R0312

Dear National Fire Academy Student:

Congratulations on being selected to attend the U.S. Fire Administration's National Fire Academy's *Command and Control of Incident Operations* (CCIO) course.

This course helps the new fire officer develop additional skills in implementation of an incident management system, and in tactical operations on the fire ground. Other areas covered include problem identification, preplanning, mutual aid, interagency coordination, and strategy considerations.

Because much of the material has been condensed into one week, the course is intensive and requires some night classes. Three days are spent working on fire problems utilizing a fireground simulator.

It is important to note that this is a 6-day course, and the first day of class will begin on Sunday at approximately 8 a.m. Subsequent classes will meet daily from 8 a.m. to 5 p.m., with graduation occurring on Friday at 4 p.m. Because of this schedule, lodging will be provided Friday night.

End-of-class graduation ceremonies are an important part of the course and you are expected to attend. Please do not make any travel arrangements to leave campus until after you and your classmates graduate.

Increasing numbers of students and instructors are bringing laptop computers to campus. You alone are responsible for the security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There is a limited number of 120 Volt AC outlets in the classrooms. A Student Computer Lab is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This lab uses Windows XP and Office 2007 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Robert Bennett, Incident Policy and Analysis Curriculum Training Specialist at (301) 447-1483 or email at robertj.bennett@fema.dhs.gov

Sincerely,

Dr. Denis Onieal, Superintendent
National Fire Academy
U.S. Fire Administration

Precourse Assignment Directions

Read the article "The Emergency Operations Center: A Vital Preparedness Tool" (pages 2-9).

Read the Precourse Reading "Command and General Staff Functions in ICS" (pages 10-50).

Complete the Precourse Workbook (pages 51-61) and bring the completed workbook to the first day of class. Instructors will collect the workbooks from each student. This is information that is a necessary prerequisite for participation in the in class simulation activities.

Attached you will also find a copy of the new National Incident Management System, ICS Forms Booklet, Federal Emergency Management Agency (FEMA) 502-2. Please review as these are the forms we will be using during our class exercises.

Central City Light Reading Assignment

- Browse Units 1.0 to 9.0, pages 1-130
- Focus on:
    - Unit 3.0--Hazards Vulnerability Analysis, pages 46-66 (print range 71-89)
    - Appendix E: Fire Service Resources, pages 161-197 (print range 184-220)
    - Appendix G: Emergency Medical Services Resources, pages 239-259 (print range 264-283)

Central City Manual Link: www.usfa.dhs.gov/nfa/pre-course/r0306/central_city_manual.pdf

The Emergency Operations Center: A Vital Preparedness Tool

By William Shouldis

The emergency operations center (EOC) is a generic tool for coordinating on-scene operations during low-frequency and high-risk incidents. Every community, large and small, faces the likelihood of an overwhelming emergency event. Often, these incidents will lack a common operating picture and can transcend political jurisdictional boundaries. The ability of a community to acquire and allocate necessary resources hinges on being prepared. The roots of a community's "all-hazard" preparedness program involve intergovernmental relations and a detailed planning process that includes mutual-aid assistance agreements. Emphasis must be on technical information based on an accurate assessment of risk, vulnerability, and capabilities. Resources will be scarce during a large-scale incident, and the EOC can identify and obtain additional assets that are not always available to the on-scene incident commander (IC).

The EOC mobilizes people and equipment to handle incidents that are outside the ability of any single agency to resolve. The purpose of the EOC is to ensure that departmental response capabilities are maintained and authoritative information is disseminated to the general public. Capturing important incident-related information at an EOC will provide senior officials with data to set strategic directions; establish priorities; allocate resources; and, under extreme circumstances, declare a disaster. These actions allow field commanders to focus on the incident objectives while the EOC handles supportive endeavors.

The EOC is an integral component of the larger Multiagency Coordination System (MACS). The entire MACS consist of initial dispatch, on-scene command, coordination resource centers, coordination entities, and the EOC. Often, major incidents require the activation of all components of the MACS during the response and recovery phases. The establishment of an EOC is a "time-tested" link in a stronger public safety system when the use of critical resources requires decisive actions. The EOC serves as a message center among the IC, elected officials, and nearby jurisdictions. Under ideal conditions, the EOC is centrally located where representatives from various agencies can gather during an emergency. The EOC becomes the pipeline of information for organizations that work behind the scenes to protect the population at risk during a potential disaster.

An important criterion for selecting an EOC is easy access for agency representatives and elected officials. Large displays assist in the transfer of critical information and create a common operating picture for organizations staffing the EOC.

TYPES OF EOCS

Fixed Facility

The primary EOC is a central location usually found in an existing multipurpose government building that will reduce delays in the arrival of senior officials and staff personnel. Usually the EOC is a permanent location with permanent equipment. In addition to the main location, it is important for financial and logistical reasons to identify potential alternate sites for reliability and suitability as part of an overall community risk management plan. It would be chaotic if, during an emergency event, the center were damaged or had to be evacuated. Local government should follow the federal government guidelines that suggest a need for Continuity of Government and Continuity of Operations (COOP). It should take no longer than 12 hours to "ramp up," or convert, a backup facility into a fully operable (hot) facility. All communities should have a checklist for doing this.

Mobile EOC

The mobile EOC is used when a disaster is widespread and there is an urgent need for a face-to-face briefing with the incident management team (IMT) to reduce confusion. The flexibility of a mobile EOC allows for optimal interaction between the IMT and the Policy Group when jointly reviewing critical information. A tractor-trailer-style vehicle offers a degree of comfort and a full communications center with software that can tie together radio frequencies. Vehicles should have linkage to the Internet, and most have a security camera system that monitors all six sides. The mobile EOC allows for planning from various locations and can provide valuable insight for executive decision makers in a stable situation with short-term recovery challenges.

Virtual EOC

This innovative concept has combined with "next-technology" to replace the traditional "brick-and-mortar" EOC facility. A virtual EOC is a state-of-the-art emergency management solution that exists solely or partially in cyberspace with private networks and satellite communication. Remote locations will reduce the reflex time and limit vulnerability that exists when all senior officials are assembled at a central location. With a virtual EOC, authorized individuals have anytime, anywhere access with a user name, password, and multiple secure server with software application to a high-tech terminal that can provide a higher-level knowledge of emergency management principles. A technical specialist can be provided for a global perspective on specific hazards and mitigation steps needed in a local community. Smartphones, three-dimensional digital blueprints to improve visualization features, make the visions of yesterday today's reality.

In any type of EOC, whenever a complex incident or widespread disaster strikes a community, the efforts of traditional and nontraditional first responders [for example, a community emergency response team (CERT) must be closely coordinated and fully supported]. This is essential to managing the numerous resources from different disciplines. The reporting

relationship between the EOC and the IC is important to avoid conflicts, confusion, and duplication of efforts on the front line.

The staff at an EOC will need different competencies based on the kind of damage or destruction caused by a manmade or natural disaster. After-action reports from major incidents clearly reveal that local resources will be overwhelmed and will require external assistance. History has shown that there can be a serious disconnect between the IC and the EOC when a joint planning process is not practiced. The EOC will fail in its unique mission without adequate and accurate information. The EOC staff and the IC need sufficient time to create a meaningful plan of action based on factual data. The EOC is responsible for organizations' working together and being aware of one another's mission.

Just as the IC needs a stationary incident command post (ICP) for effectiveness at the emergency scene, a single EOC facility that is well-designed and sufficiently staffed will improve coordination and support endeavors. Any major emergency situation can cause large losses. A partnership between the EOC and the IC will protect lives and property and will minimize the impact of response and recovery problems.

ESSENTIAL FUNCTIONS OF THE EOC

The EOC depends on maintaining situational awareness. Planning enables agencies' representatives to focus on vital services to maintain the safety and well-being of the public at risk. The proper time to develop and practice an emergency operation plan (EOP) is before a community suffers a high-risk/low-frequency incident. Document the following essential functions during EOC activation to ensure a fair distribution of resources:

- Damage assessment reports.
- Resources, acquired and used.
- Media and public requests for assistance.
- Accounting of public safety expenses.
- Response plan for providing evacuation and sheltering.
- Support services for food, water, ice, and utilities.
- Incident log (ICS #214) form.

ORGANIZATIONAL STRUCTURE OF THE EOC

EOCs exist in many forms, and there is no single organizational structure that is correct for all jurisdictions. The key is to maximize the staff's efforts and allow decision making at the lowest practical level. Presidential Directive #5, which outlines "Command and Management" procedures, does not mandate that any community adopt any particular model as its organizational structure. However, in the future, federal grant money may be linked to the specific way an EOC is organized. An EOC should be organized with the intent of facilitating a smooth operation with data collection, documentation, and executive decision making to

maintain public confidence under ever-changing conditions while acting on routine, priority, and classified information.

The local government is entirely responsible for the management of emergency activities within its jurisdictional boundaries. Response priorities will focus on getting the right resources to the right place at the right time. This promotes total uniqueness in the concept of operations at local and state EOCs.

Typically, there are four ways to organize an EOC facility. Each has some recognized coordination and support challenges. Over time, many jurisdictions have used these structures very successfully.

1.   Major Management Activities Structure

Policy Group--comprised of "high-level" elected officials and department heads who focus on the overall objectives and priorities of the community. Decisions made by the Policy Group set the direction for implementation by the Coordination, Resource, and Operations Groups.

Coordination Group--personnel responsible for collecting and analyzing data, including advanced predictions based on the essential functions of damage, resource allocation, public information, and expenditures that an EOC must gather.

Resource Group--comprised of representatives from agencies or organizations that provide or could be asked to supply resources to the scene. These organizations may include transportation agencies, utility companies, business and industry representatives, and mutual-aid partners.

Emergency Management Operations Group--representatives from any agency with responsibility for any portion of the response or recovery. Units within this group are dictated by the specific incident for a tactical assignment, including law enforcement, fire, public works, emergency medical services, and numerous other agencies.

The advantage of this model is that the organizational structure is relatively simple, with straight lines of communication and chain of command. With this model, all key problem solvers and representatives from participating agencies can contribute to decision making and resource allocation.

The disadvantage of this model is the linkages with on-scene commanders. There is not a one-to-one match between the organization of the on-scene incident command structure and the EOC organization.

2.   Incident Command System (ICS) Structure

The EOC's emergency program manager or designee fills the top position. The EOC commander serves a similar role as the Policy Group and makes executive decisions that establish the overall

objectives "concept of operation" at the EOC. Often under this format, the emergency program manager is viewed as the EOC commander. This military-style command structure can increase the interaction and provides a heightened level of situational awareness.

