ICS-300: Intermediate ICS for Expanding Incidents

Student Manual

October 2013

DEPARTMENT OF HOMELAND SECURITY

FEMA

UNIT 1: COURSE OVERVIEW

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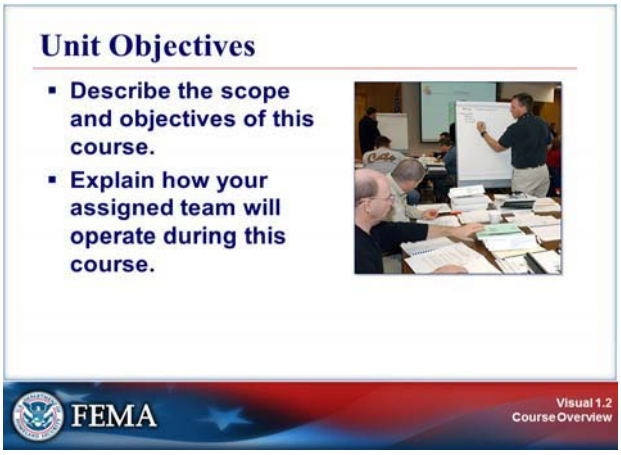
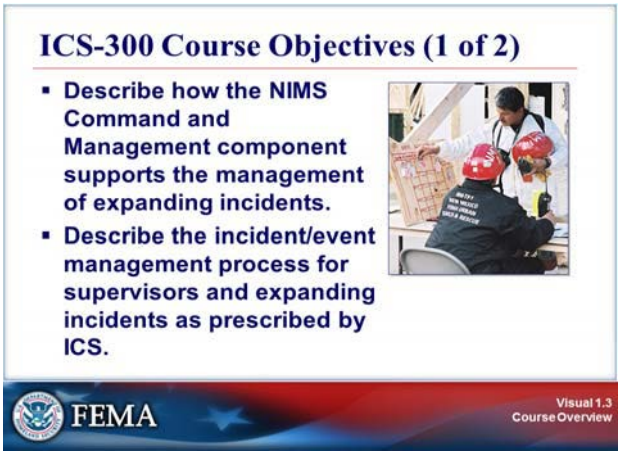
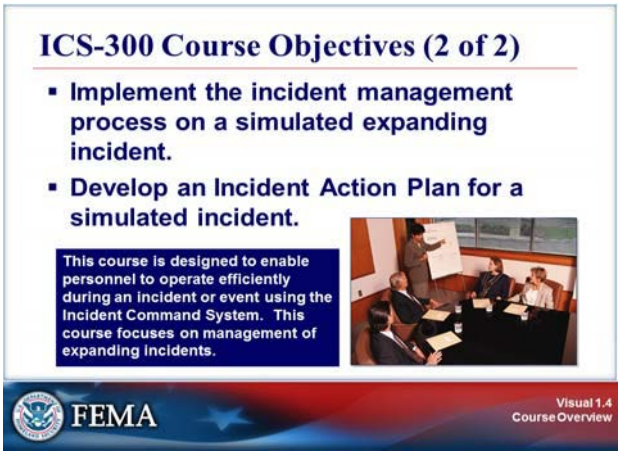
Visuals



Your Notes





Your Notes

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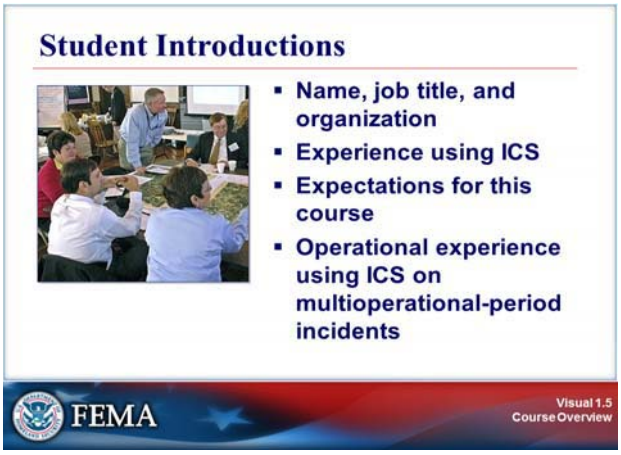

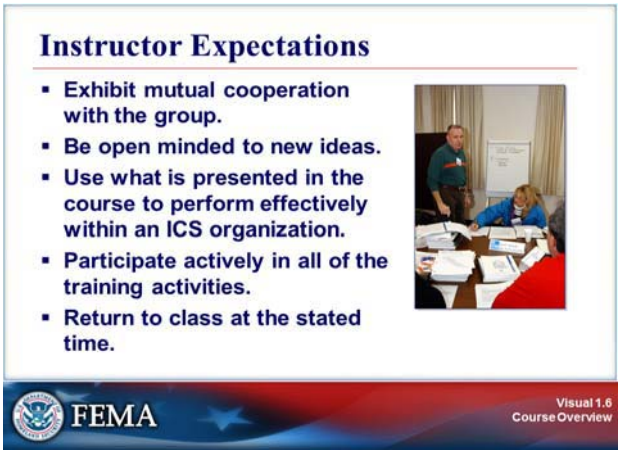

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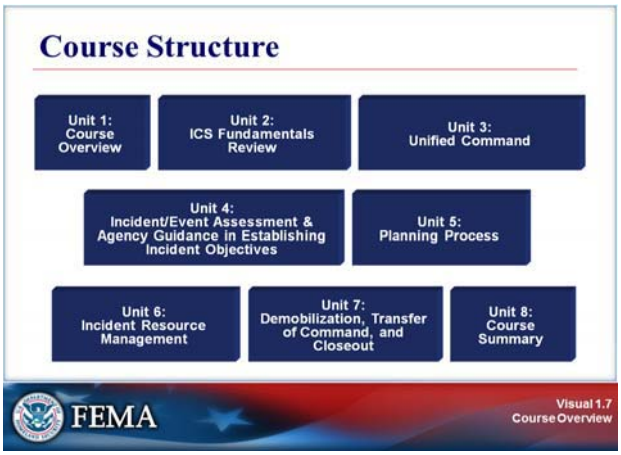


Your Notes

Visuals

Refer to the ICS Form 214 – ICS 300 version that appears on the next page.

Your Notes

ACTIVITY LOG (ICS 214)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	
3. Name:	**4. ICS Position:**	**5. Home Agency** (and Unit)**:**

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

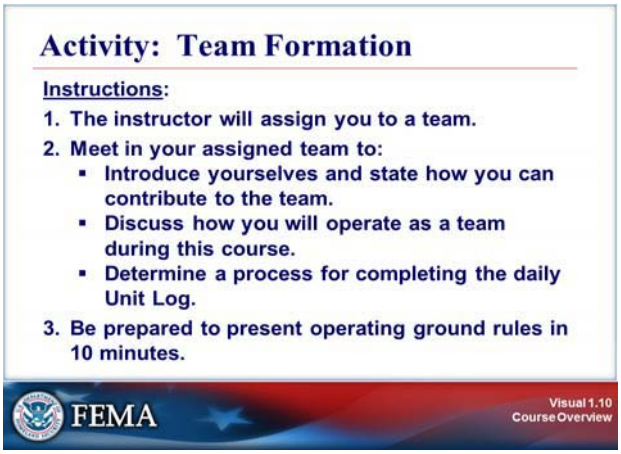
7. Activity Log:

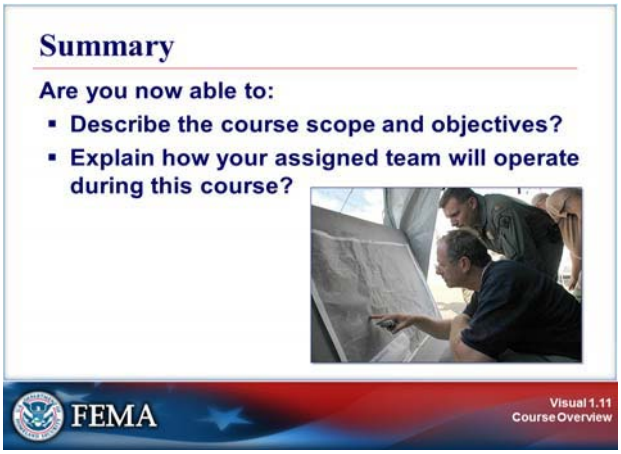
Date/Time	Notable Activities

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 214, Page 1 Date/Time: _____

Visuals





Your Notes

Glossary

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: Used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Allocated Resources: Resources dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decisionmaking.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Glossary

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: Based on credentialing and resource ordering, provides incident-specific credentials and can be used to limit access to various incident sites.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certifying Personnel: Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

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

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: Offers an overview of an incident thereby providing incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Glossary

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multiagency coordination system (MACS) for an incident until other elements of MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the predelegation of emergency authority, and active command and control during response and recovery operations.

Continuity of Operations (COOP) Plans: Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations, as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

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

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: Providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident

Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An emergency operations center (EOC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

DHS: Department of Homeland Security

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Essential Records: Information systems and applications, electronic and hardcopy documents, references, and records needed to support essential functions during a continuity event. The two basic categories of essential records are emergency operating records and rights and interest records. Emergency operating records are essential to the continued functioning or reconstitution of an organization. Rights and interest records are critical to carrying outa n organization's essential legal and financial functions and vital to the protection of the legal and financial rights of individuals who are directly affected by that organization's activities. The term "vital records" refers to a specific sub-set of essential records relating to birth, death, and marriage documents.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Federal: Of or pertaining to the Federal Government of the United States of America.

FEMA: Federal Emergency Management Agency

Field Operations Guide: Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not

necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

HSPD-5: Homeland Security Presidential Directive 5, "Management of Domestic Incidents"

HSPD-7: Homeland Security Presidential Directive 7, "Critical Infrastructure, Identification, Prioritization, and Protection"

Identification and Authentication: For security purposes, process required for individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports).

Incident: An occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Metrics: Measurable standards that are useful in describing a resource's capability.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risks after a disaster has occurred.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decisionmaking and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centers and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Infrastructure Protection Plan (NIPP): Provides a coordinated approach to critical infrastructure and key resources protection roles and responsibilities for Federal, State, tribal, local, and private-sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources that will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster.

National Integration Center (NIC) Incident Management Systems Integration Division: Established by the Secretary of Homeland Security to provide strategic direction for and oversight of NIMS by supporting both routine maintenance and the continuous refinement of the system and its components over the long term. The Center oversees all aspects of NIMS including the development of compliance criteria and implementation activities at Federal, State, and local levels. It provides guidance and support to jurisdictions and incident management and responder organizations as they adopt the system.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decisionmakers, and supporting entities to provide a unified national response.

NFPA: National Fire Protection Association

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

People with Disabilities and Access and Functional Needs: Community members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical disabilities and others with access and functional needs, such as people who live in

institutionalized settings; who are seniors; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

PPD-8: Presidential Policy Directive 8 (PPD-8) describes the Nation's approach to preparedness─one that involves the whole community, including individuals, businesses, community- and faith-based organizations, schools, tribes, and all levels of government (Federal, State, Local, Tribal, and Territorial).

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. Within NIMS, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; and equipment certification.

Preparedness Organizations: The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Prevention capabilities include, but are not limited to, information sharing and warning; domestic counterterrorism; and preventing the acquisition or use of Weapons of Mass Destruction (WMD). For purposes of the prevention framework called for in the PPD-8 directive, the term "prevention" refers to preventing imminent threats.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Publications Management: Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

Recovery Plan: A plan developed to restore the affected area or community.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support NIMS. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

Technical Specialist: Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are preestablished within ICS (e.g., Base Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

Volunteer: For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

Your Notes

UNIT 2: ICS FUNDAMENTALS REVIEW

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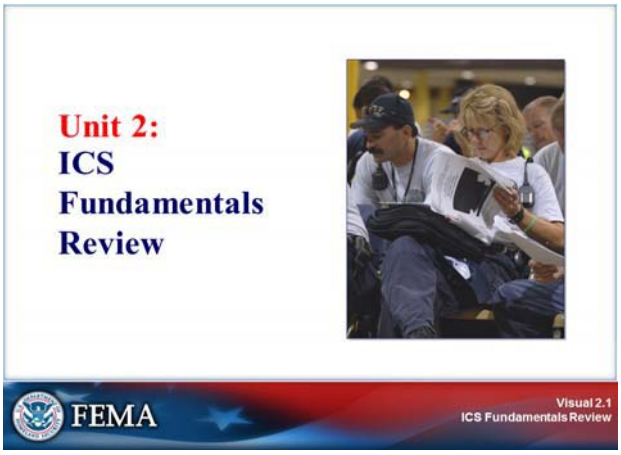
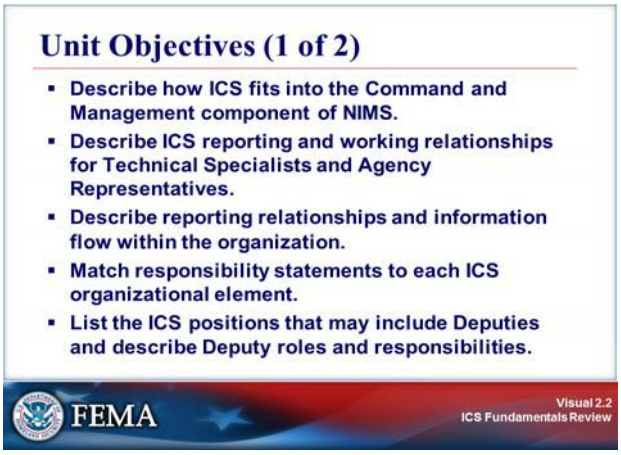
Visuals





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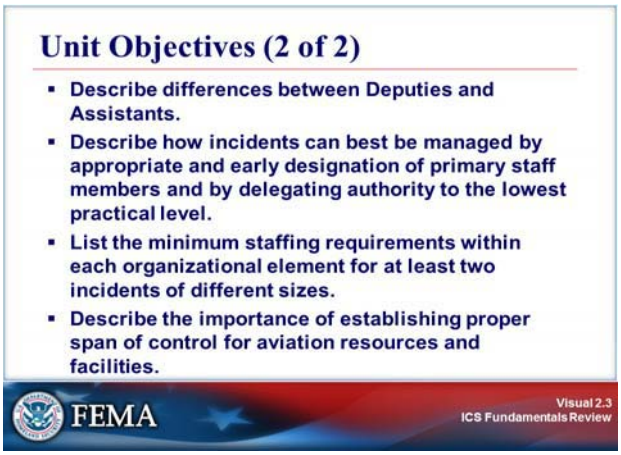
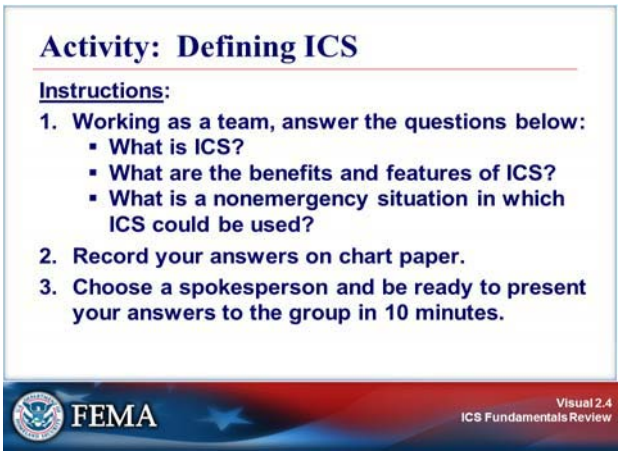




Your Notes

Activity: Defining ICS

ICS Review Materials: ICS History and Features

Incident Command System (ICS)

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

As stated in NIMS, “The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.”

