

Unit 1:

Course Overview:

ICS for Single Resources and Initial Action Incidents



Visual 1.1

Course Overview: ICS for Single Resources and Initial Action Incidents

Version 2.0

ICS-200 Course Objectives

- **Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.**
- **Use ICS to manage an incident or event.**

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. This course focuses on the management of single resources.

Student Introductions

- Name, job title, and organization
- Overall experience with emergency or incident response
- ICS qualifications and most recent ICS experience



Expectations

**What do you expect
to gain from this
course?**

Instructor Expectations

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.



Incident Command System (ICS)



Why Use ICS?

To ensure effective incident management.



**ICS is a management system,
not just an organizational
chart.**

Activity: ICS Features Review

Instructions:

- 1. This course builds on what you learned in ICS-100 about ICS features. Let's see how much you remember!**
- 2. Your team will have 3 minutes to try to list as many ICS features as you can remember. Hint: There are 14 features.**
- 3. Select a spokesperson and recorder.**
- 4. Start writing when your instructor says "go."**
- 5. Stop when the instructor calls time.**

ICS Features: Review

- **Standardization**
 - Common terminology
- **Command**
 - Establishment and transfer of command
 - Chain of command and unity of command
 - Unified command
- **Planning/Organizational Structure**
 - Management by objectives
 - Incident Action Plan (IAP)
 - Modular organization
 - Manageable span of control
- **Facilities and Resources**
 - Comprehensive resource management
 - Incident locations and facilities
- **Communications/Information Management**
 - Integrated communications
 - Information and intelligence management
- **Professionalism**
 - Accountability
 - Dispatch/Deployment

Course Structure

**Unit 1:
Course
Overview**

**Unit 2:
Leadership
& Management**

**Unit 3:
Delegation of Authority &
Management by Objectives**

**Unit 4:
Functional Areas &
Positions**

**Unit 5:
Briefings**

**Unit 6:
Organizational
Flexibility**

**Unit 7:
Transfer of
Command**

**Unit 8:
Course
Summary**

Course Logistics

- **Course agenda**
- **Sign-in sheet**
- **Housekeeping:**
 - **Breaks**
 - **Message and telephone location**
 - **Cell phone policy**
 - **Facilities**
 - **Other concerns**



Visual 1.10

Successful Course Completion

- **Participate in unit activities/exercises**
- **Achieve 75% or higher on the final exam**
- **Complete the end-of-course evaluation**



Visual 1.11

Unit 2:

Leadership and Management



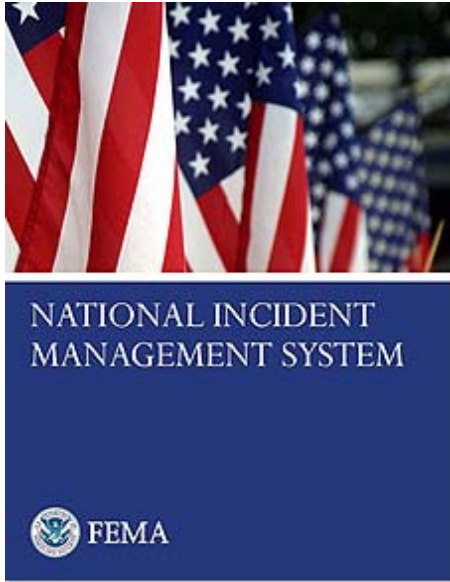
Visual 2.1

Leadership and Management
Version 2.0

Unit Objectives

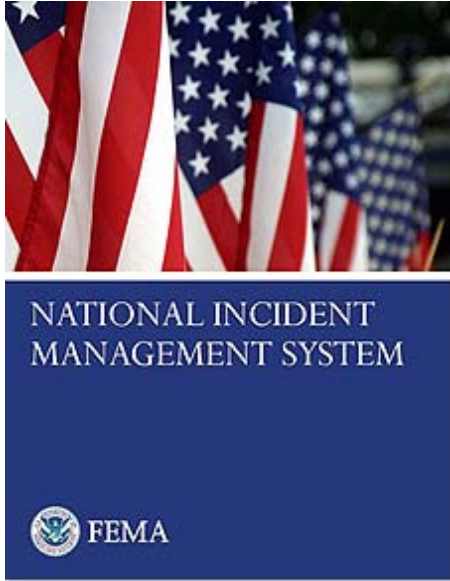
- **Describe chain of command and formal communication relationships.**
- **Identify common leadership responsibilities.**
- **Describe span of control and modular development.**
- **Describe the use of position titles.**

Review: Command



Command: The act of directing, ordering, or controlling by virtue of **explicit** statutory, regulatory, or delegated authority.

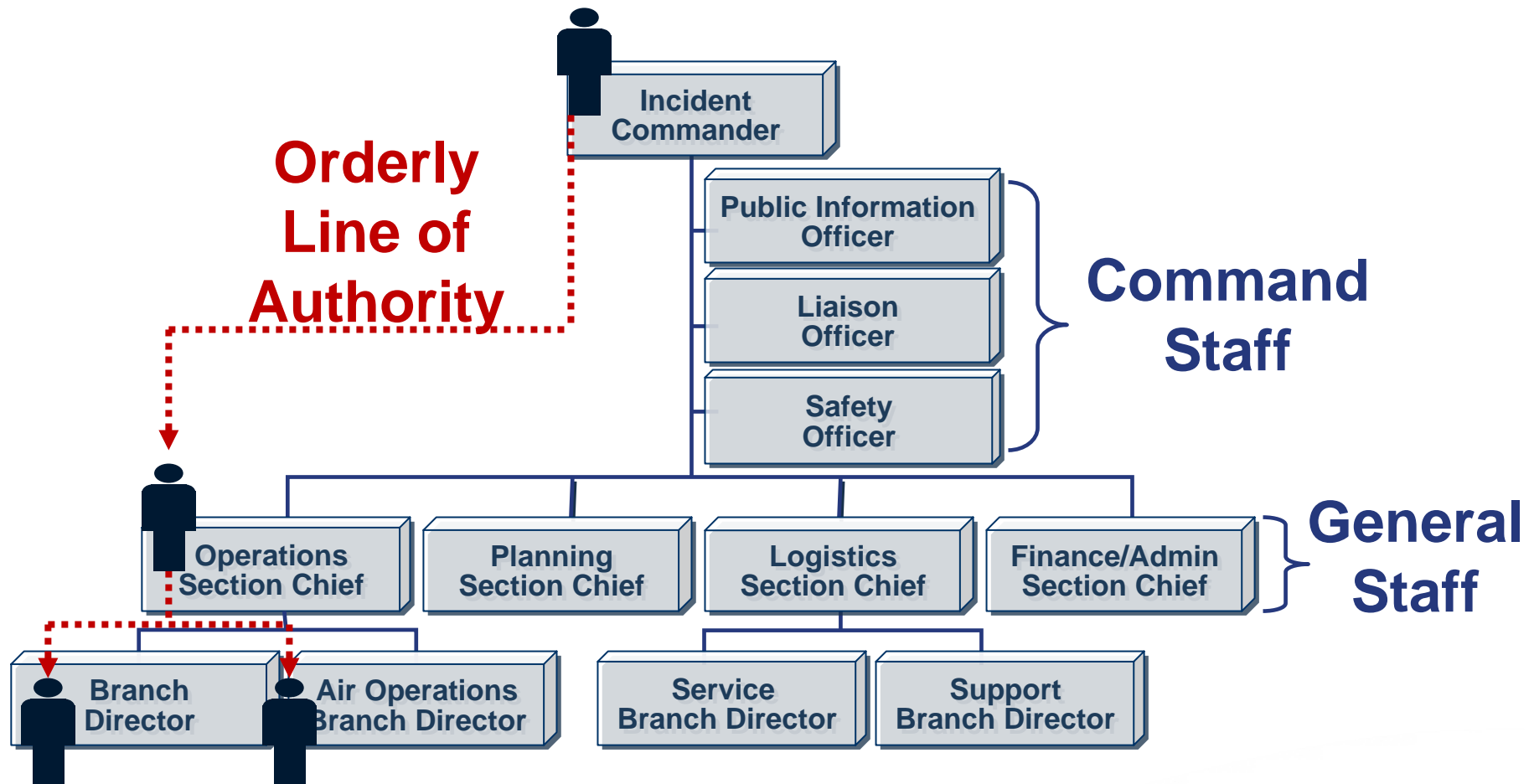
Review: Coordination



Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively.

An entity/individual may have “command and control” over resources and policies without being in command of the incident scene.

Chain of Command



Unity of Command

Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



Don't confuse unity of command
with Unified Command!

“Unity” vs. “Unified”

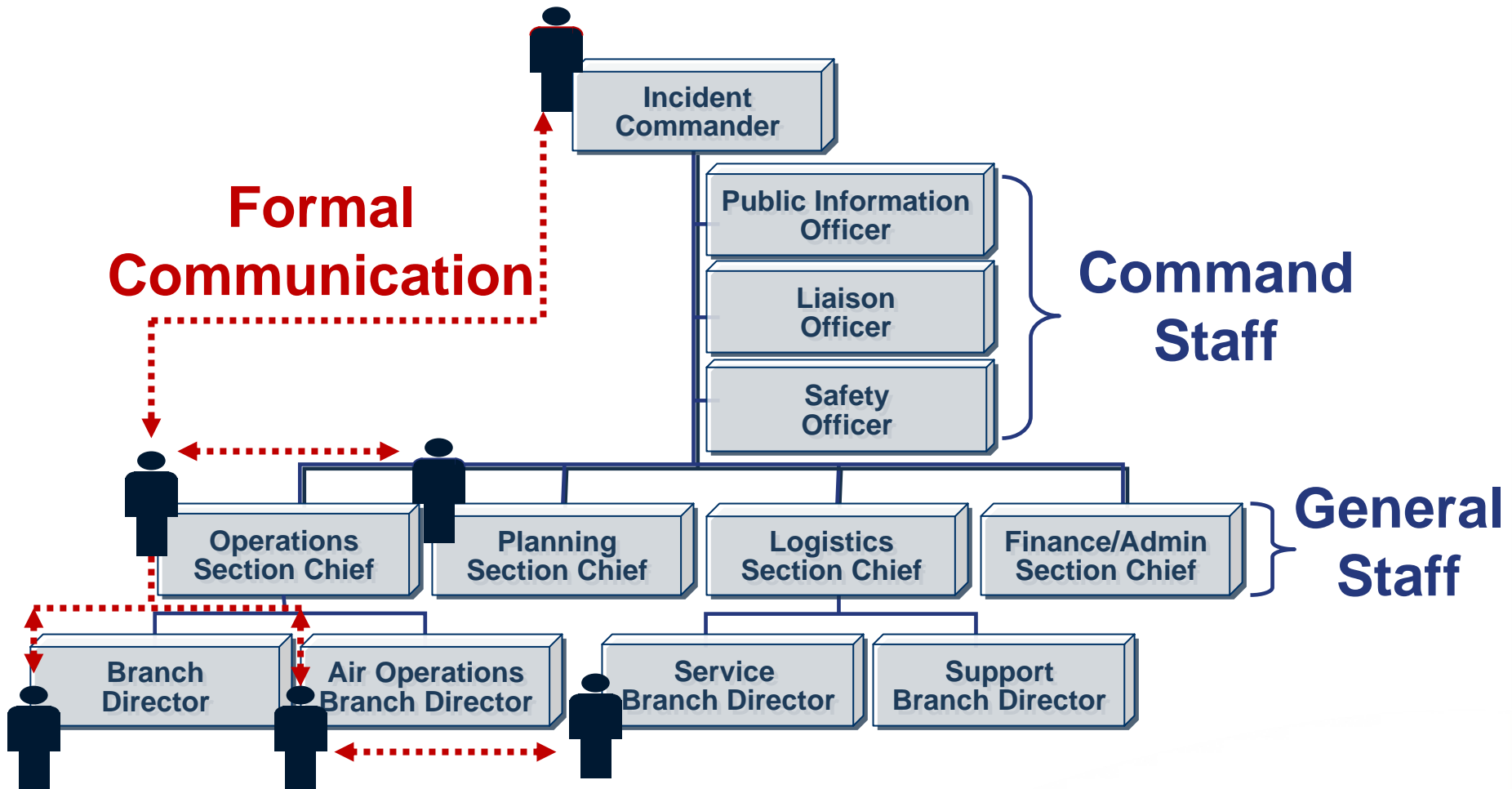
**What’s the difference
between unity of
command and Unified
Command?**

Unified Command

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.



Formal Communication



When To Use Formal Communication

Use formal communication when:

- **Receiving and giving work assignments.**
- **Requesting support or additional resources.**
- **Reporting progress of assigned tasks.**



Informal Communication

- Is used to exchange incident or event information only.
- Is NOT used for:
 - Formal requests for additional resources.
 - Tasking work assignments.



