxidants, strong bases, food and feedstuffs, incompatible materials. See Chemical Dangers. May be stored in stainless steel containers. Store in an area having corrosion-resistant concrete floor.	Unbreakable packaging; put breakable packaging into closed unbreakable container. Do not transport with food and feedstuffs. Note: B C symbol R: 35 S: 1/2-26-30-45 UN Hazard Class: 8 UN Packing Group: II

SULFURIC ACID		ICSC: 0362
IMPORTANT DATA	<p><b>PHYSICAL STATE; APPEARANCE:</b> COLORLESS, OILY, HYGROSCOPIC LIQUID, WITH NO ODOR.</p> <p><b>PHYSICAL DANGERS:</b></p> <p><b>CHEMICAL DANGERS:</b> The substance is a strong oxidant and reacts violently with combustible and reducing materials. The substance is a strong acid, it reacts violently with bases and is corrosive to most common metals forming a flammable/explosive gas (hydrogen — see ICSC 0001). Reacts violently with water and organic materials with evolution of heat (see notes). Upon heating, irritating or toxic fumes (or gases) (sulfur oxides) are formed.</p> <p><b>OCCUPATIONAL EXPOSURE LIMITS:</b> TLV: 1 mg/m<sup>3</sup> (as TWA); RET3 mg/m<sup>3</sup> (as STEL) A2 sulfuric acid contained in strong inorganic acid mists (ACGIH 2000). MAK: 1 mg/m<sup>3</sup>; inhalable fraction of aerosol (1999). OSHA PEL: TWA 1 mg/m<sup>3</sup> NIOSH REL: TWA 1 mg/m<sup>3</sup> NIOSH IDLH: 15 mg/m<sup>3</sup></p>	<p><b>ROUTES OF EXPOSURE:</b> The substance can be absorbed into the body by inhalation of its aerosol and by ingestion.</p> <p><b>INHALATION RISK:</b> Evaporation at 20 °C is negligible; a harmful concentration of airborne particles can, however, be reached quickly on spraying.</p> <p><b>EFFECTS OF SHORT-TERM EXPOSURE:</b> Corrosive. The substance is very corrosive to the eyes, the skin, and the respiratory tract. Corrosive on ingestion. Inhalation of an aerosol of this substance may cause lung edema (see notes).</p> <p><b>EFFECTS OF LONG-TERM OR REPEATED EXPOSURE:</b> Lungs may be affected by repeated or prolonged exposure to an aerosol of this substance. Risk of tooth erosion upon repeated or prolonged exposure to an aerosol of this substance. Strong inorganic acid mists containing this substance are carcinogenic to humans.</p>
	<p><b>PHYSICAL PROPERTIES</b></p> <p>Boiling point (decomposes): 340 °C Melting point: 10 °C Relative density (water = 1): 1.8 Solubility in water: miscible</p>	<p>Vapor pressure, kPa at 146 °C: 0.13 Relative vapor density (air = 1): 3.4</p>
	<p><b>ENVIRONMENTAL DATA</b></p> <p>The substance is harmful to aquatic organisms.</p>	

The symptoms of lung edema often do not become manifested until a few hours have passed and they are aggravated by physical effort. Rest and medical observation are therefore essential. NEVER pour water into this substance; when dissolving or diluting always add it slowly to the water. Other UN numbers: UN1831 Sulfuric acid, fuming, Hazard class 8, subsidiary Hazard 6.1, Pack group I; UN1832 Sulfuric acid, spent, Hazard class 8, Pack group II.

Transport Emergency Card: TEC (R)-10B  
NFPA Code: H 3; F 0; R 2; W

**VIII. AREA COMMAND****AREA COMMAND**

- Used for major situations or when two or more individual incidents are in the same geographical area and would draw on the same pool of resources.
- There must be a decision-making entity that will prioritize the incidents and dispatch resources based on set priorities.
- This is a function of Area Command.

Slide 2-37

- A. Used for major situations or when two or more individual incidents are in the same geographical area and would draw from the same pool of resources.
- B. There must be a decision-making entity that will decide what the priorities are for all the incidents and dispatch resources based on those priorities.
- C. This is a function of the Area Command methodology.

**AREA COMMAND (cont'd)**

- Reasons why Area Command is established:
  - To oversee management of multiple incidents that are being managed by an ICS organization.
  - To oversee management of a very large incident being handled by multiple IMTs.

Slide 2-38

- D. Reasons why Area Command is established:
1. To oversee the management of multiple, similar incidents in the same area that are each being handled by an ICS organization — incidents of different kinds and/or those that do not have similar resource demands would usually be handled as separate incidents.

2. To oversee the management of a very large incident that has multiple Incident Management Teams (IMTs) assigned.

### AREA COMMAND (cont'd)

- Examples of large-scale incidents:
  - Earthquakes or flood damage.
  - Tornadoes.
  - Blizzards and ice storms.
  - Multiple wildland fires.
  - Multiple terrorist attacks in a community.
  - Hurricanes.

Slide 2-39

3. Examples of types of large-scale incident situations:

- a. Earthquakes or flood damage over a significant area.
- b. Tornado touchdown(s).
- c. Blizzards and ice storms.
- d. Multiple wildland fires.
- e. A series of terrorist attacks at different places in a community.
- f. Hurricanes.

### UNIFIED AREA COMMAND

- Area Command often will be a Unified Area Command.
- All agencies having a statutory responsibility for the outcome should be included in the Unified Area Command for the incident.

Slide 2-40

- E. Unified Area Command.

1. Area Command will often be a Unified Area Command.
2. All agencies having a statutory responsibility for the outcome should be included in the Unified Area Command for the incident.

### DUTIES OF THE AREA COMMAND ORGANIZATION

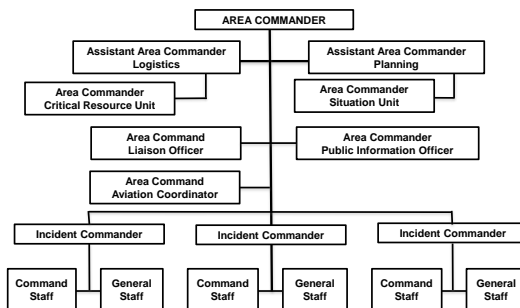
- Set overall incident-related priorities.
- Allocate critical resources based on those priorities.
- Ensure that all resources are managed properly.
- Ensure that incident objectives are met and are not in conflict with each other or with agency policy.

Slide 2-41

#### F. Duties and responsibilities of Area Command.

1. Set overall incident-related priorities.
2. Allocate critical resources based on the priorities.
3. Ensure that all resources are managed properly.

### AREA COMMAND ORGANIZATION



Slide 2-42

4. Ensure that incident objectives are met and are not in conflict with each other or with agency policy.

### AREA COMMAND (cont'd)

- Reporting relationships:
  - All ICs report directly to the Area Commander.
  - Planning for all incidents must have a coordinated approach.

Slide 2-43

#### G. Reporting relationships of Area Command.

1. All ICs report directly to the Area Commander.
2. Planning for all incidents must have a coordinated approach. The Assistant Area Commander, Planning is responsible for collecting information from the IMTs in order to assess and evaluate potential conflicts.
  - a. The incident PSCs will carry out the IAPs made by the individual ICs.
  - b. The Assistant Area Commander, Planning will recommend the priorities for allocation of critical resources to incidents.

### AREA COMMAND (cont'd)

- All Logistics Section Chiefs (LSCs) at the incidents will request resources through Assistant Area Commander, Logistics.
  - Priorities for resources are set by the Area Commander.
  - Resources are distributed based on those priorities.


Slide 2-44


3. All LSCs at the incidents will request resources through the Assistant Area Commander, Logistics.
  - a. Priorities for resources are set by the Area Commander.



- b. Resources are distributed to incidents based on the Area Commander's priorities through the Assistant Area Commander, Logistics Chief.

## IX. SUMMARY

**FEMA**

**U.S. Fire  
Administration**

### SUMMARY

- Importance of preincident planning for target hazards.
- Unified Command.
  - Elements of Unified Command.
  - Features of Unified Command.
  - Using Unified Command.
  - Functioning in Unified Command.
- Initial Unified Command meeting.
- Area Command.

Slide 2-45

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# **UNIT 3: THE PLANNING PROCESS AND INCIDENT ACTION PLAN DEVELOPMENT**

## **TERMINAL OBJECTIVE**

*The students will be able to:*



- 3.1 *Understand a basic Incident Action Plan (IAP).*

## **ENABLING OBJECTIVES**

*The students will be able to:*

- 3.1 *Describe the steps in the planning process.*
  - 3.2 *Select the correct Incident Command System (ICS) forms for use in preparing an IAP.*
  - 3.3 *Fill out the appropriate ICS forms for an IAP related to a specific incident.*
  - 3.4 *Gather the information needed to prepare an accurate IAP for a specific incident.*
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## UNIT 3: THE PLANNING PROCESS AND INCIDENT ACTION PLAN DEVELOPMENT

Slide 3-1

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### TERMINAL OBJECTIVE

Understand a basic Incident Action Plan (IAP).

Slide 3-2

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### ENABLING OBJECTIVES

- Describe the steps in the planning process.
- Select the correct Incident Command System (ICS) forms for use in preparing an IAP.
- Fill out the appropriate ICS forms for an IAP related to a specific incident.
- Gather the information needed to prepare an accurate IAP for a specific incident.

Slide 3-3

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## I. THE PLANNING PROCESS

- A. Introduction to the video.

## DVD PRESENTATION

### “AGENCY ADMINISTRATOR’S BRIEFING”



Slide 3-4

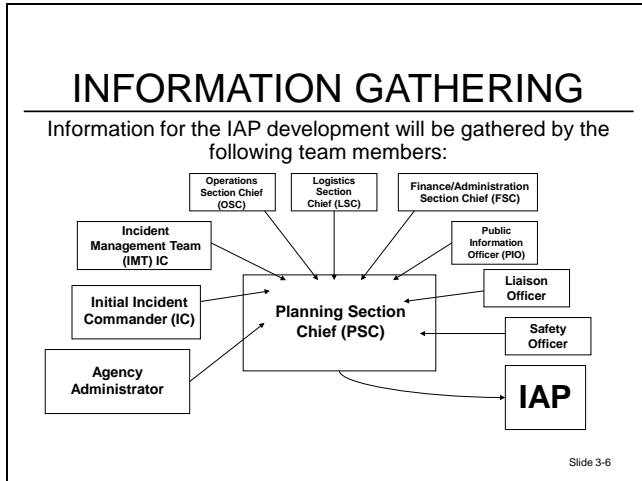
## DELEGATION OF AUTHORITY

- It is necessary to have a signed Delegation of Authority from the Agency Administrator **before** assuming any responsibility for an incident.
- In your own community, there may be an implied Delegation of Authority, but that's not always the case in other jurisdictions.
- A Delegation of Authority sample letter is in Appendix B of the Student Manual (SM).

Slide 3-5

### B. Delegation of Authority.

1. It is necessary to have a signed Delegation of Authority from the Agency Administrator **before** assuming any responsibility for an incident.
2. In your own community, there may be an implied Delegation of Authority, but this may not be the case in other jurisdictions.
3. A Delegation of Authority sample letter is in Appendix B of the Student Manual (SM).



C. Information for the strategy meeting and the planning meeting will be gathered by the following team members:

1. Agency Administrator. (The person who the Incident Management Team (IMT) is actually working for.)
2. Initial Incident Commander (IC).
3. IMT IC.
4. Operations Section Chief (OSC).
5. Planning Section Chief (PSC).
6. Logistics Section Chief (LSC).
7. Finance/Administration Section Chief (FSC).
8. Public Information Officer (PIO).
9. Liaison Officer.
10. Safety Officer.




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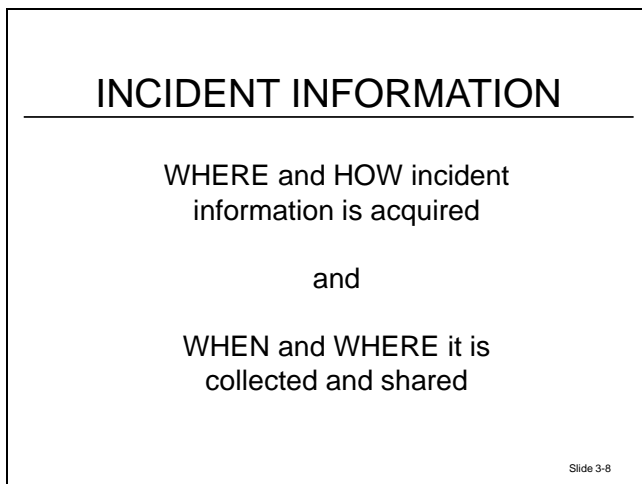
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D. Turning agency direction into tactics.

1. Agency direction — remove people from the 100-year floodplain.
2. Incident objectives — provide evacuation and transportation for people in the floodplain area within eight hours.
3. Strategy — evacuate all areas of the floodplain.
4. Tactics — divide the floodplain into manageable areas.
  - a. Use fire and police personnel and support vehicles for removal.
  - b. Establish medical care and shelters for victims.




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5. “When, where and how” incident information is gathered and applied.





3. Initial strategy meeting.
  - a. The IMT members will be given the policy and parameters, incident objectives, and strategies.
  - b. Each Command and General Staff function will prepare the necessary ICS forms and documents for an orderly transfer of command at the incident.
4. Tactics meeting — the IMT members will meet to go over the entire Incident Action Plan (IAP) prior to transitioning the Command.
5. Planning meeting — the IMT shows the approved plan to the Agency Administrator and other invitees.
6. Operations briefing — the OSC will meet with subordinates and describe, in detail, the operational focus and tactical operations.
7. Team meeting — at least once per operational period the IMT members should meet to take the pulse of the incident and to make sure that the plan is still achieving the desired results.

## DOCUMENTS

- Supporting documents.
- ICS Form 201.
- ICS Form 215.
- ICS Form 215A.

### Documents

ICS Form 202  
ICS Form 203  
ICS Form 204  
ICS Form 205  
ICS Form 206  
ICS Form 208

Slide 3-11

## ICS FORMS

- ICS Form 201, Incident Briefing.
- ICS Form 215, Operational Planning Worksheet.
- ICS Form 215A, Incident Action Plan Safety Analysis.
- ICS Form 202, Incident Objectives.
- ICS Form 203, Organization Assignment List.
- ICS Form 204, Assignment List.
- ICS Form 205, Incident Radio Communications Plan.
- ICS Form 206, Medical Plan.
- ICS Form 208, Safety Message/Plan.

Slide 3-12

### G. ICS Form 201, Incident Briefing.

## DVD PRESENTATION

### “INITIAL BRIEFING ICS 201”



Slide 3-13

1. During the transfer-of-command process, a briefing using ICS Form 201 provides the incoming IC/Unified Commander (UC) with basic information regarding the incident situation and the resources allotted to the incident. ICS Form 201:
  - a. Functions as the IAP for the initial response.
  - b. Remains in force and continues to develop until the response ends or the Planning Section generates the incident's first IAP.
  - c. Is also suitable for briefing individuals newly assigned to the Command and General Staff, as well as for use in needed assessment briefings for the staff.

2. ICS Form 201 facilitates documentation of response objectives, situational awareness, resource employment and deployment, and significant actions taken. This form is essential for future planning and the effective management of initial response activities.
  - a. When: new IC/UC; staff briefing as required.
  - b. Facilitator: current IC/UC.
  - c. Attendees: prospective IC/UC; Command and General Staff, as required.

### ICS FORM 201

- Situation.
- Current priorities.
- Strategy(ies) and tactics.
- Current organization.
- Resource assignments.
- Resources en route and/or ordered.
- Facilities established.

**General Tasks**

**Incident Commander (IC)**

1. Obtain incident brief using ICS 201.
2. Assess operational requirements.
3. Determine organizational and response requirements and objectives.

**Operations (OPS)**


1. Obtain incident brief from IC.
2. Consider available Contingency Plan.
3. Develop strategies and tactics.
4. Allocate resources.
5. Conduct response using ICS 201.

**Planning**

1. Review activated orders staff.
2. Develop activated orders staff.

**Logistics**

1. Review activated orders staff.
2. Develop activated orders staff.



Slide 3-14

- d. Agenda: using ICS Form 201 as an outline, include:
  - Situation. (Note territory, exposures, safety concerns, etc. Use map/charts.)
  - Current priorities.
  - Strategy(ies) and tactics.
  - Current organization.
  - Resource assignments.
  - Resources en route and/or ordered.
  - Facilities established.

## IAP DOCUMENTS

### ICS Form 201

- Consists of four pages — prepared by initial IC
- **Page 1** a drawing of the incident scene — to Situation Unit.
- **Page 2** incident objectives and summary of current actions, strategies and tactics — to Situation Unit.
- **Page 3** organization chart — to Resources Unit.
- **Page 4** resource summary — to Resources Unit.

Slide 3-15

### H. IAP documents.

1. ICS Form 201 consists of four pages and is similar to a tactical worksheet. Unlike the IAP which is a proactive document, ICS Form 201 is a reactive form used to document the initial occurrences at an incident scene.
  - a. ICS Form 201 is a four-page form that is similar to a tactical worksheet. It provides the information necessary for a transfer of command between the current and the oncoming IC. The four pages can be separated and given to the appropriate Unit in the Planning Section. It can also be provided to the IC, OSC, Safety Officer and other Sections or Units as needed.
  - b. **Page 1** should contain a drawing of the incident scene (to Situation Unit).
  - c. **Page 2** contains the current and planned objectives and lists the current and planned actions, strategies and tactics (to Situation Unit).
  - d. **Page 3** contains an organization chart showing the current organization (to Resources Unit).
  - e. **Page 4** is a summary of the resources. It includes the resource name, date and time ordered, arrival time, and assignment (to Resources Unit).

## IAP DOCUMENTS (cont'd)

### ICS Form 215

- A draft of this form will be the result of the tactics meeting. ICS Form 215 is shared with Command and General Staff during the planning meeting.
- It shows a formal deployment of resources and work assignments (tactics).
- It is initiated by the OSC, given to the Resources Unit, and used to complete ICS Form 204.

Slide 3-16

2. ICS Form 215, Operational Planning Worksheet is prepared by the OSC and is the result of the tactics meeting.

## IAP DOCUMENTS (cont'd)

### ICS Form 215A

- This form is used by the Incident Safety Officer (ISO) to complete an operational risk assessment. It is prepared in collaboration with the OSC.
- It is a result of the tactics meeting in conjunction with ICS Form 215.
- It is given to the Resources Unit and is used in the planning stage and for the operational briefing.

Slide 3-17

3. ICS Form 215A, Incident Action Plan Safety Analysis is prepared by the Incident Safety Officer (ISO) to complete an operational risk assessment. It is prepared in collaboration with the OSC.

## IAP DOCUMENTS (cont'd)

### ICS Form 202

- “What we want to do.”
- This form shows the IC’s “incident objectives” that can come from ICS Form 201, the previous IAP, or be new objectives.
- It describes basic incident strategies, incident objectives, Command emphasis, and safety for the next operational period.
- It is prepared by the Planning Section and approved by the IC.

Slide 3-18

4. ICS Form 202, Incident Objectives lists the incident objectives as defined by the IC. It can be looked at as “what we want to do.”

## IAP DOCUMENTS (cont'd)

### ICS Form 203

- “Who will be responsible.”
- This form shows the organization chart by name and ICS position.
- It shows the Units activated.
- It is prepared by the Planning Section.

Slide 3-19

5. ICS Form 203, Organization Assignment List shows “who will be responsible.” It shows the organization chart by name and position. Explain that ICS Form 207, Incident Organization Chart contains the same data as ICS Form 203 except that it is in chart form. Some IMTs may prefer ICS Form 207 to ICS Form 203.