Activity: Defining ICS (Continued)

ICS Review Materials: ICS History and Features

ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.

- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(Continued on the next page.)

Activity: Defining ICS (Continued)

ICS Review Materials: ICS History and Features

ICS Features (Continued)

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

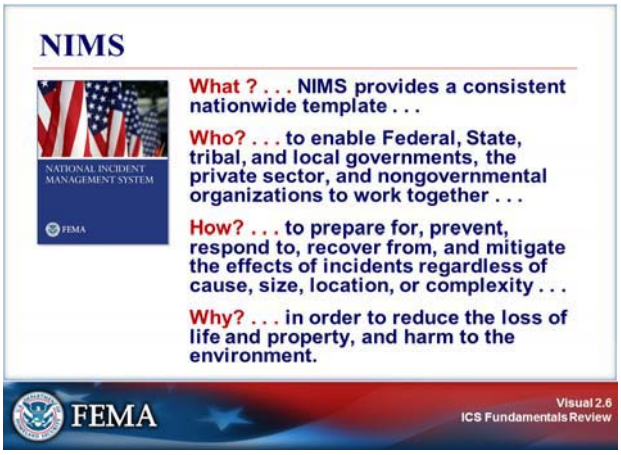
- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

  - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
  - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
  - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
  - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.

- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.

Visuals



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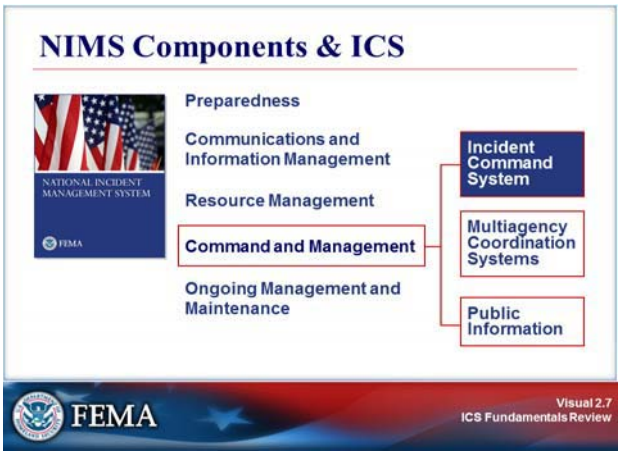

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Your Notes

Job Aid: NIMS Components and ICS

NIMS Components and ICS

Following is a synopsis of each major component of NIMS.

- **Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of assessment, planning, procedures and protocols, training and exercises, personnel qualification and certification, equipment certification, and evaluation and revision.

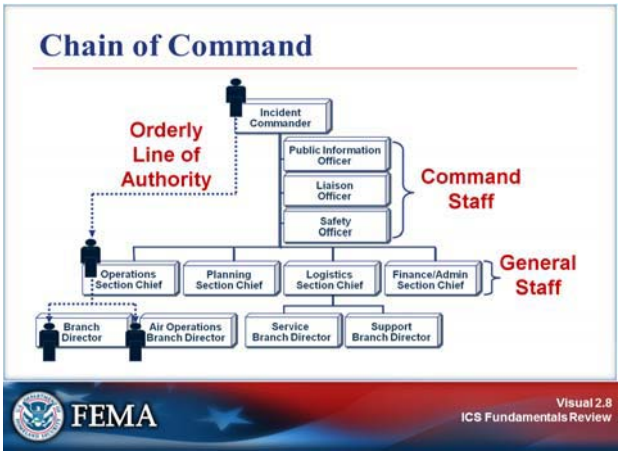
- **Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.

- **Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.

- **Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.

- **Ongoing Management and Maintenance**. DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

Additional information: www.fema.gov/emergency/nims



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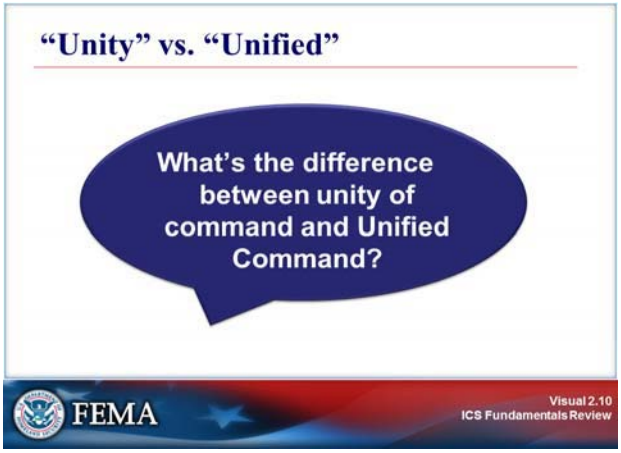

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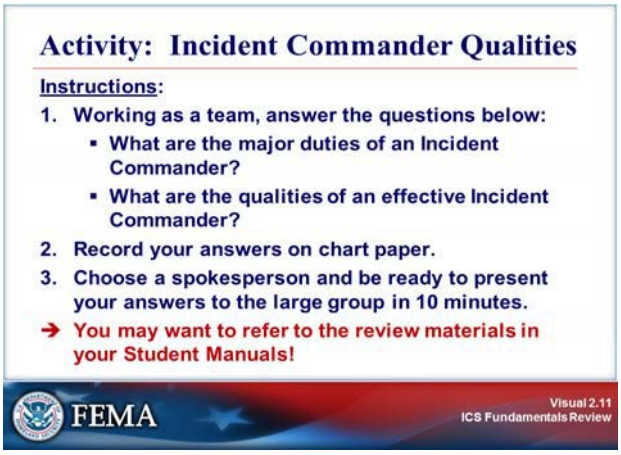

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Your Notes

Activity: Incident Commander Qualities

Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were to:

- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for both current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- Promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- Provide a safe operating environment within all parts of the incident organization.
- Ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

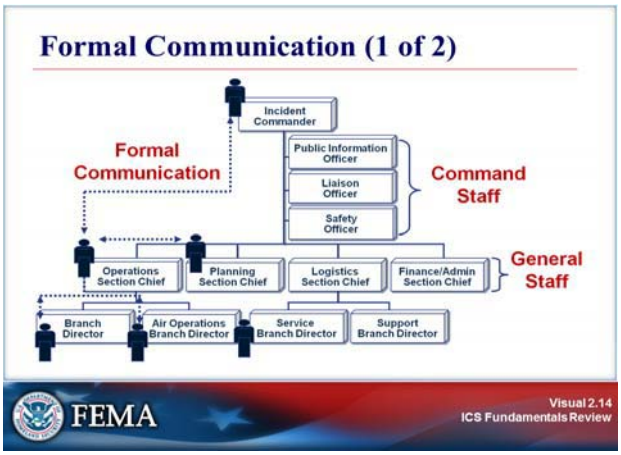
Incident Commander

The Incident Commander is technically not a part of either the General or Command Staff. The Incident Commander is responsible for:

- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities, and determining incident objectives and strategies to be followed.
- Establishing the ICS organization needed to manage the incident.
- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Approving resource requests and use of volunteers and auxiliary personnel.
- Ordering demobilization as needed.
- Ensuring after-action reports are completed.
- Authorizing information release to the media.

Visuals

Your Notes



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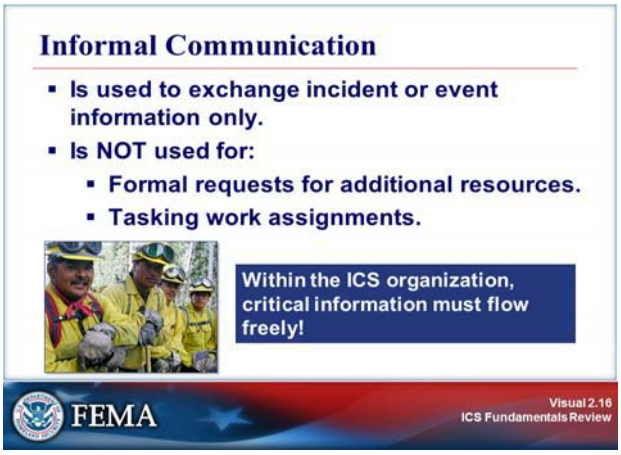

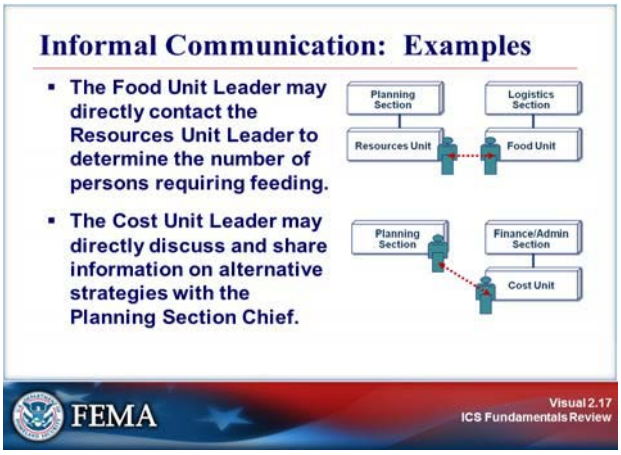

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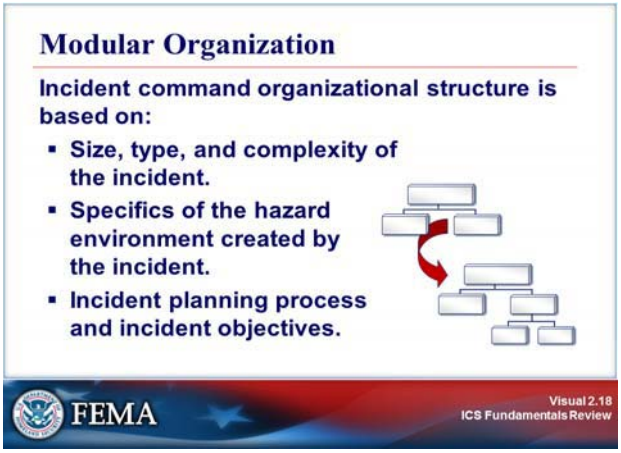


View the job aid on the next page.

Your Notes

Job Aid: Modular Organization

ICS Review Materials: Incident Complexity

Incident Complexity

"Incident complexity" is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

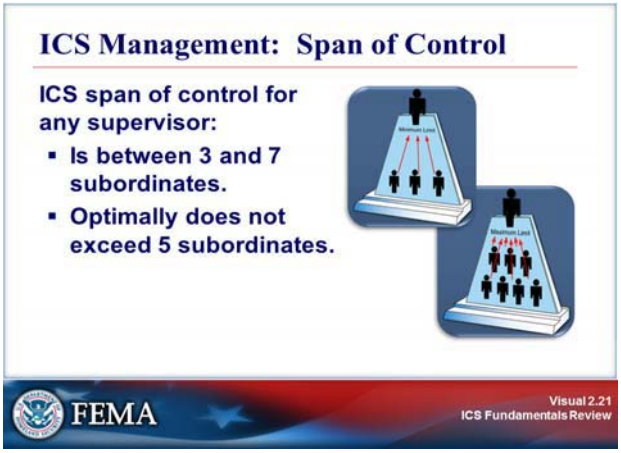
Incident complexity is considered when making incident management level, staffing, and safety decisions.

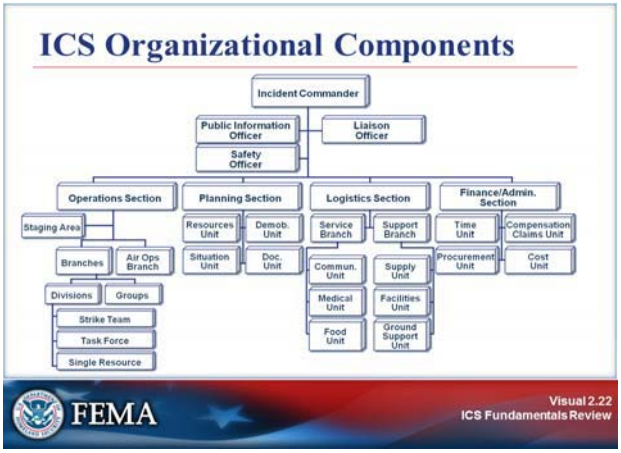
Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- 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
- Potential to extend into multiple operational periods

Visuals

Your Notes



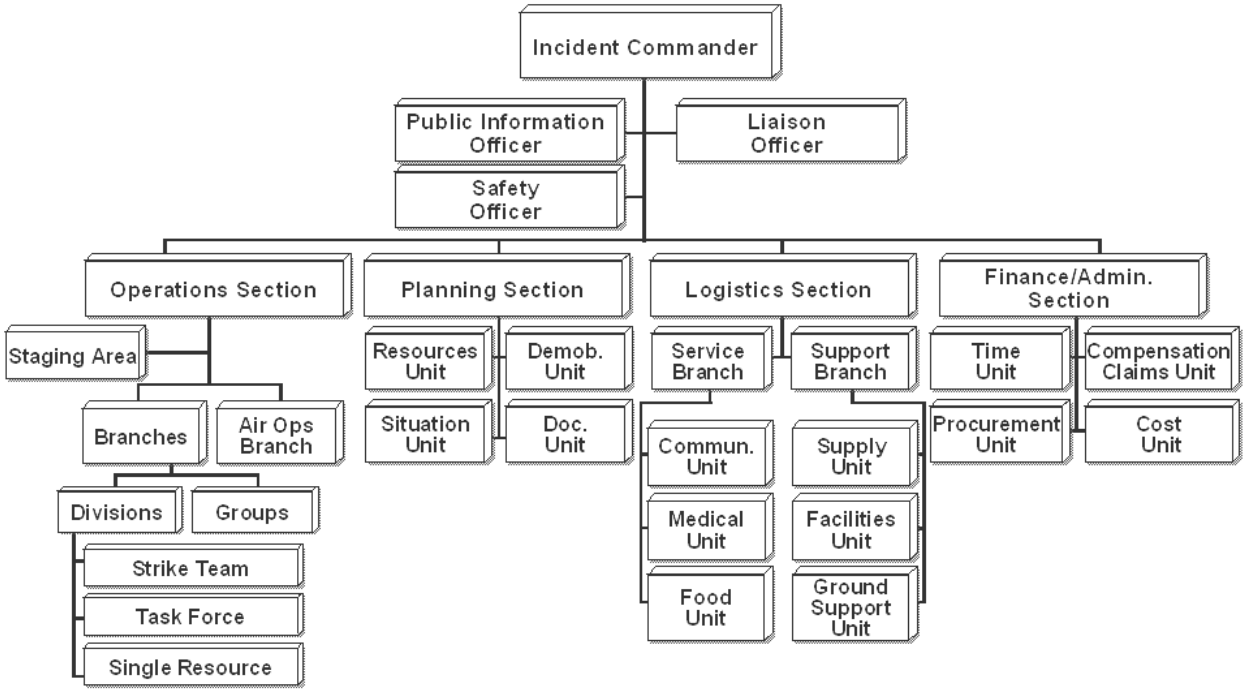


Your Notes

Job Aid: ICS Organizational Components

ICS Review Materials: Organizational Elements

Organizational Structure



- **Command Staff:** The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required.
- **Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.
- **Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

- **Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.
- **Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Incident Management Team

An Incident Management Team (IMT) is comprised of the Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Command Staff

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander.