**Within the ICS organization,
critical information must
flow freely!**

Discussion Question

Why is leadership an essential element of successful incident/event management?



Visual 2.12

Leadership and Management
Version 2.0

Activity: Leadership Qualities

Instructions:

- 1. Working in teams, identify a highly effective leader you have known or know about.**
- 2. List the main qualities of that top leader.**
- 3. State how these qualities relate to leadership in incident response.**
- 4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.**

Leadership

Leadership means . . .

. . . providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.



Common Leadership Responsibilities (1 of 2)

A good operational leader will:

- **ENSURE** safe work practices.
- **TAKE COMMAND** of assigned resources.
- **MOTIVATE** with a “can do safely” attitude.
- **DEMONSTRATE INITIATIVE** by taking action.



Common Leadership Responsibilities (2 of 2)



A good operational leader will:

- **COMMUNICATE** by giving specific instructions and asking for feedback.
- **SUPERVISE** the scene of action.
- **EVALUATE** the effectiveness of the plan.
- **UNDERSTAND** and **ACCEPT** the need to modify plans or instructions.

Leadership & Duty

- Take charge within your scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop your subordinates for the future.



Discussion Question

Duty is how you value your job.

What can you do that demonstrates your commitment to duty to those you lead?



Leadership & Respect

- Know your subordinates and look out for their well-being.
- Keep your subordinates and supervisor informed.
- Build the team.



Activity: Building & Damaging Respect

Instructions:

1. Working individually, list leadership actions that can damage and build respect.
2. Record your answers as follows:

<u>Builds Respect</u>	<u>Damages Respect</u>

3. Be prepared to present your findings to the class in 5 minutes.

Leadership & Integrity

- Know yourself and seek improvement.
- Seek responsibility and accept responsibility for your actions.

**What acts
of integrity have
you witnessed at an
incident response?**



Visual 2.21

Communication Responsibilities

To ensure sharing of critical information, all responders must:

- Brief others as needed.
- Debrief actions.
- Communicate hazards to others.
- Acknowledge messages.
- Ask if they don't know.



Briefing Elements

Provide complete briefings that include clearly stated objectives and the following elements:

Task

Purpose

End State

**What is to be
done**

**Why it is to be
done**

**How it should
look when
done**

Incident Management Assessment

Assessment is an important leadership responsibility. Assessment methods include:

- **Corrective action report/ After-action review.**
- **Post-incident analysis.**
- **Debriefing.**
- **Post-incident critique.**
- **Mitigation plans.**



Discussion Question

What questions would you use to assess the effectiveness of incident management?



Visual 2.25

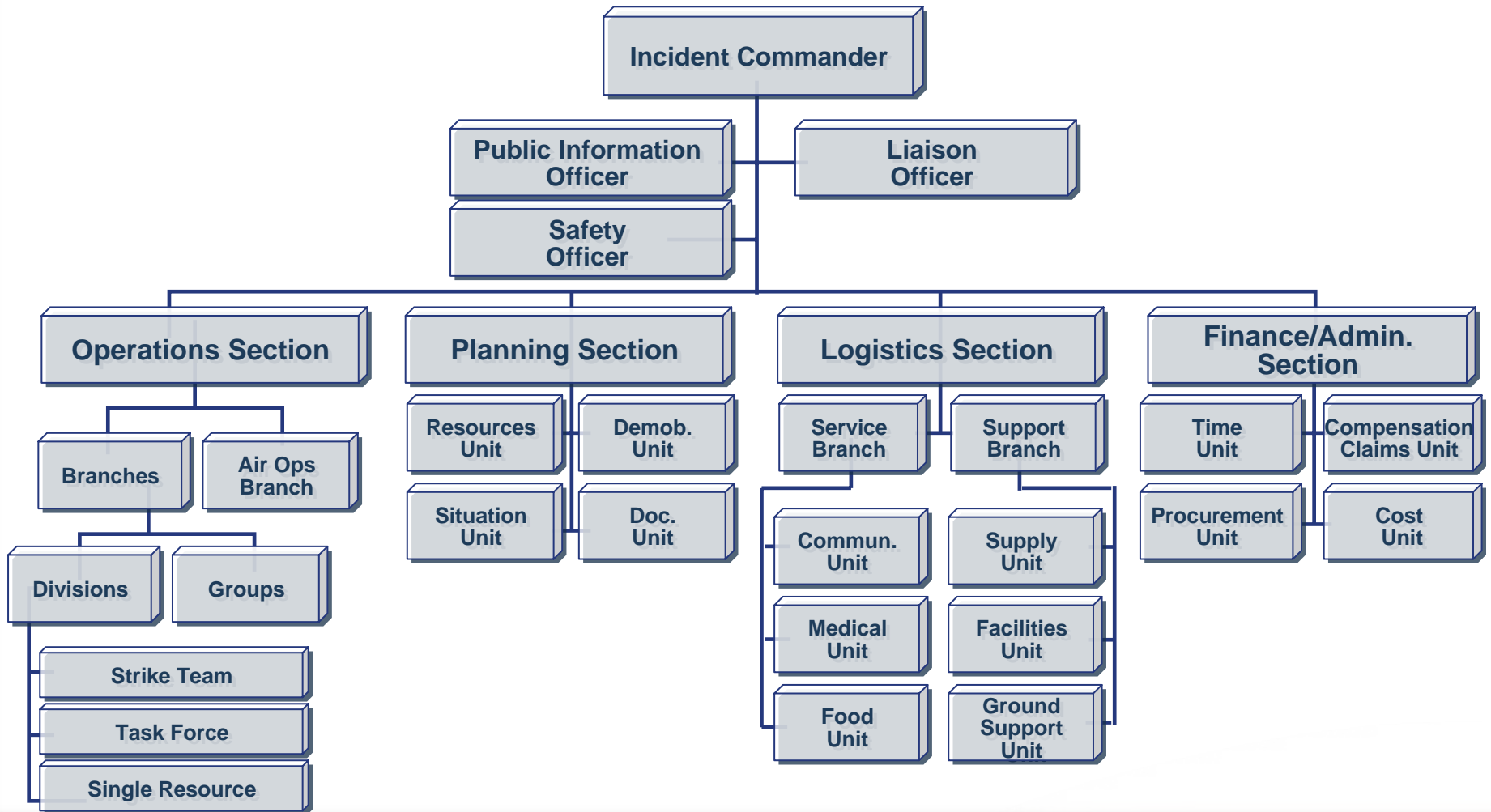
Using Common Terminology

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

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.

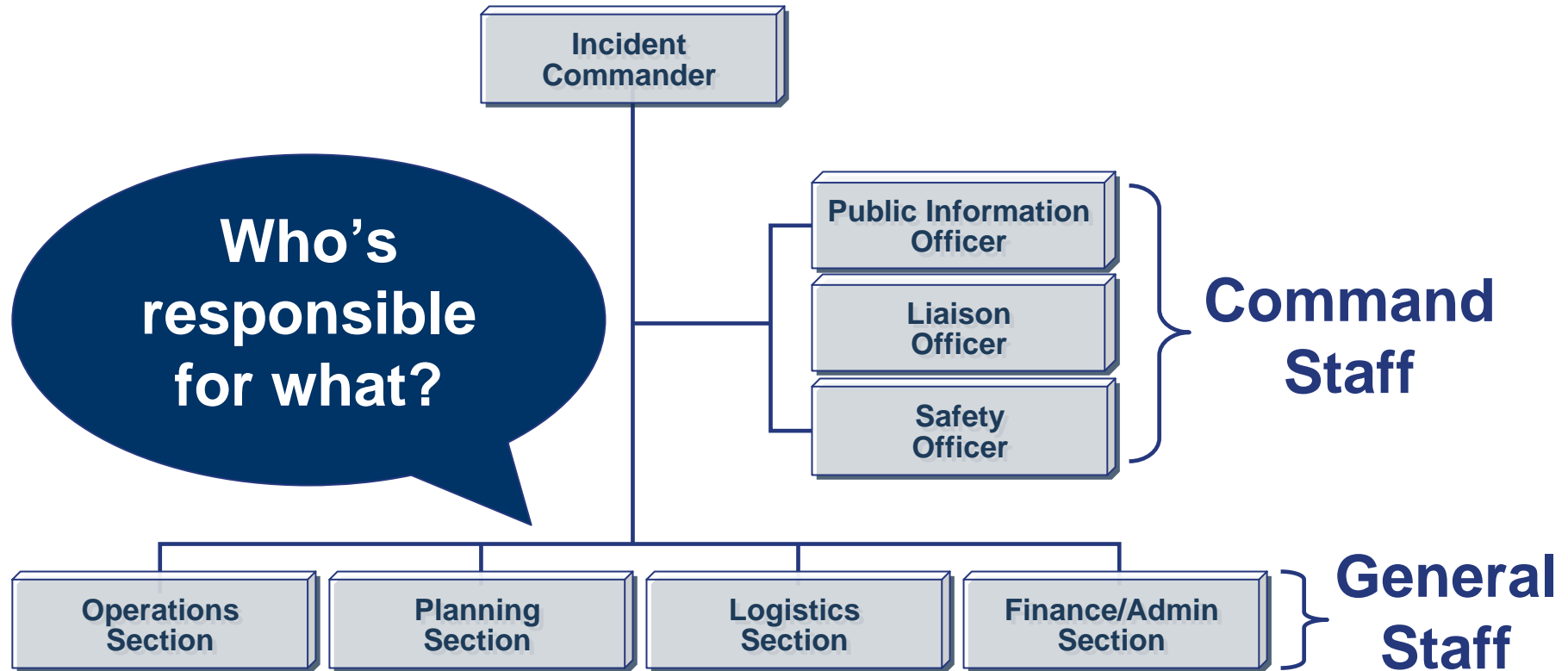


ICS Organization: Review



Visual 2.27

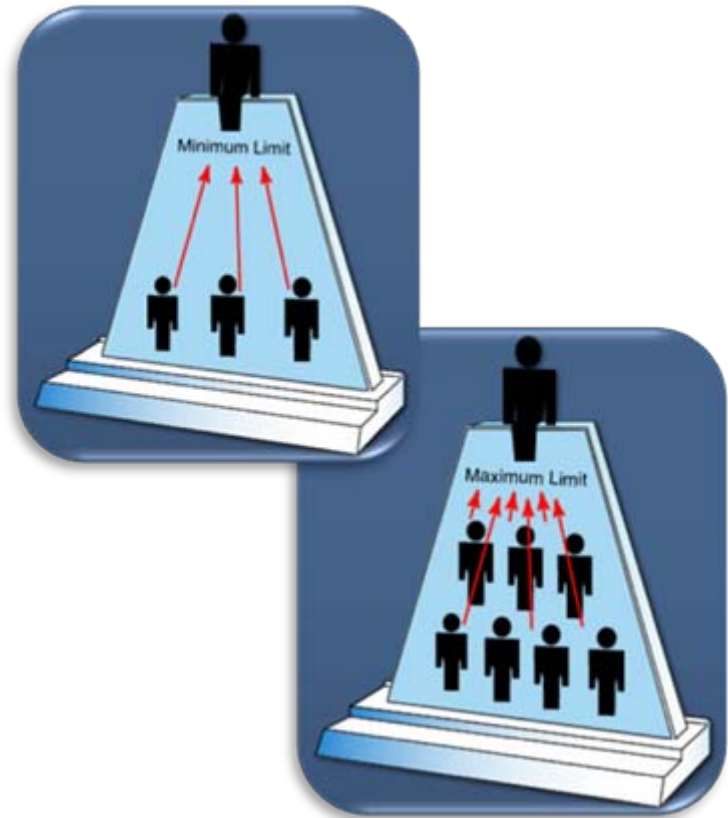
ICS Organization: Review



ICS Management: Span of Control

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



What Influences Span of Control?