## IAP DOCUMENTS (cont'd)

### ICS Form 204

- “How it will be done.”
- It shows Division and Group assignments.
- It is prepared by the Resources Unit.
- ICS Form 202 provides basic data.
- ICS Form 203 provides operations personnel.
- Logistics provides resources assigned.
- ICS Form 215 provides work assignments (tactics).
- ICS Forms 215A and 208 can provide special instructions pertaining to safety.
- ICS Form 205 provides communications information.

Slide 3-20

6. ICS Form 204, Assignment List shows “how it will be done.” It gives the Division and Group assignments.

## IAP DOCUMENTS (cont'd)

### ICS Form 205

- “How we will talk to each other.”
  - Shows all radio frequencies being used.
  - Data is placed on ICS Form 204.
- Completed by Logistics/Communication Unit.

Slide 3-21

7. ICS Form 205, Incident Radio Communications Plan shows “how we will talk to each other.” Radio frequencies are listed for assignments.



### IAP DOCUMENTS (cont'd)

#### ICS Form 206

- This form is used if an emergency staff member gets hurt.
- It provides information on medical aid stations, transportation of injured, hospitals, etc.
- It is prepared by the Logistics/Medical Unit Leader.
- It is approved by the Safety Officer.
- Basic medical data may be placed on ICS Form 204 (aid station locations and medical emergency procedures).

Slide 3-22

#### 8. ICS Form 206, Medical Plan.

- This form is used if an emergency staff member gets hurt.
- It provides information on medical aid stations, transportation of injured, hospitals, etc.
- It is prepared by the Logistics/Medical Unit Leader.
- It is approved by the Safety Officer.
- Basic medical data may be placed on ICS Form 204 (aid station locations and medical emergency procedures).

### IAP DOCUMENTS (cont'd)

#### ICS Form 208

- It is completed by the ISO.
- Information can be gleaned from ICS Form 215A.

Slide 3-23

- #### 9. ICS Form 208, Safety Message/Plan is used by the ISO to assist in identifying potential hazards and resolutions.

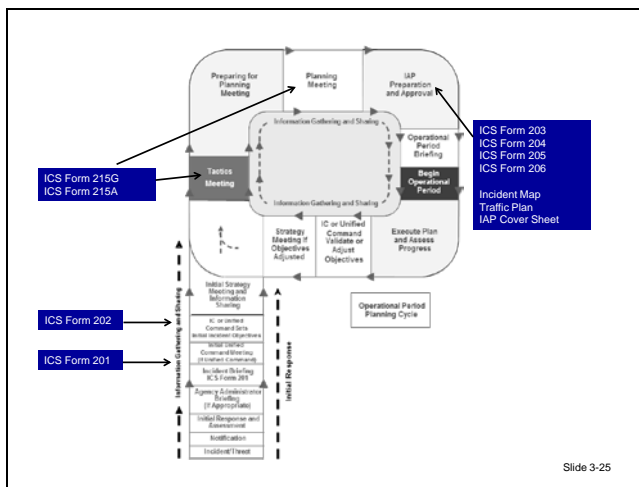
## IAP DOCUMENTS (cont'd)

### Additional Documents

- Maps of the incident prepared by the Planning Section.
- Traffic plan prepared by the Logistics Section.
- A safety message prepared by the ISO.
- A cover page prepared by the Planning Section.

Slide 3-24

10. Additional documents can include a cover page and/or maps which would be prepared by the Planning Section. A traffic plan would be prepared by the Logistics Section, and a safety message would be prepared by the ISO.



Slide 3-25

11. This slide shows the association between the forms and the Planning “P.”

### I. Initial Unified Command meeting.

1. This meeting provides Unified Command officials with an opportunity to discuss and agree on important issues prior to joint incident action planning.
2. The meeting should be brief, and important points should be documented.
3. Prior to the meeting, parties should have an opportunity to review the agenda items and prepare to address them.

4. Planning meeting participants will use the results of this meeting to guide the operational efforts prior to the first tactics meeting.
  - a. When: the Unified Command is formed prior to the first meeting.
  - b. Facilitator: Unified Command member.
  - c. Attendees: only ICs who will comprise the Unified Command.
  - d. Agenda.

## INITIAL UNIFIED COMMAND MEETING

- Identify Unified Commander.
- Identify jurisdictional priorities and objectives.
- Present jurisdictional limitations, concerns and restrictions.
- Develop a collective set of objectives.

**General Tasks**

**Incident Commander (IC)**

1. Determine need for U.C.
2. Negotiate/coordinate U.C. participation.
3. Clarify U.C. roles & responsibilities.
4. Negotiate and agree on response organization, location, and support.
5. Determine On-Scene/In-charge/Incident Commander (IC).

**Operations (OP)**

1. Meet U.C. members on current operations.

**Planning**


1. If required, contact U.C. members as directed by IC.

**Logistics**

1. May not be activated at this time.

**Finance/Admin**

1. May not be activated at this time.



Slide 3-26

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- Identify Unified Command, based on Chapter 3 criteria.
- Identify jurisdictional priorities and objectives.
- Present jurisdictional limitations, concerns and restrictions.
- Develop a collective set of incident objectives.

## INITIAL UNIFIED COMMAND MEETING (cont'd)

- Establish and agree on acceptable priorities.
- Agree on basic organizational structure.
- Designate the best qualified and most acceptable OSC.

**General Tasks**

**Incident Commander (IC)**

1. Determine need for U.C.
2. Negotiate/coordinate U.C. participation.
3. Clarify U.C. roles & responsibilities.
4. Negotiate and agree on response organization, location, and support.
5. Determine On-Scene/In-charge/Incident Commander (IC).

**Operations (OP)**

1. Meet U.C. members on current operations.

**Planning**


1. If required, contact U.C. members as directed by IC.

**Logistics**

1. May not be activated at this time.

**Finance/Admin**

1. May not be activated at this time.



Slide 3-27

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- Establish and agree on acceptable priorities.
- Agree on basic organizational structure.
- Designate the best qualified and most acceptable OSC.

### INITIAL UNIFIED COMMAND MEETING (cont'd)

- Agree on Command and General Staff personnel and planning, logistical, and financial agreements and procedures.
- Agree on resource ordering procedures, cost-sharing procedures, and informational matters.

**General Tasks**

**Incident Commander (IC/UC)**

- 1. Develop ICS/UC incident objectives.
- 2. Consider "best response".
- 3. Delegate and provide guidance to Command and General Staff.

**Operations (OSC)**

- 1. May be present if needed.

**Planning**


- 1. May be present if needed.
- 2. Prepare draft ICS/UC objectives to IC/UC.

**Logistics**

- 1. May be present if needed.

**Financial/Adm.**

- 1. May be present if needed.



Slide 3-28

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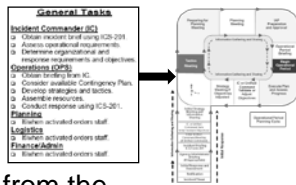
- If necessary and not already determined by the IMT, agree on Command and General Staff personnel designations and planning, logistical, and financial agreements and procedures.
- Agree on resource ordering procedures to follow.
- Agree on cost-sharing procedures.
- Agree on informational matters.

J. Unified Command objectives meeting.

1. The IC/Unified Command will identify/review and prioritize objectives for the next operational period on ICS Form 202.
2. Objectives from the previous operational period are reviewed and any new objectives are identified.
  - a. When: prior to tactics meeting.
  - b. Facilitator: Unified Command member.
  - c. Attendees: Unified Command members; Command and General Staff as appropriate.
  - d. Agenda.

## INCIDENT COMMANDER/UNIFIED COMMAND SETS OBJECTIVES

- Review/Identify objectives for the next operational period.
- Review any open-agenda items from the initial/previous meetings.



Slide 3-29

- Review/Identify objectives for the next operational period (clearly stated and attainable with the resources available, yet flexible enough to allow members to choose tactics — Specific, Measurable, Attainable, Realistic, Time-sensitive (SMART)).
- Review any open-agenda items from the initial/previous meetings.

## STRATEGY MEETINGS

- Unless the incident objectives change or there is a need, the initial strategy meeting is all that may be required.
- Schedule additional meetings as needed.
- Most teams will schedule a daily team meeting to take the pulse of the team and the incident.

Slide 3-30

### K. Strategy meetings.

1. Unless the incident objectives change or there is a need, the initial strategy meeting is all that may be required.
2. Schedule additional meetings as needed.
3. Most teams will schedule a daily team meeting to take the pulse of the team and the incident.

## TACTICS MEETING

- Review the objectives for next operational period and develop strategies (primary and alternatives).
- Prepare a draft ICS Form 215 to identify resources and ICS Form 215A to identify safety concerns.

**General Tasks**

**Incident Commander (IC/OSC)**

**Operations:**


1. Develop strategies, tactics, and resource needs using ICS-215.

**Planning:**

1. Facilitate meeting.
2. Coordinate support responsibilities for ICS-215.
3. Consider alternative strategies.

**Logistics:**

1. Participate/contribute logistics information as necessary.
2. Verify support requirements.
3. Establish priorities.
4. Not normally present.



Slide 3-31

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L. Tactics meeting.

1. This 30-minute meeting creates the blueprint for tactical deployment during the next operational period.
2. In preparation for the tactics meeting, the PSC and OSC review the first stage of response operations or the current IAP situation status information as provided by the Situation Unit to assess work progress against IAP objectives.
  - a. They will jointly develop primary and alternate strategies to meet objectives for consideration at the next planning meeting.
  - b. The Safety Officer will evaluate safety aspects of the primary and alternate strategies and record these on ICS Form 215A.
  - c. When: prior to planning meeting.
  - d. Facilitator: OSC.
  - e. Attendees: PSC, OSC, LSC, Resources Unit Leader, and Safety Officer.
  - f. Agenda.
    - Review the objectives for the next operational period and develop strategies (primary and alternatives).
    - Prepare a draft of ICS Form 215 (used in planning meeting) to identify resources that should be ordered through Logistics.
    - Prepare a draft of ICS Form 215A to identify safety aspects of proposed strategies.

## ACTIVITY 3.1

### Completing the Incident Command System Forms Associated With an Incident Action Plan

#### Purpose

To understand how to fill out ICS forms in general and specifically ICS Form 204 for a given scenario. This activity also prepares you for Activity 3.2.

#### Directions

1. You will be shown a PowerPoint program that details the completion of ICS Forms 201, 215, and 215A and also shows completed ICS Forms 202, 203, 204 (for Division A and Division Z), 205, 206 and 208 — all of which are used in an IAP. These completed forms reinforce the previous discussion on the various ICS forms and how the IAP is written.
2. Do not worry about the typing of engines, dozers or crews.
3. This scenario shows two Divisions: A and Z. (Z is an accepted identification in wildland firefighting and is chosen so that if the incident were to expand in complexity, additional Divisions can be added between A and Z without changing their positions on the fire, which could result from beginning with A and B designations.) During this activity, and while working in your groups, you will be shown two completed ICS Form 204s, one each for Division A and Z. You will then complete one for the Structure Protection Group. Next, the instructor will direct your group to select a representative to present your findings to the entire class.
4. The fire is anticipated to threaten the structures; therefore, a Structure Protection Group is defined and tasked.
5. The scenario uses standard ICS nomenclature and symbols for facilities (e.g., Incident Command Post (ICP), drop points (DP) and fire origin (x)).
6. This PowerPoint sample IAP:
  - a. Starts with ICS Form 201, which will show a drawing of the incident and will give a situation summary and health and safety concerns; ICS Form 201 will also list the current IC's objectives, the current organization, and a resource summary.
  - b. Demonstrates the use of ICS Form 215 to determine resource needs to accomplish the incident objectives (ICS Form 202) and the creation of ICS Form 215A.
  - c. Displays the incident organization (ICS Form 203).

- d. Displays the assignment list of two Divisions (ICS Form 204).
  - e. Clarifies the incident communications (ICS Form 205).
  - f. Sets forth a medical plan (ICS Form 206) for the operational period.
  - g. Provides a safety plan (ICS Form 208).
- 7. Instructions for completing ICS forms can be found in Appendix A.
  - 8. Other IAP elements may include those listed on the slide.





3. IC preparation for the planning meeting:
  - a. Give direction.
  - b. Communicate.
  - c. Be a manager.
  - d. Do not get involved in details.

**PSC PREPARATION FOR THE  
PLANNING MEETING**

- Prepare incident map(s).
- Develop information for the IAP.
- Develop situation status and predictions.
- Acquire information and ICS forms to write the IAP.

Slide 3-52

4. PSC preparation for the planning meeting:
  - a. Prepare incident maps, as necessary.
  - b. Develop information for the IAP.
  - c. Do situation status and predictions.
  - d. Acquire information and ICS forms to write the IAP.

### OSC PREPARATION FOR THE PLANNING MEETING

- Obtain good incident information.
- Communicate current information.
- Determine probable tactics.
- Calculate resource requirements.
- OSC, Safety Officer, Plans and Logistics should work out a draft ICS Form 215.

Slide 3-53

5. OSC preparation for the planning meeting:

- a. Obtain good incident information.
- b. Communicate current information.
- c. Determine probable tactics.
- d. Calculate resource requirements.
- e. OSC, Safety Officer, Plans and Logistics should prepare a draft ICS Form 215.

### LSC PREPARATION FOR THE PLANNING MEETING

- Inventory service and support needs for the incident.
- Determine medical needs.
- Determine what may be needed.
- Determine communication needs.

Slide 3-54

6. LSC preparation for the planning meeting:

- a. Inventory service and support needs for the incident.
- b. Determine medical needs.

- c. Determine what may be needed.
- d. Determine communication needs.

### FSC PREPARATION FOR THE PLANNING MEETING

- Collect information on rental agreements and contracts.
- Determine potential and actual claims.

Slide 3-55

- 7. FSC preparation for the planning meeting:
  - a. Collect information on rental agreements and contracts.
  - b. Determine potential and actual claims.

### SAFETY OFFICER PREPARATION FOR THE PLANNING MEETING

- Identify risks and hazards (ICS Form 215A).
- IAP may include ICS Form 208.
- Provide safety information on the establishment of the incident Base.
- Work with the OSC on safety issues for tactical operations.

Slide 3-56

- 8. Safety Officer preparation for the planning meeting:
  - a. Identify risks and hazards; prepare ICS Form 215A.
  - b. ICS Form 208 is an optional form that may be included and completed by the Safety Officer for the IAP.

- c. Provide safety information on the establishment of the incident Base.
- d. Work with the OSC on tactical safety issues.

**LIAISON OFFICER PREPARATION  
FOR THE PLANNING MEETING**

- Identify cooperating and assisting agencies.
- Identify special agency needs.
- Determine capabilities of cooperating and assisting agencies.
- Confirm names and contact location of agency representatives.

Slide 3-57

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- 9. Liaison Officer preparation for the planning meeting:
  - a. Identify cooperating and assisting agencies.
  - b. Identify special agency needs.
  - c. Determine capabilities of cooperating and assisting agencies.
  - d. Confirm names and contact location of agency representatives.

**PIO PREPARATION FOR THE  
PLANNING MEETING**

- Determine methods to be used for information flow.
- Determine politically sensitive issues.
- Determine which agencies may assist in the preparation of media releases.

Slide 3-58

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- 10. PIO preparation for the planning meeting:
  - a. Determine methods to be used for information flow.

- b. Determine politically sensitive issues.
- c. Determine which agencies may assist in the preparation of media releases.



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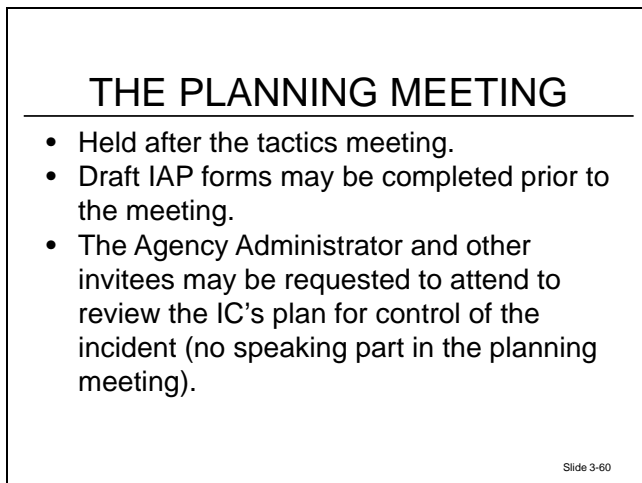
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11. No surprises at the planning meeting! Don't leave a team member looking like a deer in the headlights. The planning meeting should be a presentation of the IAP. Any potential problems should be resolved during "planning for the planning meeting."



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- C. The planning meeting.
  1. Held after the tactics meeting.
  2. Draft IAP forms may be completed prior to the meeting.

3. The Agency Administrator and other invitees may be requested to attend to review the IC's plan for control of the incident (no speaking part in the planning meeting).

### THE PLANNING MEETING (cont'd)

- Moderated by the PSC.
- Should last no more than 45 minutes.
- At the conclusion of the meeting, the Resources Unit Leader will complete ICS Form 204.

Slide 3-61

4. Moderated by the PSC.
5. Should last no more than 45 minutes.
6. At the conclusion of the meeting, the Resources Unit Leader will complete ICS Form 204.

### INFORMATION SHARING

- Share what's relevant to the plan.
- Share other information, one on one, with those who need to know either prior to the meeting or after the meeting.
- Share important information as soon as possible.
- Avoid open debate of tactics.
- Do share information that will prevent the tactics from being successful.

Slide 3-62

7. Information sharing:
- a. Share what's relevant to the plan.
- b. Share other information, one on one, with those who need to know either prior to the meeting or after the meeting.

- c. Share important information as soon as possible.
- d. Avoid open debate of tactics.
- e. Do share information that could prevent the success of the tactics.

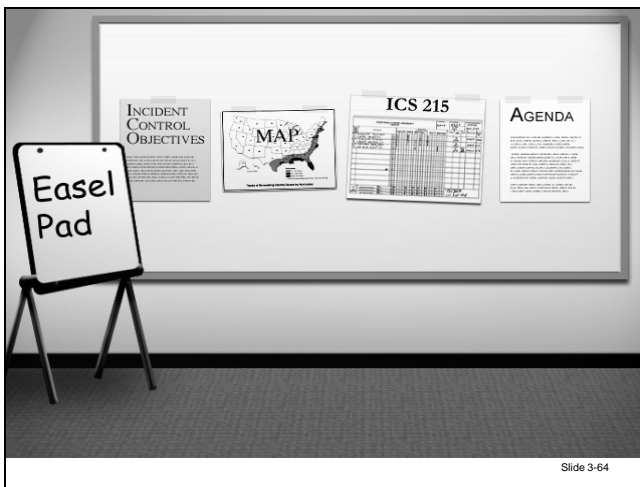
### PREPARATION (PROPS) FOR THE PLANNING MEETING

- A posted agenda.
- Posted objectives.
- Large ICS Form 215 and 215A.
- Incident map.

Slide 3-63

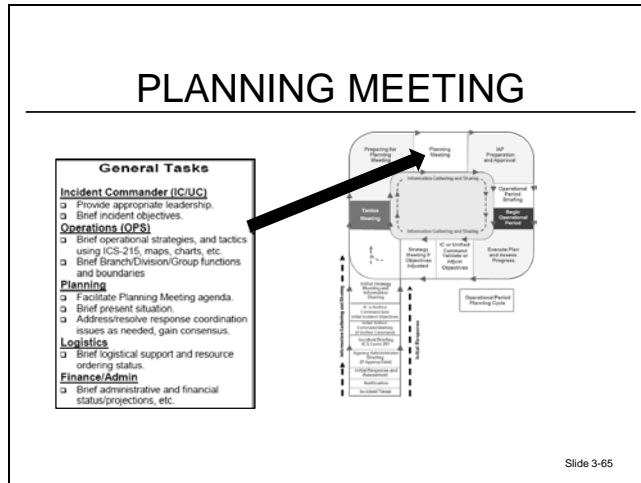
#### 8. Preparation (props) for the planning meeting:

- a. A posted agenda.
- b. Posted objectives.
- c. Large ICS Form 215 and 215A.
- d. Incident map.