The table on the following page summarizes the responsibilities of the Command Staff.

General Staff

The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

Following the first table is a table that summarizes the responsibilities of the General Staff.

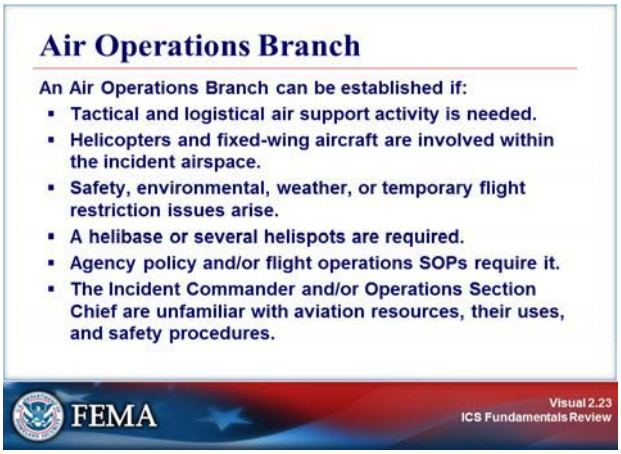
Command Staff	Responsibilities
Public Information Officer	• Determine, according to direction from the IC, any limits on information release. • Develop accurate, accessible, and timely information for use in press/media briefings. • Obtain IC's approval of news releases. • Conduct periodic media briefings. • Arrange for tours and other interviews or briefings that may be required. • Monitor and forward media information that may be useful to incident planning. • Maintain current information, summaries, and/or displays on the incident. • Make information about the incident available to incident personnel. • Participate in planning meetings.
Safety Officer	• Identify and mitigate hazardous situations. • Ensure safety messages and briefings are made. • Exercise emergency authority to stop and prevent unsafe acts. • Review the Incident Action Plan for safety implications. • Assign assistants qualified to evaluate special hazards. • Initiate preliminary investigation of accidents within the incident area. • Review and approve the Medical Plan. • Participate in planning meetings.
Liaison Officer	• Act as a point of contact for agency representatives. • Maintain a list of assisting and cooperating agencies and agency representatives. • Assist in setting up and coordinating interagency contacts. • Monitor incident operations to identify current or potential interorganizational problems. • Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources. • Provide agency-specific demobilization information and requirements.
Assistants	In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.
Additional Command Staff	Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

General Staff	Responsibilities
Operations Section Chief	The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. Major responsibilities of the Operations Section Chief are to: • Assure safety of tactical operations. • Manage tactical operations. • Develop the operations portion of the IAP. • Supervise execution of operations portions of the IAP. • Request additional resources to support tactical operations. • Approve release of resources from active operational assignments. • Make or approve expedient changes to the IAP. • Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.
Planning Section Chief	The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays. Major responsibilities of the Planning Section Chief are to: • Collect and manage all incident-relevant operational data. • Supervise preparation of the IAP. • Provide input to the IC and Operations in preparing the IAP. • Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP. • Conduct and facilitate planning meetings. • Reassign personnel within the ICS organization. • Compile and display incident status information. • Establish information requirements and reporting schedules for units (e.g., Resources and Situation Units). • Determine need for specialized resources. • Assemble and disassemble Task Forces and Strike Teams not assigned to Operations. • Establish specialized data collection systems as necessary (e.g., weather). • Assemble information on alternative strategies. • Provide periodic predictions on incident potential. • Report significant changes in incident status. • Oversee preparation of the Demobilization Plan.

General Staff	Responsibilities
Logistics Section Chief	The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing: • Facilities. • Transportation. • Communications. • Supplies. • Equipment maintenance and fueling. • Food services (for responders). • Medical services (for responders). • All off-incident resources. Major responsibilities of the Logistics Section Chief are to: • Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources. • Manage all incident logistics. • Provide logistical input to the IAP. • Brief Logistics Staff as needed. • Identify anticipated and known incident service and support requirements. • Request additional resources as needed. • Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required. • Oversee demobilization of the Logistics Section and associated resources.
Finance/ Administration Section Chief	The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Major responsibilities of the Finance/Administration Section Chief are to: • Manage all financial aspects of an incident. • Provide financial and cost analysis information as requested. • Ensure compensation and claims functions are being addressed relative to the incident. • Gather pertinent information from briefings with responsible agencies. • Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs. • Determine the need to set up and operate an incident commissary. • Meet with assisting and cooperating agency representatives as needed. • Maintain daily contact with agency(s) headquarters on finance matters. • Ensure that personnel time records are completed accurately and transmitted to home agencies. • Ensure that all obligation documents initiated at the incident are properly prepared and completed. • Brief agency administrative personnel on all incident-related financial issues needing attention or followup. • Provide input to the IAP.

Source: NIMS

Visuals



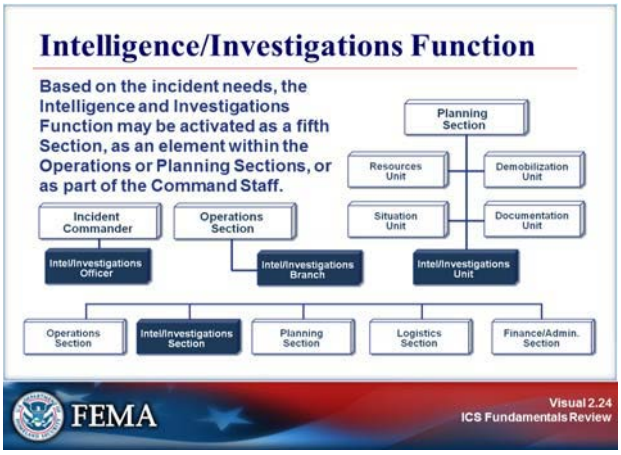
View the job aid on the next page.

Your Notes

Job Aid: Air Operations Branch

Aviation Operations	
Fire Control	Fixed-wing aircraft and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and for logistical support.
Forest and Other Land Management Programs	Pest control programs.
Maritime Incidents	Hazardous materials spills, accidents, and searches.
Other Applications	Communications relay airborne command and control, photo mapping, etc.
Search and Rescue	Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.
Medical Evacuation	Transportation of injured victims and personnel.
Earthquakes, Floods, etc.	Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
Law Enforcement	Reconnaissance, surveillance, direction, control, and transportation security.

Visuals



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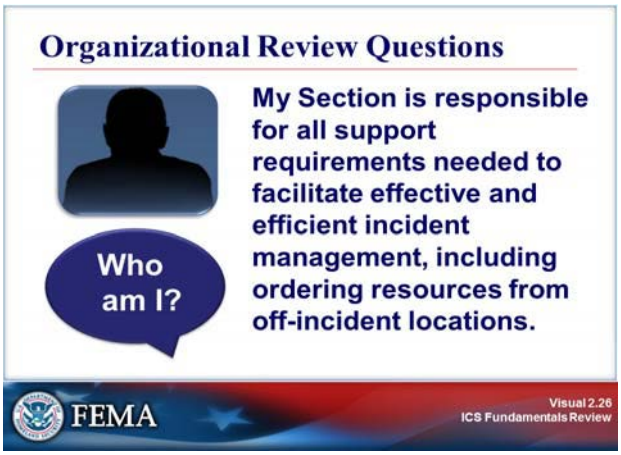
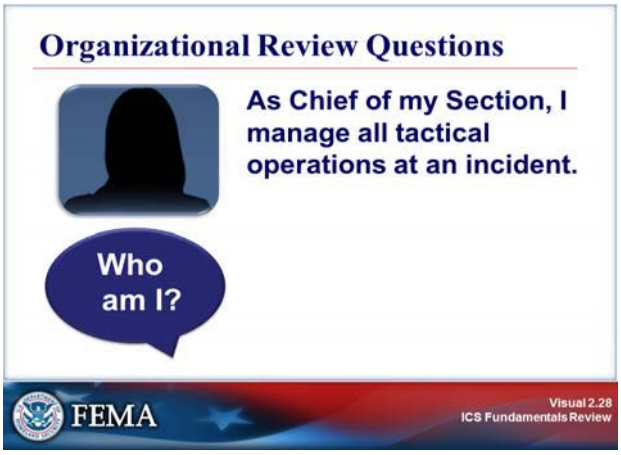
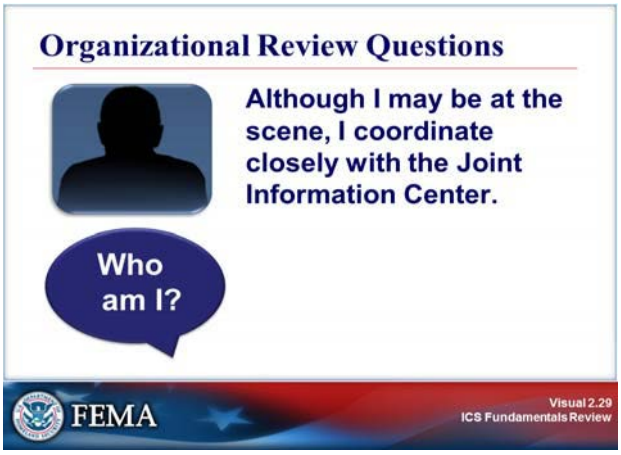


Your Notes

Visuals





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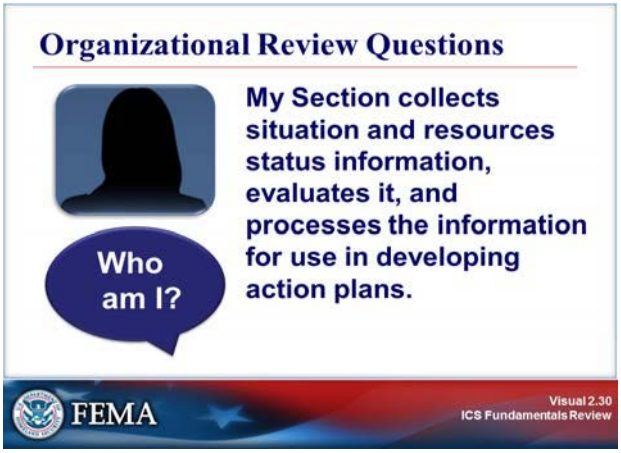

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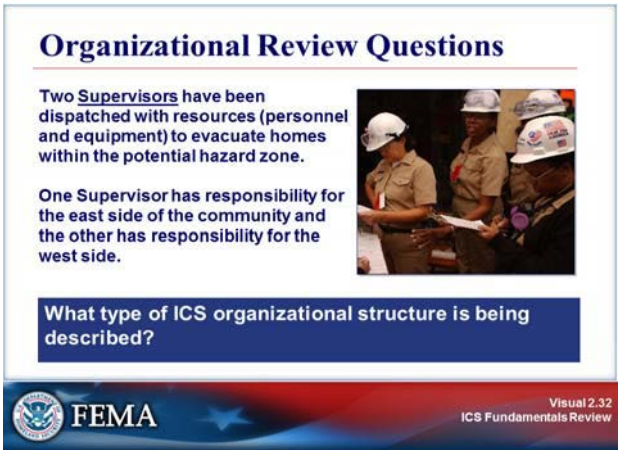

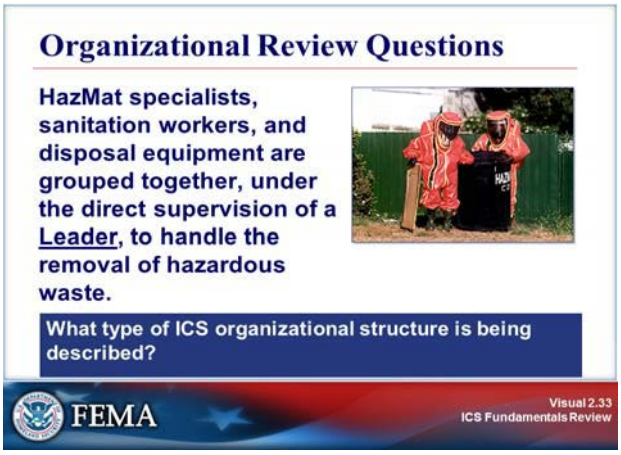

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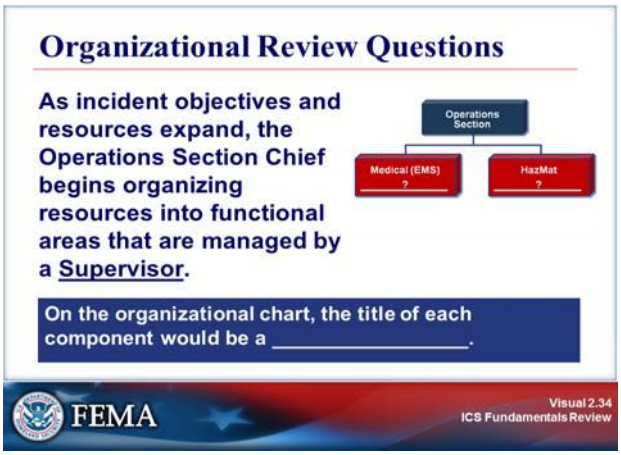