Emergency Management Operations is responsible for coordinating with and supporting on-scene responders. Position titles of branches, divisions, and groups are organized as necessary to support the incident.

Emergency Management Planning is responsible for gathering and analyzing information and informing decision makers of changes in the use of resources. A technical specialist may be used to provide special insight and expertise.

Emergency Management Logistics serves as the single ordering point from the ICP. Coordinating the network of primary and backup communications equipment will assist in any large-scale incident, but it is especially meaningful during an evacuation or reentry with special transportation and housing needs.

Emergency Management Finance/Administration is responsible for designing financial projections.

The advantage of this model is the clarity of roles and functional integrity, which leads to a clear contact point between the IC and the EOC. The coordination and support of logistical and financial duties will relieve the workload at the incident scene and dispatch center.

The disadvantage of this model is the potential for confusion about authority at the incident scene vs. in the EOC facility.

3.   Emergency Service Functions (ESF) Structure

An operation manager is in charge of the EOC. The Operation area can include branches such as firefighting, public works/emergency engineering, public health and medical service, urban search and rescue, mass care, and law enforcement. Currently, there are 15 branches under the National Response Framework (NRF).

The Planning area includes situation analysis, documentation, advanced planning, technical services, damage assessment, resources status, and geographic information system technology. The Logistics area includes a service and support branch.

The Finance/Administration area includes compensation claims; purchasing/procurement; cost concerns; timesheets for personnel; and disaster financial assistance based on legal records such as contracts, accounting records, and property management photos.

The advantage of this model is that it appeals to local and state EOCs because there is a clear one-to-one relationship with the NRF as well as with on-scene ICS organizations.

The disadvantage is that local and state EOCs may not correspond directly at the Operations level with the federal ESFs. This potential misunderstanding with the ICS positions in the on-scene Operation Section is a serious drawback and necessitates an enormous amount of additional training to ensure that the agencies responsible for ESFs are able to competently perform their assigned duties.

4.   Multiagency Coordination (MAC) Group Structure

A MAC Group is made up of organization, agency, or jurisdiction representatives who are authorized to commit resources and funds. The success of the MAC Group depends on its current membership. Sometimes membership is obvious by the organizations that are directly impacted and have a resources commitment to an incident. Often, organizations that should be members of a MAC Group are less obvious. These organizations may include the local Chamber of Commerce, volunteer groups, the Salvation Army, the American Red Cross, faith-based charities, and other organizations with special expertise or knowledge. These groups may not have "hard" resources or funds to contribute in the response and recovery phase, yet their contacts, political influence, and technical expertise are the foundation for a collaborative effort.

The MAC Group coordinator is an optional position that provides supervision to the various components. Members of the MAC Group directly distribute the result of their deliberation to their own organizations as well as through the chain of command (MAC entities, dispatch centers).

The MAC Group Situation Assessment Unit collects and assembles information needed for the MAC Group to fulfill its role. At times, a MAC Group Resource Status Information Unit will gather information on the status of resources.

The Joint Information Center (JIC) is a public information unit that has access to local information sources and governmental entities and is responsible for coordinating a summary report. Public information must be organized around a Joint Information System that is overseen by public information officers. Intelligence information is routed from the EOC to the JIC for collection, validation, and public dissemination.

The advantage of this model is that it works well to ensure coordination among other MAC entities. It is useful as a mechanism where no system exists to provide short-term multiagency coordination and decision making. Typically, a MAC Group fits into a policymaking part of an existing EOC.

Some of the more common MAC Group applications include the following:

- A single jurisdiction may establish a MAC group as part of its EOC function. In this application, it is important that the jurisdiction broadly define its role because of the impact on other agencies and organizations.

- MAC Groups are frequently defined geographically, especially when an emergency crosses jurisdictional boundaries.

- A MAC Group may be organized functionally. For example, law enforcement agencies at local, state, and federal levels may establish a MAC Group to assist in coordinating a response to a major terrorist activity.

- A MAC Group may be organized nationally. For example, during wildfire season, a National MAC Group convenes at the National Interagency Fire Center in Boise, Idaho. This MAC Group includes representatives from the federal wildland fire agencies, the states, the Federal Emergency Management Agency, and the military.

The disadvantage of this model is a lack of clearly defined, standardized relationships to other MAC entities. There is no associated implementation of staffs, and it rarely is used as a stand-alone structure in an EOC. A "generic" MAC component can be used at any level of government.

CHARACTERISTICS OF AN EFFECTIVE ORGANIZATION

How information is used will affect how the information is managed. Being prepared means there is no substitute for planning, training, and exercising. Individuals are not very good at tasks they do not do often. Job aids, checklists, and cross-training will ensure that the essential functions of an EOC will be documented even with the smallest staff.

Training is a key element once the standard operating guideline and EOP are written. It has been repeatedly shown that during an incident, most workers remember what they practiced instead of what they were told or have read. This is especially true where decision making and practical problem solving can get intense. Without an understanding of the situation and regular practice, panic can set in, and even the simplest task can become difficult to remember. Maintaining sustainable skills in the data collection, documentation, and parameters for decision making during EOC activations is critical for safety and effectiveness. Personnel changes, reorganizations, and downsizing can have a dramatic effect on job performance. A yearly orientation with periodic tabletop and full-scale exercises all have value in reinforcing essential functions and duties at an EOC.

Communication is the "lifeblood" at any incident. A communications network of "talk paths" and shared radio channels will enhance responders' ability to transfer information among various private and public agencies. Determining the scope of the disaster is possible only when first responders in the field accurately report conditions to the appropriate EOC representatives so that positive actions can be taken.

The EOC is the hub for communication. Incident information, with a clear message flow and recording system, must be shared within the EOC, between the EOC and the ICP, between the EOC and the general public, and between community-elected officials and other jurisdictions.

The EOC is the key to minimizing any conflict, confusion, and duplication during the response or recovery phases of a large-scale incident. By having high-level decision makers located together, there is a greater chance that all resources will be safely used to a maximum level of efficiency. The EOC's coordination and support will assist the on-scene commanders in accomplishing strategic and tactical activities.

Communication among the various response partners from the local to the national level is described as one of the most challenging aspects during any emergency. To save lives and protect priorities, there must be a seamless flow of two-way communication between the ICP and the EOC. Today is the day to start improving standard operating policies, updating emergency concepts of operation plans, and formulating a positive working relationship with your numerous partners in command, management, and preparedness.

WILLIAM SHOULDIS retired as deputy chief from the Philadelphia (PA) Fire Department, where he served in line and staff positions for more than 34 years. His assignments included working directly for the fire chief on labor relations and accountability issues and serving as field commander for one-half of the city, department safety officer, director of training, and hazardous materials task force leader. He is an instructor at the Graduate School at St. Joseph's University in Philadelphia, the National Fire Academy, and the Emergency Management Institute. He has a master's degree in public safety.

PRECOURSE READING *COMMAND AND GENERAL STAFF FUNCTIONS IN ICS*

TERMINAL OBJECTIVE

The students will be able to perform the roles and responsibilities of the Command and General Staff during the initial period of a complex incident while developing the Incident Command System (ICS) Form 201, Incident Briefin*g.*

ENABLING OBJECTIVES

1.   *Explain the roles and responsibilities of the Command and General Staff at large/complex incidents.*

2.   *Describe how to develop SMART (Specific, Measurable, Action oriented, Realistic, Time sensitive) Objectives.*

3.   *Describe the elements of ICS 201 and the Incident Action Plan (IAP).*

INCIDENT COMMANDER

The Incident Commander (IC) is the only position in the Incident Command System (ICS) that is always filled regardless of the size or complexity of an incident. The IC has the responsibility for the overall management of the incident. Whatever functions or responsibilities that are not delegated to others remain the responsibility of the IC.

The Engine Company Officer who responds to a call of food on the stove will fill the IC's position regardless of what the local agency's routine title is for that officer. The initial IC's first responsibility is to assess the situation (sizeup) to determine the problems, issues, or concerns that they are confronting. For food on the stove, the initial IC will most likely use an intuitive assessment process, prioritize the problems, and develop the objectives, strategies, and tactics using a mental process that has come from responding to many incidents of similar types. The IC will then give verbal directions to the engine crew on the work assignments needed to bring this simple incident under control.

In this example the initial IC maintained the responsibility for the safety of the crew(s) and the public, assessed the need for additional resources, directed the resources, and even developed a plan for contingencies.

It is safe to say that the vast majority of incidents stay small and are handled by just the IC's position being filled; however, even the simplest or most routine incidents can grow in size and complexity, thus, taxing the IC's ability to maintain direct control for all the functions on the incident. An experienced IC will recognize early the need to delegate responsibility for many of the functions of command and the overall management of the incident.

As an IC, you must be ready to assume and maintain command of an incident that is expanding in complexity until the incident is either brought under control or relieved by a more experienced IC.

This precourse reading will concentrate not so much on the proper tactics to use at a major incident, but on the initial response and extended response IC descriptions and responsibilities. Also, how the ICS and, in particular, the Command and General Staff positions, and the process each position uses, can move command of a major emergency incident from a reactive mode to a proactive mode even during the initial period of an expanding incident.

Incident Commander's Characteristics

While there is no one personality type that seems to elevate itself to the level of command, there are some common characteristics that are desirable to foster:

- think and act strategically;
- objective driven;
- strong communication skills;
- delegate authority;

- politically judicious;
- facilitate a collaborative atmosphere;
- trustworthy;
- adaptive;
- multitasker;
- team player; and
- calm under pressure.

Additionally the IC should be a **pessimist** when it comes to applying the resources to accomplish the objectives, strategies, and tactics. The definition of a pessimist is "inclined to take the least favorable view or expect the worst possible outcome." So many times the IC can underestimate the situation and the consequences that can follow by being too optimistic or judicious with the application of resources when attacking a problem. History is littered with examples of optimistic or even arrogant attitudes by commanders that have applied resources too little and too late to keep the incident small or under control--"letting the genie out of the bottle," so to speak. Once the genie is out it usually spells disaster for the responders and the public.

Finally, the IC should always be *"customer centered"*-- that is to say the philosophy of Command and the General Staff and all of the responders should be sensitive to the needs of the public. In a major emergency or disaster the public looks to the professionals for help, understanding, and direction.

So, be **quick** to respond to the needs of the public, be **nice** and understanding when dealing with the public, and be **helpful** as possible in solving their problems.