### III. PLANNING MEETING



- A. This meeting defines incident objectives, strategies and tactics, and identifies resource needs for the next operational period.
- B. Though dependent on incident complexity, the meeting should not last longer than 45 minutes.
- C. This meeting fine tunes objectives and priorities, identifies and solves problems, and defines work assignments and responsibilities on a completed ICS Form 215.
  1. Displays in the meeting room should include ICS Form 202 for the next period; large sketch maps or charts clearly dated and timed, a poster-sized ICS Form 215 and 215A, a current resource inventory prepared by the Resources Unit, and current situation status displays prepared by the Situation Unit.
  2. After the meeting, the LSC prepares the off-incident tactical and logistical resource orders. ICS Form 215 is used by the PSC to develop IAP assignment lists.
    - a. When: after the Unified Command and Tactics Meetings.
    - b. Facilitator: PSC.
    - c. Attendees: determined by IC/UC; generally includes IC/UC, Command Staff, General Staff, Air Operations Branch Director, the Resources Unit Leader, Safety Officer, and technical specialists as required.

## PLANNING MEETING AGENDA

CHECKLIST	PRIMARY RESPONSIBILITY
Briefing on situation and resource status	PSC
Set control objectives	IC
Plot control lines, establish Division boundaries, identify Group assignments	OSC
Specify tactics/safety for each Division	OSC/Safety Officer
Specify resources needed by Division/Group	OSC/PSC
Specify Operations facilities and reporting locations and plot on map	OSC/PSC/LSC
Develop resource and personnel order	LSC
Consider communications, medical and traffic plan requirements	PSC/LSC
Finalize, approve and implement IAP	PSC/IC/OSC

Slide 3-66

### D. Planning meeting agenda.

Checklist	Primary Responsibility
Briefing on situation and resource status	PSC
Set control objectives	IC
Plot control lines, establish Division boundaries, identify Group assignments	OSC
Specify tactics/safety for each Division	OSC/Safety Officer
Specify resource needed by Division/Group	OSC/PSC
Specify Operations facilities and reporting locations and plot on map	OSC/PSC/LSC
Develop resource and personnel order	LSC
Consider communications, medical and traffic plan requirements	PSC/LSC
Finalize, approve and implement IAP	PSC/IC/OSC

#### IV. INCIDENT ACTION PLAN PREPARATION

### INCIDENT ACTION PLAN PREPARATION

Attendees immediately prepare their assignments for the IAP to meet the deadline set by the PSC.

**General Tasks**

**Incident Commander (IC/UC)**

1. Review, approve and sign IAP
2. Communicate incident status changes

**Planning**

1. Facilitate General Staff's IAP input
2. Ensure assignments and expectations are clear
3. Provide completed IAP to IC/UC for review/signature
4. Distribute completed IAP

**Logistics**

1. Provide logistics information for IAP
2. Verify resources ordered

**Finance/Administration**

1. Verify financial and administrative requirements for IAP

Slide 3-67

- A. Attendees immediately prepare their assignments for the IAP to meet the deadline for assembling the IAP components.
- B. The deadline will be early enough to permit timely IC/UC approval and duplication of sufficient copies for the operations briefing and for overhead.
  1. When: immediately following the planning meeting, the PSC assigns the deadline.
  2. Facilitator: PSC.

### ICS FORMS

ICS FORM	COMPLETED BY
202	IC/Safety/PSC
203	Planning Section — Resources Unit Leader
204	Planning Section — Resources Unit Leader
205	Logistics Section — Communications Unit Leader
206 208	Logistics Section — Medical Unit Leader Safety Officer
215* 215A	Operations Section — Safety Officer Safety Officer
Traffic plan	Logistics Section — Ground Support Unit Leader
Map	Logistics Section — Ground Support Unit Leader

\* ICS Form 215 and 215A are not part of the IAP but tools for the other forms.

Slide 3-68


- C. ICS forms.

ICS Form	Completed by	
202	IC/Safety/PSC	
203	Planning Section	Resources Unit Leader
204	Planning Section	Resources Unit Leader
205	Logistics Section	Communications Unit Leader
206 208	Logistics Section	Medical Unit Leader Safety Officer
215* 215A	Operations Section	Safety Officer Safety Officer
Traffic plan	Logistics Section	Ground Support Unit Leader
Map	Logistics Section	Ground Support Unit Leader

\* ICS Form 215 and 215A are not part of the IAP but tools for the other forms.

## V. OPERATIONS BRIEFING

### OPERATIONS BRIEFING

<b>Agenda</b> <ul style="list-style-type: none"> <li>Review IC/Unified Command objectives and changes to IAP</li> <li>Discuss current response actions and last shift's accomplishments</li> <li>Review weather forecast</li> <li>Division/Group and Air Operations assignments</li> <li>Trajectory analysis</li> <li>Transport, communications and supply updates</li> <li>Safety message</li> <li>IAP approval and motivational remarks</li> </ul>	<b>Primary Responsibility</b> <p>PSC</p> <p>Operations</p> <p>Situation Unit Leader</p> <p>Operations</p> <p>Situation Unit Leader</p> <p>LSC</p> <p>Safety Officer</p> <p>IC/Unified Command</p>	 <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <b>General Tasks</b> <p><b>Incident Commander (IC/UC)</b></p> <ul style="list-style-type: none"> <li>1. Provide public information</li> <li>2. Provide leadership personnel</li> </ul> <p><b>Operations (OPS)</b></p> <ul style="list-style-type: none"> <li>1. Provide Operations briefing for next operational period</li> <li>2. Ensure IC/UC 204 looking is clear</li> </ul> <p><b>Planning</b></p> <ul style="list-style-type: none"> <li>1. Activate General Staff and attendees briefing responsibilities</li> <li>2. Review questions</li> </ul> <p><b>Logistics</b></p> <ul style="list-style-type: none"> <li>1. Brief transportation, communication, and supply needs</li> </ul> <p><b>Finance/Admin</b></p> <ul style="list-style-type: none"> <li>1. Brief administrative issues and provide financial report</li> </ul> </div>
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Slide 3-69

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- A. This 30-minute-or-less meeting presents the IAP to the oncoming shift of the response organization.
- B. After this meeting, off-going supervisors should be interviewed by their relief and by Operations in order to further confirm or adjust the course of the oncoming shift's IAP.
  1. Shifts in tactics may be made by the Division/Group Supervisor in whose purview they are.

2. Similarly, a Supervisor may reallocate resources within his or her Division to adapt to changing conditions.
  - a. When: about an hour prior to each shift change.
  - b. Facilitator: PSC.
  - c. Attendees: IC/UC, Command Staff, General Staff, Branch Directors, Division/Group Supervisors, Task Force/Strike Team Leaders (if possible), Unit Leaders, others as appropriate.

<b>Agenda</b>	<b>Primary Responsibility</b>
Review IC/Unified Command objectives and changes to IAP	PSC
Discuss current response actions and last shift's accomplishments	Operations
Review weather forecast	Situation Unit Leader
Division/Group and Air Operations assignments	Operations
Trajectory analysis	Situation Unit Leader
Transport, communications and supply updates	LSC
Safety message	Safety Officer
IAP approval and motivational remarks	IC/Unified Command

## VI. SPECIAL PURPOSE MEETINGS

### SPECIAL PURPOSE MEETINGS

- Command Staff meeting.
  - Held before the tactics meeting.
  - Command Staff attend.
- Command and General Staff meeting.
  - Informal conditions (e.g., breakfast/dinner) to discuss developing issues.
- Agency representative meeting.
  - Held to update agency representatives and ensure that they can support the IAP.
  - Conducted by the Logistics Officer and attended by agency representatives.

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- A. Special purpose meetings are most helpful for larger incidents requiring an operational period planning cycle; that said, they may be useful for all incidents during initial response and assessment.
- B. Command Staff meeting — coordinate Command Staff functions, responsibilities and objectives:
  1. Held before the tactics meeting.
  2. Command Staff attend.
- C. Command and General Staff meeting — an opportunity for the Command and General Staffs to gather under informal conditions (e.g., breakfast/dinner) to discuss developing issues.
- D. Agency representative meeting:
  1. This meeting is held to update agency representatives and ensure that they can support the IAP.
  2. It is conducted by the Liaison Officer and attended by agency representatives.
  3. The appropriate time to hold it is after the planning meeting to best announce plans for the next operational period.
  4. It allows for changes, in case the plan does not meet the expectations of the agency representatives.

## ACTIVITY 3.2

### Developing an Incident Action Plan

#### Purpose

To participate as a member of the IMT to produce an IAP for a major incident.

#### Directions

1. You will be assigned roles within the IMT.
2. Most Command and General Staff functions of the ICS will be played by you.
3. Read the scenario for the incident.
4. The instructor will give ICS assignments.
5. The IC will meet with the Agency Administrator (instructor) and receive the incident parameters, which are included in this activity.
6. The IC and the OSC will determine the incident objectives and the strategies for the incident. These will be put on easel pad paper and placed on the wall for all to see.
7. You will gather information and begin to formulate the elements of the IAP.
  - a. The **OSC** and **Safety Officer** will determine the tactics. Completed ICS Form 201 (Handout 3-5) and two ICS Form 215s (Handout 3-6) for the flood incident will be handed out by the instructor. You should review these forms. The Safety Officer will complete ICS Form 215A (based upon the completed ICS Form 215) and ICS Form 208 for the incident to be inserted into the IAP.

During the exercise, the Operations Section will complete another ICS Form 215 for the tank farms at R Street and 24th Street.
  - b. The **Liaison Officer** will evaluate the possible coordinating and assisting agencies and produce a list of each on an easel pad. Liaison should advise the IC of the list of agencies responding.
  - c. The **PIO** will evaluate how media releases will occur and will write the method on an easel pad. The PIO will also determine which other agency PIOs need to be involved in the media releases and do an initial press release in writing.

- d. The **PSC** will provide input to the Operations Section on possible alternative solutions and will recommend the need for additional resources to the IC and LSC. He or she will also complete ICS Form 202, 203 and one ICS Form 204 for the incident.
  - e. The **LSC** will place orders for equipment and personnel. He or she will use an ordering form to record the ordering of the additional resources and will complete ICS Form 205 and ICS Form 206 for the incident. The LSC will also do a traffic plan (on easel pad) for the Division evacuating Columbia Veterans Hospital and will pass ordering forms to the Finance/Administration Section (instructor).
8. A debriefing will be held when all the ICS forms for the IAP are completed.
  9. You have two hours to complete your work.

### **Incident Scenario**

It has been raining in Central City for the past three days. The weather service has announced that flooding is probable, so it has established a Flood Watch. Roaring River and Swatera Creek are now at flood stage. The rain is expected to continue for the next 48 hours.

The mayor of Central City has contacted the chief of the fire department and directed the city IMT to meet and prepare a plan for handling the flood situation in the floodplain areas.

The fire chief has contacted the city IMT members and set up a meeting for 0900 hours this morning to develop an IAP. The members of the city IMT are:

- Fire chief.
- Police chief.
- Public works director.
- Health department director.
- Roads department.

The facility in most danger of early flooding is the Columbia Veterans Hospital at J Street and 7th Street near the Swatera Creek. Columbia Veterans Hospital is a 180-bed hospital.

The community in greatest danger is the Colonial Heights subdivision around the Columbia Veterans Hospital. Truman Elementary School at Q Street and 21st Street is also in the floodplain area of the Roaring River. Truman Elementary School has 400 evacuees.

There are fuel storage tanks at R Street and 24th Street and at L Street and 4th Street.



The following shelters will be opened initially for the dislocated citizens:

- U.S. Grant High School — T Street and 14th Street — west side of Central City; capacity: 1,300.
- Central City Junior High School — AA Street and 19th Street — east side of Central City; capacity: 850.

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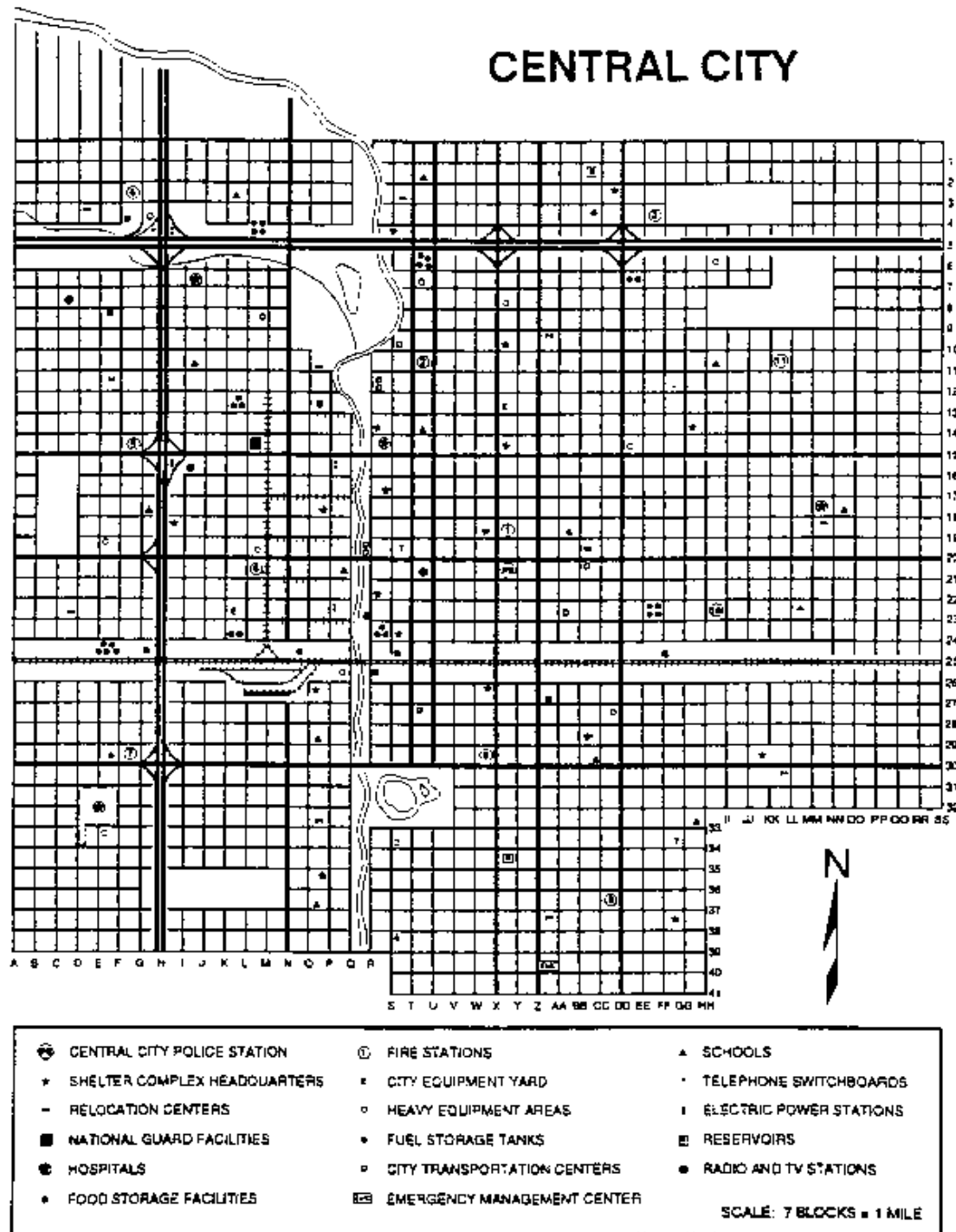
### **ACTIVITY 3.2 (cont'd)**

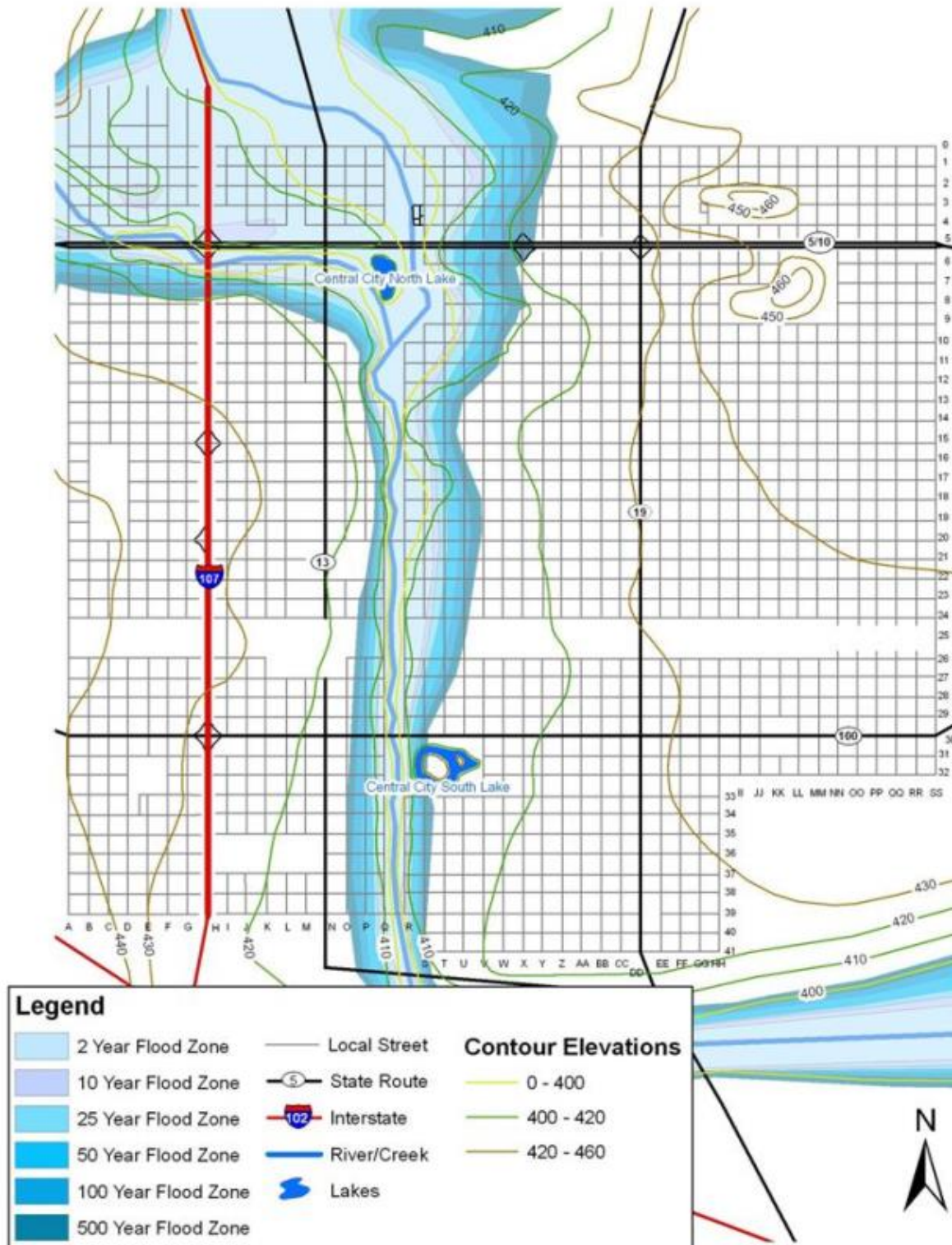
#### **Incident Parameters Received From the Agency Administrator**

1. Columbia Veterans Hospital is in serious trouble due to flooding. This incident must be handled efficiently.
2. Protect property where possible; use sandbagging operations as much as possible.
3. Establish evacuation routes and open shelters where necessary. City schools are open.
4. The American Red Cross has opened two shelters, one on each side of the river.
5. Evaluate bridges over the Roaring River and Swatera Creek.
6. Provide medical services to both sides of the river.
7. You have the authority to place personnel on 12-hour shifts.
8. The mayor has declared a Local Emergency.
9. The mayor has requested a State Declaration from the governor.
10. Cost containment is critical due to our budget deficit.
11. Weather forecast for the next two days is more rain.
12. County flood control personnel on 24-hour duty.
13. Colonial Heights near Columbia Veterans Hospital needs special attention — mayor lives there.
14. Central City Emergency Operations Center (EOC) is open.