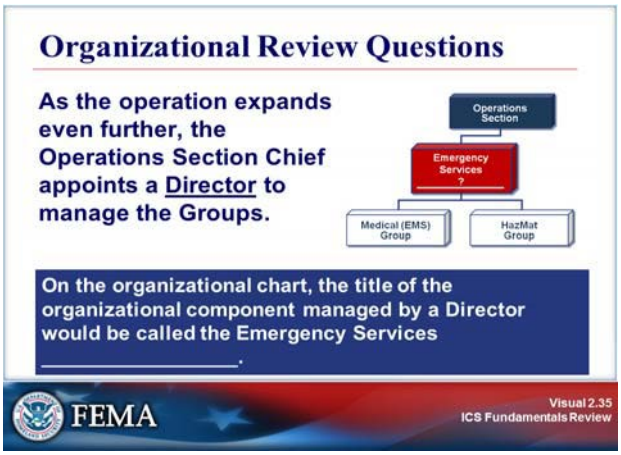

Your Notes

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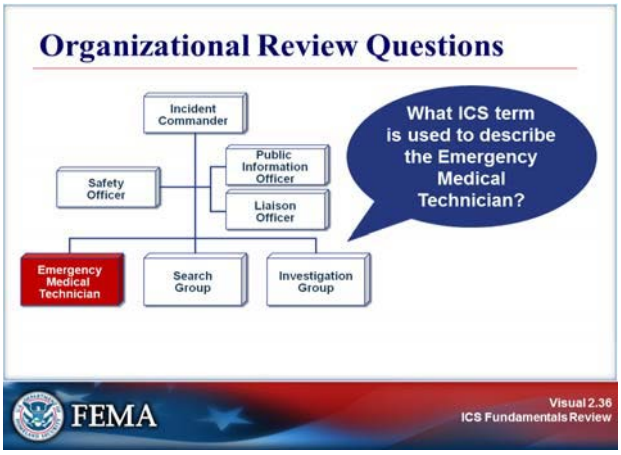

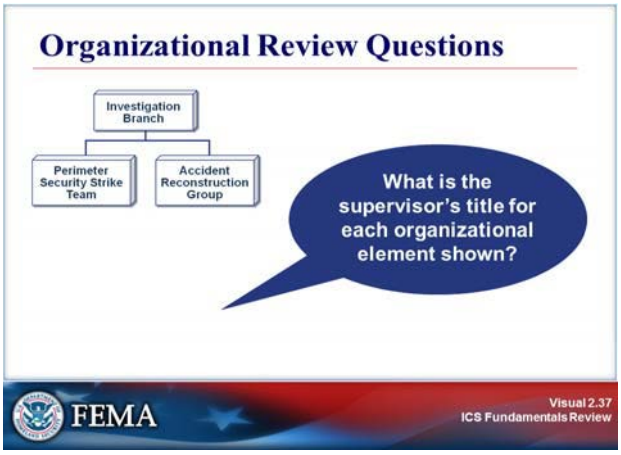

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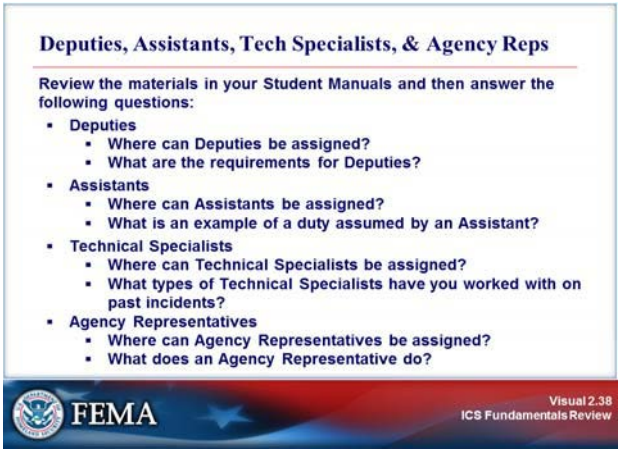


View the job aid on the next page.

Your Notes

Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives

Deputies

The Incident Commander may have one or more Deputies. An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, a Deputy Incident Commander must be able to assume the Incident Commander's role.

Following are three reasons to designate Deputies:

- To perform specific tasks as requested by the Incident Commander.
- To perform the Incident Command function in a relief capacity (e.g., to take over the next operational period).
- To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

The Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief, and Branch Directors may also have one or more Deputies.

Assistants

The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

- Assistant Public Information Officers may be assigned to the field or Joint Information Center or assigned to handle internal information.
- Assistant Safety Officers may have specific responsibilities, such as aviation, hazardous materials, etc.
- Assistant Liaison Officers may coordinate with specific agency representatives or groups of representatives.

The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.

Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps (Continued)

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.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Materials Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources, unless resource Technical Specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staffs on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps (Continued)

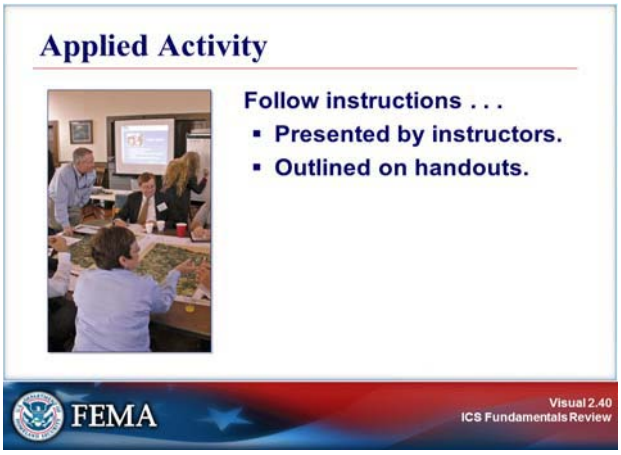
Deputies	
Where can Deputies be assigned?	
What are the requirements for Deputies?	

Assistants	
Where can Assistants be assigned?	
What is an example of a duty assumed by an Assistant? **Note:** The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.	

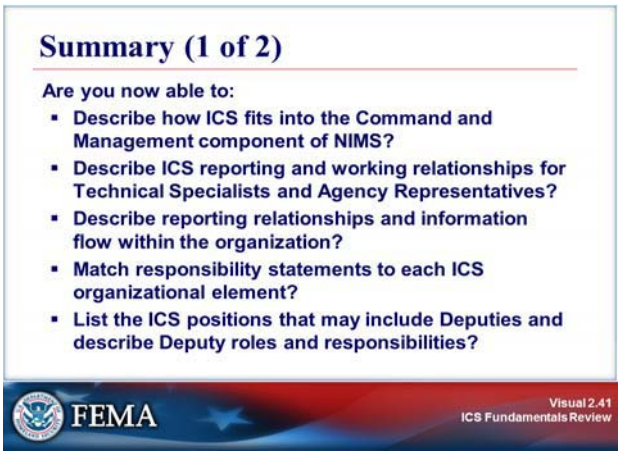
Technical Specialists	
Where can Technical Specialists be assigned?	
What types of Technical Specialists have you worked with on past incidents?	

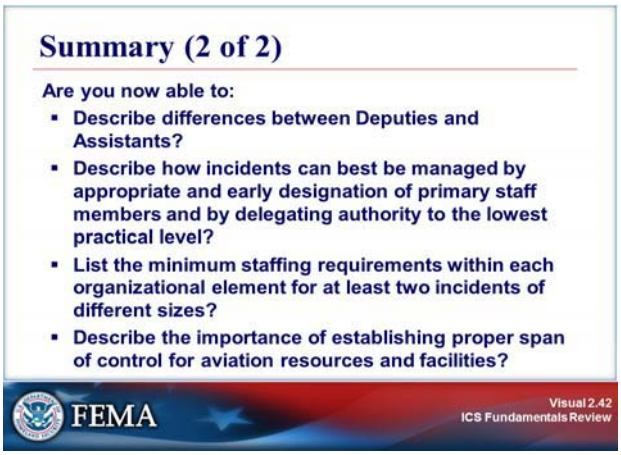
Agency Representatives	
Where can Agency Representatives be assigned?	
What does an Agency Representative do?	

Visuals



Your Notes





Your Notes

UNIT 3: UNIFIED COMMAND

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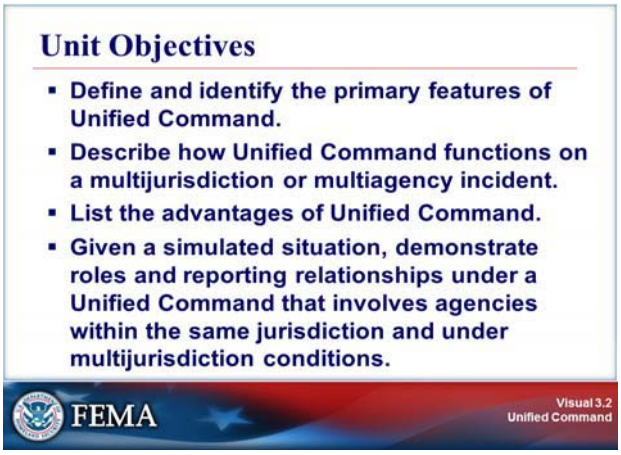
Visuals



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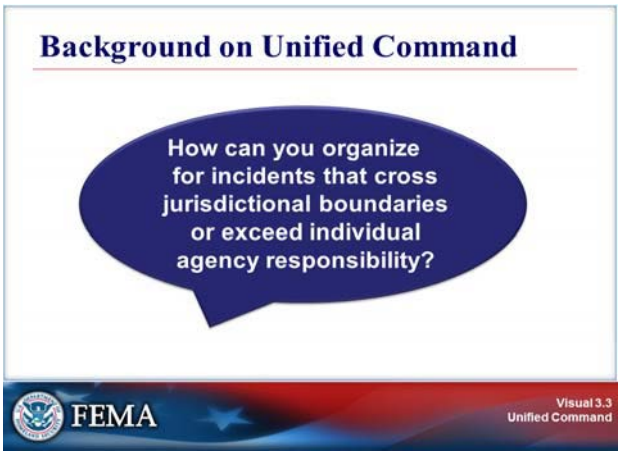
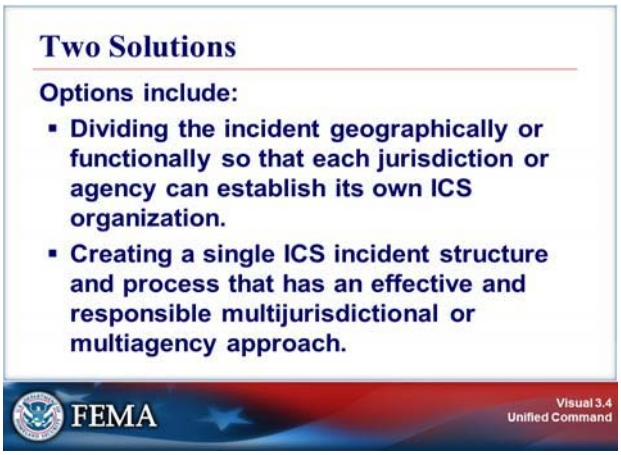
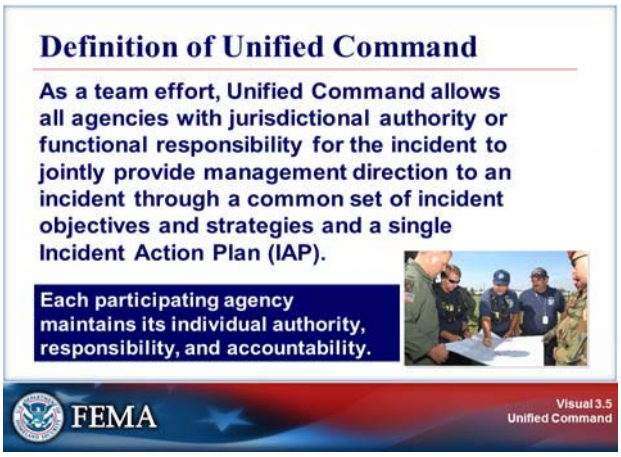




Your Notes

Visuals



Your Notes

Review the job aid on the next page.

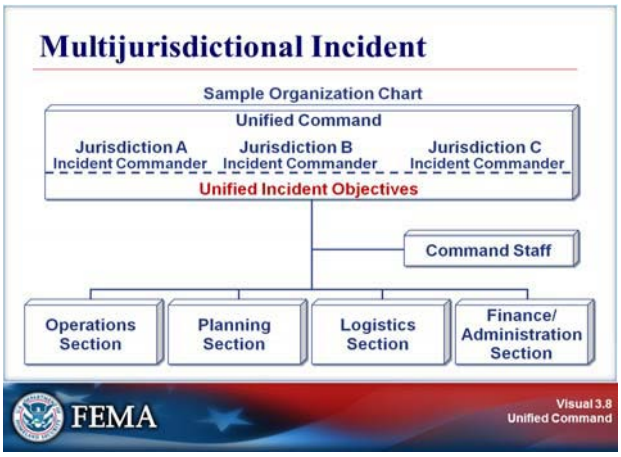
Job Aid: Unified Command

Comparison of a Single Incident Commander and Unified Command

Single Incident Commander	Unified Command
The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.	The individuals designated by their jurisdictional or organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Source: NIMS