Span of control is influenced by:

- **The type and complexity of incident or event, and**
- **The nature of the response or task, distance, and safety.**



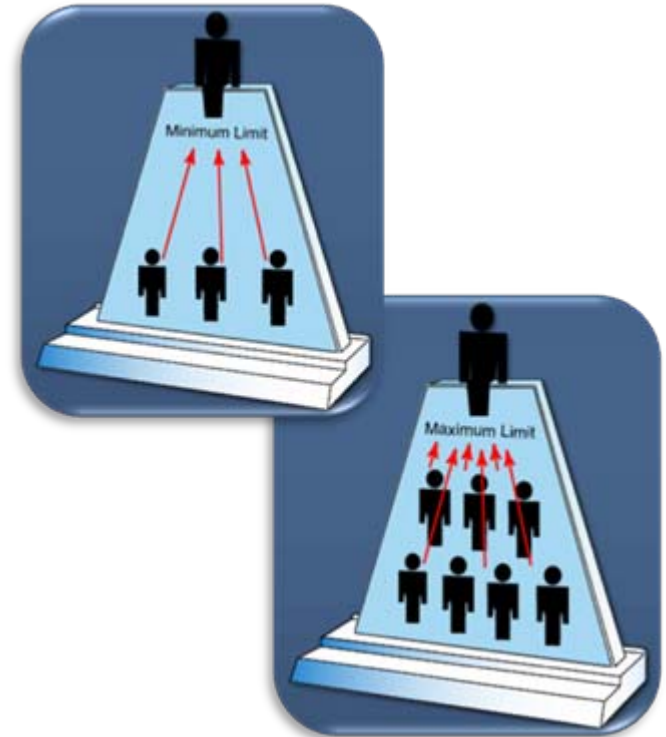
Visual 2.30

Leadership and Management
Version 2.0

Modular Organization

Span of control is maintained by:

- Organizing resources into Sections, Branches, Groups, Divisions, Units, or Teams when the supervisory ratio will exceed 7.
- Reorganizing or demobilizing Sections, Branches, Groups, Divisions, Units, or Teams when the supervisory ratio falls below 3.



Typical Organizational Structure

In approximately 95% of incidents, the organizational structure consists of:

- Command
- Single Resources

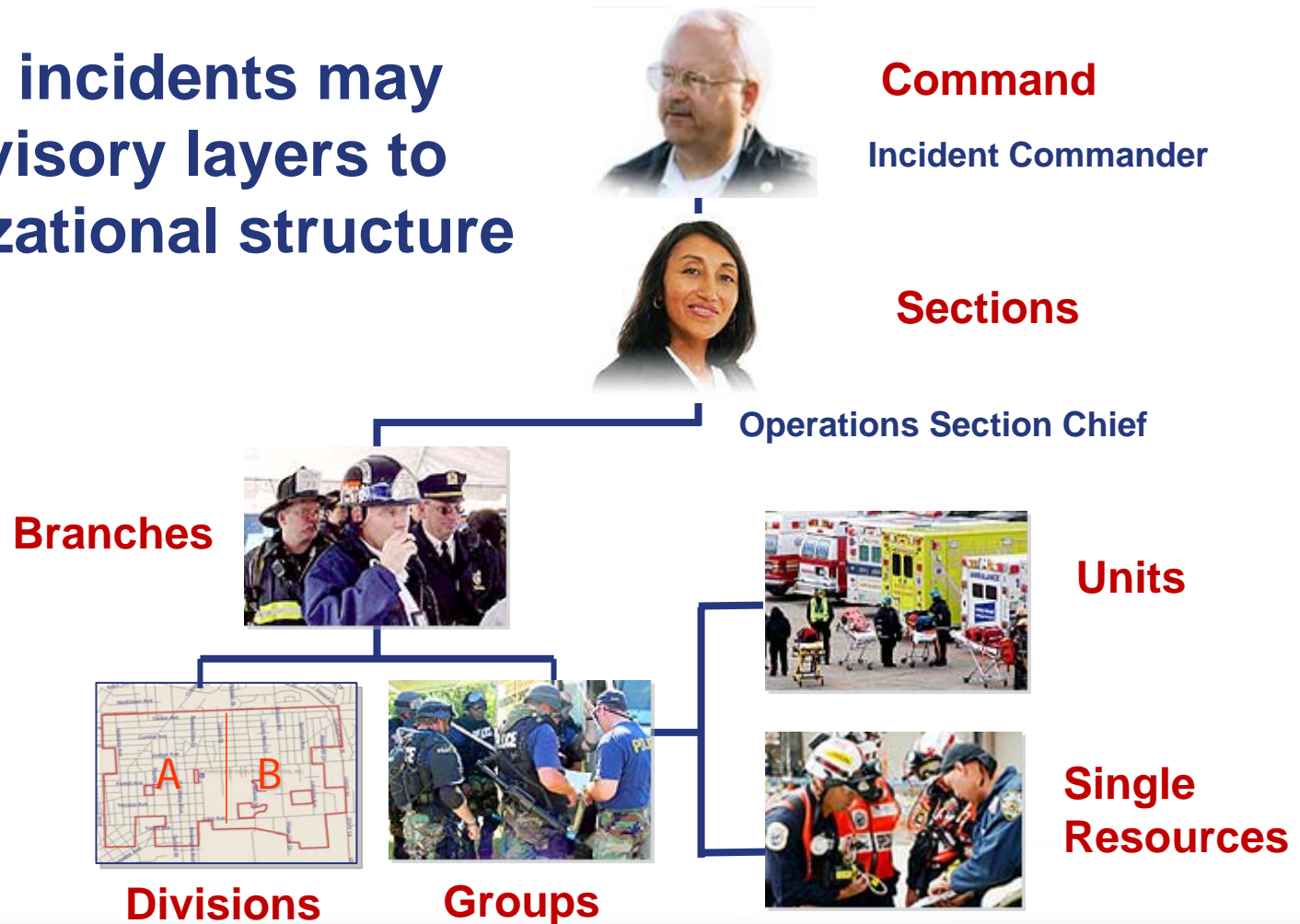


Incident Commander

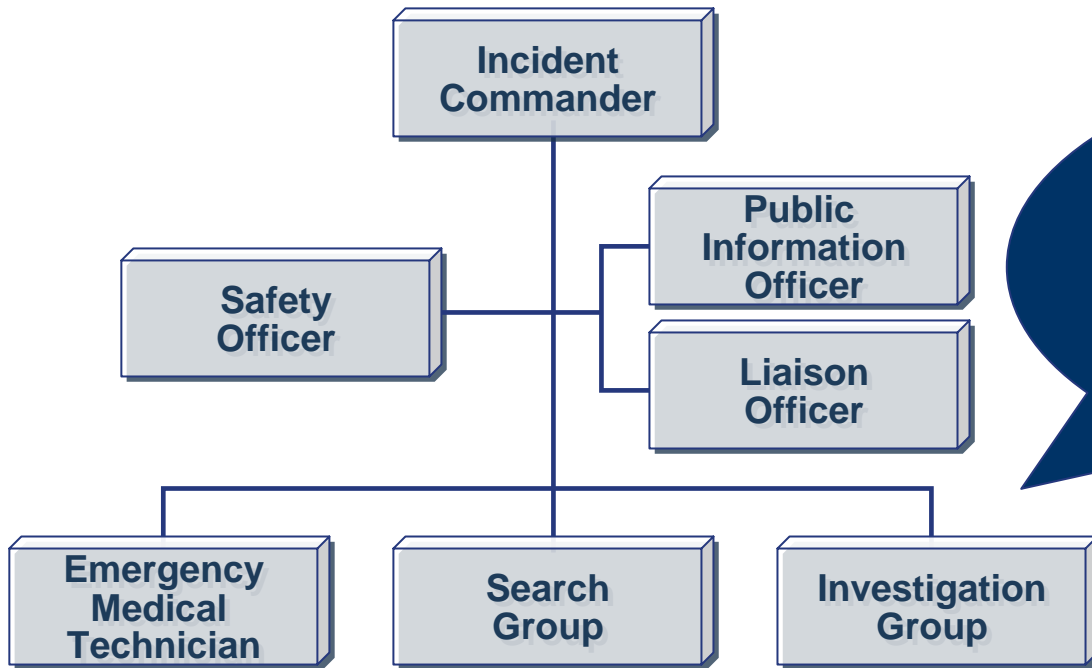


Expanding Incidents

Expanding incidents may add supervisory layers to the organizational structure as needed.

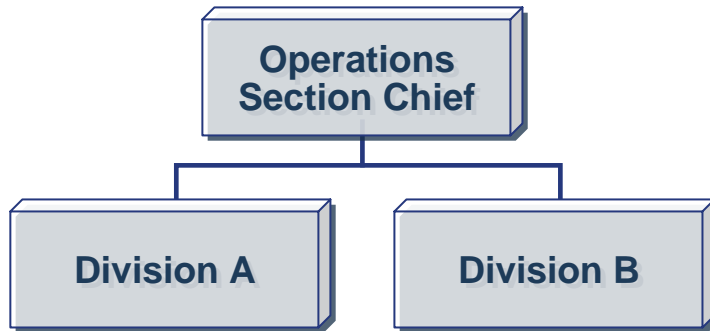


ICS Organization: Review



**What ICS term
is used to describe
the Emergency
Medical Technician?**

ICS Organization: Review



What is an example of a situation where Divisions would be used?

ICS Organization: Review



What's the difference between a Task Force and a Strike Team?

Use of Position Titles

Using specific ICS position titles:

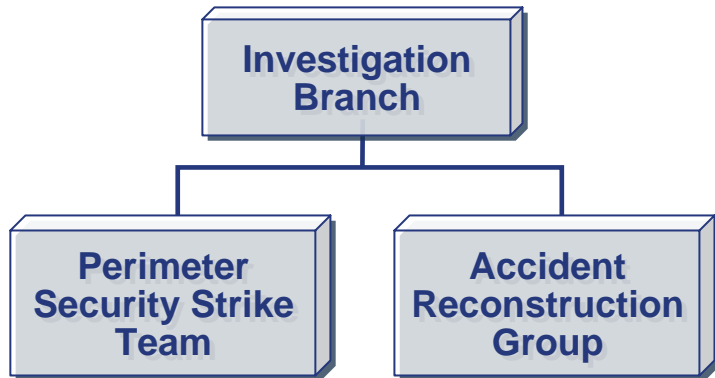
- **Provides a common standard for performance expectations.**
- **Helps to ensures that qualified individuals fill positions.**
- **Standardizes communication.**
- **Describes the responsibilities of the position.**

ICS Supervisory Position Titles

Titles for all ICS supervisory levels are shown in the table below:

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

ICS Position Titles: Review



What is the supervisor's title for each organizational element shown?

Activity: The Expanding Incident

Instructions:

- 1. Working in teams, review the scenario on the next visual.**
- 2. Identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.**
- 3. For each organizational element, indicate the title of its supervisor.**
- 4. Choose a spokesperson. Be prepared to present your organizational charts to the class in 15 minutes.**

Activity: The Expanding Incident

Scenario: A swim meet is being held at the Main Street pool with 30 team members and 50 observers. During a race, a sudden electrical storm sends a lightning bolt into a flagpole near the pool and the charge arcs to the water. The pool is instantly electrified, sending guards and parents into the pool to rescue the children. The primary objectives are saving lives and ensuring safety.

On-Scene Resources:

Local Police: 4 Marked Units

State Police: 2 Marked Units

Fire: 2 Engine Companies

Rescue: 1 Company



Summary

Are you now able to:

- **Describe chain of command and formal communication relationships?**
- **Identify common leadership responsibilities?**
- **Describe span of control and modular development?**
- **Describe the use of position titles?**

Unit 3:

Delegation of Authority & Management by Objectives



Visual 3.1

Unit Objectives

- Describe the delegation of authority process.
- Describe scope of authority.
- Describe management by objectives.
- Describe the importance of preparedness plans and agreements.



Authority

Authority is . . .

. . . a right or obligation to act
on behalf of a department,
agency, or jurisdiction.



Visual 3.3

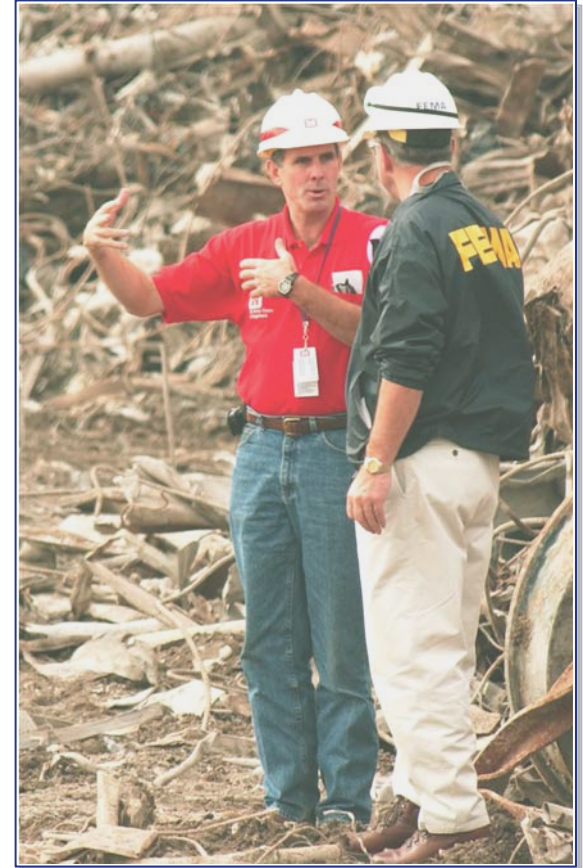
Who's Responsible?