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ACTIVITY 3.2 (cont'd)





## ALTERNATE ACTIVITY 3.2

### Developing an Incident Action Plan

#### Purpose

To participate as a member of the IMT to produce information that would be used in creating an IAP for a major incident.

#### Directions

1. The instructor will assign you a role in Unified Command: Fire IC, Police IC, Public Works IC, Health Department IC, and Roads Department IC.
2. You will read the scenario for the incident.
3. In your assigned Unified Command role, you will create the incident objectives and strategies needed for the incident based upon the Agency Administrator's incident parameters, which are included in this activity.
4. Pick a representative in your group to present your incident objectives and strategies to the class. The instructor will discuss all of the incident objectives and strategies that were presented by the groups. The instructor will then get a consensus of the incident objectives and strategies that will be used for the next part of the activity and will list these consensus objectives and strategies on an easel pad for the entire class.
5. For the next part of this activity, you will be assigned a new incident management position. You will perform the functions and tasks related to that position using the incident objectives and strategies presented by the instructor. The assigned positions will be OSC, PSC, ISO, Liaison Officer and PIO.
6. You will be given address labels on which you will write your ICS position and wear it to denote your assignment.
7. You will gather information from the scenario to complete your assignment.
  - a. The **OSC** will determine the tactics/work assignments that will be needed to achieve the incident objectives and strategies and place them on an easel pad.
  - b. The **OSC** will create an organizational chart for the Operations Section and decide on the Branches/Divisions and Groups as well as the needed resources in each of those functions.
  - c. The **ISO** will create a list of the potential safety problems in each Division and Group and place them on an easel pad.

- d. The **Liaison Officer** will evaluate the possible coordinating and assisting agencies and produce a list of each on an easel pad.
  - e. The **PIO** will evaluate how media releases will occur and will write the method on an easel pad. The PIO will also determine which other agency PIOs need to be involved in the media releases. The PIO will create a comprehensive initial press release for this incident.
  - f. The **PSC** will place on an easel pad possible alternative solutions and the need for additional resources.
8. When the group activities are completed, groups should report their findings to the class. Once all groups have reported, the instructor will go through a completed IAP and explain how the collected data would be inserted into the IAP. The instructor will explain the benefits of the standardization of using an IAP.
  9. Students have two hours to complete their work.

### Incident Scenario

It has been raining in Central City for the past three days. The weather service has announced that flooding is probable, so it has established a Flood Watch. Roaring River and Swatera Creek are now at flood stage. The rain is expected to continue for the next 48 hours.

The mayor of Central City has contacted the chief of the fire department and directed the city IMT to meet and prepare a plan for handling the flood situation in the floodplain areas.

The fire chief has contacted the city IMT members and set up a meeting for 0900 hours this morning to develop an IAP. The members of the city IMT are:

- Fire chief.
- Police chief.
- Public works director.
- Health department director.
- Roads department.

The facility in most danger of early flooding is the Columbia Veterans Hospital at J Street and 7th Street near the Swatera Creek. Columbia Veterans Hospital is a 180-bed hospital.

The community in greatest danger is the Colonial Heights subdivision around the Columbia Veterans Hospital. Truman Elementary School at Q Street and 21st Street is also in the floodplain area of the Roaring River. Truman Elementary School has 400 evacuees.

There are fuel storage tanks at R Street and 24th Street and at L Street and 4th Street.



The following shelters will be opened initially for the dislocated citizens:

- U.S. Grant High School — T Street and 14th Street — west side of Central City; capacity: 1,300.
- Central City Junior High School — AA Street and 19th Street — east side of Central City; capacity: 850.

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### **ALTERNATE ACTIVITY 3.2 (cont'd)**


#### **Incident Parameters Received From the Agency Administrator**

1. Columbia Veterans Hospital is in serious trouble due to flooding. This incident must be handled efficiently.
2. Protect property where possible; use sandbagging operations as much as possible.
3. Establish evacuation routes and open shelters where necessary. City schools are open.
4. The American Red Cross has opened two shelters, one on each side of the river.
5. Evaluate bridges over the Roaring River and Swatera Creek.
6. Provide medical services to both sides of the river.
7. You have the authority to place personnel on 12-hour shifts.
8. The mayor has declared a Local Emergency.
9. The mayor has requested a State Declaration from the governor.
10. Cost containment is critical due to our budget deficit.
11. Weather forecast for the next two days is more rain.
12. County flood control personnel on 24-hour duty.
13. Colonial Heights near Columbia Veterans Hospital needs special attention — mayor lives there.
14. Central City Emergency Operations Center (EOC) is open.

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## VII. SUMMARY

**FEMA**

**U.S. Fire  
Administration**

# SUMMARY

- Unified Command:
  - Elements of Unified Command.
  - Features of Unified Command.
  - Using Unified Command.
  - Functioning in Unified Command.
- Initial Unified Command meeting.
- ICS forms — sample IAP.

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## **APPENDIX A**

### **BLANK INCIDENT COMMAND SYSTEM FORMS WITH ACCOMPANYING INSTRUCTIONS**

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## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b>	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: _____ Time: _____
<b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):                    		
<b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.                    		
<b>6. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 1		Date/Time: _____

## INCIDENT BRIEFING (ICS 201)

[illegible]

## INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b>	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: _____ Time: _____
<b>9. Current Organization</b> (fill in additional organization as appropriate):		
<div style="display: flex; justify-content: center; align-items: center;"> <div style="border: 1px solid black; padding: 10px; margin: 10px;">Incident Commander(s)</div> <div style="margin-left: 20px;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Liaison Officer</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Safety Officer</div> <div style="border: 1px solid black; padding: 5px;">Public Information Officer</div> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="border: 1px solid black; padding: 10px; width: 22%;">Planning Section Chief</div> <div style="border: 1px solid black; padding: 10px; width: 22%;">Operations Section Chief</div> <div style="border: 1px solid black; padding: 10px; width: 22%;">Finance/Administration Section Chief</div> <div style="border: 1px solid black; padding: 10px; width: 22%;">Logistics Section Chief</div> </div>		
<b>6. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 3		Date/Time: _____

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date:                      Time:
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[illegible]

ICS 201, Page 4 Date/Time: \_\_\_\_\_

## ICS 201 Incident Briefing

**Purpose.** The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

**Preparation.** The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

**Distribution.** Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The "Map/Sketch" and "Current and Planned Actions, Strategies, and Tactics" sections (pages 1–2) of the briefing form are given to the Situation Unit, while the "Current Organization" and "Resource Summary" sections (pages 3–4) are given to the Resources Unit.

### Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Initiated</b> • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	<b>Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology.  If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209).  North should be at the top of page unless noted otherwise.
5	<b>Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	<b>Prepared by</b> • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	<b>Current and Planned Objectives</b>	Enter the objectives used on the incident and note any specific problem areas.

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<b>Block Number</b>	<b>Block Title</b>	<b>Instructions</b>
<b>8</b>	<b>Current and Planned Actions, Strategies, and Tactics</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Actions</li> </ul>	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
<b>9</b>	<b>Current Organization</b> (fill in additional organization as appropriate) <ul style="list-style-type: none"> <li>• Incident Commander(s)</li> <li>• Liaison Officer</li> <li>• Safety Officer</li> <li>• Public Information Officer</li> <li>• Planning Section Chief</li> <li>• Operations Section Chief</li> <li>• Finance/Administration Section Chief</li> <li>• Logistics Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Enter on the organization chart the names of the individuals assigned to each position.</li> <li>• Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections.</li> <li>• If Unified Command is being used, split the Incident Commander box.</li> <li>• Indicate agency for each of the Incident Commanders listed if Unified Command is being used.</li> </ul>
<b>10</b>	<b>Resource Summary</b>	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

**INCIDENT OBJECTIVES (ICS 202)**

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____
<b>3. Objective(s):</b>	
<b>4. Operational Period Command Emphasis:</b>	
General Situational Awareness	
<b>5. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>Approved Site Safety Plan(s) Located at:</b>	
<b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):	
<input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206	<input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 208 <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/Tides/Currents
<u>Other Attachments:</u> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	
<b>7. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____	
<b>8. Approved by Incident Commander:</b> Name: _____ Signature: _____	
ICS 202	IAP Page _____ Date/Time: _____

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## INSTRUCTIONS

### ICS 202: Incident Objectives

**Purpose.** The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

**Preparation.** The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

**Distribution.** The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

**Notes:**

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident. If needed, an incident number can be added.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Objective(s)</b>	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: <b><u>S</u></b> pecific – Is the wording precise and unambiguous? <b><u>M</u></b> easurable – How will achievements be measured? <b><u>A</u></b> ction-oriented – Is an action verb used to describe expected accomplishments? <b><u>R</u></b> ealistic – Is the outcome achievable with given available resources? <b><u>T</u></b> ime-sensitive – What is the timeframe?
4	<b>Operational Period Command Emphasis</b>	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.

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Block Number	Block Title	Instructions
<b>4</b> (continued)	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
<b>5</b>	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter the location of the approved Site Safety Plan(s).
<b>6</b>	<b>Incident Action Plan</b> (the items checked below are included in this Incident Action Plan): <input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206 <input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 208 <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/Tides/Currents <u>Other Attachments:</u>	Check appropriate forms and list other relevant documents that are included in the IAP.  <input type="checkbox"/> ICS 203 – Organization Assignment List <input type="checkbox"/> ICS 204 – Assignment List <input type="checkbox"/> ICS 205 – Incident Radio Communications Plan <input type="checkbox"/> ICS 205A – Communications List <input type="checkbox"/> ICS 206 – Medical Plan <input type="checkbox"/> ICS 207 – Incident Organization Chart <input type="checkbox"/> ICS 208 – Safety Message/Plan
<b>7</b>	<b>Prepared by</b> Name Position/Title Signature	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
<b>8</b>	<b>Approved by Incident Commander</b> Name Signature Date/Time	In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.

### ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____	
<b>3. Incident Commander(s) and Command Staff:</b>		<b>7. Operations Section:</b>	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		<b>Branch</b>	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
<b>4. Agency/Organization Representatives:</b>		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		<b>Branch</b>	
		Branch Director	
		Deputy	
<b>5. Planning Section:</b>		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		<b>Branch</b>	
Documentation Unit		Branch Director	
Demobilization Unit		Deputy	
Technical Specialists		Division/Group	
		Division/Group	
<b>6. Logistics Section:</b>		Division/Group	
Chief		Division/Group	
Deputy		<b>Air Operations Branch</b>	
<b>Support Branch</b>		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		<b>8. Finance/Administration Section:</b>	
Ground Support Unit		Chief	
<b>Service Branch</b>		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
<b>9. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____			
<b>ICS 203</b>	<b>IAP Page</b> _____	Date/Time: _____	

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## INSTRUCTIONS

### ICS 203: Organization Assignment List

**Purpose.** The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

**Preparation.** The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

**Distribution.** The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

**Notes:**

- The ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203 and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Incident Commander(s) and Command Staff</b> IC/UCs Deputy Safety Officer Public Information Officer Liaison Officer	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	<b>Agency/Organization Representatives</b> Agency/Organization Name	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	<b>Planning Section</b> Chief Deputy Resources Unit Situation Unit Documentation Unit Demobilization Unit Technical Specialists	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

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<b>Block Number</b>	<b>Block Title</b>	<b>Instructions</b>
<b>6</b>	<b>Logistics Section</b> Chief Deputy <b>Support Branch</b> Director Supply Unit Facilities Unit Ground Support Unit <b>Service Branch</b> Director Communications Unit Medical Unit Food Unit	Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
<b>7</b>	<b>Operations Section</b> Chief Deputy Staging Area <b>Branch</b> Branch Director Deputy Division/Group <b>Air Operations Branch</b> Air Operations Branch Director	Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
<b>8</b>	<b>Finance/Administration Section</b> Chief Deputy Time Unit Procurement Unit Compensation/Claims Unit Cost Unit	Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
<b>9</b>	<b>Prepared by</b> Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3.	
				Branch: _____	
4. Operations Personnel: Name _____ Contact Number(s) _____				Division: _____	
Operations Section Chief: _____				Group: _____	
Branch Director: _____				Staging Area: _____	
Division/Group Supervisor: _____					
5. Resources Assigned:					
Resource Identifier		Leader		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)
6. Work Assignments:					
7. Special Instructions:					
8. Communications (radio and/or phone contact numbers needed for this assignment):					
Name/Function		Primary Contact: indicate cell, pager, or radio (frequency/system/channel)			
_____ / _____		_____			
_____ / _____		_____			
_____ / _____		_____			
_____ / _____		_____			
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 204		IAP Page _____		Date/Time: _____	

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## INSTRUCTIONS

### ICS 204: Assignment List

**Purpose.** The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

**Preparation.** The ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander, but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

**Distribution.** The ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

**Notes:**

- The ICS 204 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Branch</b> <b>Division</b> <b>Group</b> <b>Staging Area</b>	This block is for use in a large IAP for reference only.  Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	<b>Operations Personnel</b> Name, Contact Number(s) – Operations Section Chief – Branch Director – Division/Group Supervisor	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	<b>Resources Assigned</b>	Enter the following information about the resources assigned to the Division or Group for this period:
	Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	Leader	Enter resource leader's name.
	# of Persons	Enter total number of persons for the resource assigned, including the leader.

**THE PLANNING PROCESS AND INCIDENT ACTION PLAN DEVELOPMENT**

Block Number	Block Title	Instructions
<b>5</b> (continued)	Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.
<b>6</b>	<b>Work Assignments</b>	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
<b>7</b>	<b>Special Instructions</b>	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
<b>8</b>	<b>Communications</b> (radio and/or phone contact numbers needed for this assignment) Name/Function Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Enter specific communications information (including emergency numbers) for this Branch/Division/Group.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).  Phone and pager numbers should include the area code and any satellite phone specifics.  In light of potential IAP distribution, use sensitivity when including cell phone number.  Add a secondary contact (phone number or radio) if needed.
<b>9</b>	<b>Prepared by</b> Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

<b>1. Incident Name:</b>	<b>2. Date/Time Prepared:</b> Date: Time:	<b>3. Operational Period:</b> Date From: Time From: Date To: Time To:
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IAP Page \_\_\_\_

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## INSTRUCTIONS

### ICS 205: Incident Radio Communications Plan

**Purpose.** The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS 204).

**Preparation.** The ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

**Distribution.** The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on Assignment Lists.

**Notes:**

- The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Date/Time Prepared</b>	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	<b>Basic Radio Channel Use</b>	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.

**THE PLANNING PROCESS AND INCIDENT ACTION PLAN DEVELOPMENT**

Block Number	Block Title	Instructions
<b>4</b> (continued)	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.  The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.
	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
<b>5</b>	<b>Special Instructions</b>	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
<b>6</b>	<b>Prepared by</b> (Communications Unit Leader) Name Signature Date/Time	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From:      Date To: Time From:      Time To:
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ICS 205A	IAP Page ____	Date/Time: _____
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## ICS 205A Communications List

**Purpose.** The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

**Preparation.** The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

**Distribution.** The ICS 205A is distributed within the ICS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

### Notes:

- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Basic Local Communications Information</b>	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	• Incident Assigned Position	Enter the ICS organizational assignment.
	• Name	Enter the name of the assigned person.
	• Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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### MEDICAL PLAN (ICS 206)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____					
<b>3. Medical Aid Stations:</b>							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
<b>4. Transportation (indicate air or ground):</b>							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
<b>5. Hospitals:</b>							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center <input type="checkbox"/> Yes Level: _____ <input type="checkbox"/> No	Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No	Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No
			Air	Ground			
					<input type="checkbox"/> Yes Level: _____ <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____ <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____ <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____ <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____ <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>6. Special Medical Emergency Procedures:</b>							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
<b>7. Prepared by (Medical Unit Leader):</b> Name: _____ Signature: _____							
<b>8. Approved by (Safety Officer):</b> Name: _____ Signature: _____							
<b>ICS 206</b>		<b>IAP Page</b> _____		<b>Date/Time:</b> _____			

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## INSTRUCTIONS

### ICS 206: Medical Plan

**Purpose.** The Medical Plan (ICS 206) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

**Preparation.** The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

**Distribution.** The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.

**Notes:**

The ICS 206 serves as part of the IAP.

This form can include multiple pages.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Medical Aid Stations</b>	Enter the following information on the incident medical aid station(s):
	Name	Enter name of the medical aid station.
	Location	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the medical aid station(s).
	Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No	Indicate (yes or no) if paramedics are at the site indicated.
4	<b>Transportation</b> (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	Ambulance Service	Enter name of ambulance service.
	Location	Enter the location of the ambulance service.
	Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the ambulance service.
	Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

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Block Number	Block Title	Instructions
<b>5</b>	<b>Hospitals</b>	Enter the following information for hospital(s) that could serve this incident:
	Hospital Name	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	Address, Latitude & Longitude if Helipad	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	Contact Number(s)/ Frequency	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	Travel Time Air Ground	Enter the travel time by air and ground from the incident to the hospital.
	Trauma Center <input type="checkbox"/> Yes Level: _____	Indicate yes and the trauma level if the hospital has a trauma center.
	Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No	Indicate (yes or no) if the hospital has a burn center.
	Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
<b>6</b>	<b>Special Medical Emergency Procedures</b>	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
<b>7</b>	<b>Prepared by</b> (Medical Unit Leader) Name • Signature	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
<b>8</b>	<b>Approved by</b> (Safety Officer) Name Signature Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

## INCIDENT ORGANIZATION CHART (ICS 207)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____		
<b>3. Organization Chart</b>	<p>The organization chart is a hierarchical diagram. At the top is the Incident Commander(s). Reporting to the Incident Commander are the Liaison Officer, Safety Officer, and Public Information Officer. Below the Incident Commander are three main branches: Operations, Planning, and Logistics. The Operations branch includes the Operations Section Chief and the Staging Area Manager. The Planning branch includes the Planning Section Chief, who oversees the Resources Unit Ldr., Situation Unit Ldr., Documentation Unit Ldr., Demobilization Unit Ldr., and an empty box. The Logistics branch includes the Logistics Section Chief, who oversees the Support Branch Dir., Supply Unit Ldr., Facilities Unit Ldr., Ground Spt. Unit Ldr., Service Branch Dir., Comms Unit Ldr., Medical Unit Ldr., and Food Unit Ldr. The Finance/Admin branch includes the Finance/Admin Section Chief, who oversees the Time Unit Ldr., Procurement Unit Ldr., Comp./Claims Unit Ldr., Cost Unit Ldr., and an empty box.</p>		
<b>ICS 207</b>	<b>IAP Page</b> ____	<b>4. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____	_____

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## INSTRUCTIONS

### ICS 207: Incident Organization Chart

**Purpose.** The Incident Organization Chart (ICS 207) provides a visual wall chart depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

**Preparation.** The ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the NIMS ICS Field Operations Guide. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

**Distribution.** The ICS 207 is intended to be wall mounted at Incident Command Posts and other incident locations as needed, and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

**Notes:**

- The ICS 207 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.
- Also available as 8½ x 14 (legal size) chart.
- ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.
- Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Print the name assigned to the incident.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Organization Chart</b>	<ul style="list-style-type: none"> <li>• Complete the incident organization chart.</li> <li>• For all individuals, use at least the first initial and last name.</li> <li>• List agency where it is appropriate, such as for Unified Commanders.</li> <li>• If there is a shift change during the specified operational period, list both names, separated by a slash.</li> </ul>
4	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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### SAFETY MESSAGE/PLAN (ICS 208)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____	
<b>3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:</b>		
<b>4. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>Approved Site Safety Plan(s) Located At:</b>		
<b>5. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____		
ICS 208	IAP Page _____	Date/Time: _____

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## INSTRUCTIONS

### ICS 208: Safety Message/Plan

**Purpose.** The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

**Preparation.** The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

**Distribution.** The ICS 208, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

**Notes:**

- The ICS 208 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan</b>	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter where the approved Site Safety Plan(s) is located.
5	<b>Prepared by</b> Name Position/Title Signature Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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### GENERAL MESSAGE (ICS 213)

<b>1. Incident Name</b> (Optional):		
<b>2. To</b> (Name and Position):		
<b>3. From</b> (Name and Position):		
<b>4. Subject:</b>	<b>5. Date:</b>	<b>6. Time</b>
<b>7. Message:</b>		
<b>8. Approved by:</b> Name: _____ Signature: _____ Position/Title: _____		
<b>9. Reply:</b>		
<b>10. Replied by:</b> Name: _____ Position/Title: _____ Signature: _____		
<b>ICS 213</b>	Date/Time: _____	

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## INSTRUCTIONS

### ICS 213: General Message

**Purpose.** The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

**Preparation.** The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

**Distribution.** Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

**Notes:**

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	<b>Incident Name</b> (Optional)	Enter the name assigned to the incident. This block is optional.
2	<b>To</b> (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	<b>From</b> (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	<b>Subject</b>	Enter the subject of the message.
5	<b>Date</b>	Enter the date (month/day/year) of the message.
6	<b>Time</b>	Enter the time (using the 24-hour clock) of the message.
7	<b>Message</b>	Enter the content of the message. Try to be as concise as possible.
8	<b>Approved by</b> Name Signature Position/Title	Enter the name, signature, and ICS position/title of the person approving the message.
9	<b>Reply</b>	The intended recipient will enter a reply to the message and return it to the originator.