Visuals



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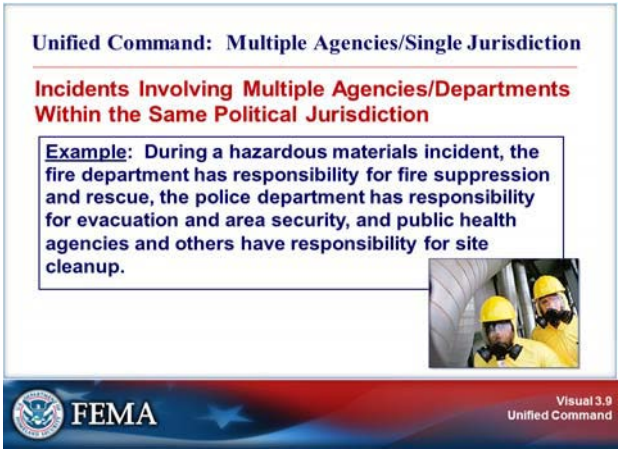
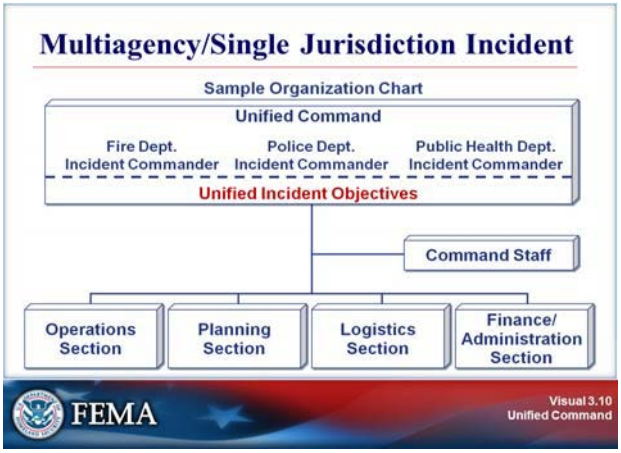
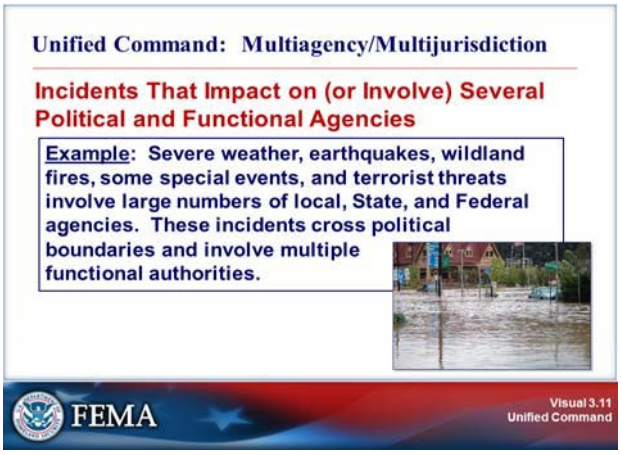
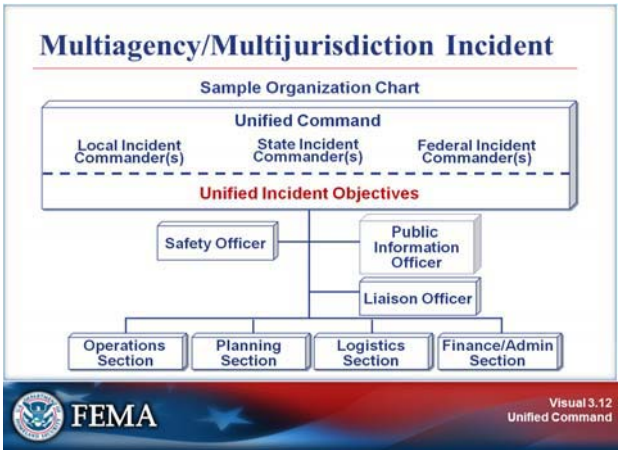




Your Notes

Visuals





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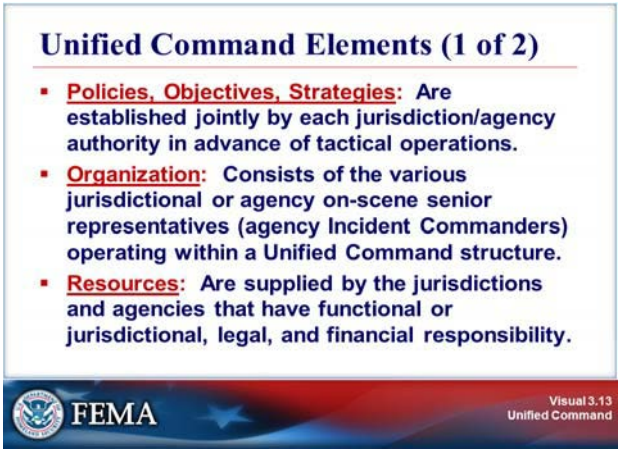

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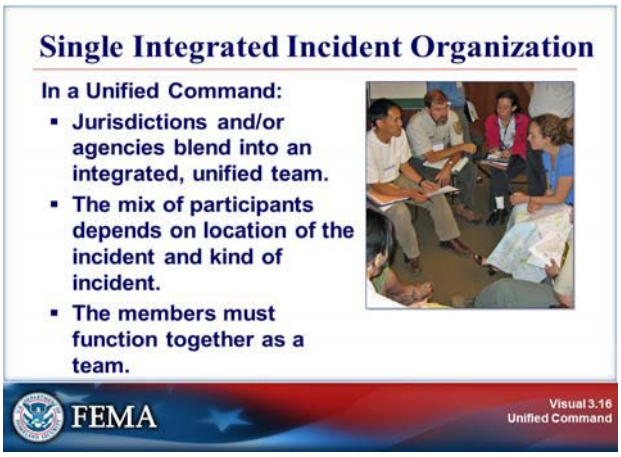

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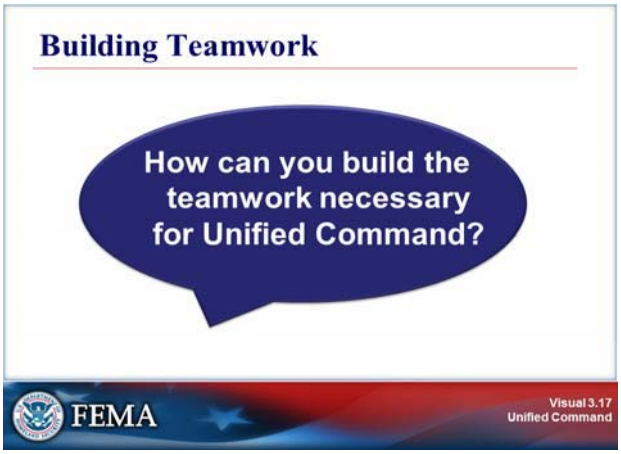

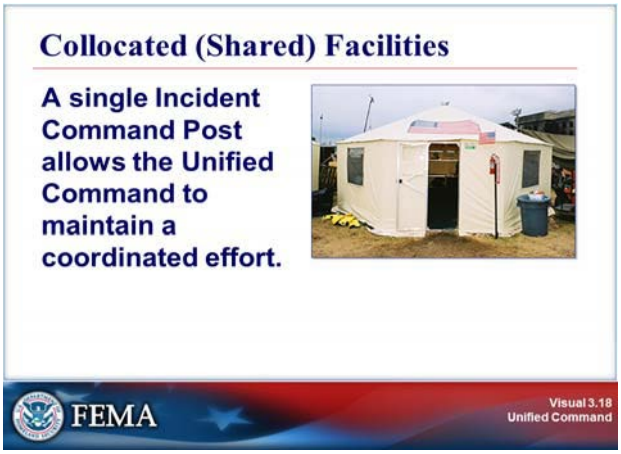

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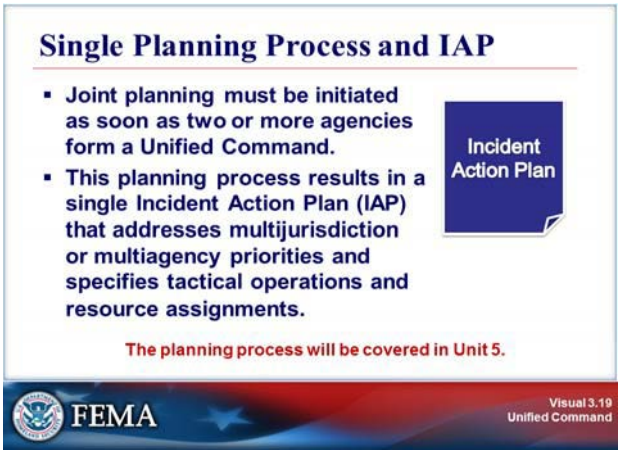
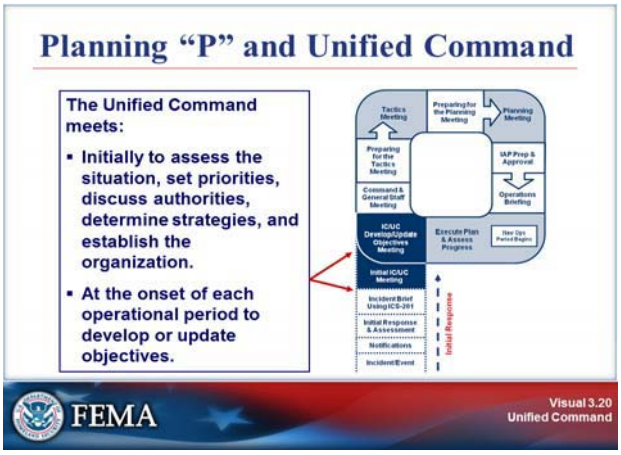
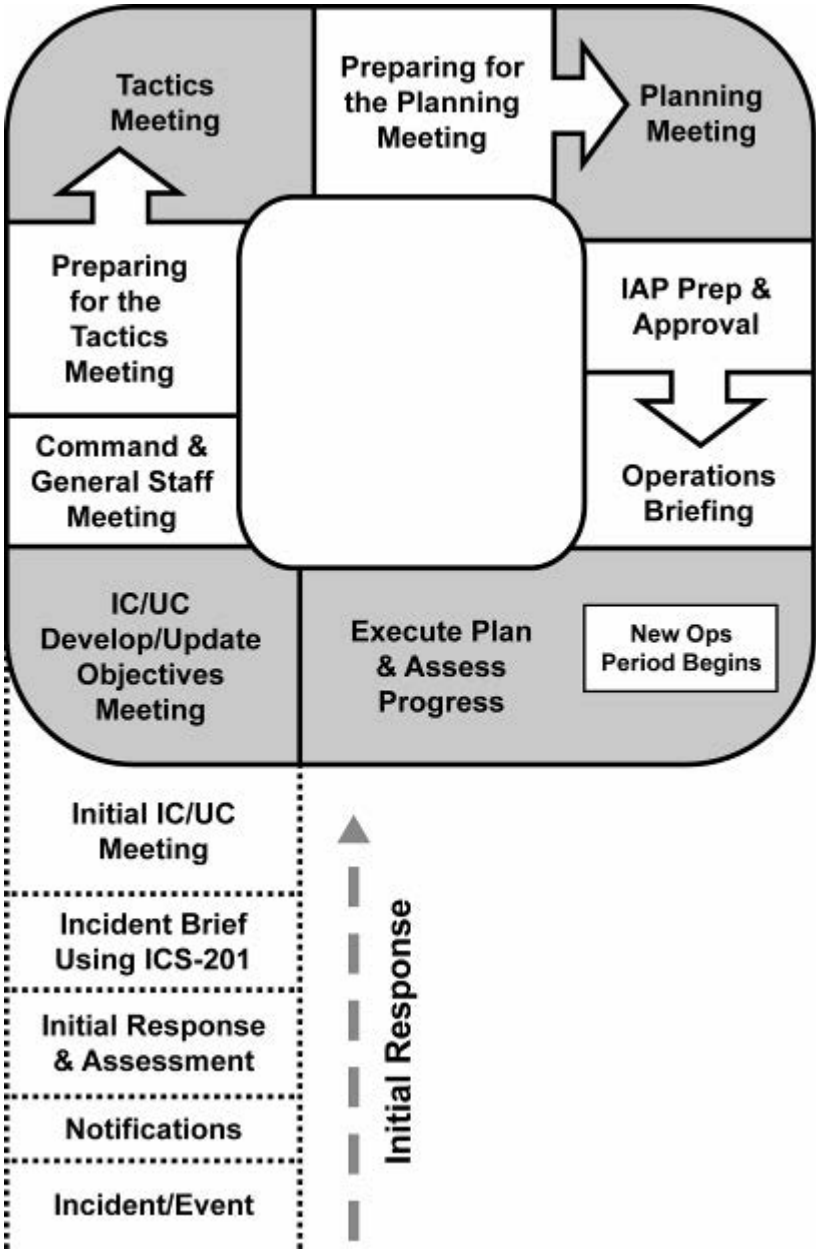




Your Notes

Review the job aid on the next page.

Job Aid: Planning "P" and Unified Command



- The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing using ICS-201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

Visuals

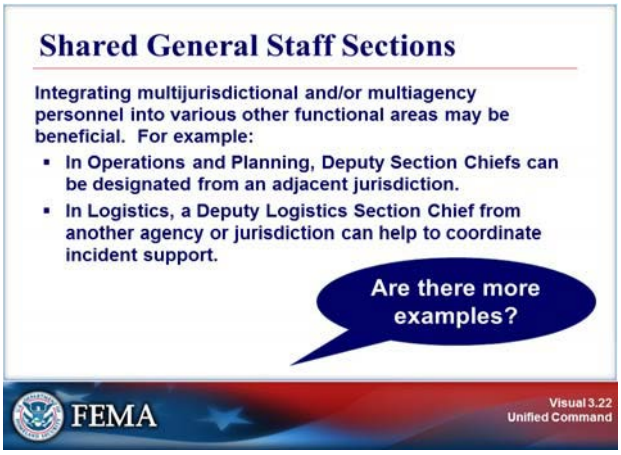
View the sample agenda on the next page.