Initial Response Incident Commander

There are many issues that confront the initial response IC when responding to an incident that is expanding in complexity. The low frequency of these types of incidents can put a great deal of pressure on any initial response IC not only because of the tactical complexity but the added pressure of managing the communications, resources, planning, and support functions needed to react to the growing emergency. The early introduction of the ICS into a complex incident is designed to assist the initial response IC in the transition from the reactive mode to the proactive mode of incident management and set up a smooth transfer of command to the incoming Incident Management Team (IMT).

Incident Commanders Responsibilities

Listed below are the responsibilities of the initial response IC which will usually be accomplished without the assistance of support staff.

- assess the situation (identify the problems/issues/concerns);
- determine the need for Unified Command (UC);
- establish immediate priorities (life safety, incident stabilization, property conservation);

- establish Incident Objectives and strategies;
- establish an Incident Command Post (ICP);
- manage tactical operations (give work assignments);
- assure the safety of responders and the public;
- determine the need to expand the organization;
- ensure the appropriate facilities are established to support the organization;
- identify and order the appropriate tactical and support resources;
- keep agency administrator and stakeholders informed;
- identify staging areas;
- ensure scene security and evidence preservation;
- evaluate and anticipate contingencies; and
- develop and maintain an ICS Form 201, *Incident Briefing*.

It would be a good idea to turn these responsibilities into a checklist to review during the early stage of even routine incidents so you can build the experience to use them when the complex incident does happen.

Assess the Situation

As indicated in the list of the IC responsibilities assessing the situation or sizeup must be done first so the IC has a good understanding of the problems, issues, and concerns and to achieve the needed situational awareness. If the incident is multiagency in nature and a UC is required, it is often helpful to write down the problems that each unified agency identifies as needing attention. This process often alleviates some of the resistance that occurs when trying to unify command with fire, law, public works, emergency medical services (EMS), health, etc.

List the problems in no order of priority using a white board, easel pad or other display so all can see, but just as they are identified. Limit the problem statement to one or two wards, such as: people trapped, looting, flooding, street access, EMS, fire control, crime scene, etc. Once all of the problems have been identified you are ready to move to P-O-S-T.

P-O-S-T

Once the problems have been identified and the IC has a good situational awareness and understands the complexity of the incident, the National Incident Management System (NIMS) uses the acronym P-O-S-T to describe the hierarchy of decisionmaking:

- **Priorities.** Regardless of the size or complexity of an event or incident, the fundamental priorities remain constant: life safety, incident stability, and property conservation.

- **Objectives.** Broad descriptions or statements of the desired outcomes or actions to remain consistent with the priorities.

- **Strategies.** Action processes by which the objectives are met.

- **Tactics (and Tasks).** Specific activities implemented to achieve the identified strategies.

Priorities

Take the list of problems, issues, and concerns and apply the priorities of life safety, incident stabilization, and property conservation to come up with the list of problems that need the most immediate attention. It should be obvious that some of the problems will not be addressed during the initial period of the incident and may take several operational periods to address all of the problems listed. As the incident matures, additional problems may be identified and added to the list.

1. **Life safety**--responders and the public. (This includes rescuing endangered civilians, treatment of the injured and provision for the safety, accountability, and welfare of response personnel. This life safety priority is ongoing throughout the incident.)

2. **Incident stabilization**--minimize the effects by keeping the incident from escalating and bring it under control.

3. **Property conservation**--property, infrastructure, evidence, economy, environment, and provide for recovery.

Objectives

Writing objectives is as much art as it is science; the more you practice, the better you get. If the objective is too broad it will lack direction and the IC's intent may be lost. If the objective is too detailed it becomes more of a tactic and it will take dozens of objectives to describe what needs to be done. Some of the objectives may take several operational periods to accomplish. It usually takes four to six objectives for the IC to convey his/her intent.

When developing the objectives, they should be written per the **SMART** method.

SMART Objectives

- **Specific.** The wording must be precise and unambiguous in describing what needs to be done.

- **Measurable.** The design and statement of objectives should make it possible to conduct a final evaluation as to whether objectives were achieved.

- **Action Oriented.** The objective must have an action verb that describes the expected accomplishments.

- **Realistic.** Objectives must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several operational periods to accomplish them.

- **Time Sensitive.** The timeframe should be specified.

Sample Incident Objectives

- Provide for the safety of responders and the public for the duration of the incident.

- Establish a secure perimeter by 1800 hours and maintain perimeter control for the duration of the incident.

- Provide for search and rescue and medical care of the trapped and injured within the affected area for the duration of the incident.

Most major emergencies have the same problems: fires, EMS, security, crime scene, structure collapse, rescue problems, force protection, evacuation, perimeter control, debris removal, etc.

Many IC's collect well-written objectives and keep them in their *Field Operations Guide* (FOG) or response kit to be retrieved quickly when needed on a major event. As an example, the *Coast Guard Incident Management Handbook* has example objectives and is available online at http://homeport.uscg.mil Click on Library, then click on Incident Command System, scroll down to Job Aids, and click on IMH.

Strategies

The FOG states that the IC also develops the strategies, but in reality the IC may let the Operations Section Chief develop them or they may work together to collaborate on the development of strategies and the operational portion of the incident organization.

The definition of a strategy from the FOG is "a general plan or direction selected to accomplish Incident Objectives."

The pure definition of strategy is of little help, but simply put, a strategy answers the question of **what** needs to be done to accomplish the IC's Incident Objectives. There may be several strategies that come out of each objective. A strategy is not written anywhere in the Incident Action Plan (IAP) but strategies are developed to help the IC and/or Operations Section Chief move from an objective to a tactic (work assignment) on ICS 201 or IAP.

Using one of the example objectives from above and develop a strategy that will achieve **what** the IC intended to have accomplished: **"provide for search and rescue and medical care of the trapped and injured within the affected area for the duration of the incident."**

Develop a one- or two-word strategy that will satisfy the objective. In this case the strategies of **search and rescue** and **EMS** or **triage, treat, and transport (TTT)** should achieve the intent of the objective. Some objectives could require several strategies to achieve the objective.

These one- or two-word strategies are then used to develop an organization that can best achieve the strategies. The organization can be arranged functionally, geographically, or a combination of both.

DOCUMENTATION OF THE INITIAL RESPONSE

Regardless of the size or complexity of an incident or how many operational periods an incident may require to be brought under control, the first operational period will most likely be managed without the aid of an IAP. Usually the only documentation that will be available during the first period is whatever the initial response IC has managed to develop. The more experience, practice, and training the initial response IC has on responding to complex extended period incidents, the smoother the transfer of command will be and the quicker the IMT will get up to speed.

ICS Form 201, *Incident Briefing*

ICS 201 is a simple four-page form for use as an initial response tool that will help the IC organize and manage the initial response and provide an excellent document to brief the incoming IMT during the transfer of command. ICS 201 is more of a reactive plan used during the first period of an incident and is used to document actions you have taken.

On extended period incidents that last for several operational periods, the IAP will be developed in the Planning Process and is a proactive plan that is distributed at the start of a new operational period that provides directions on what is to be accomplished during that period.

Many agencies already use a Command Worksheet or others forms to capture incident information and history, however, ICS 201 is part of the ICS and a national standard for initial response and, therefore, should be a part of every agency's response kit.

At the very least, agencies should consider changing Command Worksheets to incorporate the same five items that ICS 201 captures: Map Sketch, Summary of Current Actions, Current Organization, and Resources Summary. Even if a large Command Worksheet is used initially, the information should be transferred to an ICS 201 prior to a transfer of command to an IMT.

The advantage of ICS 201 over a large Command Worksheet or board is its ability to be copied and shared among the Command and General Staff during transfer of command for continued documentation of resources, situation, communication, etc. Additionally, ICS 201 can be used to assist with the postincident analysis.

In the municipal setting, ICS Form 201 will be completed by the initial-response Battalion Commander or first level supervisor or manager (initial IC).

The exception of using an ICS 201 during the initial period of an incident is when an IMT has developed a full IAP for a planned event such as a parade, ball game, or other large, planned event where the possibility of an incident may be anticipated.

Page 1 of ICS 201 (Map Sketch)

The Map Sketch should show the current situation, incident facilities such as Staging and ICP, wind direction and speed, and other important aspects.

The sketch of the incident will do several things:

1.   Enable you to document the incident location and extent of involvement upon arrival.

2.   Help to bring the incident complexity into focus for better sizeup, report on conditions, and to develop appropriate Incident Objectives.

3.   Enable others to quickly grasp the scope of the incident and important details.

Page 2 of ICS 201 (Summary of Current Actions)

This page allows the IC to capture the Incident Objectives that have been established and the actions that were taken. Additional copies of page 2 may be added as needed. It would be a good idea to have extra pages in your kit.

Under Current Actions:

1.   First entry--record dispatch time, address, cross street, command ID, and tactical frequency. This will provide an incident history baseline.

2.   Second entry--initial sizeup information.

3.   Your actions taken or plan to take along with the time you started them.

Page 3 of ICS 201 (Current Organization)

The Organization Chart should capture

1.   Command and General Staff positions that you have assigned with their name and agency.

2.   Divisions and Groups that you have assigned along with name of person in charge and unit designator.

3.   Under each Division or Group list units assigned.

Page 4 of ICS 201 (Resources Summary)

Resource management is very important and having it well documented will increase initial incident efficiency and make the transfer of resource tracking much smoother when delegated to someone else. Well-documented resource assignments will make the briefing process during transfer of command much more complete. Additional copies of page 4 may be added as needed. It would be a good idea to have extra pages in your kit.

1. On the top margin of page 4, above the top line, enter the time dispatched, address, cross street, command identifier, and tactical frequency. This will provide an incident history baseline.