Block Number	Block Title	Instructions
10	<b>Replied by</b> Name Position/Title Signature Date/Time	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From:	Date To:
	Time From:	Time To:

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## INSTRUCTIONS

### ICS 214: Activity Log

**Purpose.** The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

**Preparation.** An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

**Distribution.** Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

**Notes:**

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Name</b>	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	<b>ICS Position</b>	Enter the name and ICS position of the individual in charge of the Unit.
5	<b>Home Agency</b> (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	<b>Resources Assigned</b>	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• ICS Position	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	• Home Agency (and Unit)	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).

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**THE PLANNING PROCESS AND INCIDENT ACTION PLAN DEVELOPMENT**

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<b>Block Number</b>	<b>Block Title</b>	<b>Instructions</b>
<b>7</b>	<b>Activity Log</b> Date/Time Notable Activities	<ul style="list-style-type: none"><li>• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day.</li><li>• Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc.</li><li>• This block can also be used to track personal work habits by adding columns such as “Action Required,” “Delegated To,” “Status,” etc.</li></ul>
<b>8</b>	<b>Prepared by</b> <ul style="list-style-type: none"><li>• Name</li><li>• Position/Title</li><li>• Signature</li><li>• Date/Time</li></ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name:		2. Operational Period:										Date From: Time From:		Date To: Time To:		
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions		6. Resources									7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
				Req.	Have	Need										
				Req.	Have	Need										
				Req.	Have	Need										
				Req.	Have	Need										
				Req.	Have	Need										
				Req.	Have	Need										
				Req.	Have	Need										
				Req.	Have	Need										
				Req.	Have	Need										
ICS 215				11. Total Resources Required										14. Prepared by:		
				12. Total Resources Have on Hand										Name: _____		
				13. Total Resources Need To Order										Position/Title: _____		
															Signature: _____	
																Date/Time: _____

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## INSTRUCTIONS

### ICS 215: Operational Planning Worksheet

**Purpose.** The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

**Preparation.** The ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

**Distribution.** When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

**Notes:**

- This worksheet can be made into a wall mount.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank ICS 215 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Branch</b>	Enter the Branch of the work assignment for the resources.
4	<b>Division, Group, or Other</b>	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	<b>Work Assignment &amp; Special Instructions</b>	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	<b>Resources</b>	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.

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**THE PLANNING PROCESS AND INCIDENT ACTION PLAN DEVELOPMENT**

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Block Number	Block Title	Instructions
7	<b>Overhead Position(s)</b>	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	<b>Special Equipment &amp; Supplies</b>	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	<b>Reporting Location</b>	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	<b>Requested Arrival Time</b>	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.
11	<b>Total Resources Required</b>	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	<b>Total Resources Have on Hand</b>	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	<b>Total Resources Need To Order</b>	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

<b>1. Incident Name:</b>	<b>2. Incident Number:</b>
--------------------------	----------------------------

5. Incident Area	6. Hazards/Risks	7. Mitigations
------------------	------------------	----------------

8. Prepared by (Safety Officer): Name: \_\_\_\_\_ Signature: \_\_\_\_\_

ICS 215A Date/Time: \_\_\_\_\_

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## INSTRUCTIONS

### ICS 215A: Incident Action Plan Safety Analysis

**Purpose.** The purpose of the Incident Action Plan Safety Analysis (ICS 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

**Preparation.** The ICS 215A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (ICS 215). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

**Distribution.** When the safety analysis is completed, the form is distributed to the Resources Unit to help prepare the Operations Section briefing. All completed original forms must be given to the Documentation Unit.

**Notes:**

- This worksheet can be made into a wall mount, and can be part of the IAP.
- If additional pages are needed, use a blank ICS 215A and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Prepared</b>	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	<b>Operational Period</b> Date and Time From Date and Time To	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	<b>Incident Area</b>	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	<b>Hazards/Risks</b>	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	<b>Mitigations</b>	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	<b>Prepared by</b> (Safety Officer and Operations Section Chief) Name Signature Date/Time	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.

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## **APPENDIX B**

### **DELEGATION OF AUTHORITY FORMS**

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## DELEGATION OF AUTHORITY

Fire Name: \_\_\_\_\_

Start Date: \_\_\_\_\_ Start Time: \_\_\_\_\_

Legal Description at Origin: \_\_\_\_\_

I am delegating my full authority and responsibility to manage this incident within the framework of laws and policies to \_\_\_\_\_, Incident Commander Team. You will assume command of this incident on \_\_\_\_/\_\_\_\_/\_\_\_\_ at \_\_\_\_\_ hours.

You are accountable to me for this delegation, or my designated representative: \_\_\_\_\_.

**Your primary responsibility will be to organize and direct your resources toward the safe, efficient and cost effective suppression of this fire.**

Specific directions to you on managing this incident, including elements that you will be evaluated on, are contained in "Attachment A" that becomes part of this delegation.

\_\_\_\_\_  
Agency Administrator                      Date                      Time

Office Phone: \_\_\_\_\_

Cellphone: \_\_\_\_\_

Home Phone: \_\_\_\_\_

\_\_\_\_\_  
Incident Commander                      Date                      Time

ICP Phone: \_\_\_\_\_

Cellphone: \_\_\_\_\_

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## ATTACHMENT A

### Delegation of Authority

Incident Name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

#### Safety

- Provide for firefighter and public safety at all times.
- Adhere to a 2:1 work/rest ratio for all fire line personnel. Document any decisions to deviate from this direction.
- Immediately notify the agency administrator and his representative when the health or safety of any incident personnel has been compromised.

#### Agency Administrator Representative

- \_\_\_\_\_ will be the agency representative to this fire. He or she can be reached at the following phone numbers:
  - Office: \_\_\_\_\_
  - Cell: \_\_\_\_\_
  - Home: \_\_\_\_\_
  - Pager: \_\_\_\_\_

The agency representative's responsibilities are:

---

1. Provide incident management team with information on \_\_\_\_\_.
2. Point of contact for team or public contact.

a. Incident Management

- Establish unified command with: \_\_\_\_\_.
- Establish a safe and efficient transition with the current incident management and build upon their accomplishments.
- Coordinate and work through expanded dispatch for all resource needs. The supervisor for expanded dispatch is: \_\_\_\_\_.
- Cooperate with fire districts and local law enforcement in developing structural protection and evacuation plans where needed.
- Coordinate significant communications with the media through the region manager's representative or through \_\_\_\_\_.
- Coordinate with the agency administrator or his or her representative on any interaction with elected officials.
- When possible, provide training opportunities for local resources on the fire.
- Use local private and fire district resources when it is safe, cost effective and timely to do so.
- Fire investigation will be conducted by the region. The lead fire investigator will be \_\_\_\_\_. The team is expected to cooperate with this investigation.
- Maintain good relations with the community, private landowners, timber industry representatives, elected officials, and other stakeholders.
- A resource advisor \_\_\_\_\_ has/has not been assigned.
- A fire prevention team has been assigned to the area to do prevention work during the duration of this incident. The prevention team leader is: \_\_\_\_\_. Phone number is \_\_\_\_\_. The team will/will not need to have logistical support provided by your incident management team.

b. Suppression

- Provide updated copies of maps that show burned areas, structures, rehab issues, ownerships, etc.
- Take all reasonable efforts to limit acreage burned while following safety direction.

- Notify the region manager or his or her representative as soon as practicable if there is a threat of the loss of structures or there is a threat to existing containment or control.
- Roads used during suppression operations will be maintained at an appropriate level to avoid damage to the subgrade and significant accumulations of surface dust.
- Provide initial attack response for the following area:  
\_\_\_\_\_.

**OR**

**THE REGION MAY REQUEST THAT THE TEAM PROVIDE INITIAL ATTACK ASSISTANCE IF LOCAL RESOURCE CAPABILITIES ARE EXCEEDED.**

**INCIDENT BUSINESS MANAGEMENT**

- The agency's incident business management representative for this incident is \_\_\_\_\_ or designee (office phone) \_\_\_\_\_.
- Provide a daily accounting of incident management expenditures to the region manager's representative.
- The team will assist in preparing a cost share agreement between the following agencies:  
\_\_\_\_\_  
This process should be within 72 hours.

**Incident Close-Out Standards**

- The IMT will have developed a transition plan and briefed the next level of incident management.
- The incident commander will have conducted a close-out briefing with the region manager or his or her designated representative.
- All incidents within the incident will have been investigated and appropriate documentation will have been completed. This includes accidents, tort claims, etc.
- Expect to have a preliminary team evaluation at the incident close-out and receive (possibly) a final evaluation at the end of fire when all incident business transactions have been finalized.

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## EVALUATION CRITERIA

1. Was the delegation of authority and specific direction followed?
2. Was the team professional and cooperative with initial attack personnel or other incident management teams as they assumed command of the incident?
3. Did the team place proper emphasis on safety?
4. Was the team cost effective in management of the incident?
5. Did the team work cooperatively with the hosting agency(s) throughout the incident?
6. Were the team's planning, strategies and implementation effective?
7. Did the team respond effectively to changing conditions or demands?
8. Was the team proactive with public outreach and sensitive to public concerns?
9. Was the IC aggressive in assuming responsibility of the incident and initiating action?
10. Were agency policies and business management practices followed?

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## **APPENDIX C**

### **INCIDENT COMMAND SYSTEM FORMS MATRIX**

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INCIDENT COMMAND SYSTEM FORMS MATRIX

NAME AND NUMBER	PURPOSE	ORIGINATOR	REQUIRED APPROVAL	DISTRIBUTION
201: Incident Briefing	Gives IC basic information: incident situation, resources, initial response record.	Initial attack IC	None	Command and General Staff, Situation and Resource Units and Documentation Unit.
202: Incident Objectives	Specifies control objectives, including alternatives and specific precautions to be observed. It is the cover page for the IAP. A weather forecast is included.	Planning Section Chief	Incident Commander	All Section, Branch, Division, Group and Unit Leaders and Documentation Unit.
203: Organization Assignment List	Provides IC with positions activated and names of personnel staffing positions.	Resource Unit	None	All Section, Branch, Division, Group and Unit Leaders and Documentation Unit.
204: Division Assignment List	Keeps Operations personnel current on incident assignments.	Operations Chief and Resource Unit	Planning Section Chief	All Section, Branch, Division, Group and Unit Leaders and Documentation Unit.
205: Incident Radio Communications Plan	Provides information on all radio frequency assignments. These are placed on the Division Assignment List (ICS 204).	Communications Unit Leader	None	All Section, Branch, Division, Group and Unit Leaders and Documentation Unit.

NAME AND NUMBER	PURPOSE	ORIGINATOR	REQUIRED APPROVAL	DISTRIBUTION
206: Medical Plan	Lists information on medical aid stations, transportation services, hospitals and medical emergency procedures.	Medical Unit Leader	Safety Officer	All Section, Branch, Division, Group and Unit Leaders and Documentation Unit.
208: Safety Message/Plan	Expands on the Safety Message and Site Safety Plan.	Safety Officer	None	May become part of the IAP.
215: Planning Worksheet	Provides help in making decisions on resource needs during planning meeting. Addresses resource assignments.	IC and General Staff at each planning meeting	None	Planning Section, Resource Unit to prepare assignment list and request for resources for next operational period.
215A: Incident Action Plan Safety Analysis	To aid the Safety Officer in completing an operational risk assessment.	Safety Officer	None	To the Resource Unit to help the Operations Section Briefing.

## **APPENDIX D**

# **INCIDENT MANAGEMENT TEAM — CORE CONCEPTS**

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## Type 3 IMT Core Concepts At a Glance

Use this At a Glance document as a quick reference resource for remembering core concepts related to IMTs and the planning process.

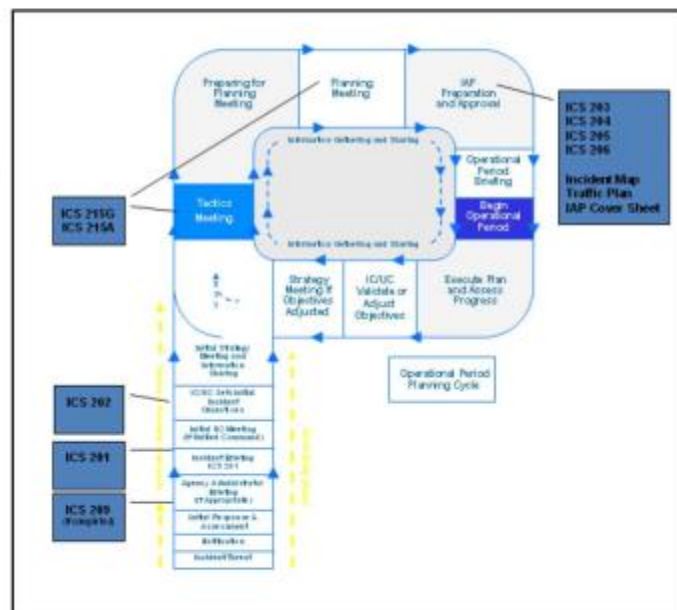
### Meeting Overview

Meeting	Description	Who Attends
<b>Strategy Meeting</b>	IC communicates and establishes support for objectives from the Command and General Staff	All C&GS
<b>Tactics Meeting</b>	OSC communicates and establishes support for initial tactics from a small internal group	OSC SOFR PSC LSC Others by invite only.
<b>Planning Meeting</b>	PSC communicates and establishes support for defined tactics from the Command and General Staff	All C&GS
<b>Operational Period Briefing</b>	Command and General Staff communicate details of approved plans to Tactical Supervisors and representatives of supporting and cooperating agencies	All C&GS Tactical Supervisors Agency Representatives

### Planning P Concepts

The Planning P provides the framework around which meetings and ICS forms are organized.

- **Strategy Meeting** – How will objectives set by the IC be accomplished?
- **Tactics Meeting** – How do resources selected by the OSC impact safety and logistics?
- **Planning Meeting** – How will Command and General Staff, led by the PSC, support the plan?
- **IAP Preparation and Approval** – How will the plan be formalized and communicated?
- **Operational Period Briefing** – How will all participants understand what will be done?



USFA Type 3 Incident Management Team

v1.0

**Useful Links**

This list of links provides resources for additional research about Planning or general information about IMTs.

Site	Address
NIMS Resource Center	<a href="http://www.fema.gov/emergency/nims">http://www.fema.gov/emergency/nims</a>
NRF Resource Center	<a href="http://www.fema.gov/emergency/nrf">http://www.fema.gov/emergency/nrf</a>
USFA Website	<a href="http://www.usfa.fema.gov">http://www.usfa.fema.gov</a>
FEMA Website	<a href="http://www.fema.gov">http://www.fema.gov</a>
National Interagency Fire Center (NFIC)	<a href="http://www.nifc.gov/">http://www.nifc.gov/</a>
USFA on Twitter®	<a href="http://twitter.com/USFIRE">http://twitter.com/USFIRE</a>

Core Concepts At a Glance

2 of 2





USFA Type 3 IMT

v1.0

**Initial UC Meeting (if Unified Command)**

- Initial meeting of Unified Commanders
  - Must come to consensus on priorities
  - Determine who is the lead spokesperson for UC
- Opportunity to determine the appropriate roles and responsibilities of all representatives involved
  - Local and State governments
  - Tribal governments
  - Responsible party

**IC/UC Sets Initial Incident Objectives**

- ■ IC determines objectives using SMART method

---

**SMART Objectives**

- **Specific**—Is the wording precise and unambiguous?
- **Measurable**—How will achievements be measured?
- **Action-oriented**—Is an action verb used to describe expected accomplishments?
- **Realistic**—Is the outcome achievable with given available resources?
- **Time-sensitive**—What is the timeframe? (if applicable)

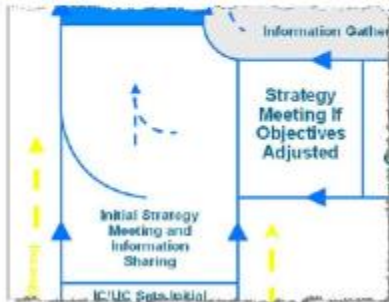
Initial Response Meeting At a Glance

2 of 2

USFA Type 3 IMT

v1.0

## Type 3 IMT Strategy Meeting At a Glance



### Purpose

■ IC communicates and establishes support for objectives from the Command and General Staff

- Reiterate the incident objectives (using ICS 202: Incident Objectives)
- Establish Operational Periods
- Establish meeting schedules
- Communicate additional resource needs

### Who Attends

- Command and General Staff members

### Methodology

- Conduct meeting soon after the AA's and initial IC/UC briefings
- The ■ IC shares the incident objectives, strategies and schedule
- Each team member shares information

**NOTE:** Do not have an open discussion of tactics—the 🧠 OSC and the 🚩 SOFR have the responsibility to develop these tactics.

Inputs → ■





Input	Role(s) Responsible
Incident Objectives	■ IC
Share information relevant to the Incident Objectives	All C&G staff

■ Outputs →

Output	Role(s) Responsible
Strategy for the next Operational Period (ICS Form 202: Incident Objectives)	C&G staff

---

### Roles and Responsibilities

Icon	Role Name	Responsibilities
	Incident Commander	<ul style="list-style-type: none"><li>• Give overall direction</li><li>• Communicate with staff</li><li>• Play role of high-level manager</li><li>• Set the operational periods for the incident</li><li>• Define incident boundaries (with Agency Administrator)</li><li>• Work with  PSC to establish meeting schedule</li></ul>
	Planning Section Chief	<ul style="list-style-type: none"><li>• Work with  IC to establish meeting schedule</li></ul>
ALL	Command and General Staff	<ul style="list-style-type: none"><li>• Communicate info</li><li>• Consolidate resource orders</li></ul>

## Type 3 IMT Tactics Meeting At a Glance



### Purpose

- OSC communicates and establishes support for initial tactics from a small internal group
  - Determines how the strategy will be used to achieve objectives
  - Assigns type and quantity of resources to implement tactics
  - Identifies methods for monitoring tactics and resources to determine adjustments (different tactics, different resources, or new strategy)
  - Identifies possible hazards and mitigation measures

### Who Attends

- OSC
- LSC
- SOFR
- PSC (with Resources Unit Leader [RESL] if staffed)
- Others by invitation only

### Methodology

- Coordinated by the OSC
- Complete the following draft forms:
  - ICS Form 215: Operational Planning Worksheet
  - ICS Form 215A: Incident Action Plan Safety Analysis
- Discuss tactics, hazard/risk, mitigation, and resources required, available, or needed

**NOTE:** The ICS 215 is a blueprint of tactical deployment for the next Operational Period will be developed and revised before the Planning Meeting. This is where formal deployment of resources and work assignments will be supported by the Command and General Staff and approved by the IC.