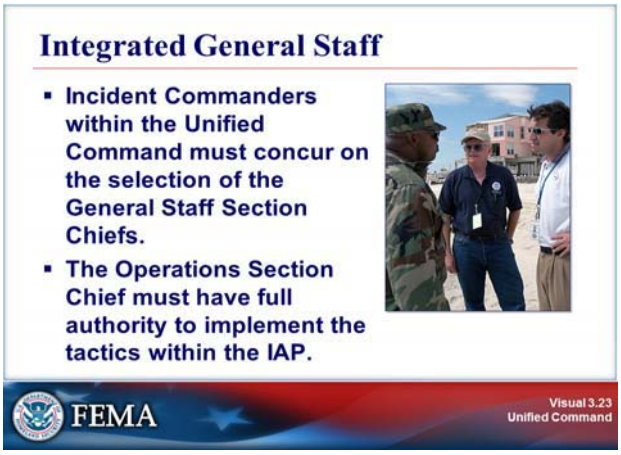
Your Notes

Sample: Initial Unified Command Meeting Agenda

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
  - #1: Life Safety
  - #2: Incident Stabilization
  - #3: Property Preservation
- Presentation of jurisdictional limitations, concerns, and restrictions
- Development of a collective set of incident objectives
- Establishment of and agreement on acceptable priorities
- Adoption of an overall strategy or strategies to accomplish objectives
- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations
- Agreement on planning, logistical, and finance agreements and procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one agency official to act as the Unified Command spokesperson

Visuals





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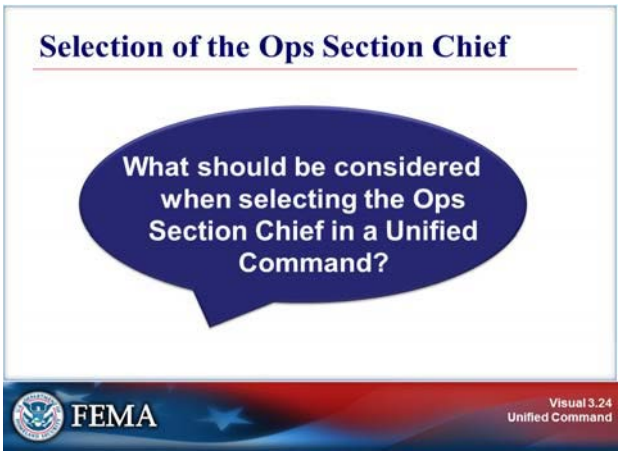
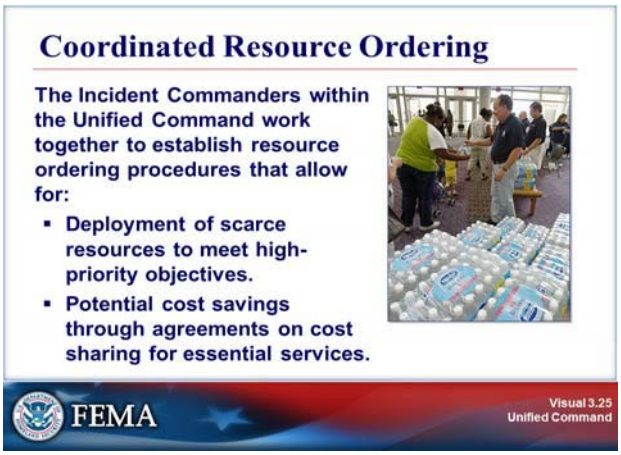
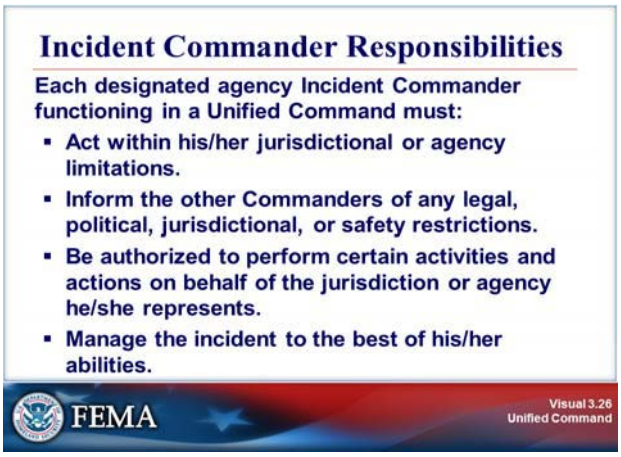
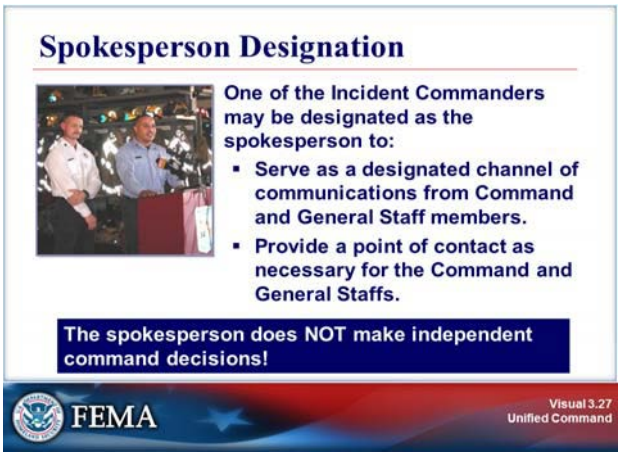




Your Notes

Visuals





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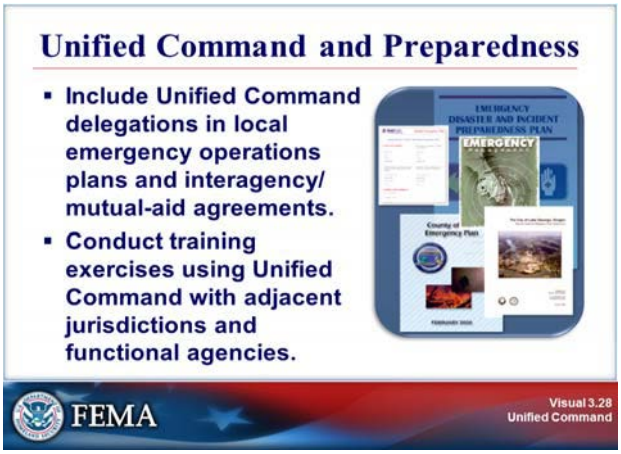

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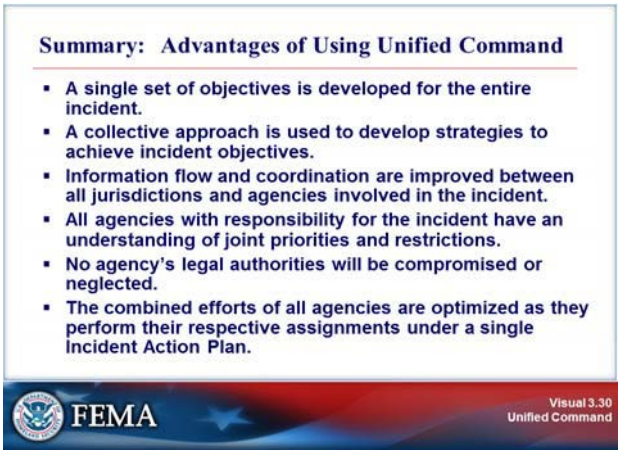

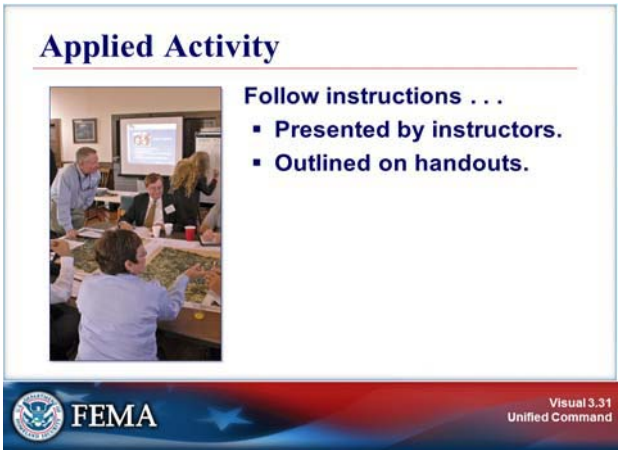

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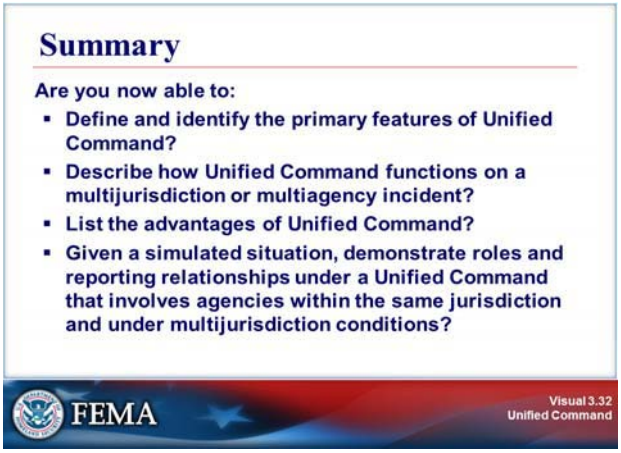

Your Notes

Your Notes

UNIT 4: INCIDENT/EVENT ASSESSMENT & AGENCY GUIDANCE IN ESTABLISHING INCIDENT OBJECTIVES

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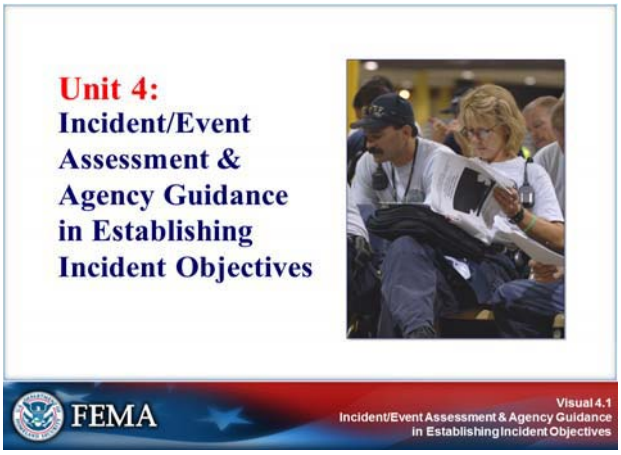

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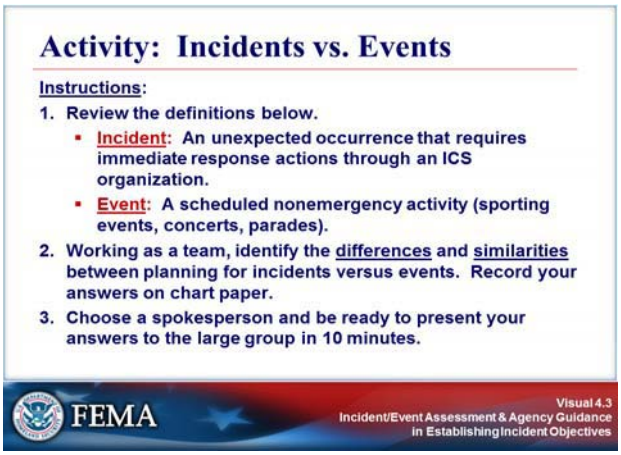

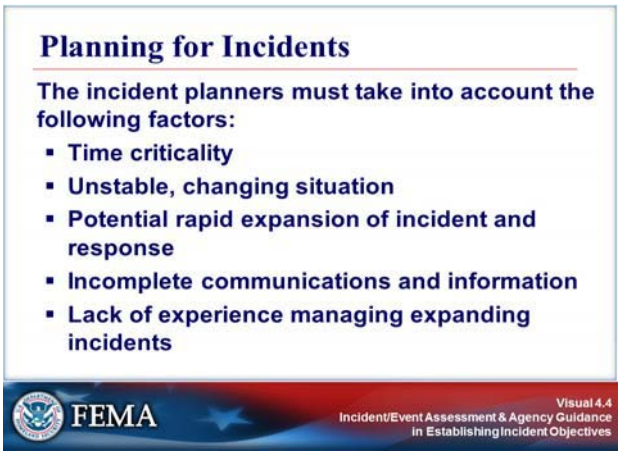

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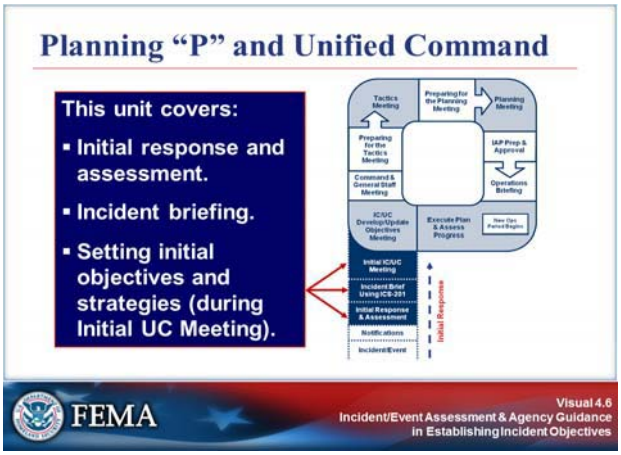

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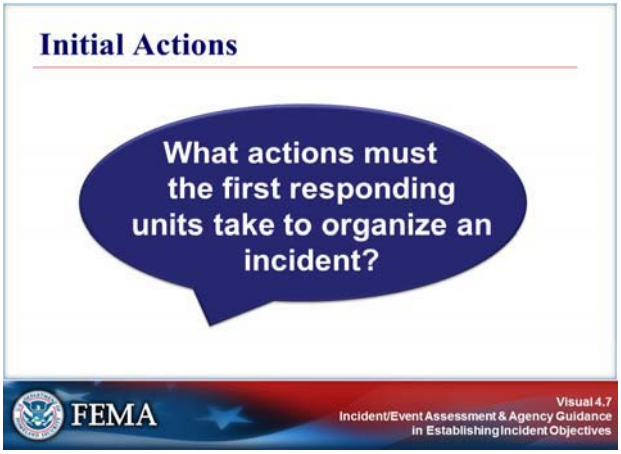

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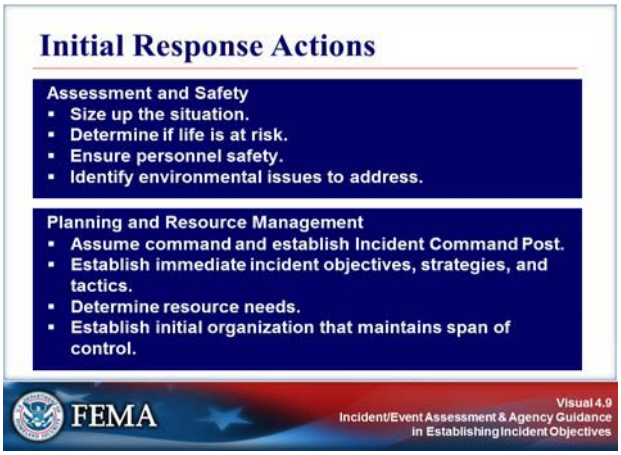


Review the job aid on the following page.