2. When units arrive, make a check in the onscene column.

3. When assigned, cross the check to make an X.

4. As units are assigned, note time and list assignment.

5. Do not erase--line out old assignment and list new time and assignment.

ICS 201 is designed to help organize the initial response and is not meant to be restrictive. On an expanding and complex incident feel free to add additional pages so that valuable information is not lost. If the page 3 Organization Chart does not work, add a page that does work. Add ICS 205, *Communication Plan* to capture the expanded communications requirements. Add ICS 206, *Medical Plan* for the potential of an injured responder. You can add anything to help document the action taken during the first operational period.
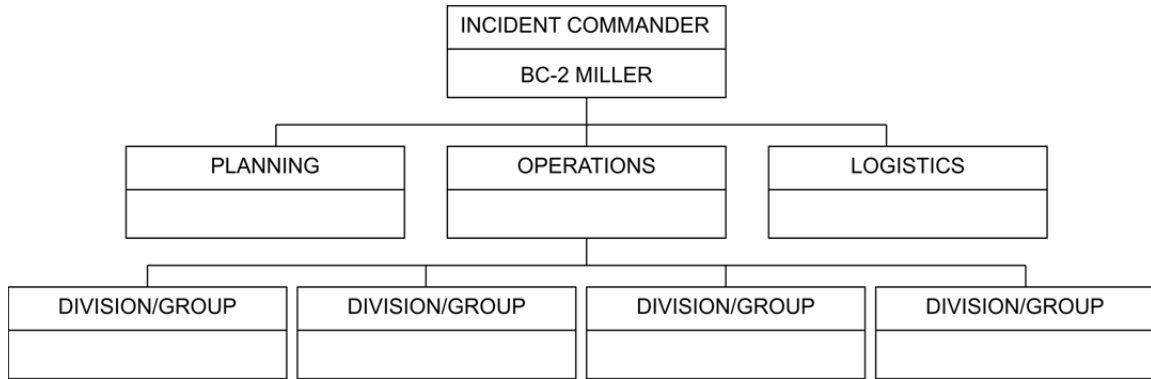
Even if a Type III IMT does take command during the first operational period of an incident, a complete IAP will not be produced until the start of the second period. The ICS 201, with all of its attachments, is what is used for at least the entire first period. A well-developed ICS 201 will assist greatly during the Planning Process to produce an IAP for the next operational period.

INCIDENT DEBRIEFING	1. INCIDENT NAME V STREET IC	2. DATE PREPARED MARCH 12, 2010	3. TIME PREPARED 0335

4. MAP SKETCH

Ⓢ MASK-6 ALS-2

N

WIND 5 mph

22nd Street

Ⓦ

2216 V Street

2218 V Street

2220 V Street

E-6 ATTACK

E-2 ATTACK

E-1 SEARCH

T-1 VENT

E-8 RIC

BC 2

V Street

Ⓦ HYDRANT

◣ ICP

Ⓢ STAGING

▨ AREA INVOLVED

ICS 201	PAGE 1	5. PREPARED BY

6. SUMMARY OF CURRENT ACTIONS

CURRENT OBJECTIVES:

1. Provide for the safety or responders and public for the duration of incident.
2. Conduct search and rescue on the occupants.
3. Provide triage, treatment, and transportation of the injured.
4. Contain the fire to the kitchen on the first floor.
5. Provide ventilation to create a safe atmosphere and channel fire.

CURRENT ACTIONS:

(0206) Structure Fire, 2218 V Street; X-St. 22nd Street, /V Street IC/Ch 2.

(0210) Onscene, two-story, single-family dwelling with smoke and fire showing from C/D corner of first floor.

(0212) Fire attack started.

(0218) Initial search completed; occupants alerted and self evacuated due to smoke detector.

(0225) Fire knocked down.

(0305) Cause determined to be ashes in trash can.

(0315) Overhaul complete.

(0330) All units released.

No injuries to occupants or responders.

Occupants alerted by smoke detector and self-evacuated prior to our arrival.

Fire damage to kitchen; heat and smoke damage to entire dwelling.

Damage estimated at $70,000 to structure and contents.

| **ICS 201 (12/93)**
ES 1325 | PAGE 2 | |

7. CURRENT ORGANIZATION

```
              ┌─────────────────────┐
              │ INCIDENT COMMANDER  │
              │    BC-2 MILLER      │
              └──────────┬──────────┘
       ┌─────────────────┼─────────────────┐
  ┌─────────┐       ┌──────────┐      ┌──────────┐
  │PLANNING │       │OPERATIONS│      │ LOGISTICS│
  │         │       │          │      │          │
  └─────────┘       └────┬─────┘      └──────────┘
   ┌──────────┬──────────┼──────────┬──────────┐
┌────────┐┌────────┐┌────────┐┌────────┐
│DIVISION/││DIVISION/││DIVISION/││DIVISION/│
│ GROUP  ││ GROUP  ││ GROUP  ││ GROUP  │
└────────┘└────────┘└────────┘└────────┘
```

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

8. RESOURCES SUMMARY				
RESOURCES ORDERED	**RESOURCES IDENTIFICATION**	**ETA**	**ON SCENE** √	**LOCATION/ASSIGNMENT**
First Alarm	BC 2		X	IC
	E-1		X	Search (0235) Overhaul
	E-2		X	Attack (0235 Overhaul
	E-6		X	Attack (0245) Released
	E-8		X	RIC (0245) Released
	T-1		X	Vent (0245) Overhaul
	ALS 2		/	Staging (0245) Released
	Air Unit 6		/	Staging (0255) Released
ICS 201 (12/93) NFES 1325	PAGE 4			

TRANSFER OF COMMAND

History shows that the initial IC on an incident that is rapidly expanding in size and complexity will have his/her hands full keeping up with the strategic, tactical, and support needs during the early stage of the incident. The first casualty is usually documentation. Even in the larger metropolitan cities, very few Battalion Commanders have the use of a driver/aide to assist at major incidents and must rely on response personnel to assist in the ICP.

As more communities adopt the ICS and the local IMT (Type III) concept, the initial IC can be greatly supported by elements of the IMT, even prior to the transfer of command. An IMT that has been trained in the Command and General Staff functions can assist with much of the documentation and support functions that will reduce the stress of the initial IC and make a significant difference in gaining control of incident operations during the initial period of the incident.

A mistake that can be made by a Type III IMT is to arrive on the scene and start the Planning Process for the next period and neglect the initial period problems. What needs to be understood is that a well-written second period IAP does not make a major incident get better during the initial or first period of an incident.

What will make a difference is the commitment of a well-trained IMT shadowing or shoring-up the initial response and when some order is achieved, then make a decision on a smooth transfer of command to the IMT.

It is strongly suggested that the checklist below be carried in the initial IC's FOG or response kit to be used when preparing for the transfer of command to a more experienced IC or IMT.

Transfer of Command Briefing Checklist

1. Agree on a time and place to conduct the transfer of command.

2. Ensure that you have an updated ICS 201 copy or copies to give to the oncoming IC or IMT.

3. Use maps, charts, or other aids to facilitate details about the incident.

4. Current situation (so the oncoming IC has good situational awareness).

5. Cover your initial objectives and priorities.

6. Review Current Actions from ICS 201.

7. Review any actions that you were considering.

8. Review your current organization.

9.   Review any organizational changes you were considering.

10.   Review the incident facilities that have been established (including Staging Areas).

11.   Review the Resources Summary along with the agencies and jurisdictions involved.

12.   Review the resources that have been ordered and how you planned to use them.

13.   Review the communication plan.

14.   Give your overall assessment of the potential of the incident and any contingencies you were considering.

15.   Offer to take the oncoming IC out on the incident to give them a site tour.

16.   Political, media, environmental, and any other interests and constraints.

UNIFIED COMMAND

The establishment of UC should be considered when:

- More than one agency is responsible for decision making within a single jurisdiction, e.g., a passenger airliner crashes within a national forest. Local fire, medical, law enforcement, U.S. Forest Service (USFS), and National Transportation Safety Board (NTSB) are all involved.

- More than one jurisdiction is involved: city, county, State, or Federal jurisdiction following a major flood, hurricane, tornado, etc.

All agencies with responsibility to manage the incident contribute to the Command process. The Unified Commanders determine the overall Incident Objectives and strategies, and plan tactics jointly. This method ensures the maximum use of assigned resources.

- The location of the incident, e.g., an oil spill in an inland waterway entirely within the boundaries of a single jurisdiction could also involve the U.S. Fish and Wildlife Service and the U.S. Coast Guard (USCG).

- The concept of UC is that all agencies with responsibility to manage or make decisions contribute to the Command process. This includes determining overall Incident Objectives as well as the selection of strategies that will be used. Joint planning for tactical activities under the direction of the Operations Section Chief ensures maximum use of all resources assigned to the incident.

- Do they have legal responsibility to be there?

- Do they have the ability to deploy resources?

- Can they go to court in the future?

- Are they willing to share financial responsibility for incident costs?

INCIDENT COMPLEX

Another Command option in the ICS is the Incident Complex. This option is used when two or more incidents have occurred in the same general area. Examples would include a tornado that touches down in numerous locations in a community or when multiple fires occur following lightning strikes. The individual incidents are identified as Branches or Divisions and the Branch Directors or Division Group Supervisors report to the Operations Section Chief (OSC) or the IC. The Branches may be geographical, jurisdictional, or functional.

The incident may be managed by a single IC or an IMT, as either a single or a UC. A Complex should be established when incidents are of the same type and in close proximity. This will allow economies in both staff and logistics. In some cases, the Complex may be used because the number of overall incidents requires consolidation to conserve staff or to reduce costs.

If any of the incidents within a Complex has the potential to become a large incident, it would be best to establish it as a separate incident as soon as possible. This may require ordering additional personnel for Command and General Staff positions or an IMT.

Depending on the number, size, and magnitude of the incidents or emergency conditions, this may be an indicator for the need to establish an Area Command to manage the incidents.

AREA COMMAND

Area Command is established to:

- oversee the management of multiple incidents, each of which is being managed by an ICS organization; and/or
- oversee the management of a very large incident that has multiple IMTs assigned to it.

Area Command is typically used only when the incidents are of a similar nature, e.g., two or more hazardous materials spills, fires, etc. When incidents are of different kinds, they may best be handled either as separate incidents or under a Multiagency Coordination System (MACS) organization.

If the incidents under the authority of the Area Command are multiagency and/or multijurisdictional, a Unified Area Command should be established. This allows each agency or jurisdiction to have representation in the Area Command.

Responsibility

When established by the agency or jurisdictional executive or administrator, Area Command has the responsibility to:

- set overall incident-related priorities;
- allocate critical resources based on priorities;
- ensure that all incidents are managed properly; and
- ensure that Incident Objectives are met and do not conflict with each other or with agency policy.

Reporting Relationships

When Area Command is established, IC(s) for the incidents under the authority of the Area Command report to the Area Commander. The Area Commander is accountable to the agency or jurisdictional executive or administrator.

Use of Area Command

Major natural disasters such as earthquakes, hurricanes, floods, fires, or major storms create multiple incidents affecting numerous communities and jurisdictions. Area Commands were established to coordinate the numerous local, State, and Federal agencies at both the Republican and Democratic National Conventions in 2004. Due to their size and potential impact, these incidents provide an appropriate environment for the use of Area Command.