### Inputs

Input	Role(s) Responsible
Draft of ICS Form 215: Operational Planning Worksheet	OSC
Draft of ICS Form 215A: Incident Action Plan Safety Analysis	SOFR/ OSC
Latest Intelligence	OSC / PSC
Probable tactics	OSC
List of available external resources	LSC
List of available resources on incident	PSC






USFA Type 3 IMT

v1.0

**Outputs** →

Output	Role(s) Responsible
Completed draft ICS Form 215: Operational Planning Worksheet	 OSC
Completed draft ICS Form 215A: Incident Action Plan Safety Analysis	 SOFR

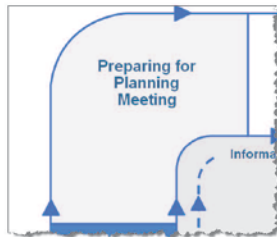
**Roles and Responsibilities**

Icon	Role Name	Responsibilities
	Planning Section Chief	<ul style="list-style-type: none"> <li>Develop resource status information</li> <li>Develop situation status, predictions, and alternative strategies</li> <li>Gather intelligence and other information</li> </ul>
	Operations Section Chief	<ul style="list-style-type: none"> <li>Determine probable tactics</li> <li>Complete draft ICS 215: Operational Planning Worksheet</li> </ul>
	Logistics Section Chief	<ul style="list-style-type: none"> <li>Determine service and support needs for the incident</li> </ul>
	Safety Officer	<ul style="list-style-type: none"> <li>Work with  OSC on tactical safety issues</li> <li>Identify hazards/risk and mitigation measures using ICS 215A: Incident Action Plan Safety Analysis</li> </ul>

Tactics Meeting At a Glance

2 of 2

## Type 3 IMT Preparing for the Planning Meeting At a Glance



### Purpose

Make preparations for an effective Planning Meeting.

### Methodology

- Determine meeting location
- Communicate meeting location and time
- Maintain situational awareness
- Prepare displays

### List of Displays









- Incident Objectives
- Incident Map
- ICS Form 215: Operational Planning Worksheet(s)
- ICS 215A: Incident Action Plan Safety Analysis
- Meeting Agenda
- Ground Rules
- Others items as appropriate

Inputs →

Input	Role(s) Responsible
Completed draft ICS Form 215: Operational Planning Worksheet	OSC
Completed draft ICS Form 215A: Incident Action Plan Safety Analysis	SOFR/OSC
Display of objectives	PSC
Display of agenda	PSC
Meeting location and set up (lighting, seating, etc.)	LSC
Latest information and intelligence	All C&G staff



### Roles and Responsibilities

Icon	Role Name	Responsibilities
	Incident Commander	<ul style="list-style-type: none"> <li>• Give overall direction</li> <li>• Communicate with staff</li> <li>• Play role of high-level manager (but do not get involved in details)</li> <li>• Confirm that objectives are still valid</li> </ul>
	Planning Section Chief	<ul style="list-style-type: none"> <li>• Prepare incident maps</li> <li>• Develop resource status information</li> <li>• Prepare and displays Planning Meeting materials</li> <li>• Develop situation status, predictions, and alternative strategies</li> </ul>
	Operations Section Chief	<ul style="list-style-type: none"> <li>• Obtain and communicate latest intelligence</li> <li>• Complete draft ICS 215: Operational Planning Worksheet</li> <li>• Determine probable tactics</li> <li>• Continue to manage the Operations section for the current period</li> </ul>
	Logistics Section Chief	<ul style="list-style-type: none"> <li>• Help determine meeting location and set up the location</li> <li>• Determine service and support needs for the incident</li> <li>• Determine communications needs</li> <li>• Review draft ICS 215: Operational Planning Worksheet for needed resources</li> </ul>
	Finance/Admin. Section Chief	<ul style="list-style-type: none"> <li>• Collect information on rental, land use agreements and contracts</li> <li>• Calculate costs for alternative strategies</li> </ul>
	Public Information Officer	<ul style="list-style-type: none"> <li>• Determine methods to be used for information flow</li> <li>• Prepare to report on politically sensitive issues</li> <li>• Determine which agencies may assist in the prep of media releases</li> </ul>
	Safety Officer	<ul style="list-style-type: none"> <li>• Work with the OSC on tactical safety issues</li> <li>• Provide safety info on establishment and operation of incident base</li> <li>• Identify hazards/risks and mitigation measures using ICS 215A: Incident Action Plan Safety Analysis</li> </ul>
	Liaison Officer	<ul style="list-style-type: none"> <li>• Identify cooperating and assisting agencies</li> <li>• Identify special agency needs</li> <li>• Determine capability/limits of cooperating and assisting agencies</li> <li>• Confirm names and contact location of agency representatives</li> </ul>



## Type 3 IMT Planning Meeting At a Glance



### Purpose

- PSC communicates and establishes support for defined tactics from the Command and General Staff.

### Who Attends

- All Command and General Staff members
- In some cases, VIPs may attend as well

### Methodology

- 🧠 OSC presents ICS Forms 215
- ⚠️ SOFR/🧠 OSC presents 215A
- Team develops alternative plans if necessary
- Team members indicate support of the plan
- 🏠 IC approves the plan

**NOTE:** Open discussion of tactics does not take place during the meeting. Tactics are the responsibility of the 🧠 OSC and ⚠️ SOFR and were developed during the Tactics Meeting.














### Inputs

Input	Role(s) Responsible
Completed draft ICS Form 215: Operational Planning Worksheet	🧠 OSC
Completed draft ICS Form 215A: Incident Action Plan Safety Analysis	⚠️ SOFR/🧠 OSC
Latest Intelligence	🧠 OSC/● PSC
Probable tactics	🧠 OSC
Status of Resources	● PSC

### Outputs

Output	Role(s) Responsible
Support for the ICS Form 215: Operational Planning Worksheet	All C&G staff
Support for the ICS Form 215A: Incident Action Plan Safety Analysis	All C&G staff
Approved IAP	🏠 IC

### Sample Planning Meeting Agenda

#	Task	Role Responsible
1	Welcome, introduction, and ground rules	 PSC
2	Briefing on current situation	 OSC
3	Review incident objectives	 PSC,  IC
4	Presentation of the ICS Form 215: Operational Planning Worksheet <ul style="list-style-type: none"> <li>a) Plot control lines, establish Branch/Division boundaries</li> <li>b) Identify group assignments</li> <li>c) Specify tactics for each Division/Group</li> <li>d) Specify resources needed by Division/Group</li> <li>e) Identify reporting locations and time</li> </ul>	 OSC
5	Specify safety mitigation measures for identified hazards (ICS 215A: Incident Action Plan Safety Analysis)	 SOFR
6	Logistical issues (resource/supply issues, Communications Plan, Medical Plan, Traffic Plan)	 LSC
7	Financial issues	 F/ASC
8	Assisting & cooperating agency issues	 LOFR
9	Information issues (internal/external)	 PIO
10	Finalize, support and approval of the plan	 PSC
11	Closing remarks, IAP products due	 IC,  PSC

## Type 3 IMT IAP Preparation and Approval At a Glance



### Purpose

Assemble the written IAP in time for the Operational Period Briefing.

### Methodology

- PSC determines the time when IAP components are due
- Planning Section assembles
- IC Reviews and signs
- Planning Section makes copies of the IAP as needed

### Included Components

- ICS 202: Incident Objectives
- ICS 203: Organization Assignment List
- ICS 204: Assignment List
- ICS 205: Incident Radio Communications Plan
- ICS 206: Medical Plan
- ICS 208: Safety Message
- Incident Map
- Traffic Plan
- Other Components (if Needed): Incident and Base Plan, Media Release, Fire Behavior Forecast, Weather Forecast, Resource Demobilization List, Site Safety Plan, and Human Resource Statement

**NOTE:** The Planning Section is under a tight timeframe. The IC needs to review and approve the IAP in time to make copies prior to the Operational Briefing. The copy job can take hours on large incidents.














### Inputs

Input	Role(s) Responsible
Completed ICS 202: Incident Objectives	PSC / IC (signature)
Completed ICS 203: Organization Assignment List	PSC
Completed ICS 204: Assignment List	PSC
Completed ICS 205: Incident Radio Communications Plan	LSC
Completed ICS 206 : Medical Plan	LSC (completion) / SOFR (approval)
Completed ICS 208: Safety Message	SOFR
Incident Map	PSC
Traffic Plan	LSC
Other Components (as necessary)	PSC / C&G staff

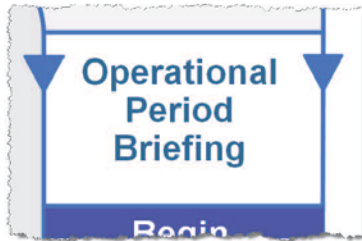
### Outputs

Output	Role(s) Responsible
Assembled IAP	PSC
Create copies of IAP	PSC
Approved IAP	IC

### Roles and Responsibilities

Icon	Role Name	Responsibilities
	<b>Incident Commander</b>	<ul style="list-style-type: none"> <li>• Approve IAP (sign on ICS 202)</li> <li>• Prepare for next Operational Period</li> </ul>
	<b>Planning Section Chief</b>	<ul style="list-style-type: none"> <li>• Prepare ICS 202: Incident Objectives for  IC's approval</li> <li>• Prepare ICS 203: Organizational Assignment List</li> <li>• Work with staff to prepare ICS 204: Assignment List for each Division or Group</li> <li>• Prepare weather forecast</li> <li>• Prepare incident maps</li> <li>• Prepare resource demobilization list</li> <li>• Supervise assembly of IAP</li> </ul>
	<b>Operations Section Chief</b>	<ul style="list-style-type: none"> <li>• Manage the Operations Section during current Operational Period</li> <li>• Review the completed ICS 204: Assignment List (optional)</li> <li>• Prepare for next Operational Period</li> </ul>
	<b>Logistics Section Chief</b>	<ul style="list-style-type: none"> <li>• Present Communications Plan</li> <li>• Present Medical Plan</li> <li>• Present Traffic Plan</li> <li>• Present logistical info on where to obtain supplies, water, food, etc.</li> </ul>
	<b>Finance/Admin. Section Chief</b>	<ul style="list-style-type: none"> <li>• Support  PSC as needed</li> <li>• Provide cost data to  LSC for current and future resources</li> <li>• Prepare for next Operational Period</li> </ul>
	<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>• Prepare media release/message</li> <li>• Prepare for next Operational Period</li> </ul>
	<b>Safety Officer</b>	<ul style="list-style-type: none"> <li>• Prepare a general safety message using ICS 202: Incident Objectives</li> <li>• Approve ICS 206: Medical Plan</li> </ul>
	<b>Liaison Officer</b>	<ul style="list-style-type: none"> <li>• Support  PSC as needed</li> <li>• Advise  IC on possible participating agencies</li> <li>• Prepare for next Operational Period</li> </ul>

## Type 3 IMT Operational Period Briefing At a Glance



### Purpose

Command and General Staff communicate details of approved plans to Tactical Supervisors and representatives of supporting and cooperating agencies

### Who Attends

- Presenters: Command and General Staff (and others as necessary)
- Audience: Tactical Supervisors for the Operational Period and representatives of supporting and cooperating agencies

### Methodology

- IC determines time of meeting
- PSC facilitates the briefing with support of the C&G staff, who detail the assignments and other relevant information in the IAP for the next Operational Period

**NOTE:** Upon conclusion of the briefing, the IMT responsibilities continue as they measure the effectiveness of their decisions, make adjustments, and prepare to start the planning cycle over again. On a large incident that requires 24-hour a day staffing, this planning cycle may need to be accomplished twice a day, once for each 12-hour Operational Period.










### Inputs

Presentation	Role(s) Responsible
Welcome, Ground Rules	PSC
Current Situation	OSC
Set/Review Incident Objective	PSC/IC
Operational Plan (incident boundaries, tactics, assignments, resources)	OSC
Safety Issues (Safety Message)	SOFR
Logistical Issues (Communication Plan, Medical Plan, Traffic Plan)	LSC
Finance Issues	FSC
Assisting and Cooperating Agencies	LOFR
Information Issues (internal, external)	PIO
Closing remarks	IC
Conclusion	PSC

### Outputs

Output	Role(s) Responsible
Presents IAP assignments to Tactical Supervisors	All C&G Staff
Issues assignments to Tactical Units	All Tactical Supervisors

## Roles and Responsibilities

Icon	Role Name	Responsibilities
	Incident Commander	<ul style="list-style-type: none"> <li>Support  PSC as needed</li> <li>Provide closing comments</li> <li>May present incident objectives</li> </ul>
	Planning Section Chief	<ul style="list-style-type: none"> <li>Facilitate the briefing</li> <li>May present incident objectives</li> <li>Present incident maps</li> <li>Present weather forecast (if no meteorologist)</li> <li>Present other components as necessary</li> </ul>
	Operations Section Chief	<ul style="list-style-type: none"> <li>Present Situation Report</li> <li>Present and issue assignments to Tactical Supervisors using ICS 204</li> </ul>
	Logistics Section Chief	<ul style="list-style-type: none"> <li>Present Communications Plan</li> <li>Present Medical Plan</li> <li>Present Traffic Plan</li> <li>Present logistical information on where to obtain supplies, water, food, etc.</li> </ul>
	Finance/Admin. Section Chief	<ul style="list-style-type: none"> <li>Present information on timesheets</li> <li>Present information on reimbursement</li> </ul>
	Public Information Officer	<ul style="list-style-type: none"> <li>Present media message</li> <li>Report on politically sensitive issues</li> <li>Discuss how to handle media</li> </ul>
	Safety Officer	<ul style="list-style-type: none"> <li>Present safety message</li> </ul>
	Liaison Officer	<ul style="list-style-type: none"> <li>Present information on cooperating and assisting agencies</li> </ul>

# **UNIT 4: MULTIAGENCY COORDINATION SYSTEMS**

## **TERMINAL OBJECTIVE**

*The students will be able to:*

- 4.1 *Understand a Multiagency Coordination System (MACS) and the operation of an Emergency Operations Center (EOC) as they relate to the management of all-hazard incidents.*

## **ENABLING OBJECTIVES**



*The students will be able to:*

- 4.1 *Explain the purpose of MACS.*
  - 4.2 *Describe the EOC and its organization.*
  - 4.3 *Explain the Emergency Support Functions (ESFs).*
  - 4.4 *Understand the public information function and the need for a Joint Information System (JIS).*
  - 4.5 *Understand the role, functions and assignments of the EOC.*
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# UNIT 4: MULTIAGENCY COORDINATION SYSTEMS

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## TERMINAL OBJECTIVE

Understand a Multiagency Coordination System (MACS) and the operation of an Emergency Operations Center (EOC) as they relate to the management of all-hazard incidents.

Slide 4-2

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## ENABLING OBJECTIVES

- Explain the purpose of MACS.
- Describe the EOC and its organization.
- Explain the Emergency Support Functions (ESFs).
- Understand the public information function and the need for a Joint Information System (JIS).
- Understand the role, functions and assignments of the EOC.

Slide 4-3

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## I. MULTIAGENCY COORDINATION SYSTEM

### MULTIAGENCY COORDINATION SYSTEM

A combination of:

- Facilities.
- Equipment.
- Personnel.
- Procedures.
- Communications.

All of which are integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.



Slide 4-4

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- A. Multiagency Coordination System (MACS) is a combination of facilities, equipment, personnel, procedures and communications — all of which are integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.

### MACS/EOC FUNCTIONS

- Situation assessment.
- Incident priority determination.
- Critical resource acquisition and allocation.
- Support relevant incident management policies and interagency activities.
- Coordination with other operations centers/MACS.
- Coordination with elected and appointed officials.
- Coordination of summary information.



Slide 4-5

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- B. Primary functions of MACS are:
1. Situation assessment.
  2. Support incident management policies and priorities.
  3. Facilitate logistics support and resource tracking.
  4. Develop resource allocation decisions using incident management priorities.

5. Coordinate incident-related information.
6. Coordinate interagency and intergovernmental issues regarding incident management policies, priorities and strategies.

### MACS ELEMENTS

MACS elements include:

- Multiagency coordination groups.
- EOCs.
- On-scene Command structures.
- Dispatch centers.
- Resource centers.



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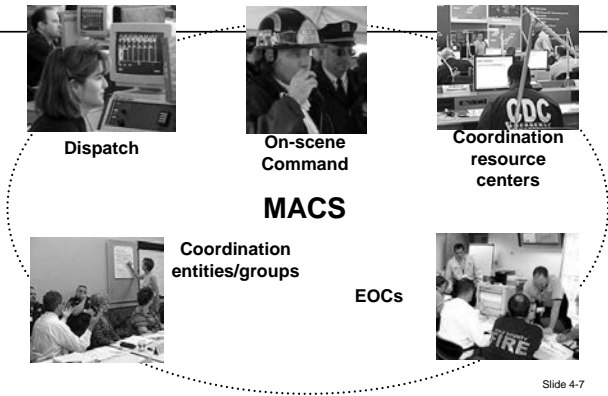
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C. System elements.

1. Emergency Operations Center (EOCs) (state, local, federal).
2. Incident Command (single, unified, area).
3. Dispatch centers.
4. Resource or other centers.

### A SYSTEM — NOT A FACILITY



Slide 4-7

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- D. Direct tactical and operational responsibility for conducting incident management activities continues to rest with the Incident Commander (IC).

## II. DESCRIPTION OF THE EMERGENCY OPERATIONS CENTER

### DESCRIPTION OF THE EOC

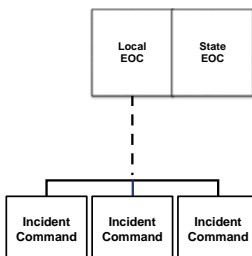
In the National Incident Management System (NIMS), EOCs are the physical locations in which the coordination of information and resources to support incident management activities normally take place.

Slide 4-8

- A. In the National Incident Management System (NIMS), EOCs are the physical locations in which the coordination of information and resources to support incident management activities normally take place.

### EOC PURPOSE

To provide a central location where government at any level can provide interagency coordination and executive decision-making in support of the incident response.



Slide 4-9

- B. The EOC concept includes both people and a location. It can exist and be activated at the local, county or state level.

## DESCRIPTION OF THE EOC (cont'd)

- The EOC is similar to an Incident Command Post (ICP), the differences being:
  - The EOC focuses on the “big picture”; **it does not have operational focus.**
  - The EOC is not located at the scene of the incident.

Slide 4-10

C. The EOC is similar, in some respects, to an Incident Command Post (ICP). The main differences between the two are the following:

1. The EOC focuses on the “big picture” affecting the entire community. **The EOC does not have operational focus.**
2. The EOC is not located at the incident scene.

## DESCRIPTION OF THE EOC (cont'd)

- An ICP, on the other hand, focuses on the specific incident and is in close proximity to the scene.
- The EOC provides resources and guidance, but it **does not** mandate the strategic and tactical operations.

Slide 4-11

3. An ICP, on the other hand, focuses on the specific incident and is in close proximity to the scene.
4. The EOC provides resources and guidance but **does not** manage the strategic and tactical operations of the incident.