Your Notes

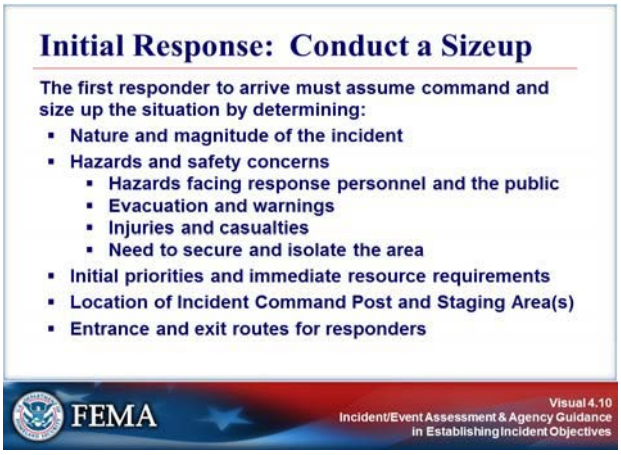
Job Aid: Initial Response Actions

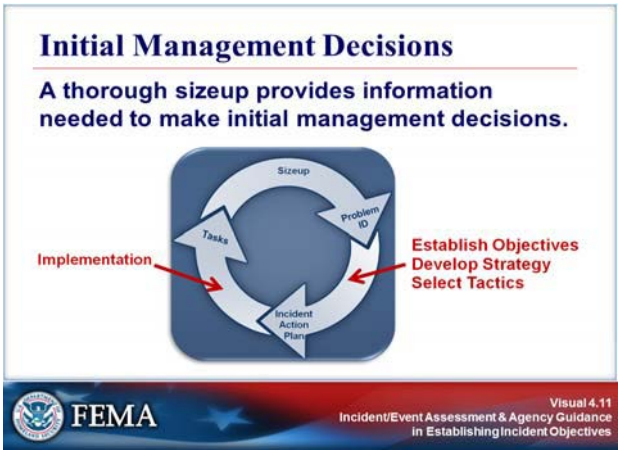
For any incident, the person currently in charge (Incident Commander) must do at least the following:

- **Size up the situation.** A thorough sizeup will provide the Incident Commander with the information needed to make initial management decisions.
- **Determine if life is at immediate risk.**
- **Ensure that personnel safety factors are taken into account.**
- **Determine if there are any environmental issues that need to be addressed.** For example, will a hazardous materials spill affect a nearby lake or stream? Is there a toxic plume that requires evacuation?
- **Assume command and establish the Incident Command Post.**
- **Establish immediate incident objectives, strategies, and tactics.** The sizeup should provide information about what needs to be done first to prevent loss of life or injury and to stabilize the situation. For small incidents, the initial Incident Action Plan (IAP) may be verbal and may cover the entire incident. For larger, more complex incidents, the initial IAP may cover the initial operating period. A written IAP will then be developed.
- **Determine if there are enough resources of the right kind and type on scene or ordered.** The incident objectives will drive resource requirements. What resources are required to accomplish the immediate incident objectives? If the right kind and type of resources are not on scene, the Incident Commander must order them immediately.
- **Establish the initial organization that maintains span of control.** At this point, the Incident Commander should ask: What organization will be required to execute the IAP and achieve the objectives? He or she should establish that organization, always keeping in mind safety and span-of-control concerns. Consider if span of control is or will soon approach practical limits. The span of control range of three to seven is to ensure safe and efficient utilization of resources.

Ordering an Incident Management Team (IMT) may be necessary depending on the size or complexity of the incident, or existing policies and laws. Many local organizations are not equipped to manage a type 3 incident, so when a sizeup reveals that additional IMT support may be required, it should be requested as soon as possible.

Visuals





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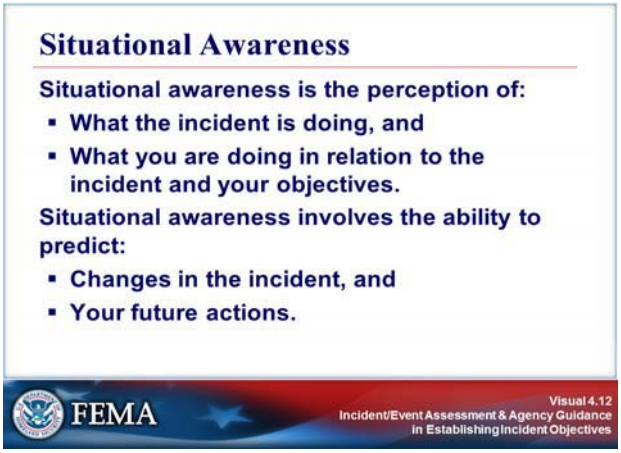

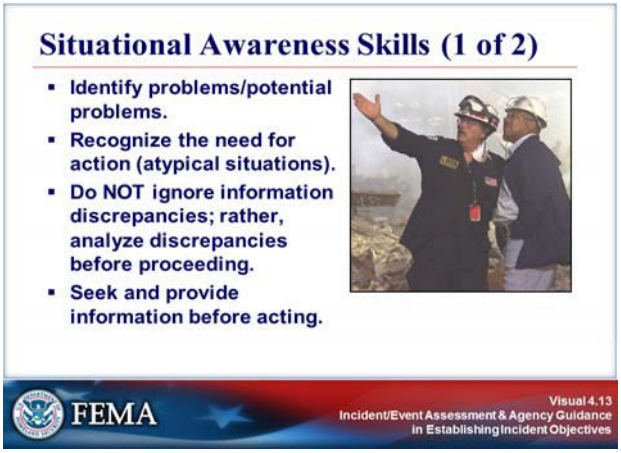

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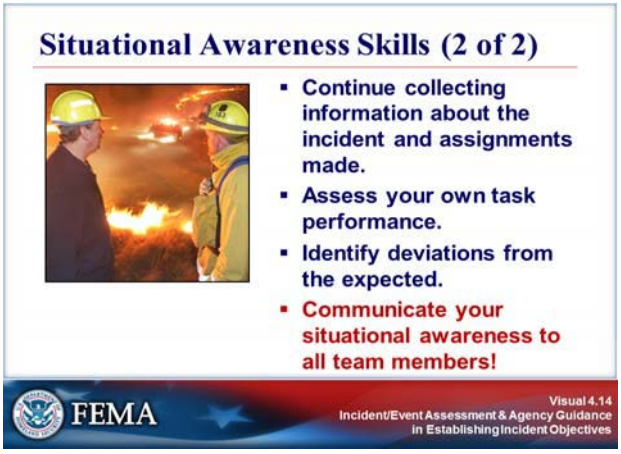

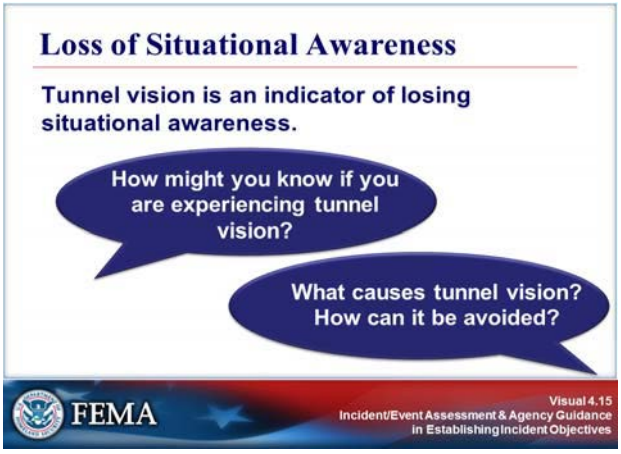

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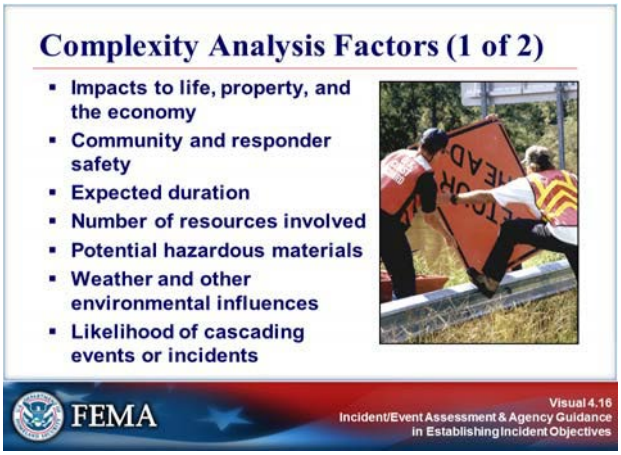

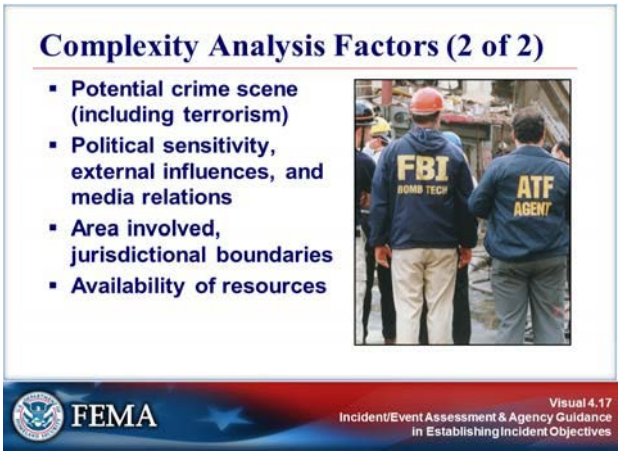

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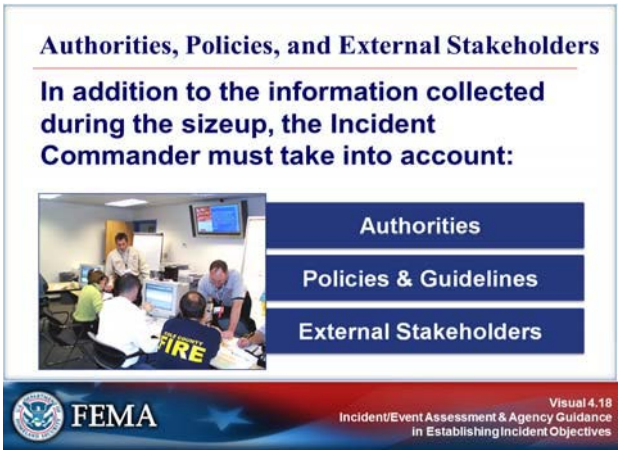

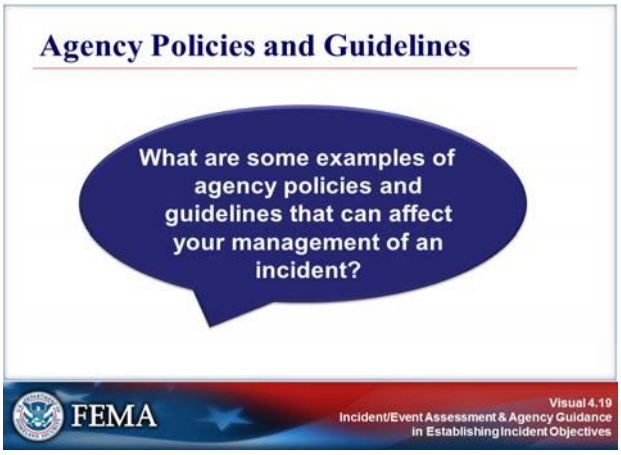

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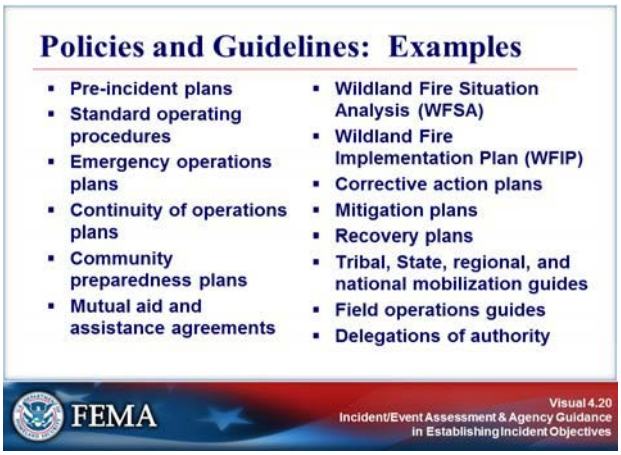

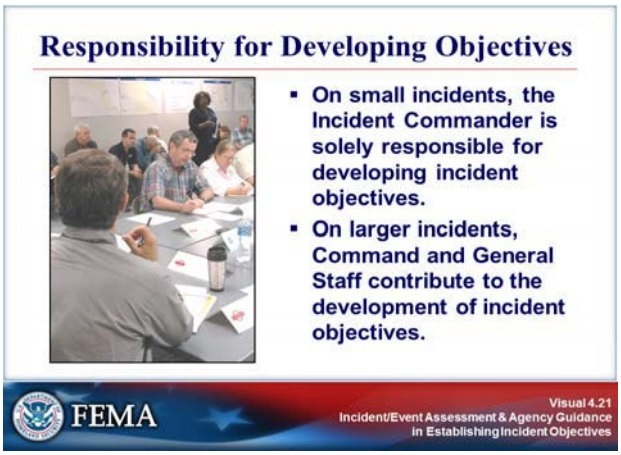

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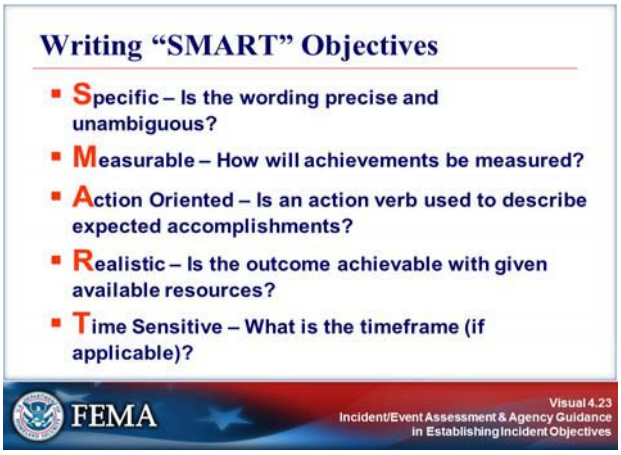

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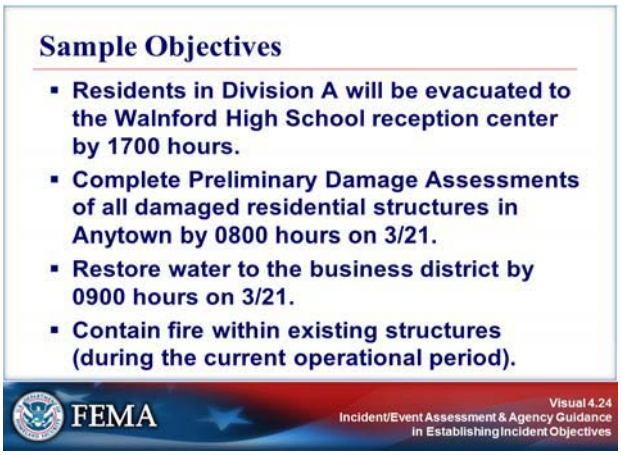

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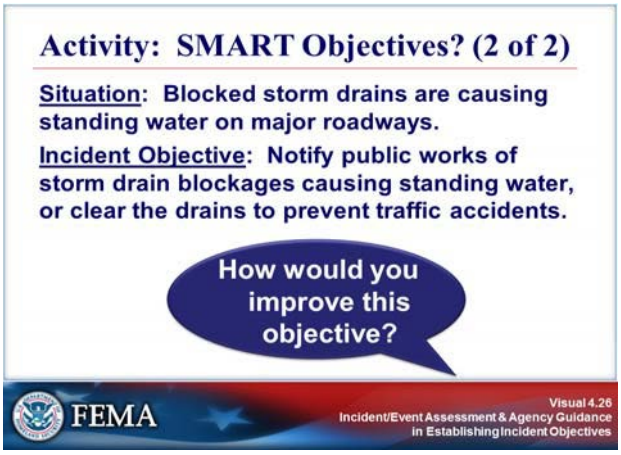