The most common situations in which Area Command is used are major forest or wildland fires. However, its value is apparent for any situation where numerous simultaneous incidents are occurring. The establishment of Area Command allows each IC to focus attention on his/her own incident.

Depending on the incident, the Area Command team will report to and coordinate with the agency administrator and/or the jurisdiction's Emergency Operations Center (EOC). Area Command sets priorities among incidents and allocates critical resources according to priorities established by the agency executive.

Area Command helps the agency executive by ensuring that agency policies, priorities, constraints, and guidance are made known to respective ICs.

Area Command also reduces the workload of the agency executive, especially if multiple incidents are in progress in the jurisdiction at the same time.

Establishing Area Command

It is best to be proactive when considering the use of Area Command. Area Command should be established for similar incidents in the same vicinity to ensure that conflicts do not arise.

It may take a few hours to establish an Area Command. If existing facilities and communication systems can be used, e.g., at a governmental facility, public building, or the jurisdictional EOC, the time needed to set up the Area Command may be reduced.

Some criteria for using Area Command:

- Several major/complex incidents of the same kind are in close proximity.

- Critical human or property values are at risk due to incidents.

- Incidents will continue into the next operational period.

- Incidents are using similar and limited critical resources.

- Difficulties with incident resource allocation and coordination.

Procedure for Establishing Area Command

When Area Command is established, an Area Commander will be designated and given appropriate delegated authority. The authority given to the Area Commander should be written as a Delegation of Authority statement. This will eliminate confusion and provides the Area Commander with direction and clear lines of authority to oversee the management of the assigned incidents.

If the incidents under the Area Command involve multiple jurisdictions, a Unified Area Command should be established. The following apply to either a single Area Command or a Unified Area Command:

- ICs covered by the Area Command must be notified that an Area Command is being established, in advance, if possible.

- The Area Command team should consist of the most qualified personnel. The functions of Area Command require personnel who have experience in, and are qualified to oversee, complex incident situations.

- The Area Command organization should be kept as small as possible.

- The ICs under the designated Area Commander are responsible to, and should be considered part of, the overall Area Command organization. To carry out those responsibilities, they must be provided adequate and clear delegation of authority from the Area Commander.

Area Command Functional Positions

An Area Command team consists of the **Area Commander** and the following positions, established only as necessary:

- Assistant Area Commander--Logistics is responsible for providing facilities, services, and material at the Area Command level and for ensuring the effective use of critical resources and supplies among the IMTs.

- Assistant Area Commander--Planning is responsible for collecting information from IMTs in order to assess and evaluate potential conflicts in establishing objectives, strategies, and the priority use of critical resources.

- Area Command Liaison Officer maintains off-incident, interagency contacts.

- Area Command Public Information Officer (PIO).

- Area Command Situation Unit Leader.

- Area Command Critical Resources Unit Leader.

It is important to remember that Area Command does not replace the incident-level ICS organizations or functions. The above-listed positions are related strictly to Area Command operations.

Technical specialists may be added to the Area Command organization. For example, in incidents involving the use of aircraft, and where hazardous materials are involved, it may be useful to have the following technical specialists assigned to the Area Command team:

- Aviation Specialist;
- Hazardous Materials Specialist;
- Environmental Specialist; and
- Communications Specialist.

IMTs are established at various levels:

- Federal;
- State/Regional;
- regional/local; and
- local/county.

Location

The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. This will make it easier to have meetings and direct contact with the Area Command and ICs.

MULTIAGENCY COORDINATION SYSTEM

A MACS is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

Differences Between Multiagency Coordination System Groups and Area Command

Location:

- MACS: expansion of the offsite coordination and support system; and
- Area: expansion of the onsite Command functions of the ICS.

Members:

- MACS: Members are agency administrators or designees from the agencies involved or heavily committed to the incident.
- Area: Members are the most highly skilled incident management personnel.

Responsible position:

- MACS: agency administrator or designee; and
- Area: delegated authority for specific incident(s) by the agency administrator.

Responsibilities:

- MACS:

    - allocate and reallocate critical resources through the dispatch system by setting incident priorities; and
    - make coordinated agency administrator-level decisions on issues that affect multiple agencies.

- Area:

  - assign and reassign critical resources allocated to them by MACS or the normal dispatch system organization; and
  - ensure that Incident Objectives and strategies are complementary among IMTs under their supervision.

THE COMMAND STAFF

The Command Staff in the ICS consists of:

- PIO;
- Liaison Officer; and
- Safety Officer.

Public Information Officer

During the initial period of an expanding and complex incident, the IC knows all too well that you have attracted the public's attention and the demand for media information can be overwhelming. An experienced PIO should be assigned to manage communications with the media and the public as early as possible.

The following are the major responsibilities of the PIO that would generally apply on any incident:

1. Determines from the IC if there are any limits on information release.

2. Develop material for use in media briefings.

3. Obtain IC's approval of media releases.

4. Coordinate with Joint Information Center (JIC), if established.

5. Inform media and conduct media briefings.

6. Arrange for tours and other interviews or briefings that may be required.

7. Obtain media information that may be useful to incident planning.

8. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.

9. Assign Assistant PIOs as appropriate.

10. Maintain *Unit/Activity Log* (ICS 214).

The PIO is expected to know everything about the incident from the current situation, progress being made at the incident, number of responders, incident costs, amount of loss to the community, etc.

Media response checklist should outline the following:

- When did it occur?

- Who is involved (number of injured, if appropriate)?

- What occurred (short overview and what are we doing about it)?

- Where did it occur?

- Why did it occur and why we are doing what we are doing?

- Command structure and agencies involved (single or unified).

- Investigation started.

- Committed resources.

- Schedule of media briefings (JIC established).

- Communicate any risks or directions to the public.

- Obtain IC's approval prior to any media briefing.

- Document your actions with ICS 214; maintain media call log, press releases, etc.

Liaison Officer

During large/complex incidents, the Liaison Officer plays a critical role in assisting the IC to effectively manage issues raised by stakeholders.

There are two sets of primary stakeholders that the Liaison Officer must interact with on behalf of the IC:

1. Assisting and cooperating agencies.

    - Assisting agency is any agency that does not have jurisdiction over the incident, but is providing tactical resources in support of the incident, such as mutual aid.

    - Cooperating agency is any agency that is providing nontactical support resources of the incident, such as utility companies and the Red Cross.

2.   External stakeholders such as elected officials, government agencies, special interest groups, affected public, commercial, and industry interests.

The following are the major responsibilities of the Liaison Officer that would generally apply on any incident:

1.   Serves as a point of contact for agency representatives.

2.   Maintains a list of assisting and cooperating agencies and agency representatives and maintain contact numbers.

3.   Assists in setting up and coordinating interagency contacts.

4.   Keep agencies supporting the incident informed on incident status.

5.   Monitors incident operations to identify current or potential interorganizational problems.

6.   Coordinate with PIO.

7.   Schedule and manage very important person (VIP) visits.

8.   Facilitate outreach efforts as needed (community meetings).

9.   Identify public and private concerns related to the incident.

10.   Participates in Planning Meetings, providing current resource status, including the limitations and capabilities of agency resources.

11.   Provides agency-specific demobilization information and requirements.

12.   Assign Assistant Liaison Officer as appropriate.

13.   Maintain *Unit/Activity Log* (ICS 214).

Safety Officer

The safety of all responders is always a primary factor during large/complex incidents and the IC is usually unable to provide the level of oversight needed to ensure responder safety. The Safety Officer position is assigned not only because the IC is not able to focus enough time to safety, but also because a complex incident requires a higher degree of technical expertise than a trained Safety Officer possesses.

The following are the major responsibilities of the Safety Officer that would generally apply on any incident:

1.   Participate in planning meeting and advocate effective risk management.

2.   Identify hazardous situations associated with the incident.

3.   Review the IAP for safety implications.

4.   Exercise emergency authority to stop or prevent unsafe acts and communicate such exercise to the IC.

5.   Investigate accidents that have occurred within the incident area.

6.   Assign Assistant Safety Officers as needed.

7.   Conduct and prepare an *Incident Safety Analysis* (ICS Form 215A) as appropriate.

8.   Initiate appropriate mitigation measures, i.e., personnel accountability, fireline emergency medical technicians (EMTs), Rapid Intervention Crew/Company (RIC), etc.

9.   Develop and communicate an incident safety message, as appropriate.

10.   Review and approve the *Medical Plan* (ICS 206).

11.   Review and approve the *Site Safety and Control Plan* (ICS 208) as required.

12.   Maintain *Unit/Activity Log* (ICS 214).

The Safety Officer has the delegated authority from the IC to stop any unsafe acts on the incident; however, it is not the job of the Safety Officer to impede incident operations. It is the job of the Safety Officer to facilitate operations and to ensure that safety mitigations are addressed in advance of the operation.

The best time to identify and discuss hazardous operations and develop mitigation measures to reduce the risk is while conducting the *Incident Safety Analysis* (ICS 215A) for the next operational period.

One of the mitigating measures might be to assign a technically trained Assistant Safety Officer onsite of a hazardous operation that will be incorporated into the next period IAP, i.e., hazmat, Urban Search and Rescue (US&R), firing operation, and even accident investigation.

Emergency operations on a complex incident are hazardous by nature and risk reduction is just part of the job. The Safety Officer is responsible for addressing safety issues for the current operational period as well as working on the anticipated safety issues for the next operational period.

During the initial period of a rapidly expanding complex incident is one of the most hazardous times for responders and requires the full attention of the Safety Officer and probably a few technically trained Safety Officers to help mitigate the risks. This would be a good time to assign an Assistant Safety Officer to work on the next period Incident Safety Analysis (ICS 215A).

Incident Command System forms completed by the Command Staff

- ICS 202, *Incident Objectives*--Safety Officer completes the General Safety Message;
- ICS 208, *Site Safety and Control Plan*--Safety Officer participates in completion;
- ICS 214, *Unit/Activity Log*--Liaison, PIO, and Safety Officer completes; and
- ICS 215A, *Incident Safety Analysis*--Safety Officer completes.

OPERATIONS SECTION

Operations Section Chief

The Operations Section Chief (OSC) is a member of the General Staff and is responsible for all of the tactical operations directly applicable to the primary mission of the incident. The OSC will usually be the first General Staff position that the IC will establish and manage during the majority of the response resources.