## EMERGENCY OPERATIONS CENTER

As an Incident Commander (IC), you should know:

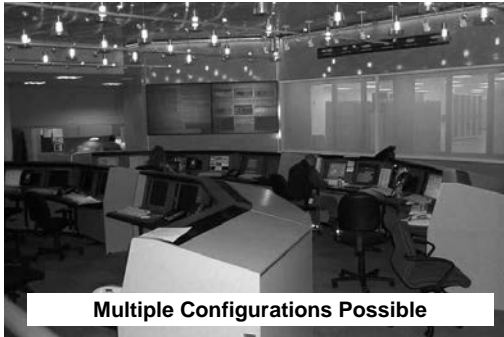
- How your community, county and state have coordinated their Emergency Operating Plans (EOPs) to include an understanding of the plan itself.
- The sequence of steps required to initiate the activation of the various EOCs.

Slide 4-12

D. As an IC, you should know:

1. How your community, county and state have coordinated their Emergency Operating Plans (EOPs) to include an understanding of the plan itself.
2. The sequence of steps required to initiate the activation of the various EOCs.

## EMERGENCY OPERATIONS CENTER (cont'd)



Multiple Configurations Possible

Slide 4-13

### III. EMERGENCY OPERATIONS CENTER FACILITY

#### THE PURPOSE OF THE EOC

- Information.
- Resources.
- Communication.



Slide 4-14

#### A. The purpose of the EOC:

1. Information.
2. Resources.
3. Communication.

#### EOC FACILITY

- Resource and procurement center.
- Location where leaders and members of the community meet to coordinate the incident.
- Should be located remotely/securely.
- Should not be colocated with a public safety building or headquarters.
- Size depends on the all-hazard risk potential.

Slide 4-15

#### B. EOC facility.

1. The EOC is the resource procurement and coordination center.
2. The EOC is the location where leaders and members of the community meet to manage and coordinate the resource response to a communitywide incident.

3. The EOC should be located remotely (i.e., away from the incident site).
4. The EOC should be in a low-threat location.
5. If the present EOC is located in a police building, fire headquarters, public safety building, etc., the community should look for an alternate site.
6. The size of the EOC depends on the number of participants that could be involved in a catastrophic event.

### EOC DESIGN PRINCIPLES

- Organization.
- Sustainability.
- Utilization.
- Affordability.
- Practice/Scope.



Slide 4-16

#### C. EOC design principles.

1. Organization.
2. Sustainability.
3. Utilization.
4. Affordability.
5. Practice/Scope.



## THE BOARD ROOM

New York City mayor's emergency board room.



Slide 4-17

## WHAT MAKES THE EOC WORK?

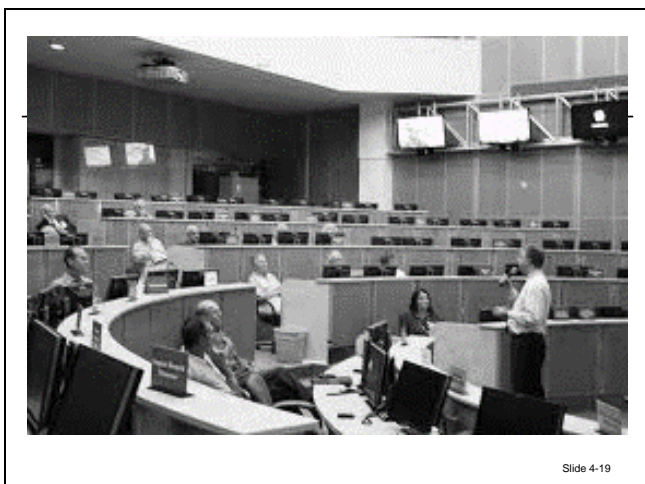
- Good concept of Operations.
- Good space.
- Good teams.
- Good staff.
- Good communications.
- Good technology.



Slide 4-18

D. What makes the EOC work?

1. Good concept of Operations.
2. Good space.
3. Good teams.
4. Good staff.
5. Good communications.
6. Good technology.




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#### IV. EMERGENCY OPERATIONS CENTER STAFFING AND EMERGENCY SUPPORT FUNCTIONS

**EOC STAFFING AND EMERGENCY SUPPORT FUNCTIONS**

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- Staffing will vary based on needs.
- In large metro areas, there may be 24-hour staffing with an Emergency Management Director.
- EOCs may also be staffed and patterned based on the National Response Framework (NRF) with 15 Emergency Support Functions (ESFs).

Slide 4-20

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- A. The EOC staff varies from community to community.
1. In large metropolitan areas, there may be a 24-hour, full-time staff led by an Emergency Management Director.
  2. EOCs may be staffed and patterned after the National Response Framework (NRF) with 15 Emergency Support Functions (ESFs).

## EMERGENCY SUPPORT FUNCTIONS

ESFs address those areas that will need to be supported via the EOC and be consistent to the NRF.

- ESF-1: Transportation.
- ESF-2: Communications.
- ESF-3: Public Works and Engineering.
- ESF-4: Firefighting.
- ESF-5: Emergency Management.
- ESF-6: Mass Care.

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## EMERGENCY SUPPORT FUNCTIONS (cont'd)

- ESF-7: Resource Support.
- ESF-8: Public Health and Medical.
- ESF-9: Search and Rescue.
- ESF-10: Oil and Hazardous Materials.
- ESF-11: Agriculture and Natural Resources.
- ESF-12: Energy.
- ESF-13: Public Safety and Security.
- ESF-14: Recovery and Mitigation.
- ESF-15: External Affairs.

Slide 4-22

3. ESFs address those areas that will need to be supported via the EOC and be consistent to the NRF; when staffed at the EOC, each ESF will coordinate with its state and federal counterparts to coordinate all elements of their function.
4. EOCs that staff for ESFs will need to identify in advance the appropriate staffing for each of these positions, as well as the staffing needed for a sustained, multioperational-period event.

## EOC STAFF — MAKEUP AND INTERACTION

- Once activated, the EOC is usually led by the Emergency Management Director of the community.
  - The Emergency Management Director assists the Agency Administrator and assumes the role of EOC Operations Chief at the EOC.

Slide 4-23

B. Once activated, the EOC is usually led by the Emergency Management Director of the community.

1. The Emergency Management Director assists the Agency Administrator and assumes the role of EOC Operations Chief at the EOC.

## EOC STAFF — MAKEUP AND INTERACTION (cont'd)

- There will be department heads and other decision-makers at the EOC.
- ESFs will be represented separately.
- Every agency representative must have full authority for that agency.
- The incident can last for days; the ability to maintain EOC operations 24/7 is critical.

Slide 4-24

2. There will also be department heads and other decision-makers from various community response and resource agencies at the EOC.
3. ESFs will be represented separately.
4. Every agency representative who acts in place of a department head must have full authority for that agency.
5. Incidents can last for days, so the ability to maintain EOC operations 24/7 is critical.

### EOC STAFF — MAKEUP AND INTERACTION (cont'd)

- Self-sustainment resources/plans must be in place.
- On weapons of mass destruction (WMD) and federalized incidents, there will be an upgraded MACS with federal agencies at the EOC or staffing their own centers.

Slide 4-25

6. Self-sustainment resources/plans must be in place.
7. On weapons of mass destruction (WMD) and federalized incidents, federal agencies will also be part of the EOC operation.

### EOC PIO/JIS OPERATIONS

#### EOC Public Information Officer (PIO):

- An important component of the EOC.
- The population must be kept informed of matters relating to their community and safety.
- EOC PIO must coordinate with the incident PIOs or participate in a JIS, if appropriate.
- Plays a large role in quelling rumors.

Slide 4-26

#### C. EOC Public Information Officer (PIO).

1. Is an important component of the EOC during major and catastrophic incidents.
2. Must keep population informed of matters relating to their community and safety.
3. Must coordinate with the incident PIOs or participate in a Joint Information System (JIS), if appropriate.
4. Plays a large role in quelling rumors.

## THE JOINT INFORMATION CENTER

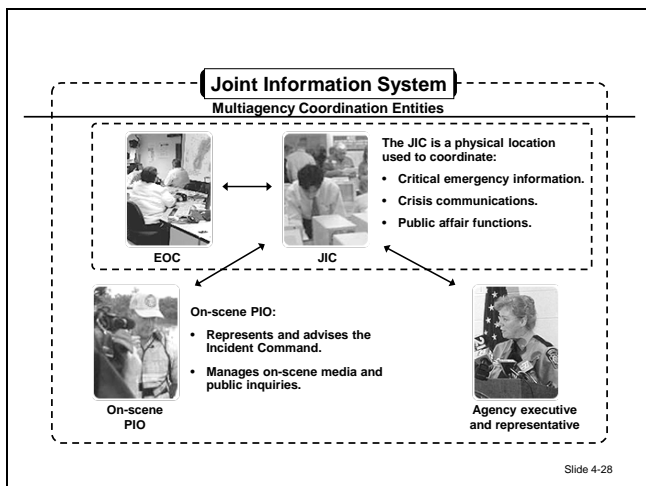
- Is the physical location where public information staff colocate.
- Provides the structure for conducting and disseminating critical information.
- Enables organizations to retain their independence while contributing to joint public information management.



Slide 4-27

### D. Joint Information Center (JIC).

1. The physical location where public information staff colocate.
2. Provides the structure for conducting and disseminating critical information.
3. Enables organizations to retain their independence while contributing to joint public information management.



### 4. Levels of JICs.

- a. Established at various levels of government.
- b. Communicate and coordinate with each other.
- c. When multiple JICs are established, it is critical to collaborate on information released to the public.

- d. Maintain two-way communications between the JICs and their respective agencies.

## V. FOUR MAIN FUNCTIONAL AREAS OF THE EMERGENCY OPERATIONS CENTER

### FOUR MAIN FUNCTIONAL AREAS — EOC

- Policymaking.
- Situation assessment.
- Operations.
- Resource acquisition and allocation.



Slide 4-29

### POLICYMAKING

- Agency Administrator and staff.
- Focuses on:
  - Overall priorities.
  - Setting policy.
  - Ensuring consistency.



Slide 4-30

#### A. Policymaking.

1. The policymaking function is composed of the Agency Administrator and immediate staff. It focuses on:
  - a. Overall priorities for the jurisdiction.
  - b. Setting policy.
  - c. Ensuring consistency.

## POLICYMAKING (cont'd)

The policymaking function would normally include:

- Agency Administrator.
- Chief elected official.
- Emergency manager.
- PIO.
- Key department heads.



Slide 4-31

2. The policymaking function would normally include:

- a. Agency Administrator.
- b. Chief elected official.
- c. Emergency manager.
- d. PIO.
- e. Key department heads.

## SITUATION ASSESSMENT

- Function.
  - Collects and analyzes data.
  - Interprets and predicts damage.
- Includes:
  - Agency department managers.
  - Other staff, as necessary.



Slide 4-32

B. The situation assessment function is responsible for:

1. Collecting and analyzing data.
2. Interpreting and predicting damage.



3. This function includes:
  - a. Agency department managers.
  - b. Other staff, as necessary.

### OPERATIONS

- The operations function coordinates emergency operations (**not** incident scene strategy and tactical operations, but resource procurement).
- This function coordinates personnel and equipment from the various agencies in the jurisdiction(s).

Slide 4-33

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- C. The operations function coordinates emergency operations (**not** incident scene strategy and tactical operations, but resource procurement).
  1. This function coordinates personnel and equipment from the various responding agencies in the jurisdiction(s).

### OPERATIONS (cont'd)

The operations function is typically divided into five functional groups, as needed:

- Law enforcement.
- Fire and rescue.
- Public works.
- Medical.
- Welfare and shelter operations.



Slide 4-34

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2. The operations function is typically divided into five functional components, as needed:
  - a. Law enforcement.
  - b. Fire and rescue.

- c. Public works.
- d. Medical.
- e. Welfare and shelter operations.

### RESOURCE ACQUISITION/ALLOCATION

- Provides resource management.
- Provides logistical support to Incident Command Systems (ICSs) and to specific incidents.
- Ensures availability of resources.
- Coordinates with nongovernmental organizations (NGOs)/donations.



Slide 4-35

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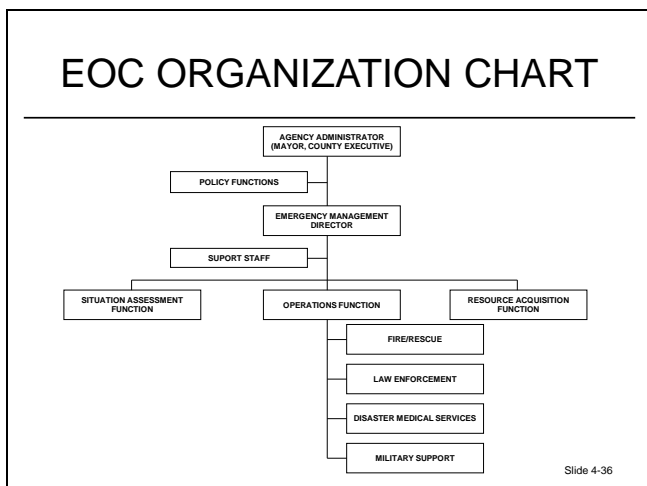
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D. The resource acquisition and allocation function provides resource management by overseeing operational supply functions (including donated goods and services) and maintaining contact between government and the various private, commercial and industrial organizations. It also:

- 1. Provides logistical support to ICS.
- 2. Ensures availability of resources.




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- 3. Coordinates with nongovernmental organizations (NGOs)/donations.

## MULTIAGENCY COORDINATION ENTITIES

- Incident specific.
- Can involve state or federal entities or coordinating agencies.
- Can/Will evolve with event complexity.

Slide 4-37

E. Multiagency coordinating entities.

1. Will be incident specific.
2. May involve state and/or federal entities and other coordinating agencies.
3. Can/Will evolve with event complexity.


## DVD PRESENTATION

“STATE OF UTAH EOC:  
PREPARING FOR THE  
UNTHINKABLE”




Slide 4-38

VI. SUMMARY



FEMA

SUMMARY



U.S. Fire  
Administration

- EOCs.
- EOC functional areas/ESFs.
- ESFs.
- JIC/JIS.
- EOC structure/functions.

Slide 4-39

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# **UNIT 5: FEDERAL RESPONSE TO ALL-HAZARD UNIFIED COMMAND INCIDENTS**

## **TERMINAL OBJECTIVE**

*The students will be able to:*



- 5.1 *Identify federal resources and their role in response to Unified Command at all-hazard incidents.*

## **ENABLING OBJECTIVES**

*The students will be able to:*

- 5.1 *Describe all-hazard incidents, and identify several different types.*
  - 5.2 *Explain the National Response Framework (NRF) and the role of federal assets at all-hazard incidents.*
  - 5.3 *Identify the federal agencies that can assist with all-hazard incidents.*
  - 5.4 *Explain the role of Intelligence/Investigation at all-hazard Unified Command incidents.*
  - 5.5 *Develop a Unified Command structure with those federal agencies that would respond to an all-hazard Unified Command incident.*
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**UNIT 5:**

**FEDERAL RESPONSE TO**

**ALL-HAZARD UNIFIED**

**COMMAND INCIDENTS**

Slide 5-1

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**TERMINAL OBJECTIVE**

Identify federal resources and their role in response to Unified Command at all-hazard incidents.

Slide 5-2

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**ENABLING OBJECTIVES**

- Describe all-hazard incidents, and identify several different types.
- Understand the National Response Framework (NRF) and the role of federal assets at all-hazard incidents.
- Identify the federal agencies that can assist with all-hazard incidents.

Slide 5-3

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## ENABLING OBJECTIVES (cont'd)

- Understand the role of Intelligence/ Investigation at all-hazard Unified Command incidents.
- Develop a Unified Command structure with those federal agencies that would respond to an all-hazard Unified Command incident.

Slide 5-4

## I. ALL-HAZARD INCIDENTS

### ALL-HAZARD INCIDENTS

- Modern emergency responders deploy to a wide range of incidents covering a multitude of event types.
- To deal with this reality, the Incident Command System (ICS) must be adapted to manage any contingencies and function across discipline lines.

Slide 5-5

- A. Modern emergency responders deploy to a wide range of incidents covering a multitude of event types. To deal with this reality, the Incident Command System (ICS) must be adapted to manage any contingencies and function across discipline lines.
  1. Traditional response organizations must be versed in the application of ICS.
  2. All-hazard incidents necessitate the use of specialized tools and skilled responders who are trained and operationally ready.
  3. All-hazard incidents require that certain regulations, standards and procedures be followed; these may be outside the realm of normal operations.



## TYPES OF ALL-HAZARD INCIDENTS

Can be all types and include response of fire/ Emergency Medical Services (EMS)/law agencies under a single or Unified Command:

- Fires: structural/wildland.
- Disaster response: natural/ man-made.
- Technical rescue: multiple disciplines.



Slide 5-6

### B. Types of all-hazard incidents.

1. Fire/Emergency Medical Services (EMS)/Law enforcement based.
  - a. Fires — structural/wildland.
  - b. Disaster response — natural/man-made.
  - c. Technical rescue — multiple disciplines.

## TYPES OF ALL-HAZARD INCIDENTS (cont'd)

- Hazardous materials: chemical, biological, radioactive, nuclear and explosive (CBRNE).
- Multicasualty: multiple patient generators.
- Weapons of mass destruction (WMD)/ terrorist events: CBRNE.
- Law enforcement: active shooter, hostage, SWAT.
- Planned and special events: Inauguration Day events, Super Bowl, Olympics, etc.

Slide 5-7

- d. Hazardous materials — chemical, biological, radioactive, nuclear and explosive (CBRNE).
- e. Multicasualty — multiple patient generators.
- f. Weapons of mass destruction (WMD)/Terrorist events — CBRNE.
- g. Law enforcement — active shooter, hostage, crime scenes, SWAT.

- h. Planned and special events — Inauguration Day events, Super Bowl, Olympics, etc.

### ALL-HAZARD UNIFIED COMMAND: FEDERAL INVOLVEMENT

- Incident Commanders (ICs) must recognize the far-reaching effects of WMD/terrorism incidents.
- ICs must understand that specific federal policies/directives apply.
- ICs must understand the benchmarks and trigger points that initiate a federal response.

Slide 5-8

## 2. Federal involvement in all-hazard incidents.

- a. Incident Commanders (ICs) must recognize the far-reaching effects of WMD/terrorist incidents.
- b. ICs must understand that specific federal policies/directives apply.
- c. ICs must understand the benchmarks and trigger points that initiate a federal response.

### SPECIFIC ACTIONS — WMD/ TERRORIST EVENTS

Specific actions will need to be taken for potential WMD/terrorist events:

- Early activation of Emergency Operations Center (EOC)/Multiagency Coordination System (MACS).
- Expectation of early FBI and other federal interface.
- The need to establish the Intelligence and Investigation function as part of ICS and in concert with law enforcement.

Slide 5-9

## 3. Specific actions — WMD/terrorist events.

- a. Because a local community's resources may be depleted rapidly during a terrorism incident, early activation of the Emergency Operations Center (EOC)/Multiagency Coordination System (MACS) is critical.

- b. Expectation of early FBI and other federal interface.
- c. The need to establish the Intelligence and Investigation function as part of ICS and in concert with law enforcement.

## II. THE NATIONAL RESPONSE FRAMEWORK

### THE NATIONAL RESPONSE FRAMEWORK

- Purpose.
  - Guides how our nation conducts all-hazard incident response.
- Key Concepts.
  - Builds on the National Incident Management System (NIMS) with its flexible, scalable and adaptable coordinating structures.
  - Aligns key roles and responsibilities across jurisdictions.

Slide 5-10

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- A. The National Response Framework (NRF) provides context for how the whole community works together. The NRF:
  - 1. Builds on National Incident Management System (NIMS) with its flexible, scalable and adaptable coordinating structures.
  - 2. Aligns key roles and responsibilities across jurisdictions.

### THE NATIONAL RESPONSE FRAMEWORK (cont'd)

- Links all levels of government, private sector and nongovernmental organizations (NGOs) in a unified approach to emergency management.
- Always in effect — can be partially or fully implemented.
- Coordinates federal assistance without need for formal trigger.