**Within your
jurisdiction or agency,
who has the authority for
protecting citizens and
responding to incidents?**

Scope of Authority

An Incident Commander's scope of authority is derived:

- **From existing laws and agency policies and procedures, and/or**
- **Through a delegation of authority from the agency administrator or elected official.**



Delegation of Authority

- Grants authority to carry out specific functions.
- Issued by chief elected official, chief executive officer, or agency administrator in writing or verbally.
- Allows the Incident Commander to assume command.
- Does NOT relieve the granting authority of the ultimate responsibility for the incident.



Mayor



**Incident
Commander**

Delegation of Authority: When Not Needed

A delegation of authority may not be required if the Incident Commander is acting within his or her existing authorities.



An emergency manager may already have the authority to deploy response resources to a small flash flood.



A fire chief probably has the authority (as part of the job description) to serve as an Incident Commander at a structure fire.

Delegation of Authority: When Needed

- If the incident is outside the Incident Commander's home jurisdiction.
- When the incident scope is complex or beyond existing authorities.
- If required by law or procedures.



Discussion Question

When would an Incident Commander in your jurisdiction or agency need a delegation of authority?

Delegation of Authority: Elements

Should include:

- Legal authorities and restrictions.
- Financial authorities and restrictions.
- Reporting requirements.
- Demographic issues.
- Political implications.
- Agency or jurisdictional priorities.
- Plan for public information management.
- Process for communications.
- Plan for ongoing incident evaluation.



Delegation of
Authority

Discussion Question

**How do you ensure
that the delegating authority
remains an active part of the
incident response?**

Implementing Authorities

Within his or her scope of authority, the Incident Commander establishes incident objectives, then determines strategies, resources, and ICS structure.



Management by Objectives

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization through the incident planning process.



Establishing and Implementing Objectives

The steps for establishing and implementing incident objectives include:

- Step 1: Understand agency policy and direction.
- Step 2: Assess incident situation.
- Step 3: Establish incident objectives.
- Step 4: Select appropriate strategy or strategies to achieve objectives.
- Step 5: Perform tactical direction.
- Step 6: Provide necessary followup.

Initial Response: Size-Up

The first responder to arrive must assume command and size up the situation by determining:

- **The nature and magnitude of the incident.**
- **Hazards and safety concerns:**
 - **Hazards facing response personnel and the public**
 - **Evacuation and warnings**
 - **Injuries and casualties**
 - **Need to secure and isolate the area**
- **Initial priorities and immediate resource requirements.**
- **The location of the Incident Command Post and Staging Area.**
- **Entrance and exit routes for responders.**

Overall Priorities

Incident objectives are established based on the following priorities:

#1: Life Safety

#2: Incident Stabilization

#3: Property Preservation



Visual 3.16

Effective Incident Objectives

Effective incident objectives must be . . .

- **Specific and state what's to be accomplished.**
- **Measurable and include a standard and timeframe.**
- **Attainable and reasonable.**
- **In accordance with the Incident Commander's authorities.**
- **Evaluated to determine effectiveness of strategies and tactics.**

Sample Incident Objectives

Incident: At noon a sudden, severe windstorm strikes the city, uprooting trees and trapping several commuters in their vehicles. Power is out to half of the city. Traffic is gridlocked. The storm has passed as quickly as it began.

Incident Objectives:

- Identify life-safety priorities and initial resource needs for the first 2 hours by 12:30.
- Begin rescue operations before 12:45.

What other objectives would you add?

Objectives, Strategies, and Tactics



State what will be accomplished.

Establish the general plan or direction for accomplishing the incident objectives.

Specify how the strategies will be executed.

Elements of an Incident Action Plan

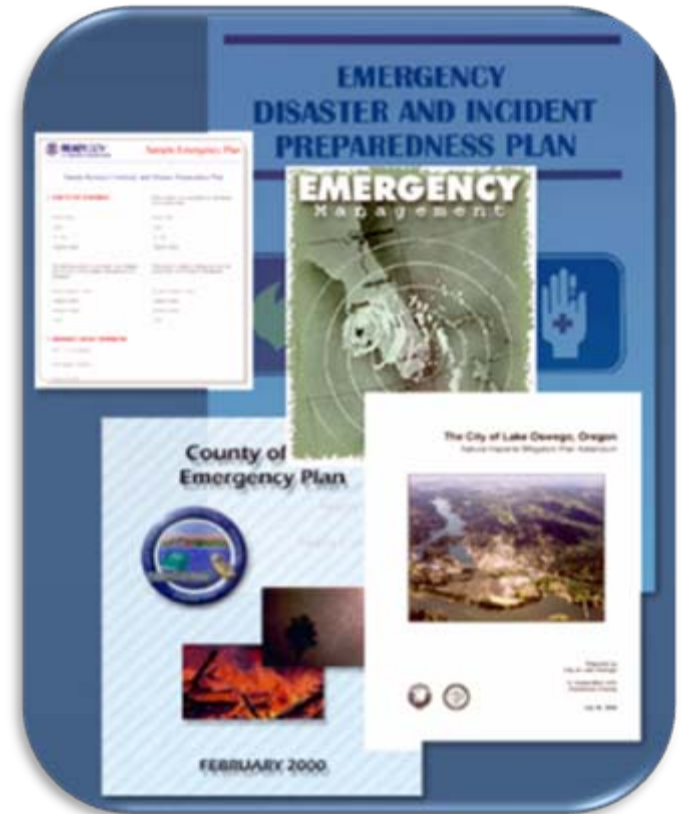
An IAP covers an operational period and includes:

- **What must be done.**
- **Who is responsible.**
- **How information will be communicated.**
- **What should be done if someone is injured.**



Preparedness Plans and Agreements

The Incident Commander, as well as the Command and General Staffs, should have a working knowledge of jurisdictional and agency preparedness plans and agreements.



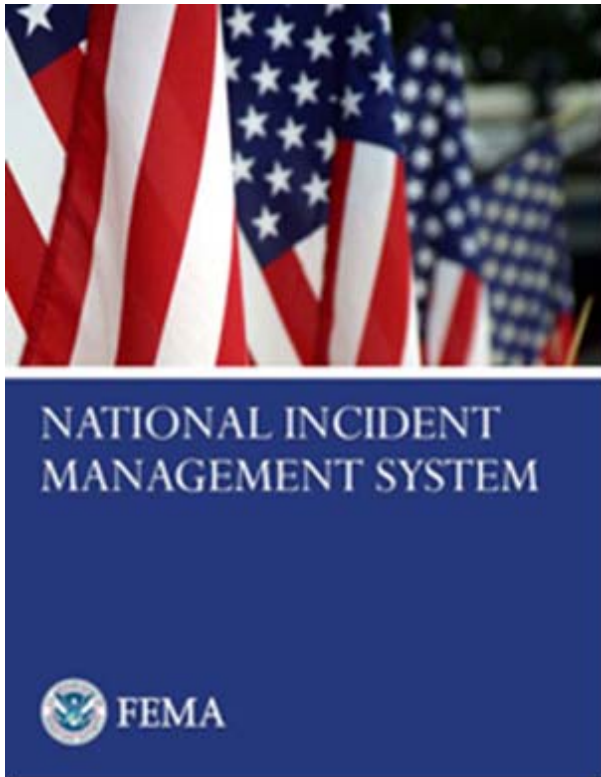
Visual 3.21

Preparedness Plans

The most common preparedness plans are:

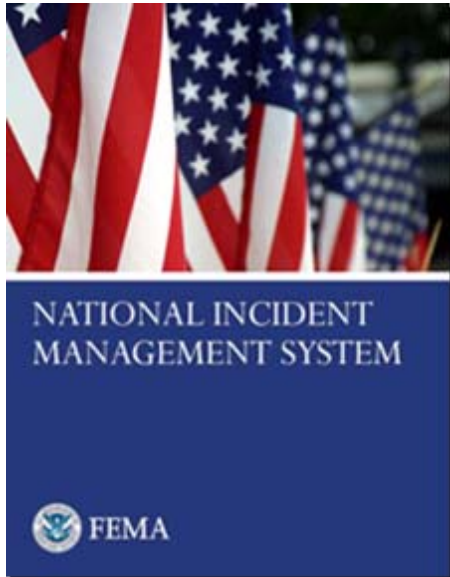
- Federal, State, or local Emergency Operations Plans (EOPs).
- Standard operating guidelines (SOGs).
- Standard operating procedures (SOPs).
- Jurisdictional or agency policies.

Emergency Operations Plans (EOPs)



- EOPs are developed at the Federal, State, and local levels to provide a uniform response to all hazards.
- EOPs written after October 2005 must be consistent with NIMS.

Mutual Aid and Assistance Agreements (1 of 2)



NIMS states that:

- **Mutual aid and assistance agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident.**
- **Each jurisdiction should be party to a mutual aid and assistance agreement with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident.**

Mutual Aid and Assistance Agreements (2 of 2)

- Mutual aid and assistance is the voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate.
- When combined with NIMS-oriented resource management, mutual aid and assistance allows jurisdictions to share resources among mutual-aid partners.



Levels of Agreements

- **Federal** agencies offer mutual aid and assistance to each other and to States, tribes, and territories under the National Response Framework (NRF).
- **States** can participate in mutual aid and assistance through the Emergency Management Assistance Compact (EMAC).
- **Local** jurisdictions participate in mutual aid and assistance through agreements with neighboring jurisdictions.

Information Derived From Plans

Plans may include information about:

- **Hazards and risks in the area.**
- **Resources in the area.**
- **Other formal agreements and plans.**
- **Contact information for agency administrators and response personnel.**
- **Other pertinent information.**

Discussion Question

What preparedness plans, agreements, and standard operating procedures must you follow in responding to incidents?

Activity: Developing Incident Objectives

Instructions:

- 1. Working as a team, review the scenario, scenario map, and resource list in your Student Manuals.**
- 2. Develop incident objectives for the next 12 hours.**
- 3. Next, identify your general strategy for accomplishing these objectives.**
- 4. Select a spokesperson and be prepared to present your work in 30 minutes.**

Summary

Are you now able to:

- Describe the delegation of authority process?
- Describe scope of authority?
- Describe management by objectives?
- Describe the importance of preparedness plans and agreements?



Visual 3.30

Unit 4:

Functional Areas and Positions



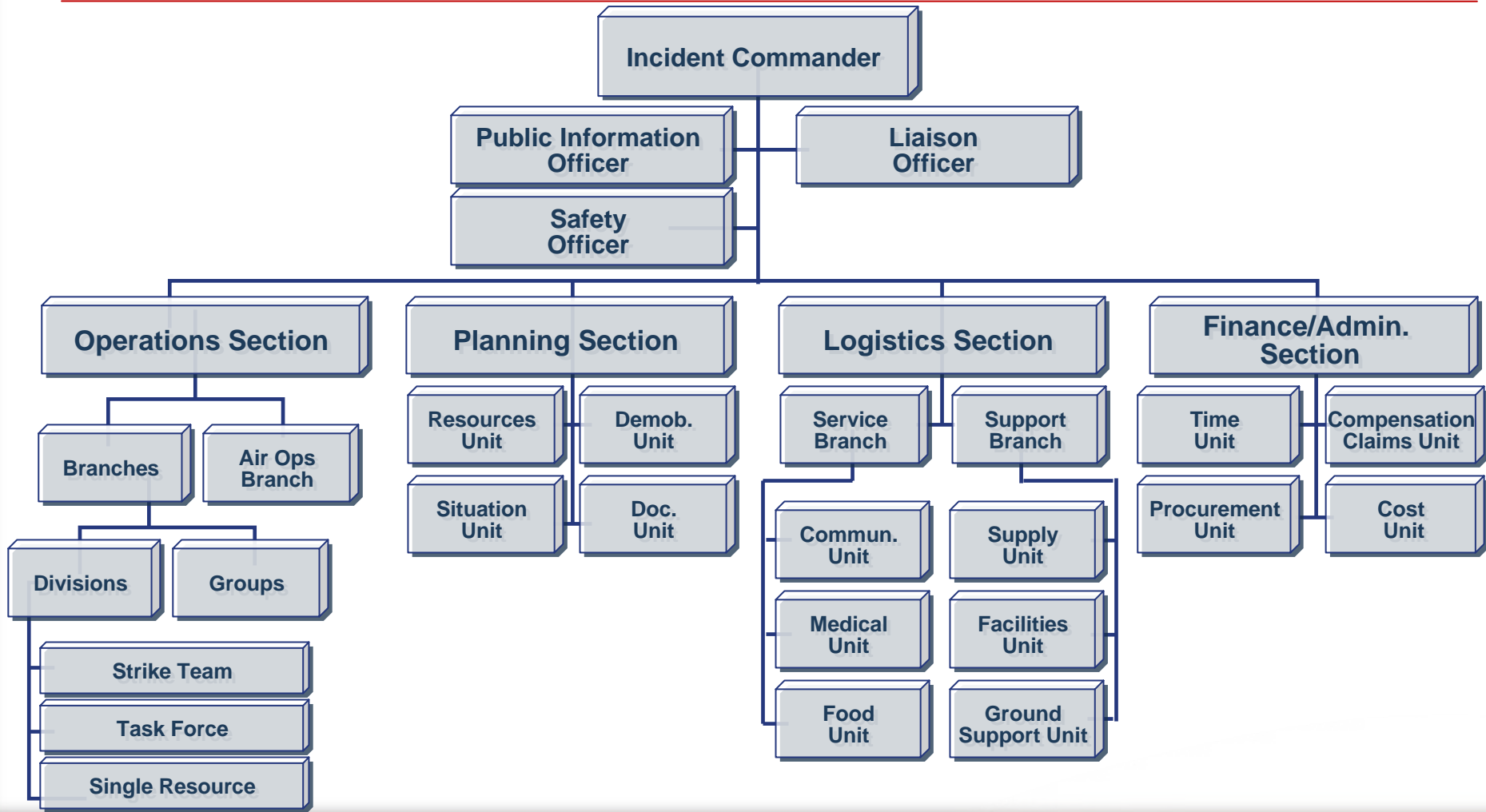
Visual 4.1

Functional Areas and Positions
Version 2.0

Unit Objectives

- **Describe the functions of organizational positions within the Incident Command System (ICS).**
- **Identify the ICS tools needed to manage an incident.**
- **Demonstrate the use of an ICS Form 201, Incident Briefing.**