The OSC must be very knowledgeable with ICS and have the tactical knowledge and experience necessary to manage the incident for which they are being assigned. An OSC with many years of experience operating under ICS in the wildland arena will most likely lack the expertise to manage a fire in a highrise apartment building. The wildland OSC would certainly possess the knowledge to operate under ICS, but may lack the knowledge to complete the tactical portion of their responsibilities.

The following are the major responsibilities of the OSC that would generally apply on any incident:

- develop the operations portion of the IAP and complete the ICS 215, *Operational Planning Worksheet* as appropriate;
- brief and assign Operations Section personnel in accordance with the IAP;
- supervise Operations Section, ensuring safety and welfare of all personnel;
- determine need and request additional resources;
- review suggested list of resources to be released and initiate recommendation for release of resources;
- assemble and disassemble strike teams and task forces assigned to Operations Section;
- report information about special activities, events, and occurrences to IC; and
- maintain *Unit/Activity Log* (ICS 214).

In the initial period of a rapidly expanding complex incident, the IC will most likely assign an OSC to take the tactical responsibilities off their plate. The OSC must get up to speed quickly or the needs of the organization will fall further behind.

The major way the OSC, as well as the other members of the General Staff, will gain the needed situational awareness is to receive a thorough briefing from the IC.

Information the OSC will need from the IC when being briefed:

- incident situation: magnitude and potential;
- problems/issues/concerns (political, environmental, economic, etc.);
- safety issues (Safety Officers and any technical Safety Officers such as hazmat, US&R, etc.);
- facilities that are established and their locations (including Staging);
- objectives and their priorities;
- Command (single or unified);
- agencies/jurisdictions involved;
- resources committed and ordered;
- investigations (cause and crime scene);
- resource-ordering process;
- current operations organization (Branches, Divisions, Groups);
- support functions (Planning, Logistics, Finance);
- communications plan (tactical, Command, support);
- meeting schedules; and
- copy of ICS 201.

When assigned as the OSC to the first period of a complex incident, and you have received the briefing from the IC, you should ask yourself the following questions:

- Are the current operations safe and do I need additional Safety Officers?

- Is current Operations Section organization adequate for current and anticipated needs?

- Have adequate resources been ordered?

- Are there any span-of-control issues?

- Will I need a Deputy to assist with the Planning Process?

- What support functions are missing?

- Are communications adequate?

Should you find yourself assigned as the OSC on a complex incident that will surely continue for several operational periods, you need to remember that you will be managing the current operation and must start the Planning Process for the next operational period. Assigning a

Deputy that is knowledgeable with the Planning Process and the development of ICS 215 should be considered.

The OSC's role in the Planning Process and the development of ICS 215 will be discussed later in the course.

Functional Elements Within the Operations Section

- **Branch.** The organizational level having functional, geographic, or jurisdictional responsibilities for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section. Branches are identified by use of Roman numerals, by function, or jurisdictional name.

- **Division.** The organizational level having responsibility for tactical operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.

- **Group.** Established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area.

- **Strike Team.** A specified combination of the same kind of resources, with common communications and a leader.

- **Task Force.** A group of resources with common communications and a leader that may be preestablished and sent to an incident or formed at an incident.

- **Single Resource.** An individual piece of equipment and its personnel component or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

Law Enforcement Branch

Following the terrorist attack of 9/11, the emergency-response community has realized that fire, law enforcement, public works, and health services could better serve their communities by working together. Local all-risk multiagency IMTs are developing across many of the urban centers and even in many rural areas. Even without the formation of IMTs, the leadership of Federal, State, and local agencies are developing relationships with their counterparts for training and intelligence-sharing prior to a major emergency striking their communities.

A terrorist event in any community will surely bring law enforcement and fires agencies into UC. While the law enforcement organization under a UC may take many different forms, the Law Branch below is one example of how the law enforcement element may be formed.

Air Operations

Law Branch Wire Chart
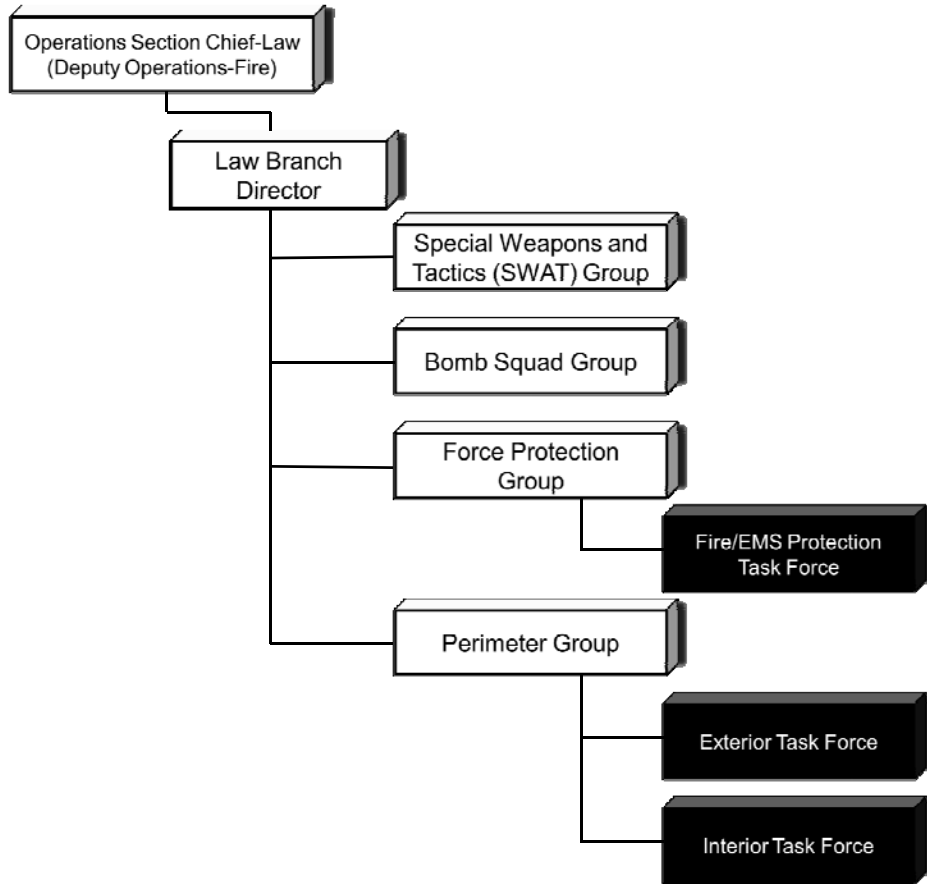
The use of air resources at incidents is most often associated with wildland fires. However, they also are valuable tools for other types of situations such as natural disasters and multicasualty incidents.

The management of air resources within the ICS is covered in the ICS FOG and other ICS documents related to specific positions.

Because the use and management of air resources is so specialized, an indepth discussion of this topic is not included in this course. Those persons who desire detailed information on management of air resources under the ICS are encouraged to review the various ICS documents related to this subject.

Incident Command System forms completed by the Operations Section Chief

- ICS 214, *Unit/Activity Log*; and
- ICS 215, *Operational Planning Worksheet*.

THE PLANNING SECTION

Planning Section Chief

The Planning Section Chief (PSC) is a member of the General Staff and is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources.

The PSC provides the IC and other Section Chiefs with information that is needed to understand the current situation, predict probable course of incident events, and prepare alternative strategies and control operations for the incident.

The PSC plays the largest role in moving a complex incident from a reactive mode to a proactive mode of operation. As was stated earlier, much can be done by a local IMT during the initial period of the incident, even before the team transition takes place. The initial IC at a complex incident will most likely be overwhelmed with the documentation of incident information and tracking of resources. The PSC can take that pressure off of the IC by assigning members of the Resource Unit and Situation Unit to start improving the situation maps and start tracking resources. This early assignment of a couple Recorders from the Planning Section Units will benefit the Planning Section as much as it helps the initial IC. The earlier you can document where the incident is, where it is headed, and where the resources are deployed, the sooner Command becomes proactive.

The following are the major responsibilities of the PSC that would generally apply on any incident:

- collect and process situation information about the incident;
- supervise preparation of the IAP;
- provide input to the IC and OSC in preparing the IAP;
- reassign out-of-service personnel already onsite to ICS organizational positions as appropriate;
- establish information requirements and reporting schedules for Planning Section Units (e.g., Resource Unit and Situation Unit);
- determine need for any specialized resources in support of the incident;
- if requested, assemble and disassemble strike teams and task forces not assigned to operations;
- establish special information-collection activities as necessary (e.g., weather, environmental toxics, etc.);
- assemble information on alternative strategies;
- provide periodic predictions on incident potential;
- report any significant changes in incident status;
- compile and display incident-status information;
- oversee preparation and implementation of Incident Demobilization Plan;
- incorporate plans, (e.g., traffic, medical, communication, and site safety) into the IAP; and
- maintain *Unit/Activity Log* (ICS 214).

As with all of the Command and General Staff positions in ICS, any positions in the Planning Section that are not activated will be the job of the PSC. The units activated in the Planning Section and the number of staff to fill them will be determined by the span of control and the complexity of the incident.

On a complex incident or an incident that is anticipated to last for two or more operational periods, a Resource Unit Leader and Situation Unit Leader should be ordered immediately.

Functional elements within the Planning Section consist of:

- Resource Unit;
- Situation Unit;
- Documentation Unit;
- Demobilization Unit; and
- Technical Specialists.

The Resource Unit Leader

The Resource Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) at the incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

- **Check-In/Status Recorder--**reports to the Resources Unit Leader and assists with the accounting of all incident-assigned resources (T-Card racks, etc.).

Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

The Situation Unit Leader

The Situation Unit Leader is responsible for the collection, processing, and organization of all incident information that takes place within the Situation Unit. The Situation Unit Leader prepares projections of incident growth, status maps, and reports of intelligence information.

- Display Processor--reports to the Situation Unit Leader and is responsible for the display of incident-status information obtained from field observers, resource status reports, aerial or ortho photographs, and infrared data.

- Field Observer--reports to the Situation Unit Leader and is responsible to collect situation information from personal observations at the incident and provides this information to the Situation Unit Leader.

Documentation Unit Leader

The Documentation Unit Leader is responsible for establishing accurate, up-to-date incident files, and provides duplication services for the unit. The Documentation Unit Leader maintains all incident files that will be stored for legal, analytical, and historic purposes, e.g., ICS 201, IAPs, check-in sheets, ICS 214s, ICS 209s, press releases, etc.

The Demobilization Unit Leader

The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex and may require a separate planning activity.