Slide 5-11

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- 3. Links all levels of government, private sector and nongovernmental organizations (NGOs) in a unified approach.

4. Always in effect — can be partially or fully implemented.
5. Coordinates federal response without formal trigger.

## NRF — FOCUSED ON RESPONSE

The NRF:

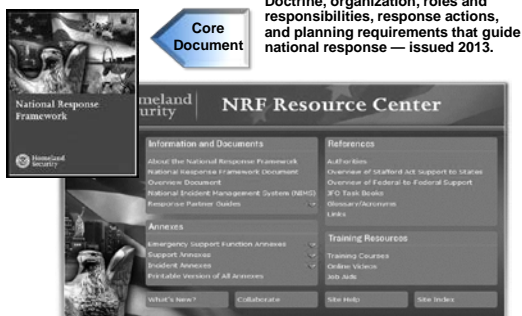
- Helps ensure immediate action to save lives, property and the environment to meet basic needs.
- Oversees execution of Emergency Operating Plans (EOPs) and actions to support short-term recovery.
- Is a key component of the National Strategy for Homeland Security.

Slide 5-12

### B. NRF — focused on response.

1. Helps ensure immediate action to save lives, property and the environment, as well as meet basic needs.
2. Oversees execution of Emergency Operating Plans (EOPs) and actions to support short-term recovery.
3. Is a key component of the National Strategy for Homeland Security.

## HOW THE FRAMEWORK IS ORGANIZED



Slide 5-13

4. How the framework is organized.

## NRF — APPLYING THE FRAMEWORK

- Incidents are managed locally.
- Some require additional support.
- Some may require federal support.
- State, Tribe or Territory, must request federal support.



Slide 5-14

5. NRF — applying the framework.
  - a. Incidents are managed locally.
  - b. Some incidents require additional support.
  - c. Some require federal support.
  - d. State governor must request federal support.

## NRF — APPLYING THE FRAMEWORK (cont'd)

- WMD/Terrorism will also trigger federal support.
- Catastrophic incidents require significant support.
- Minor event might be initial phase of a larger, rapidly growing threat.

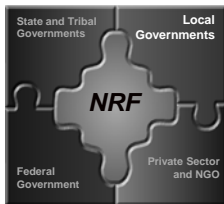
Slide 5-15

- e. WMD/Terrorism triggers federal support.
- f. Catastrophic events require significant support.
- g. Minor events can escalate.

## STATE AND LOCAL LEADERSHIP AND THE FRAMEWORK (LOCAL PERSPECTIVE)

Effective, unified national response requires layered, mutually supporting capabilities.

- **Local officials** have primary responsibility for community preparedness and response.
  - Elected/Appointed officials (mayor).
  - Emergency manager.
  - Department/Agency heads.
  - Public safety officials.



Slide 5-16

6. Stakeholder responsibilities — local government. Responsibility begins at the local level. Local officials have primary responsibility for community preparedness and response.
  - a. Elected/Appointed officials (mayor).
  - b. Emergency manager.
  - c. Department and agency heads.
  - d. Public safety officials.

## NRF EMPHASIS — PARTNERSHIPS

Federal government supports state.

State government provides support to locals.

Local government to include first response.

Individuals/  
Households

Private  
sector

NGOs/Nonprofits

Slide 5-17

7. NRF emphasis — partnerships.
  - a. Federal government supports state.
  - b. State government supports local.

- # STATE AND LOCAL LEADERSHIP AND THE FRAMEWORK (STATE PERSPECTIVE)
- 
- Effective, unified national response requires layered, mutually supporting capabilities.
- **States** are sovereign entities whose governors have responsibility for public safety and welfare; states are the main players in coordinating resources and capabilities and obtaining support from other states and the federal government.
    - Governor.
    - Homeland Security advisor.
    - Director of state Emergency Management Agency (EMA).
    - State Coordinating Officer (SCO).
- 
- The diagram consists of four puzzle pieces arranged in a square. The top-left piece is labeled 'State and Tribal Governments'. The top-right piece is labeled 'Local Governments'. The bottom-left piece is labeled 'Federal Government'. The bottom-right piece is labeled 'Private Sector and NGO'. In the center, where all four pieces meet, is a larger, lighter-colored puzzle piece labeled 'NRF'.
- Slide 5-18

- SM 5-11

## STATE RESPONSE STRUCTURE

- Emergency Support Function (ESF)-1: Transportation.
- ESF-2: Communications.
- ESF-3: Public Works and Engineering.
- ESF-4: Firefighting.
- ESF-5: Emergency Management.
- ESF-6: Mass Care.
- ESF-7: Resource Support.

Slide 5-19

9. State response structure.

- a. The local incident command structure directs on-scene emergency management activities and maintains command and control of on-scene incident operations.

## STATE RESPONSE STRUCTURE (cont'd)

- ESF-8: Public Health and Medical.
- ESF-9: Search and Rescue.
- ESF-10: Oil and Hazardous Materials.
- ESF-11: Agriculture and Natural Resources.
- ESF-12: Energy.
- ESF-13: Public Safety and Security.
- ESF-14: Recovery and Mitigation.
- ESF-15: External Affairs.

Slide 5-20

- b. The state provides resources and support to the local responders via the Emergency Support Functions (ESFs).



## PRIVATE SECTOR AND NGOS AND THE FRAMEWORK

Effective, unified national response requires layered, mutually supporting capabilities.

- The private sector supports community response, organizes businesses to ensure resiliency, and protects and restores critical infrastructure and commercial activity.
- NGOs perform vital service missions.
  - Assist individuals who have special needs.
  - Coordinate volunteers.
  - Interface with government response officials at all levels.

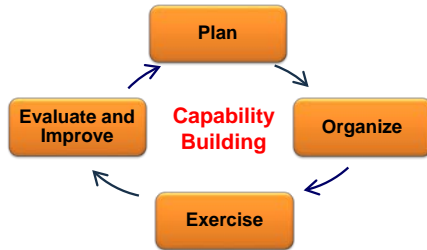


Slide 5-21

### 10. Response framework — private sector and NGOs.

- Both the private sector and NGOs provide critical infrastructure to support an incident and restore critical systems.

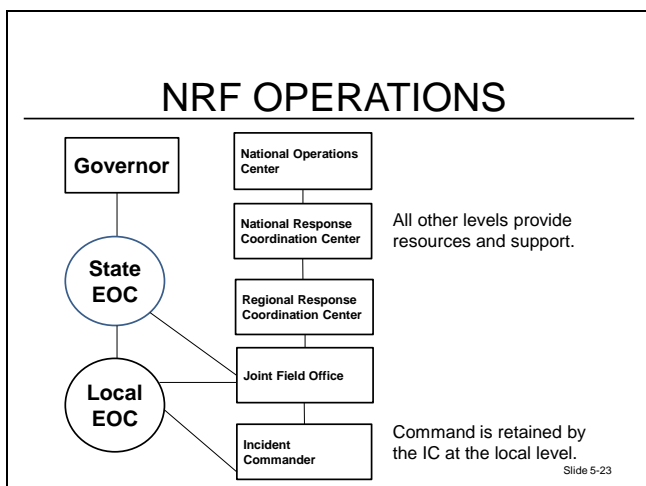
## PREPAREDNESS CYCLE REQUIRED TO BE EFFECTIVE



- Effectively integrate the local EOP.
- Begins at the local level and extends to the state and federal levels.

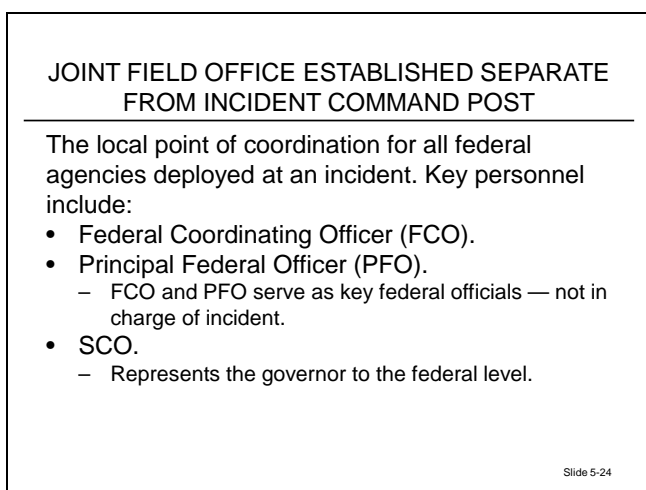
Slide 5-22

- Emergency preparedness at all levels is essential to be effective.
  - Plan — EOP.
  - Organize — train/equipment.
  - Exercise — tabletop/large-scale.
  - Evaluate/Improve.

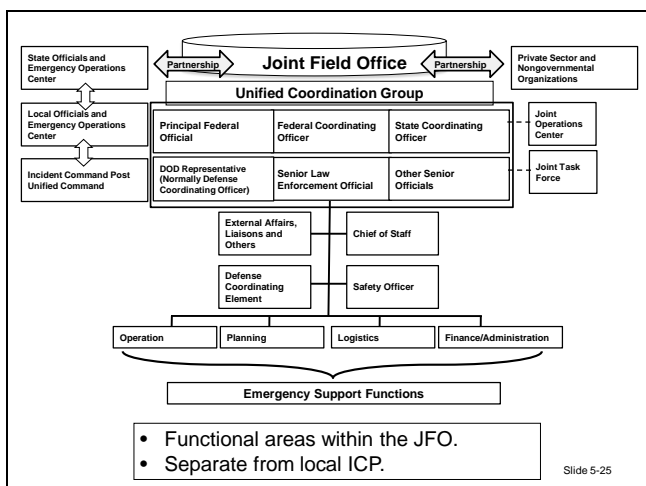


11. NRF operations (see slide/diagram).

This shows the hierarchy of federal coordination from the local IC to the highest level of the federal response — the National Operations Center (NOC).



12. All federal agencies at incidents will be coordinated through a Joint Field Office (JFO) under the direction of a Federal Coordinating Officer (FCO) or Principal Federal Official (PFO). The JFO will include a Unified Coordination Group and an SCO appointed by the governor of the impacted state.



## III. FEDERAL AGENCIES AVAILABLE TO ASSIST

### FEDERAL AGENCIES AVAILABLE TO ASSIST

- Catastrophic and escalating all-hazard incidents may require federal assistance.
- WMD/Terrorist incidents may require specific federal agencies to deploy, including:
  - Department of Defense (DOD).
  - Department of Energy (DOE).
  - Department of Health and Human Services (HHS).
  - Department of Homeland Security (DHS).

Slide 5-26

- A. Catastrophic and escalating all-hazard incidents may require federal assistance.
- B. WMD/Terrorist incidents may require specific federal agencies to deploy, including:
  1. Department of Defense (DOD).
  2. Department of Energy (DOE).
  3. Department of Health and Human Services (HHS).
  4. Department of Homeland Security (DHS).

## FBI AS A RESPONSE AGENCY

- By mandate, the FBI is tasked to respond to any WMD incident or alleged act of terrorism.
- Upon arrival, FBI will become part of the ICS and will share responsibilities in Unified Command in the Operations Section and the Intelligence/Investigation function.



Slide 5-27

- C. By mandate, the FBI is tasked to respond to any WMD incident or alleged act of terrorism. Upon their arrival, FBI representatives will become part of the ICS and will share responsibilities in Unified Command in the Operations Section and the Intelligence/Investigation function.



## FBI: CAPABILITIES

- Deploys from 56 field offices.
- Hazardous Materials Response Unit (HMRU).
- Total of 17 regional hazmat teams.
- Joint Terrorism Task Forces (JTTFs).
- Pre-established liaison with local law enforcement.



Slide 5-28

- D. FBI capabilities.
1. Deploys from 56 field offices.
  2. A Hazardous Materials Response Unit (HMRU) and 17 hazmat teams — evidence collection.
  3. Joint Terrorism Task Forces (JTTFs).
  4. Pre-established liaison with local law enforcement.

## FBI: ICS INTERFACE

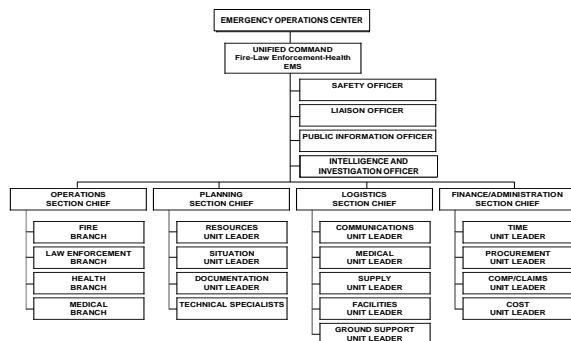
- When responding to a WMD/terrorist event, the FBI will integrate into the ICS.
- This integration will be within Unified Command in Operations and Intelligence.
- A separate Joint Operations Center (JOC) and a Joint Information Center (JIC) will be established as needed.

Slide 5-29

E. By mandate, the FBI will respond to any WMD or alleged act of terrorism:

1. Will integrate into the ICS.
2. Will become part of Unified Command, Operations and Intelligence.
3. Will establish a Joint Operations Center (JOC) and a Joint Information Center (JIC) as needed.

## PRIOR TO FBI ARRIVAL

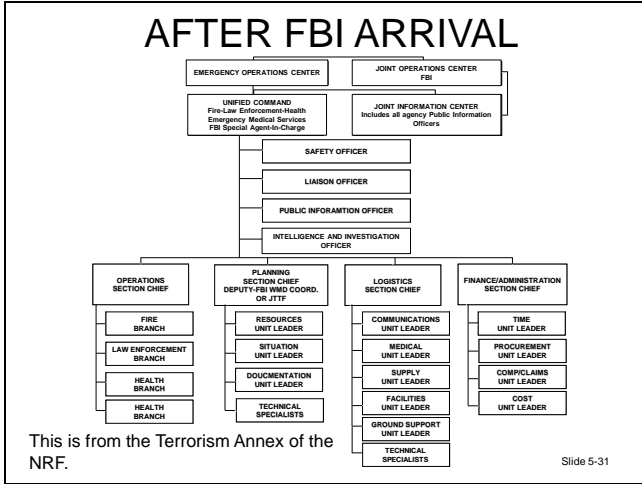


Note that the Intelligence and Investigation Officer is established under the Command Staff — this would be a law function.

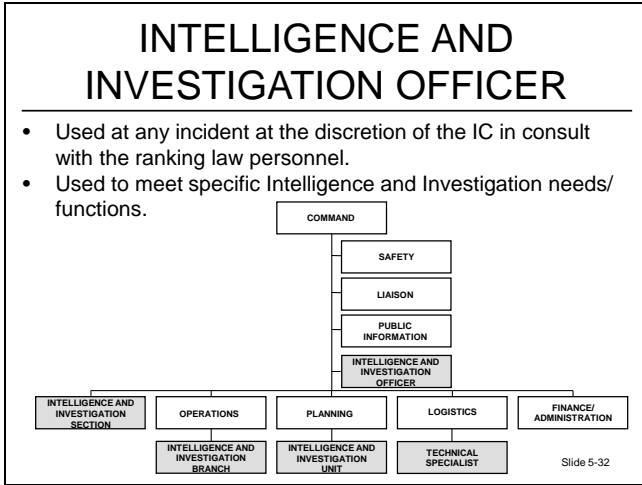
Slide 5-30

F. An expanded ICS prior to the arrival of the FBI.

An Intelligence and Investigation function is in place under the Command Staff and is therefore called Intelligence and Investigation Officer.



G. The following changes will occur in your ICS organization after the FBI arrives.



H. Intelligence and Investigation Officer.

1. Used at any incident at the discretion of the IC.
2. Based on nature and level of law involvement.
3. Can fall into several areas of IC — incident specific.

## **ACTIVITY 5.1**

### **Federal Agency Interface at All-Hazard Incidents**

#### **Purpose**

To determine which federal agencies will respond to selected all-hazard incidents and who will be a part of Unified Command.


#### **Directions**


1. Your group will be shown a slide that depicts an all-hazard incident that could require federal support.
2. List at least five of the federal agencies that could respond to your incident.
3. Identify which, if any, of these agencies would be appropriate to be a part of the Unified Command.
4. Record the information on your classroom easel pad.
5. You will have 15 minutes to complete the list and to select a representative to present it.
6. There will be 10 minutes total for all groups to present their results.

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#### IV. SUMMARY

**FEMA**

**U.S. Fire Administration**

### SUMMARY

- Describe all-hazard incidents, and identify several types.
- Understand the NRF and the role of federal assets at all-hazard incidents.
- Identify the federal agencies that can assist with all-hazard incidents.

Slide 5-39

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**FEMA**

**U.S. Fire Administration**

### SUMMARY (cont'd)

- Understand the role of Intelligence and Investigation at all-hazard Unified Command incidents.
- Develop a Unified Command structure with those federal agencies that would respond to an all-hazard Unified Command incident.

Slide 5-40

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#### V. EVALUATION/FINAL EXAM

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# ACRONYMS

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## ACRONYMS

<b>CBRNE</b>	chemical, biological, radioactive, nuclear and explosive
<b>CERT</b>	Citizens Emergency Response Team
<b>CGSFLIMT</b>	Command and General Staff Functions for Local Incident Management Teams
<b>CO</b>	Company Officer
<b>CP</b>	Command Post
<b>DHS</b>	Department of Homeland Security
<b>DOD</b>	Department of Defense
<b>DOE</b>	Department of Energy
<b>DOT</b>	Department of Transportation
<b>DP</b>	drop points
<b>EMA</b>	Emergency Management Agency
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMI</b>	Emergency Management Institute
<b>EMS</b>	Emergency Management Services
<b>EOC</b>	Emergency Operations Center
<b>EOPs</b>	Emergency Operating Plans
<b>EPA</b>	Environmental Protection Agency
<b>ESF</b>	Emergency Support Function
<b>FCO</b>	Federal Coordinating Officer
<b>FEMA</b>	Federal Emergency Management Agency
<b>FIREScope</b>	<b>Fire Resources of California Organized for Potential Emergencies</b>
<b>FOG</b>	Field Operations Guide

<b>FSC</b>	Finance/Administration Section Chief
<b>HHS</b>	Department of Health and Human Services
<b>HMRU</b>	Hazardous Materials Response Unit
<b>HSPD-5</b>	Homeland Security Presidential Directive
<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IG</b>	Instructor Guide
<b>ILT</b>	Instructor Led Training
<b>IMT</b>	Incident Management Team
<b>ISO</b>	Incident Safety Officer
<b>IUCAHI</b>	Introduction to Unified Command for All-Hazard Incidents
<b>IUCMCI</b>	Introduction to Unified Command for Multiagency and Catastrophic Incidents
<b>JFO</b>	Joint Field Office
<b>JIC</b>	Joint Information Center
<b>JIS</b>	Joint Information Systems
<b>JOC</b>	Joint Operations Center
<b>JTTFs</b>	Joint Terrorism Task Forces
<b>LSC</b>	Logistics Section Chief
<b>MACS</b>	Multiagency Coordination System
<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association
<b>NGO</b>	nongovernmental organization

<b>NIMS</b>	National Incident Management System
<b>NRF</b>	National Response Framework
<b>NWCG</b>	National Wildfire Coordinating Group
<b>OEM</b>	Office of Emergency Management
<b>OSC</b>	Operations Section Chief
<b>PFO</b>	Principal Federal Official
<b>PIO</b>	Public Information Officer
<b>PPE</b>	personal protective equipment
<b>PSC</b>	Planning Section Chief
<b>SCO</b>	State Coordinating Officer
<b>SM</b>	Student Manual
<b>SMART</b>	Specific, Measurable, Attainable, Realistic, Time-sensitive
<b>UASI</b>	Urban Areas Security Initiative
<b>UCP</b>	Unified Command Post
<b>USFA</b>	U.S. Fire Administration
<b>WMD</b>	weapons of mass destruction

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