ICS Organizational Components



Visual 4.3

Functional Areas and Positions
Version 2.0

Incident Commander (1 of 2)

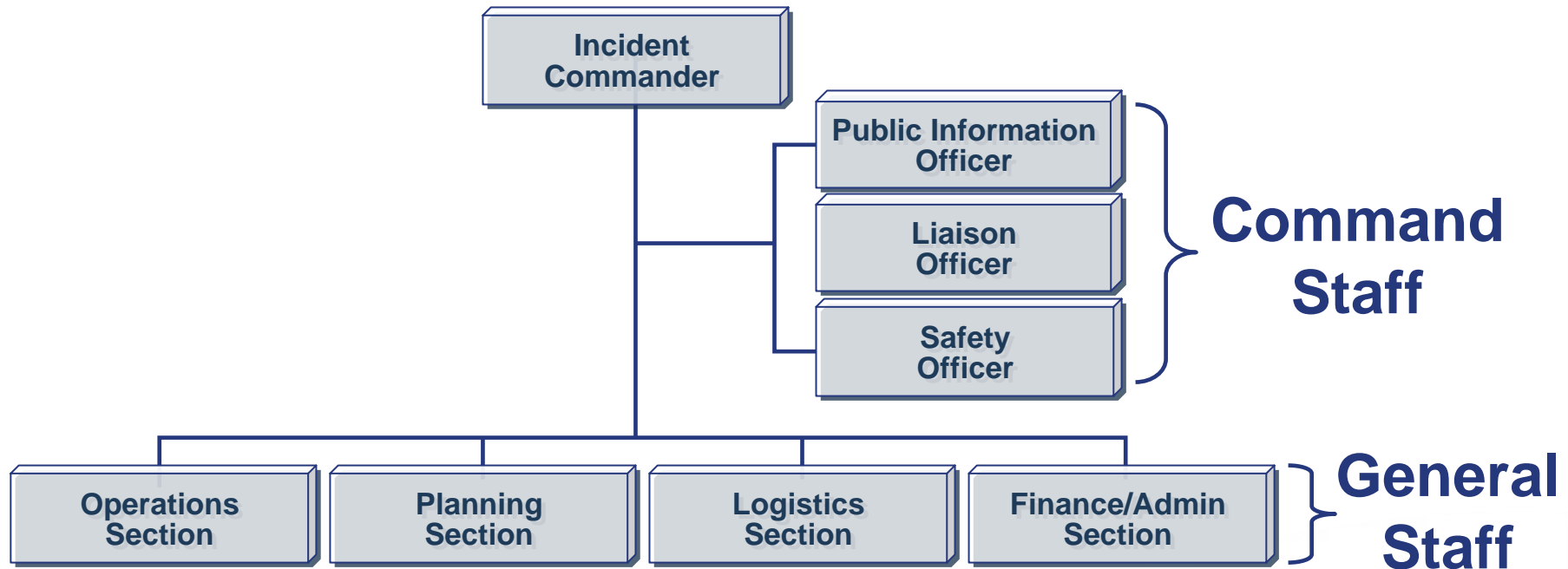
Upon arriving at an incident the higher ranking person will either assume command, maintain command as is, or reassign command to a third party.



In some situations or agencies, a **lower ranking but more qualified person** may be designated as the Incident Commander.

Incident Commander (2 of 2)

The Incident Commander performs all major ICS command and staff responsibilities unless these functions are activated.



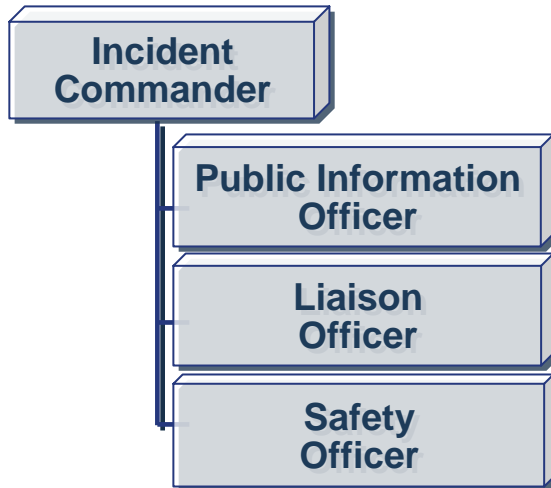
Deputy Incident Commander

A Deputy Incident Commander may be designated to:

- **Perform specific tasks as requested by the Incident Commander.**
- **Perform the incident command function in a relief capacity.**
- **Represent an assisting agency that shares jurisdiction.**



Command Staff



The Command Staff is only activated in response to the needs of the incident.



Visual 4.7

Command Staff: Public Information Officer



What are the major responsibilities of the Public Information Officer?

Command Staff: Safety Officer



What are some examples of types of incidents where you might activate a Safety Officer?

Command Staff: Liaison Officer



What are the major responsibilities of the Liaison Officer?

Agency Representative

An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.



Visual 4.11

Functional Areas and Positions
Version 2.0

Assisting Agency



An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Cooperating Agency

An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.



Visual 4.13

Functional Areas and Positions
Version 2.0

Assistants

- Are subordinates of principal Command Staff positions.
- Must have technical capability, qualifications, and responsibility subordinate to the primary position.
- May also be assigned to Unit Leaders.



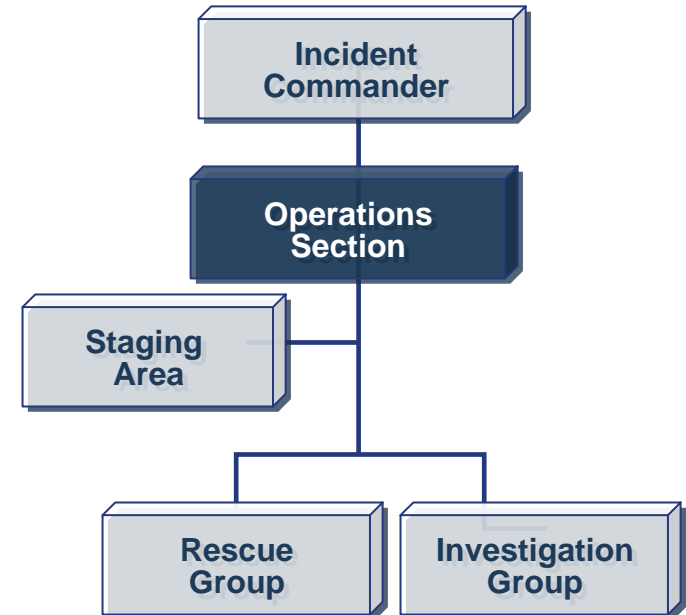
Expanding Incidents

An Incident Commander can activate and delegate authority to Section Chiefs, Branch Directors, Division or Group Supervisors, and Team or Unit Leaders.



Operations Section

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.



Operations Section: Staging Areas



Visual 4.17

Functional Areas and Positions
Version 2.0

Staging Areas: Available Resources

Set up at the incident where resources can wait for a tactical assignment.

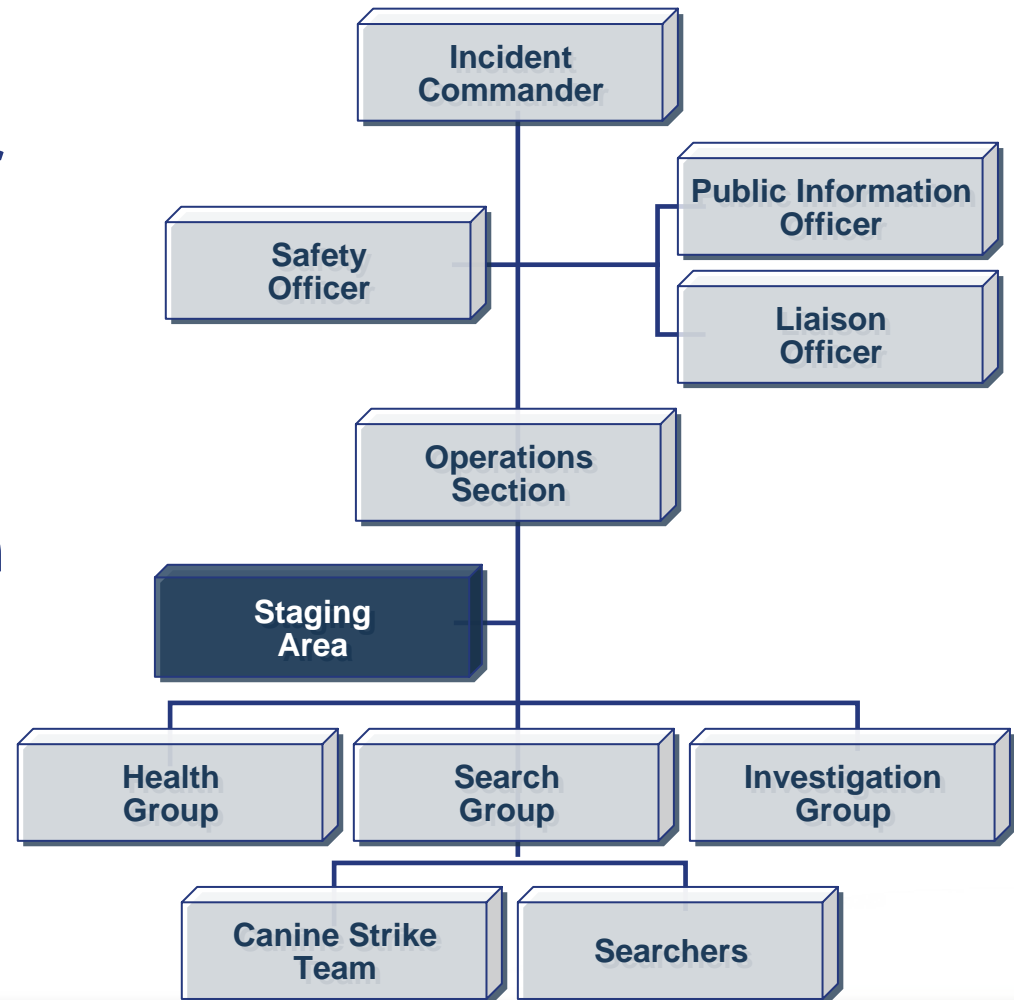
- **All resources in the Staging Area are available and ready for assignment.**
- **Out-of-service resources are NOT located at the Staging Area.**



Staging Areas: Chain of Command

Once designated, a Staging Area Manager will:

- Be assigned.
- Report to the Operations Section Chief.