Technical Specialists

Certain incidents or events may require the use of technical specialists who have specialized knowledge and expertise. Technical specialists may function within the Planning Section or be assigned wherever their services are required. The type of expertise a technical specialist needs will be determined by the nature and characteristics of the incident.

Technical specialists report to the Planning Section, but may be assigned to support the response anywhere on the incident.

Intelligence/Investigation Function

The role of the Intelligence/Investigation function in ICS is to provide support to Command and the General Staff through the collection, analysis, and sharing, as appropriate, of information developed during intelligence and investigative efforts. The two types of information that this function provides are

1. Information that leads to the detection, prevention, apprehension, and prosecution of criminal activities or individuals involved.

2. Information that leads to determination of cause of a given incident (public health events, fires, etc.).

The following are the major responsibilities of the Intelligence/Investigation function that would generally apply on any incident:

- collect, analyze, and process intelligence/investigative information;
- focus on the identification of potential suspects;
- review methods of operation by suspect(s);
- gather information of suspects and victims;

- create a chain of custody and safeguard intelligence/investigative information;
- develop and maintain a working relationship with local, State, and Federal law enforcement agencies;
- coordinate with emergency response agencies;
- provide intelligence/investigation briefings to Command;
- provide intelligence/investigation updates to OSCs/PSCs on issues that could affect incident operations;
- consider additional support needs; and
- maintain ICS 214.

ICS allows for organizational flexibility so the Intelligence/Investigation function can be embedded in several different places within the organizational structure:

- Within the Planning Section as a Unit: This is the traditional placement for this function and is appropriate for incidents with some degree of tactical/classified intelligence and/or limited investigative-information requirements, nor a significant amount of specialized information.

- Within the Operations Section as a Branch or Group: This option may be appropriate for incidents that require a high degree of linkage and coordination between the intelligence and/or investigative function and the tactical operations that are being employed.

- Within the Command Staff as an Officer: For incidents with little need for tactical or classified intelligence or ongoing investigative action.

- Within the General Staff as a Section Chief: For incidents that are heavily influenced by intelligence/investigative activities or when multiple intelligence/investigative agencies are involved and/or there is a need for classified intelligence. A terrorist incident would most likely require a General Staff Section Chief level within the organization.

ICS forms completed by the Planning Section:

- ICS 203, *Organization Assignment List*; prepared by the Resources Unit Leader;
- ICS 204, *Assignment List*; partially prepared by Resources Unit Leader;
- ICS 207, *Incident Organization Chart*; prepared by the Resources Unit Leader;
- ICS 209, *Incident Status Summary*; prepared by the Situation Unit Leader;
- ICS 211, *Check-In List*; completed by the check-in/status recorder and occasionally by a Staging Area Manager or Base Manager;
- ICS 214, *Unit/Activity Log*; prepared by all Section Chiefs and units assigned; and
- ICS 215, *Operational Planning Worksheet*, assists with the completion.

Intelligence/Investigations Function

Based on the incident needs, the information and investigations function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.
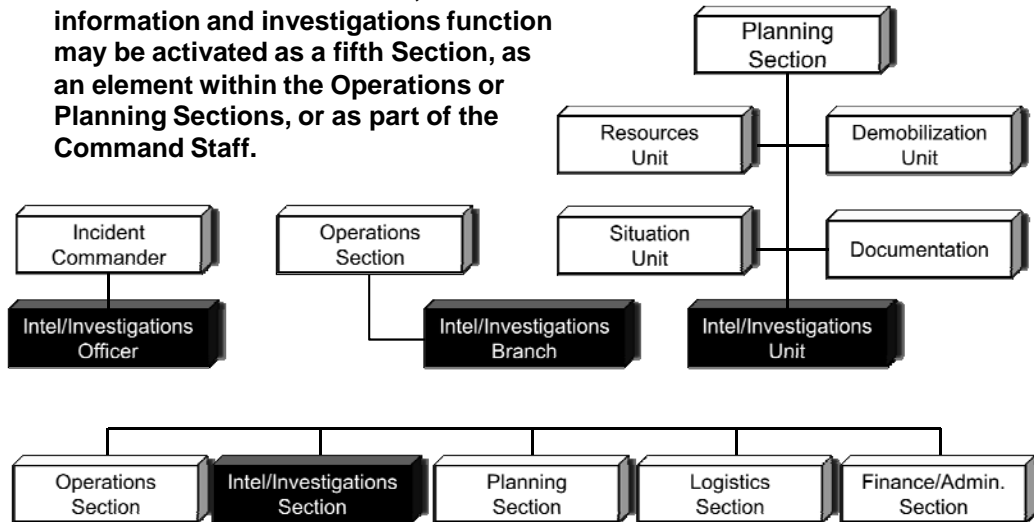
THE LOGISTICS SECTION

The Logistics Section is the support mechanism for the organization. Logistics provides services and support systems to all the organizational components involved in an incident, including facilities, transportation, supplies, equipment maintenance, fueling, feeding, communications, responder medical services, and rehabilitation.

General of the Army, and later President of the United States, Dwight D. Eisenhower, the Supreme Allied Commander in World War II, said, "You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics." The same can be said regarding structure fires, emergency medical and multiple-casualty incidents, hazardous materials responses, collapses, wildland fires, and all the other instances to which the fire service is called to respond. The success of the efforts of all the assets on the fireground or at any emergency scene depends on having the resources they require to do what they've been trained to do.

The Logistics Section Chief

The Logistics Section Chief is a member of the General Staff and is responsible for the activities of the Logistics Section. The Logistics Section Chief may assign a Deputy. The assignment of a Deputy most often occurs when all designated units within the Logistics Section are activated.

The Logistics Section Chief determines the need to activate or deactivate a Unit. **If a Unit is not activated, responsibility for that Unit's duties remain with the Logistics Section Chief.** As

is the case with all the roles of the ICS, the time to prepare for filling the position of Logistics Section Chief is before being needed. For example, the local emergency management agency can be a key resource to assist in obtaining the resources and services required to manage an incident. It would be prudent and beneficial to establish a working relationship with the emergency management staff before an event occurs.

The following are the major responsibilities of the Logistics Section Chief, from the FOG, that would generally apply on any incident:

- manages all incident logistics;
- assists in the preparation of the IAP;
- briefs Branch Directors and Unit Leaders as necessary;
- identifies known and anticipated incident service and support requirements;
- coordinates and processes requests for additional resources;
- reviews and provides input to the ICS 205, *Incident Radio Communications Plan*, ICS 206, *Medical Plan*, and the Traffic Plan;
- advises on current service and support capabilities;
- estimates future service and support requirements; and
- oversees demobilization of Logistics Section.

The Logistics Section provides all incident support needs, with the exception of aviation support. The Air Support Group in the Air Operations Branch manages aviation support.

Six units may be established within the Logistics Section:

1. Communications Unit.
2. Medical Unit.
3. Food Unit.
4. Supply Unit.
5. Facilities Unit.
6. Ground Support Unit.

Branch Directors

As incidents escalate, and the workload of the Logistics Section Chief increases, Branches may be added to facilitate more effective management. When indicated, a Service Branch Director may be appointed to manage the communications, medical (the health, welfare, and the TTT of ill or injured incident personnel, not civilians), and food requirements of an incident. A Support Branch Director may be appointed to manage the supply, facilities, and ground support requirements. Branch Directors report to the Logistics Section Chief.

Even on very large and complex multiperiod incidents, the Branch Director positions are seldom filled. Most experienced Logistic Section Chiefs elect to use a Deputy instead of Branches because the span of control is always only six units.

Units in the Service Branch

Additional delegation can improve the operation of the Logistics Section as an incident grows even more complex. The Service Branch may be expanded to include a Communications Unit, a Medical Unit, and/or a Food Unit. These subdivisions, when implemented, are supervised by Unit Leaders.

Communications Unit

The Communications Unit is responsible for developing plans for the use of incident communications equipment and facilities, the installation and testing of communications equipment, the supervision of an Incident Communications Center, if established, and for the distribution and maintenance of communications equipment.

Communications at the incident are managed through the use of a common communications plan and an incident-based communications center established solely for the use of tactical and support resources assigned to the incident. The Communications Unit is responsible for all communications planning at the incident. This will include incident-established radio networks, onsite telephone, public address, and off-incident telephone/microwave/radio systems.

Radio Networks

Radio networks for large incidents will normally be organized as follows:

- Command Net: The Command Net links together Incident Command, key staff members, Section Chiefs, and Division and Group Supervisors.

- Tactical Nets: Several tactical nets may be created. They may be established around agencies, departments, geographical areas, or even specific functions. The determination of how nets are set up should be a joint effort of the Planning Section and the Operations Section. The Communications Unit Leader will develop the plan.

- Support Net: A support net may be established to manage the communications involved in tracking the status of resources, support requests, and certain other nontactical or Command functions.

- Ground-to-Air Net: A separate ground-to-air tactical net may be created if regular tactical nets are not adequate to coordinate ground-to-air traffic.

- Air-to-Air Net: Air-to-air nets, when required, are usually designated in advance and assigned for use at an incident.

Medical Unit

The Medical Unit is responsible for the development and implementation of an Incident Medical Plan. The Medical Unit also develops procedures for managing major medical emergencies involving **response personnel,** provides medical aid to response personnel, and assists the Finance/Administration Section with processing injury-related claims.

A very important component of the Incident Medical Plan is the provision for Responder Rehabilitation or Rehab. The U.S. Fire Administration's (USFA's) guidebook *Emergency Incident Rehabilitation*, states:

The physical and mental demands associated with firefighting and other emergency operations, coupled with the environmental dangers of extreme heat and humidity or extreme cold, create conditions that can have an adverse impact upon the safety and health of the individual emergency responder. Members who are not provided adequate rest and rehydration during emergency operations or training exercises are at increased risk for illness or injury, and may jeopardize the safety of others on the incident scene. When emergency responders become fatigued, their ability to operate safely is impaired. As a result, their reaction time is reduced and their ability to make critical decisions diminishes. Rehabilitation is an essential element on the incident scene to prevent more serious conditions such as heat exhaustion or heat stroke from occurring.

Remember, the provision of medical assistance to the public or victims of the emergency is an operational function and is the responsibility of the Operations Section, not the Logistics Section Medical Unit.

Food Unit

The Food Unit is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

On a large/complex incident, the Food Unit is more than just ordering a catering truck like may happen on a third-alarm fire. Supplying the food and water requirements to all of the incident personnel deployed over a large geographical area takes a well-trained and experienced Food Unit Leader.