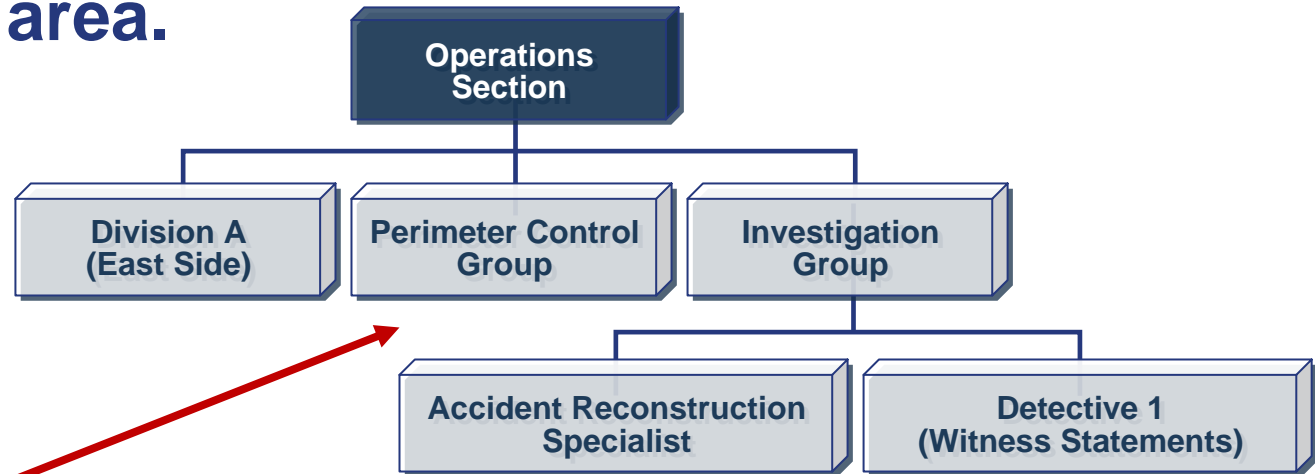


Visual 4.19

Functional Areas and Positions
Version 2.0

Divisions and Groups

Divisions: Organize incident resources by geographical area.



Groups: Divide incident resources into functional areas, not necessarily within a single geographic division.

Divisions and Groups

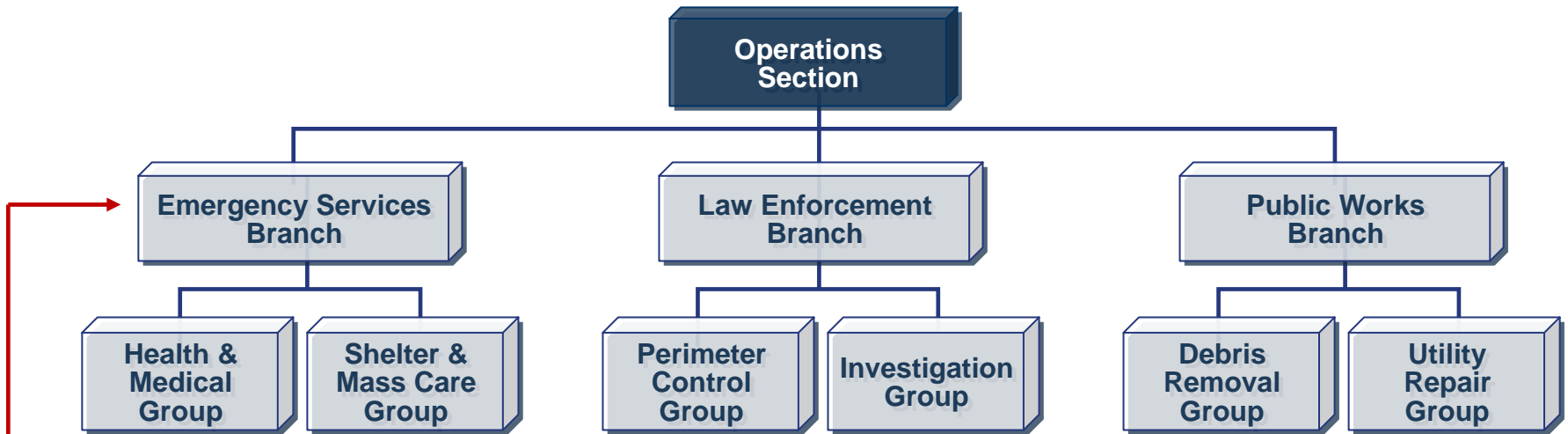
Divisions and Groups may be assigned across geographical areas when a functional activity crosses divisional lines.



Visual 4.21

Functional Areas and Positions
Version 2.0

Branches



Branches:

- Have functional or geographical responsibility for major parts of incident operations.
- Identified by Roman numerals or functional name.
- Managed by a Branch Director.

Air Operations Branch

The Air Operations Branch:

- **Is activated to coordinate the use of aviation resources.**
- **Is managed by the Air Operations Branch Director, who reports to the Operations Section Chief.**
- **May include the following functional groups:**
 - **Air Support Group**
 - **Air Tactical Group**



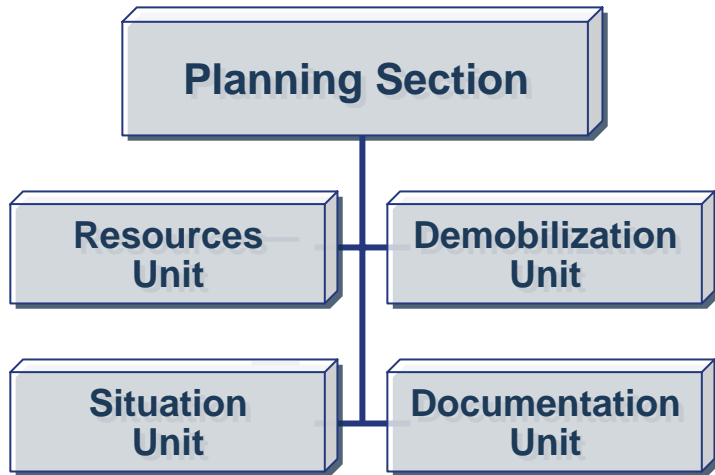
Planning Section

- Maintains resource status.
- Maintains and displays situation status.
- Prepares the Incident Action Plan.
- Develops alternative strategies.
- Provides documentation services.
- Prepares the Demobilization Plan.
- Provides a primary location for technical specialists assigned to an incident.



Visual 4.24

Planning Section



What are the major responsibilities of each Planning Unit?

Intelligence/Investigations Function

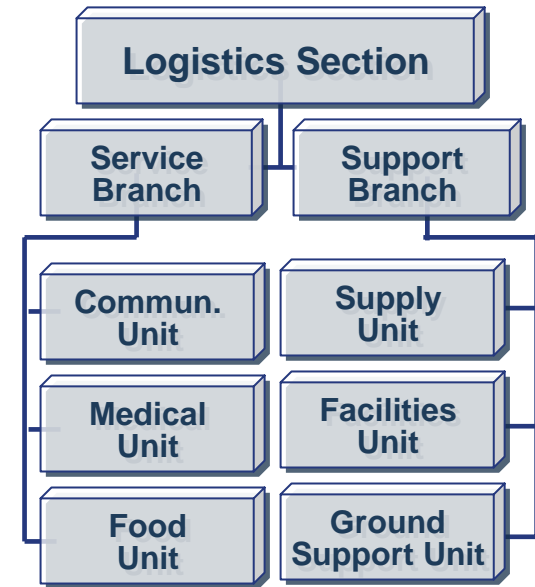
Based on the incident needs, the intelligence and investigations function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.



Logistics Section

Responsible for:

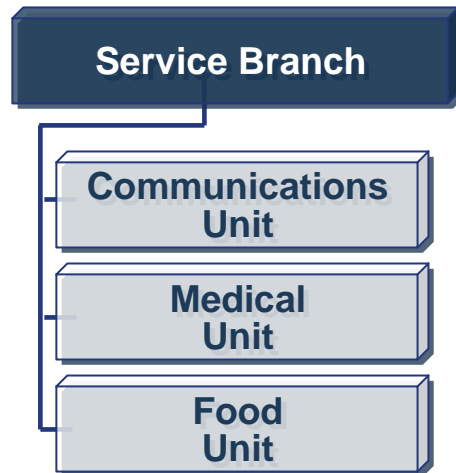
- **Communications.**
- **Medical support to incident personnel.**
- **Food for incident personnel.**
- **Supplies.**
- **Facilities.**
- **Ground support.**



Visual 4.27

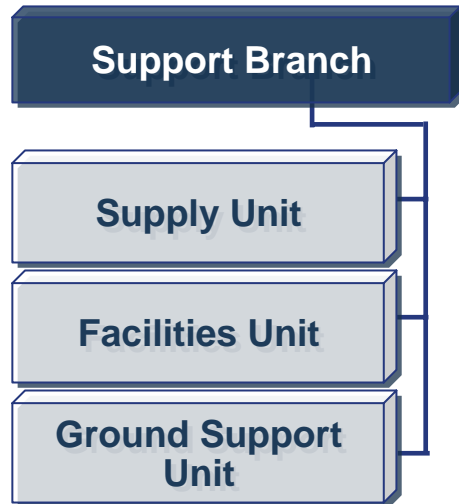
Logistics Section: Service Branch

The Service Branch may be made up of the following units:



Logistics Section: Support Branch

The Support Branch includes:



Visual 4.29

Functional Areas and Positions
Version 2.0

Finance/Administration Section

Responsible for:

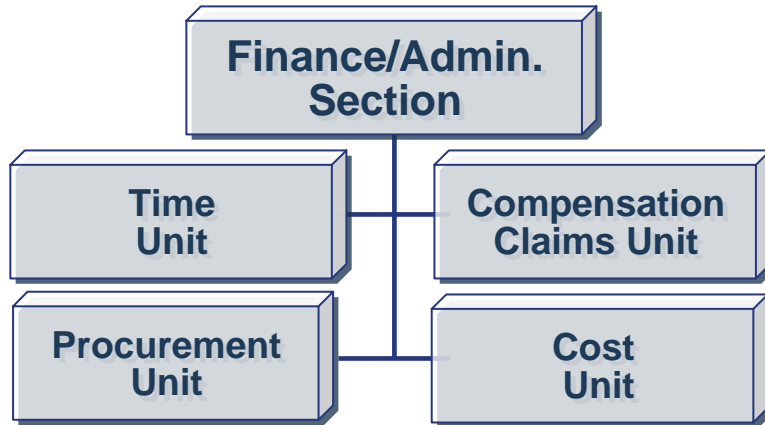
- **Monitoring incident-related costs.**
- **Administering any necessary procurement contracts.**



Visual 4.30

Functional Areas and Positions
Version 2.0

Finance/Administration Section



What are the major responsibilities of each Finance and Administration Unit?

ICS Tools

- **ICS Forms**
- **Position Description and Responsibilities Document**
- **Emergency Operations Plan**
- **Agency Policies and Procedures Manual**
- **Maps**



Visual 4.32

ICS Forms

[illegible]

- **Purpose** – What function does the form perform?
- **Preparation** – Who is responsible for preparing the form?
- **Distribution** – Who needs to receive this information?

ICS Form 201, Incident Briefing

ICS Form 201

INCIDENT BRIEFING	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Map Sketch			
<ul style="list-style-type: none">▪ Incident situation (map, significant events)▪ Incident objectives▪ Summary of current actions▪ Status of resources assigned or ordered			
ICS 201 Page 1 of 4	5. Prepared by (Name and Position)		

Refer to your Student Manuals for a completed example.

Other Commonly Used ICS Forms

- ICS Form 204, Assignment List
- ICS Form 211, Check-in List
- ICS Form 213, General Message
- ICS Form 214, Unit Log



ICS Form 204, Assignment List. The form includes fields for 1. BRANCH, 2. DIVISION/GROUP, 3. INCIDENT NAME, 4. OPERATIONAL PERIOD, and 5. DATE. A yellow 'GENERAL MESSAGE' slip is overlaid on the form, featuring a 'TO:' field and a 'DROP OFF PT/TIME' field.



ICS Form 214, Unit Log and ICS Form 211, Check-in List. The Unit Log form includes fields for 1. INCIDENT NAME, 2. UNIT NAME/DESIGNATORS, 3. UNIT LEADER (NAME AND POSITION), and 4. PERSONNEL ROSTER ASSIGNED. The Check-in List form includes fields for 1. INCIDENT NAME, 2. UNIT NAME/DESIGNATORS, 3. UNIT LEADER (NAME AND POSITION), and 4. PERSONNEL ROSTER ASSIGNED.

Visual 4.35

Activity: Using ICS Form 201 (1 of 2)

Instructions:

- 1. Working as a team, complete the missing elements in the ICS Form 201, Incident Briefing, for the Emerald City Floods incident provided in your Student Manuals.**
- 2. Begin by reading the information contained in Section 7.**

Activity: Using ICS Form 201 (2 of 2)

Instructions:

4. Next, complete the following sections of the ICS Form 201:
 - Section 4 – Sketch: Identify and locate the incident facilities on the sketch provided.
 - Section 5 – Current Organization: Create an organizational chart for this incident.
 - Section 6 – Resource Summary: Complete column 1 listing the resources ordered. In column 2, identify the resources by position, training level, or type. In column 3, indicate if the resource is on scene or the time it should arrive. In column 4, indicate the location where the resource is or will be assigned.
5. Choose a spokesperson to present your completed ICS Form 201. Be prepared to present your work in 30 minutes.