Many wildfire organizations have abandoned the use of their own food preparation units in favor of developing contracts with companies that will provide these services for you. These contracts are best done ahead of time.

Units in the Support Branch

Just as with the Service Branch, the Support Branch may be expanded to meet the needs of an incident. Units in the Support Branch are the Supply Unit, the Facilities Unit, and/or the Ground Support Unit.

Supply Unit

The Supply Unit is responsible for ordering, receiving, processing, and storing all incident-related resources, which usually is accomplished by using ICS 213, *General Message*. All off-incident resources will be ordered through the Supply Unit, including

- tactical and support resources (including personnel); and
- all expendable and nonexpendable support supplies.

The Supply Unit also obtains the necessary supplies and equipment and provides for the receipt, storage, and inventory of incident supplies and the servicing of nonexpendable supplies and equipment.

Two managers may be appointed, when an incident warrants, who report directly to the Supply Unit Leader. The Ordering Manager places all orders for incident supplies and equipment. The Receiving and Distribution Manager receives and distributes all supplies and equipment (other than primary tactical resources) and is responsible for the service and repair of tools and equipment.

At some incidents, one or more tool and equipment specialist(s) may be assigned to service and repair all hand tools. The specialists report to the Receiving and Distribution Manager.

Facilities Unit

The Facilities Unit is responsible for setup, maintenance, and demobilization of all incident support facilities except Staging Areas. The Facilities Unit also provides security services to the incident as appropriate. Facilities may include an ICP, Base Camp, media village, morgue, dining hall, sleeping accommodations, lavatory services, and so forth.

Three managers may be appointed when indicated. They report directly to the Facilities Unit Leader. When an incident warrants their being staffed, they have important responsibilities. These managers are the Security Manager, who provides necessary safeguards for the protection of personnel and property; a Base Manager, who ensures that appropriate sanitation, security, and facility management services are in place at the Base Camp; and Camp Managers, who are necessary at large incidents when one or more camps may be established. Camps may be in place for several days or they may be moved to various locations.

Ground Support Unit

The Ground Support Unit is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. This unit also has responsibility for the ground transportation of personnel, supplies, food, equipment, and the development of the Incident Traffic Plan.

Additionally, the Ground Support Unit is responsible for the fueling of all incident resources, service, maintenance, and repair of vehicles and other ground equipment. The Ground Support Unit Leader is also responsible for implementing a traffic plan for the incident.

ICS forms completed by the Logistics Section:

- ICS 205, *Incident Radio Communication Plan*;
- ICS 206, *Medical Plan*;
- ICS 214, *Unit/Activity Log*;
- ICS 218, *Support Vehicle Inventory*; and
- ICS 260, *Resource Order Form*.

THE FINANCE/ADMINISTRATION SECTION

The Finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. On some incidents, only one Finance/Administration function may be required (e.g., cost analysis). Often, it is a Technical Specialist assigned to the Planning Section.

Finance Section Chief

Due to the specialized nature of the Finance/Administration function, the Finance/Administration Section Chief is usually a member of the jurisdictional agency requiring financial services.

The following are the major responsibilities of the **Finance Section Chief,** from the FOG, that would generally apply on any incident:

- manages all financial aspects of an incident;
- provides financial and cost-analysis information as requested;
- gathers pertinent information from briefings with responsible agencies;
- develops an operating plan for the Finance/Administration Section;
- fills supply and support needs;
- determines need to set up and operate an incident commissary;
- meets with assisting and cooperating agency representatives as needed;
- maintains daily contact with agency's administrative headquarters on finance/ administration matters;

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- ensures that all personnel time records are completed accurately and transmitted to home agencies, according to policy;
- provides financial input to demobilization planning;
- ensures that all obligation documents initiated at the incident are prepared and completed properly;
- briefs agency administrative personnel on all incident-related financial issues needing attention or followup; and
- maintain *Unit/Activity Log* (ICS 214).

Four Units may be established within the Finance/Administration Section:

1.   Time Unit.
2.   Procurement Unit.
3.   Compensation/Claims Unit.
4.   Cost Unit.

The Time Unit

The Time Unit is responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency time-recording policies, and managing commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period.

The Time Unit Leader may find it helpful to select assistants familiar with the various agency time-recording policies. Three positions may report to the Time Unit Leader:

- Personnel Time Recorder: Oversees the recording of time for all personnel assigned to an incident. Also records all personnel-related items, e.g., transfers, promotions, etc.

- Commissary Manager: Establishes and demobilizes commissary. Also responsible for commissary security.

- Equipment Time Recorder: Oversees the recording of time for all equipment assigned to the incident. The Equipment Time Recorder also posts all charges or credits for fuel, parts, service, etc., used by equipment.

The Procurement Unit

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the Procurement Unit. This unit is also responsible for maintaining equipment time records.

The Procurement Unit also establishes local sources for equipment and supplies, manages all equipment rental agreements, and processes all rental and supply fiscal document-billing invoices. This unit works closely with local fiscal authorities to ensure efficiency.

The Procurement Unit Leader:

- ensures that goods and services are procured to meet the needs of the incident; and
- works closely with the Supply Unit Leader, who will implement the procurement plan and perform all incident ordering.

The Compensation/Claims Unit

In ICS compensation for injury and claims are contained within one unit. Separate personnel may perform each function, given their different activities. These functions are becoming increasingly important on many kinds of incidents.

The Compensation/Claims Unit Leader:

- prepares and processes all forms required in the event of injury or death to any person;
- gathers evidence and prepares claims documentation; and
- coordinates with the Medical Unit, Safety Officer, and agency representatives.

Two specialists report to the Compensation/Claims Unit Leader:

1. Compensation-for-Injury Specialist administers financial matters arising from serious injuries and deaths on an incident; work is done in close cooperation with the Medical Unit.

2. Claims Specialist manages all claims-related activities (other than injury) for an incident.

The Compensation-for-Injury Specialist oversees the completion of all forms required by Workers' Compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

The Claims Specialist is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

The Cost Unit

The Cost Unit provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment, records all cost data, analyzes and prepares estimates of incident costs, and maintains accurate records of incident costs.

The Cost Unit Leader:

- prepares summaries of actual and estimated incident costs;
- prepares information on cost of resource use and provides cost-effectiveness recommendations; and
- provides cost information for ICS 209, *Incident Status Summary*.

The Cost Unit function is becoming increasingly important, with frequent requests by the Planning Section for cost estimates related to strategies for achieving incident objectives.

ICS forms completed by the Finance/Administration Section:

- ICS 209, *Incident Status Summary* (provides cost information);
- ICS 214, *Unit/Activity Log*;
- ICS 226, *Compensation for Injury Log*;
- ICS 227, *Claims Log*; and
- ICS 228, *Incident Costs Worksheet*.

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PRECOURSE ASSIGNMENT FOR *COMMAND AND CONTROL OF INCIDENT OPERATIONS*

Student Name: _____

1.   What are the responsibilities of the initial-response Incident Commander (IC) which will usually be accomplished without the assistance of support staff?

        _____

        _____

        _____

        _____

        _____

2.   Once the problems, issues, and concerns have been identified, the National Incident Management System (NIMS) uses what acronym to describe the hierarchy of decision making?

        _____

        _____

        _____

        _____

        _____

3.   What are the priorities?

        _____

        _____

        _____

        _____

        _____

4.   What is an objective?

5.   What acronym is used to describe how to write objectives? _____

6.   Most major emergencies have the same problems; what are some of them?

7.   What is a strategy?

8.	Develop a one- or two-word strategy that will achieve **what** is intended to be accomplished with the following objective.

"Provide for search and rescue and medical care of the trapped and injured within the

affected area for the duration of the incident."

9.	Regardless of size or complexity of the incident, what documentation tool should be used during the first period of an incident? _____

What would be the exception? _____

10.	List three ways in which the initial IC can be supported by elements of the Incident Management Team (IMT) even prior to the transfer of Command.

a.	_____

b.	_____

c.	_____

11.	When should the establishment of Unified Command (UC) be considered?

12.	List three questions to consider which agencies should be present at an incident.

a.	_____

b.	_____

c.	_____

13.   What is an Incident Complex and when would you use it?

_____

_____

_____

_____

_____

14.   List three situations when Incident Complex should be considered.

a.   _____

b.   _____

c.   _____

15.   What is Area Command?

_____

_____

_____

_____

_____

16.   When should Area Command be used?

_____

_____

_____

_____

_____

COMMAND AND CONTROL OF INCIDENT OPERATIONS

17.   Why is Area Command established?

        _____

        _____

        _____

        _____

        _____

18.   What are the Area Command functional positions?

        a.   _____

        b.   _____

        c.   _____

        d.   _____

        e.   _____

        f.   _____

        g.   _____

19.   What is a Multiagency Coordination System (MACS)?

        _____

        _____

        _____

        _____

        _____

20.   Describe the differences between MACS Groups and Area Command.

21.   What positions are in the Command Staff?

a.

b.

c.

22.   What are the responsibilities of the Operations Section Chief (OSC)? (List four.)

a.

b.

c.

d.

23.   When assigned as the OSC for the first period of a complex incident, list four questions you should ask yourself.

a.

b.

c.

d.

24. What are the functional elements within the Operations Section? (List six.)

    a.

    b.

    c.

    d.

    e.

    f.

25. What are the responsibilities of the Planning Section Chief (PSC)? (List six.)

    a.

    b.

    c.

    d.

    e.

    f.

26. What are the functional elements within the Planning Section? (List five.)

    a.

    b.

    c.

    d.

    e.

27.   The Intelligence/Investigation function provides what type of information?

28.   Where can the Intelligence/Investigation function be located? (List several options.)

29.   What are the responsibilities of the Logistics Section Chief? (List four.)

a.

b.

c.

d.

30. Two Branches and six units may be established within the Logistics Section; what are they?

    a.   _____ Branch

        •   _____

        •   _____

        •   _____

    b.   _____ Branch

        •   _____

        •   _____

        •   _____

31. What are the responsibilities of the Finance/Administration Section? (List six.)

    a. _____

    b. _____

    c. _____

    d. _____

    e. _____

    f. _____

32. What are the four units that may be established within the Finance/Administration Section?

    a. _____

    b. _____

    c. _____

    d. _____

At a large-scale emergency with a fully staffed Incident Command System (ICS) organization:

33.   The Safety Officer reports to _____.

34.   The Medical Unit Leader's function is in the _____ Section.

35.   The Situation Unit Leader reports directly to _____.

36.   The Staging Area Manager reports directly to _____.