Summary

Are you now able to:

- **Describe the functions of organizational positions within the Incident Command System (ICS)?**
- **Identify the ICS tools needed to manage an incident?**
- **Demonstrate the use of an ICS Form 201, Incident Briefing?**

Unit 5:

Briefings



Visual 5.1

Briefings
Version 2.0

Unit Objectives

- Describe components of field, staff, and section briefings/meetings.
- Give an operational period briefing.



Types of Briefings/Meetings



- **Staff-Level Briefings:** Delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.



- **Field-Level Briefings:** Delivered to individual resources or crews assigned to operational tasks and/or work at or near the incident site.



- **Section-Level Briefings:** Delivered to an entire Section (e.g., the operational period briefing).

Briefing Checklist



- ✓ **Situation**
- ✓ **Mission/Execution**
- ✓ **Communications**
- ✓ **Service/Support**
- ✓ **Risk Management**
- ✓ **Questions or Concerns**

Activity: Briefing Information

Instructions:

- 1. Each group will be assigned one type of briefing (staff, field, section).**
- 2. For the assigned type of briefing, list the specific types of information that you think should be in briefings. You may want to refer to the two previous visuals.**
- 3. Choose a spokesperson to present your findings to the class. Be ready to present your list in 15 minutes.**

Staff-Level Briefing Topics

- Work area
- Safety issues and emergency procedures
- Specific tasks for the work period
- Coworkers, subordinates
- Process to obtain additional resources, supplies, and equipment
- Shift or work period schedule
- Communications protocol within the unit
- Expectations:
 - Meeting attendance and schedule
 - Quantity and quality of work
 - Timelines
 - Schedule for updates and completed products



Field-Level Briefing Topics

- Work area
- Scope of responsibility
- Safety issues and emergency procedures
- Specific tasks for the work period
- Communication channels and protocols
- Coworkers, subordinates, supervisor, and adjoining forces
- Process to obtain additional resources, supplies, and equipment
- Shift or work period schedule
- Expectations



Section-Level Briefing Topics

- Scope of work assigned to the Section
- Section organization
- Work site/area/facility layout
- Safety issues and emergency procedures
- Staff introductions
- Section meetings schedule
- Process to obtain additional resources, supplies, and equipment
- Expectations
- Scope of responsibility and delegated authority



Operational Period Briefing

The operational period briefing:

- May be referred to as the shift briefing.
- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan to supervisors within the Operations Section.
- Should be concise.



Operational Period Briefing: Agenda (1 of 4)



Planning Section Chief: Reviews the agenda and facilitates the briefing.



Incident Commander: Presents objectives or confirms existing objectives if valid.

Note: Objectives may be presented by the Planning Section Chief.

Operational Period Briefing: Agenda (2 of 4)



Current Operations Section Chief:
Provides current assessment and accomplishments.



On-Coming Operations Section Chief:
Covers the work assignments and staffing of divisions and groups for the upcoming operational period.

Operational Period Briefing: Agenda (3 of 4)



Technical Specialists: Present updates on conditions affecting the response (weather, fire behavior, environmental factors).



Safety Officer: Reviews specific risks to operational resources and the identified safety/mitigation measures.



Special Operations: Briefs on Air Operations (if activated).

Operational Period Briefing: Agenda (4 of 4)



Specific Section Chief/Unit Leaders: Present information related to ensuring safe and efficient operations.



Incident Commander: Reiterates his or her operational concerns and directs resources to deploy.



Planning Section Chief: Announces next planning meeting and operational period briefing. Adjourns the meeting.

Activity: Operational Period Briefing

Instructions:

- 1. Working as a team, prepare an operational period briefing using the information from the Emerald City Flood scenario begun in the previous units.**
- 2. Include the following roles:**
 - Incident Commander**
 - Planning Section Chief**
 - Operations Section Chief (assume no change of command)**
 - Safety Officer**
 - Weather Specialist**
- 3. Be prepared to present your briefing in 20 minutes.**

Summary

Are you now able to:

- **Describe components of field, staff, and section briefings/meetings?**
- **Give an operational period briefing?**



Unit 6:

Organizational Flexibility



Visual 6.1

Organizational Flexibility
Version 2.0

Unit Objectives

- Explain how the modular organization expands and contracts.
- Given a scenario, complete a complexity analysis.
- Define the five types of incidents.



Flexibility and Standardization

- Standardization does NOT limit flexibility.
- ICS works for small, routine operations as well as catastrophic events.

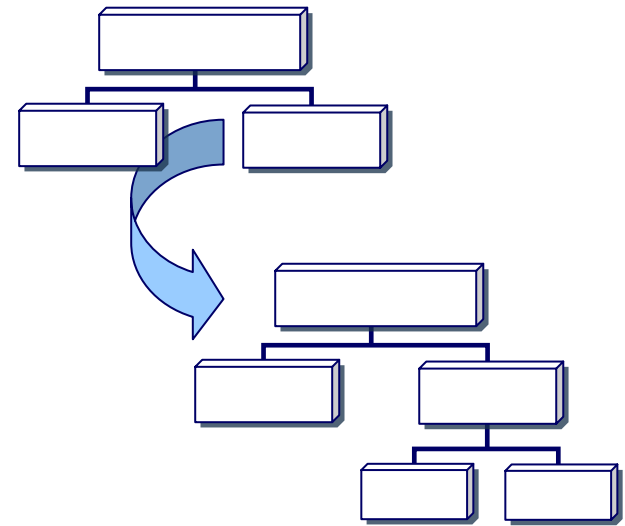


A key principle of ICS is its **flexibility**.

Modular Organization

Incident command organizational structure is based on:

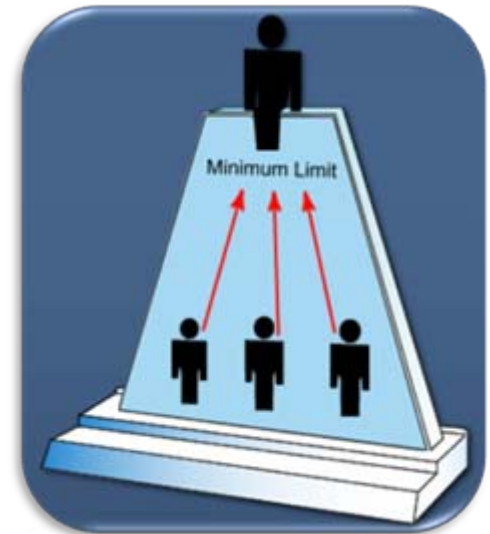
- **Size and complexity of the incident.**
- **Specifics of the hazard environment created by the incident.**
- **Incident planning process and incident objectives.**



ICS Expansion and Contraction

Although there are no hard-and-fast rules, remember that:

- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.



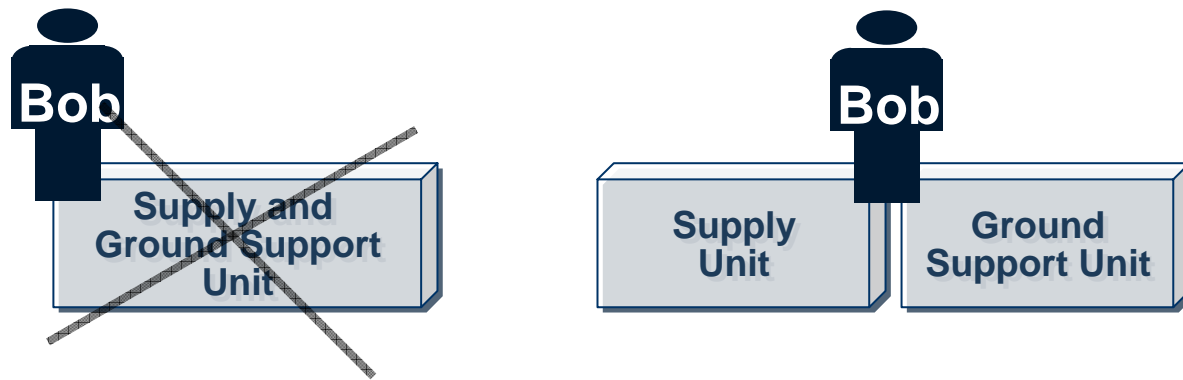
Activation of Organizational Elements

Organizational elements may be activated without activating the Section Chief.



Things To Avoid

- Do not combine ICS positions to save on staffing. Individuals may supervise multiple units, but the positions should remain distinct.



- Do not use nonstandard titles or hybrid positions. These titles may be unrecognizable to assisting or cooperating personnel.

Anticipate Incident Workload

Planning Section

- **Resources and Situation Units will be very busy in the initial phases of the incident.**
- **Documentation and Demobilization Units will be very active in the final stages of the incident.**

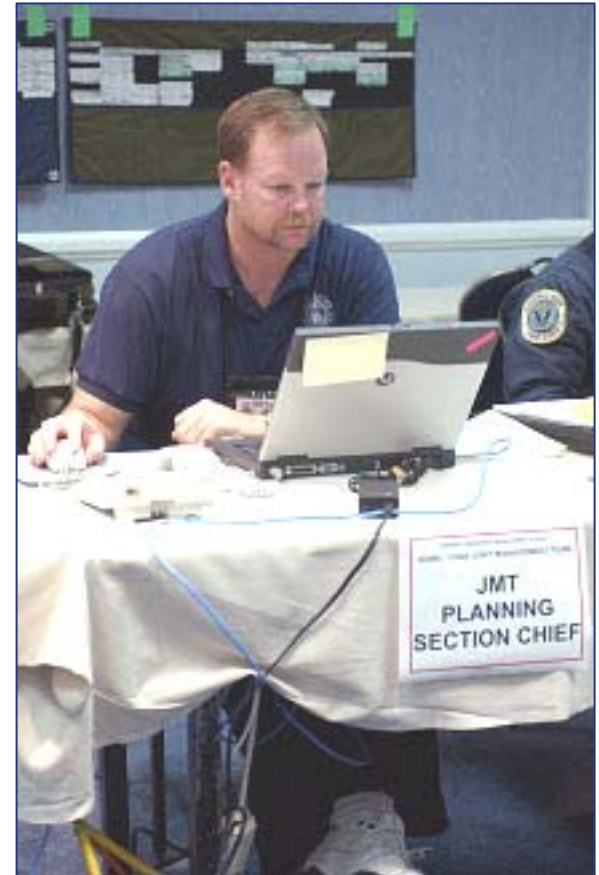
Logistics Section

- **Supply and Communications Units will be very active in the initial and final stages of the incident.**

Analyze Complexity

Analyzing incident complexity can help you to:

- Identify resource requirements.
- Determine if the existing management structure is appropriate.



Complexity Analysis Factors

- **Community and responder safety**
- **Impacts to life, property, and the economy**
- **Potential hazardous materials**
- **Weather and other environmental influences**
- **Likelihood of cascading events**
- **Potential crime scene (including terrorism)**
- **Political sensitivity, external influences, and media relations**
- **Area involved, jurisdictional boundaries**
- **Availability of resources**

Activity: Complexity Analysis

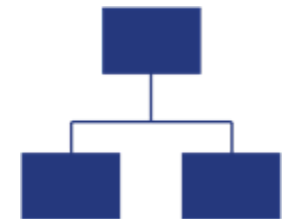
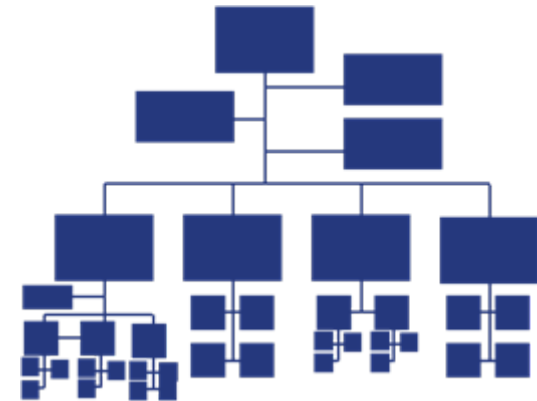
Instructions:

- 1. Working as a team, select an incident (e.g., flood, building collapse, water main break, bridge accident, hostage, hazardous materials, fire, disease outbreak, planned event, etc.).**
- 2. Using the worksheet in your Student Manuals, identify a list of indicators that you might consider in order to determine the complexity of this incident. List the top 3 critical factors on chart paper.**
- 3. Choose a spokesperson and be ready to present your complexity analysis to the class in 15 minutes.**

Incident Complexity and Resource Needs

Incident Complexity Resource Needs

Complexity 



Resource Kinds and Types

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

Which Is Kinds? Which Is Types?



A



B



Visual 6.14

Organizational Flexibility
Version 2.0

Why “Type” Resources?

Resource Request: “We need a HazMat team.”



What You Needed



What You Got

Resource Typing



Type I

Capabilities

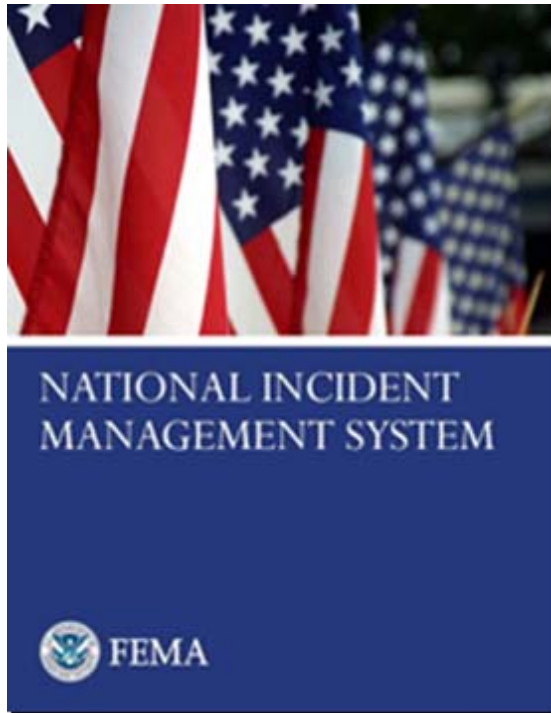
Type IV

See Student
Manual for
an example.

Visual 6.16

Organizational Flexibility
Version 2.0

Typing: Getting the Right Resources



Getting the right resources is so critical that . . .

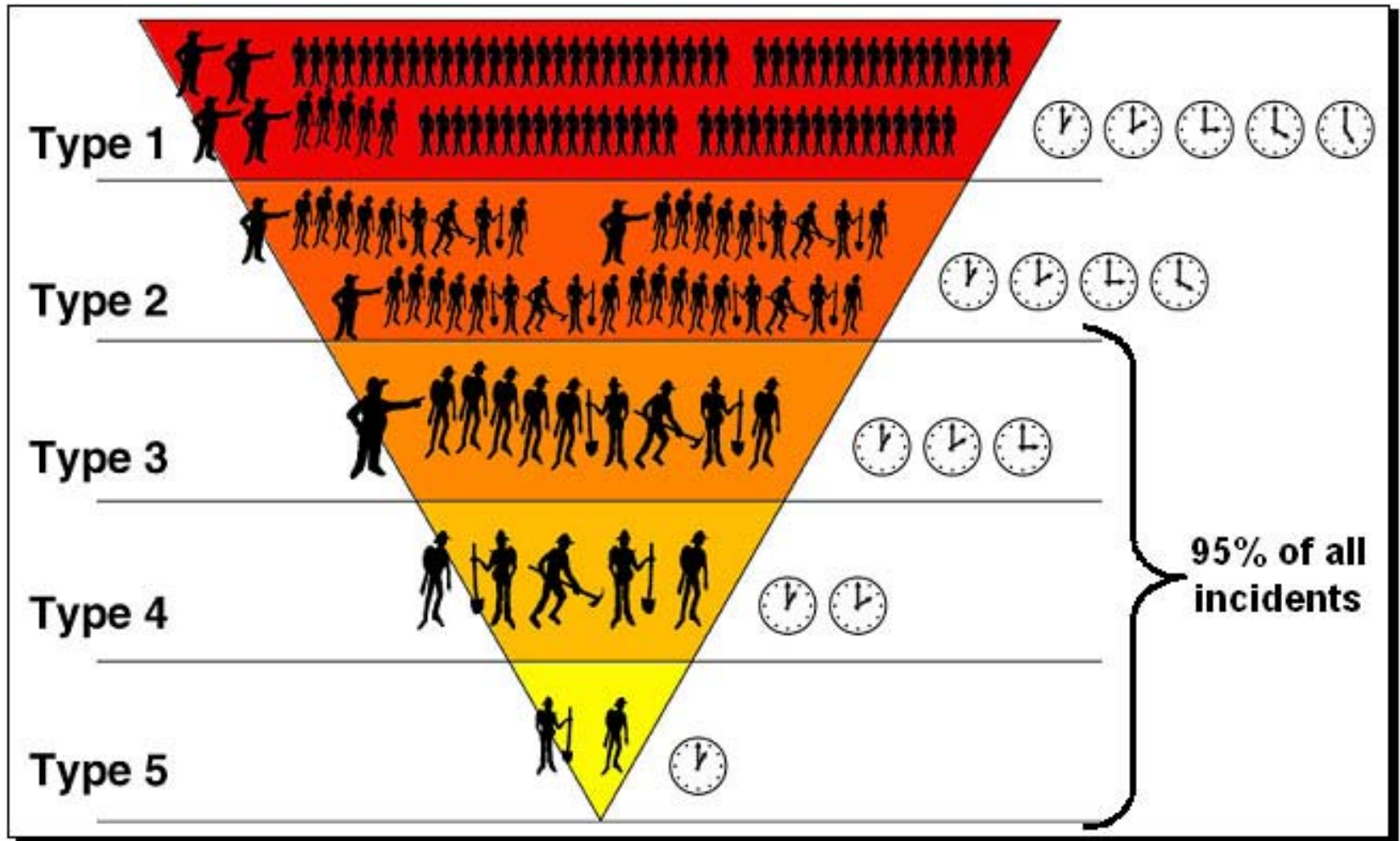
. . . the National Incident Management System (NIMS) requires that various kinds of resources be “typed” whenever possible.

Incident Typing: Overview



- Incidents are categorized by five types based on complexity.
- Type 5 incidents are the least complex and Type 1 the most complex.
- Incident typing is used to order Incident Management Teams (IMTs).

Incident Typing: Overview



Visual 6.19

Type 5 Incident

Resources: One or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated.

Time Span: Incident is contained within the first operational period and often within a few hours after resources arrive on scene.



Type 4 Incident

Resources: Command Staff and General Staff functions are activated only if needed. Resources vary from a single module to several single resources (e.g., Task Force or Strike Team).

Time Span: Limited to one operational period in the control phase. No written Incident Action Plan (IAP) is required for non-HazMat incidents. A documented operational briefing is completed.



Type 3 Incident

Resources: Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions.

Time Span: The incident may extend into multiple operational periods and a written IAP may be required for each operational period.



Type 2 Incident

Resources: Regional and/or national resources are required to safely and effectively manage the operations. Many Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500.

Time Span: The incident is expected to go into multiple operational periods. A written IAP is required for each operational period.



Type 1 Incident

Resources: National resources are required to safely and effectively manage the operations. All Command and General Staff positions are activated.

Time Span: The incident is expected to go into multiple operational periods. A written IAP is required for each operational period.



Incident Management Teams (IMTs)

- **An IMT may be used to response to an incident. IMTs include Command and General Staff members.**
- **IMT types correspond to incident type and include:**
 - **Type 5: Local Village and Township Level**
 - **Type 4: City, County, or Fire District Level**
 - **Type 3: State or Metropolitan Area Level**
 - **Type 2: National and State Level**
 - **Type 1: National and State Level (Type 1 Incident)**
- **Team members are certified as having the necessary training and experience to fulfill IMT positions.**

Information Source: www.usfa.fema.gov

Activity: Incident Types (1 of 5)



**What is the
incident
level?**

- **Multivehicle accident with fatalities and numerous critical injuries has occurred.**
- **There are possible structural integrity concerns with the road.**
- **Local resources are on the scene.**
- **The rescue, investigation, and engineering operations are expected to go into multiple operational periods.**
- **Operational briefings are being documented; the IAP is verbal.**

Activity: Incident Types (2 of 5)



**What is the
incident
level?**

- There is ongoing flooding in a tri-State area.
- Local and regional resources are overwhelmed.
- Numerous missing and injured persons.
- Additional rain and wind is forecasted.
- The President has declared all counties in the affected region as disaster areas under the Stafford Act.

Activity: Incident Types (3 of 5)



**What is the
incident
level?**

- A cargo jet has crashed with injuries onboard and on the ground.
- Possible hazardous materials are aboard.
- State and local resources are managing the incident.
- All Command positions are filled and the Operations and Planning Sections have been activated.

Activity: Incident Types (4 of 5)



**What is the
incident
level?**

- A tornado has touched down in a small residential area.
- There is structural damage to several houses.
- Several people have sustained minor injuries and all residents are accounted for.
- The operation will be completed within the first operational period.

Activity: Incident Types (5 of 5)



What is the incident level?

- A bank robber is holding staff and patrons hostage.
- An Operations Section has been activated with a perimeter control group, investigation group, and SWAT unit.
- The Command Staff includes the Incident Commander and a Public Information Officer.
- The incident may extend into multiple operational periods.

Summary

Are you now able to:

- Explain how the modular organization expands and contracts?
- Given a scenario, complete a complexity analysis?
- Define the five types of incidents?



Unit 7:

Transfer of Command



Visual 7.1

Transfer of Command
Version 2.0

Unit Objectives

- Describe the process of transfer of command.
- List the essential elements of information involved in transfer of command.



Transfer of Command

Transfer of command is . . .

. . . the process of moving the responsibility for incident command from one Incident Commander to another.



When Command Is Transferred

May take place when:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies (e.g., Incident Commander has a family emergency).
- Agency administrator/official directs a change in command.

A More Qualified Person Arrives

The arrival of a more qualified person does NOT necessarily mean a change in incident command.

The more qualified individual may:

- **Assume command according to agency guidelines.**
- **Maintain command as it is and monitor command activity and effectiveness.**
- **Request a more qualified Incident Commander from the agency with a higher level of jurisdictional responsibility.**



Transfer of Command Procedures

Whenever possible, transfer of command should:

- **Take place face-to-face.**
- **Include a complete briefing.**

The effective time and date of the transfer should be communicated to personnel.



Transfer of Command Briefing Elements

The transfer of command briefing should include:

- Situation status.
- Incident objectives and priorities based on the IAP.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff members.



Documentation: ICS Form 201

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. MAP SKETCH			
<h2>Useful tool for initial Incident Commander</h2>			
5. PREPARED BY (NAME AND POSITION)			
201 ICS (1-99)	PAGE 1 OF 4	NFES 1305	

- The initial Incident Commander can use the ICS 201 to document actions and situational information required for transfer of command.
- For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing.

Activity: Challenges and Strategies

Instructions:

1. Working as a team, identify the challenges facing an incoming commander and strategies for overcoming these challenges.
2. Record your challenges and strategies on chart paper as shown:
3. Choose a spokesperson and be ready to present in 15 minutes.

Transfer of Command	
Challenges	Strategies

Summary

Are you now able to:

- Describe the process of transfer of command?
- List the essential elements of information involved in transfer of command?



Visual 7.10

Transfer of Command
Version 2.0

Unit 8:

Course Summary:

ICS for Single Resources and Initial Action Incidents



Visual 8.1

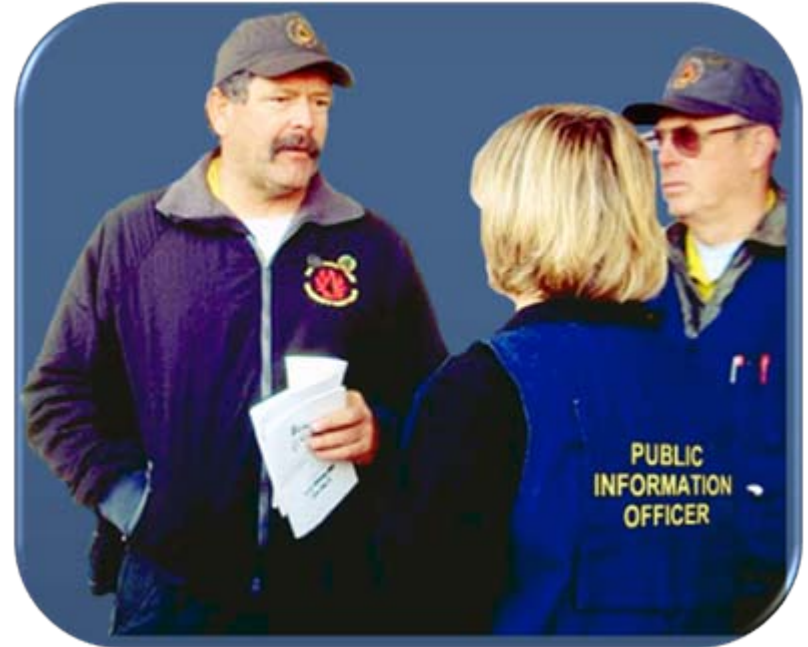
Course Summary: ICS for Single Resources and Initial Action Incidents

Version 2.0

Review ICS-200 Course Objectives

Are you now able to:

- **Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event?**
- **Use the ICS to manage an incident or event?**



Visual 8.2

Course Summary: ICS for Single Resources and Initial Action Incidents

Version 2.0

Taking the Exam

Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
 - Read each item carefully.
 - Circle your answer on the test.
 - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or enter the answers online.
4. You may refer to your Student Manuals when completing this test.

Feedback



**Please complete the
course evaluation
form.**

**Your comments are
important!**