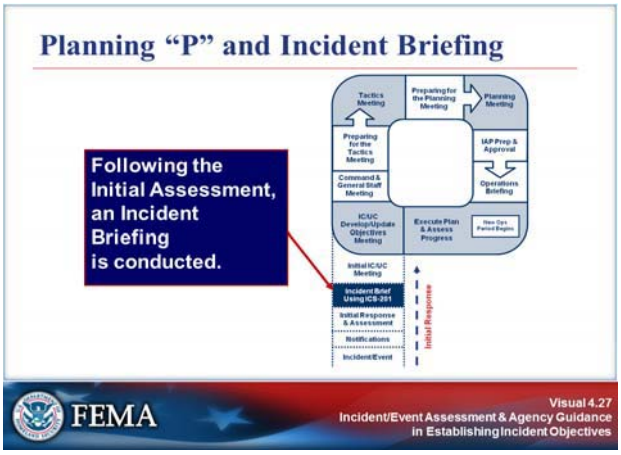

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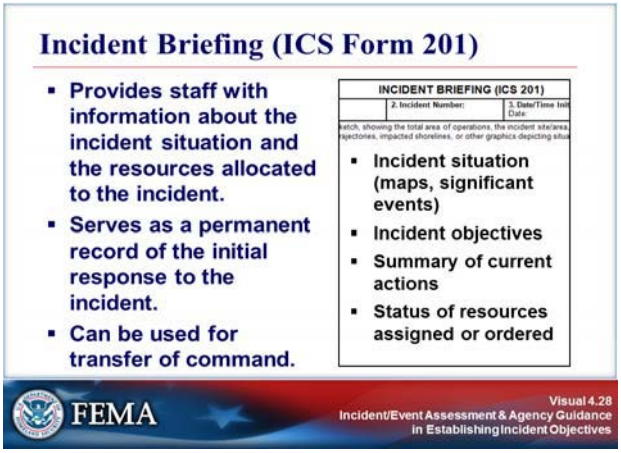

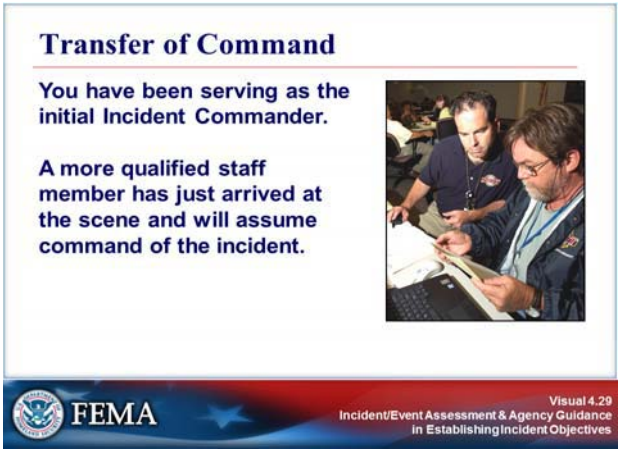

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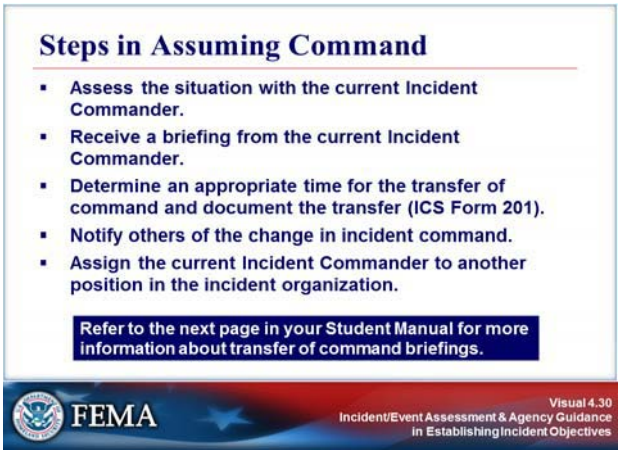


View the job aid on the next page.

Your Notes

Job Aid: Steps in Assuming Command

Transfer of Command Briefings
A transfer of command briefing must be held by the current Incident Commander, and take place face to face if possible. The briefing must cover the following: • Incident history (what has happened) • Priorities and objectives • Current plan • Resource assignments • Incident organization • Resources ordered/needed • Facilities established • Status of communications • Any constraints or limitations as directed by policies and guidelines • Incident potential • Status of Delegation of Authority, inherent or specific The incoming Incident Commander must ensure that he or she understands the responsible agencies' policies and Agency Administrator's direction as discussed earlier in this unit. This may be inherent based on the person's employment or rank, or may be provided by the Agency Administrator.

Changing Incident Objectives

Explain that the incoming Incident Commander, because of depth of experience or a change in incident-related conditions, may desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:

- Change in Agency Administrator goals
- Change in available resources – kinds or types
- Failure or unexpected success of tactical efforts
- Improved intelligence
- Cost factors
- Political considerations
- Environmental considerations

(Continued on the next page.)

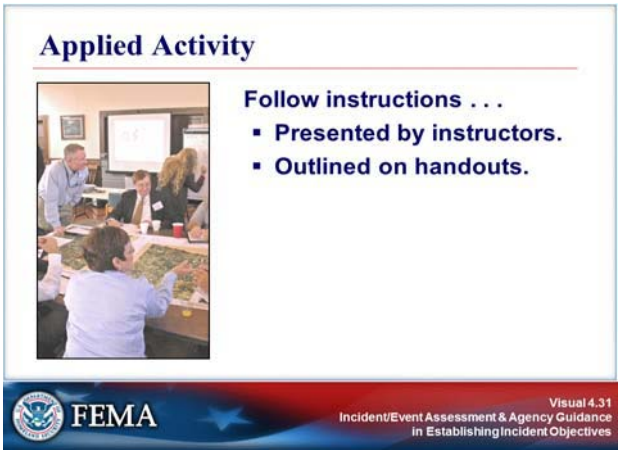
Job Aid: Steps in Assuming Command (Continued)

Critical changes should be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk. However, changes can cause disruptions. When possible, less time-sensitive changes should be implemented at the start of the next operational period.

Making a change does not imply that previous decisions and actions were wrong. Many things can influence the need for change. The Incident Commander must be assertive but also aware of potential risk and safety considerations involved in changes. Four guidelines to changes are:

1. Implement appropriate safety procedures for all changes. Before implementing changes, the Incident Commander must consider the impact on the safety of responders. If a change in the IAP places responders at greater risk, safety procedures must be changed as well.
2. Make changes only if you must. Do not make unnecessary changes to incident objectives or the IAP.
3. Make changes sooner rather than later. Evaluate the impact of any changes on overall operations. Do not wait beyond the beginning of the next operational period to make changes. If changes are critical, make them immediately.
4. Ensure that the changes are communicated clearly throughout the organization. Poor communication of changed objectives will reduce the efficiency of the response. It could also increase costs and put responders at greater risk.

Visuals



Your Notes

Your Notes

UNIT 5: PLANNING PROCESS

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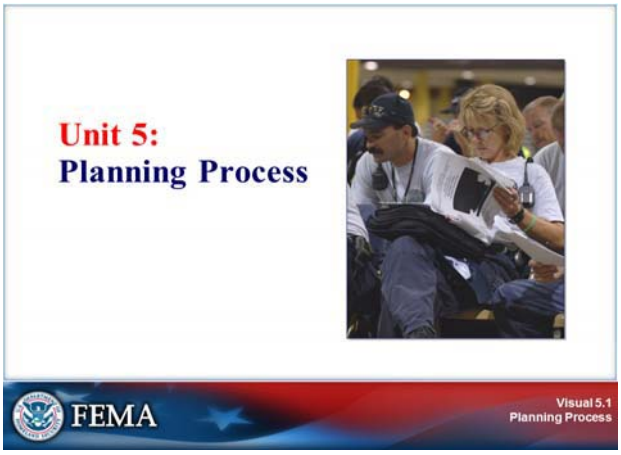

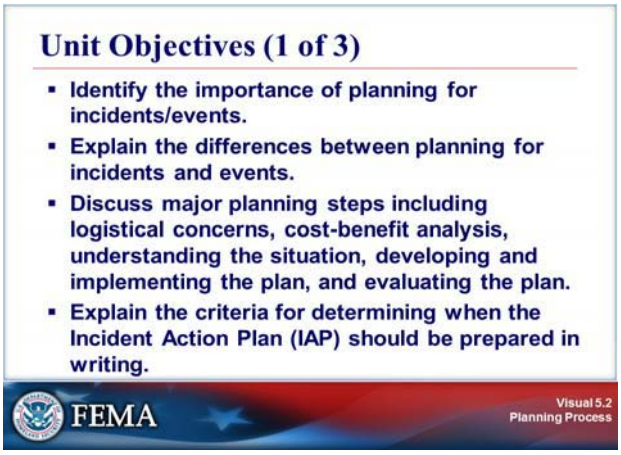

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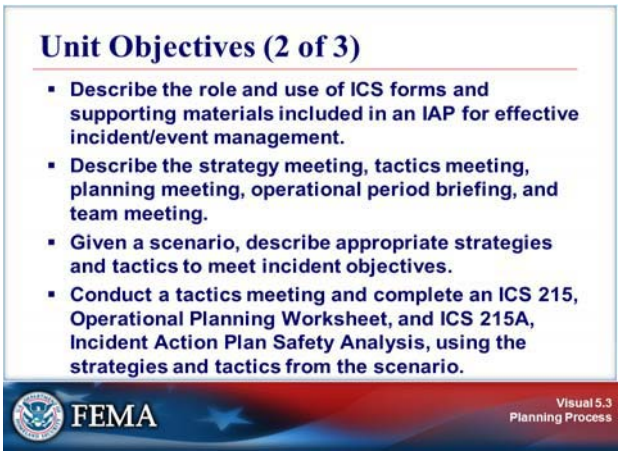

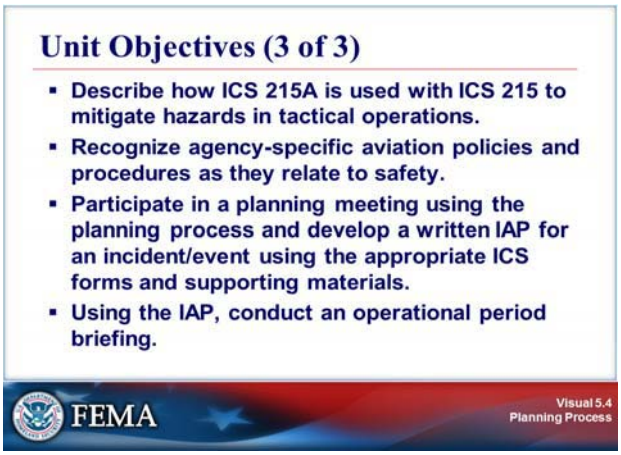

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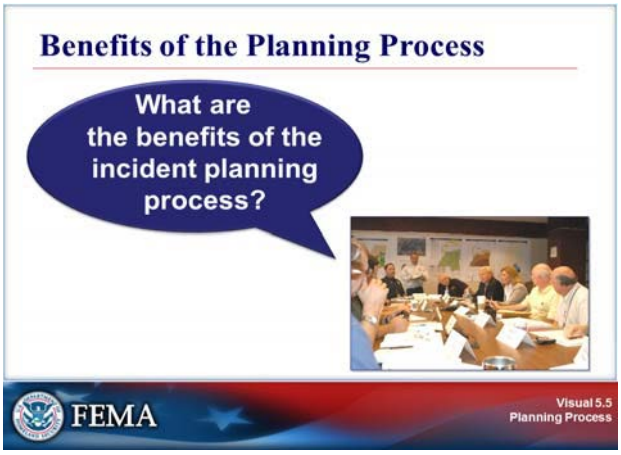
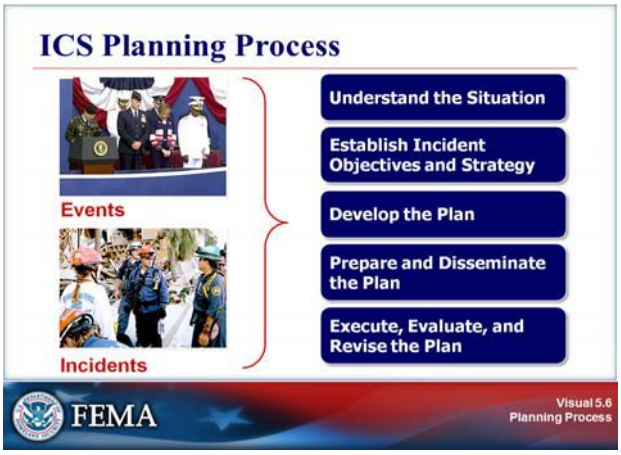




Your Notes

View the job aid on the next page.

Job Aid: ICS Planning Process

1. **Understand the Situation:** The first phase includes gathering, recording, analyzing, and displaying situation, resource, and incident potential information in a manner that will facilitate:
   - Increased situational awareness of the magnitude, complexity, and potential impact of the incident; and
   - The ability to determine the resources required to develop and implement an effective IAP.

2. **Establish Incident Objectives and Strategy:** The second phase includes formulating and prioritizing measurable incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies. These may also need to include specific issues relevant to critical infrastructure.

   Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors, estimated costs, and various environmental, legal, and political considerations.

3. **Develop the Plan:** The third phase involves determining the tactical direction and the specific resource, reserves, and support requirements for implementing the selected strategies and tactics for the operational period.

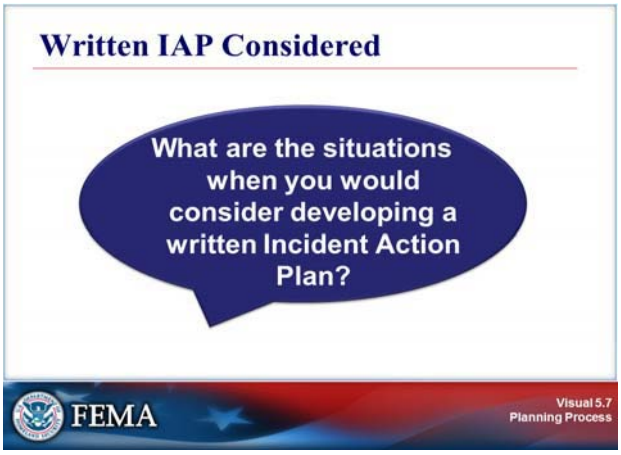
   Before the formal planning meetings, each member of the Command and General Staffs is responsible for gathering certain information to support the proposed plan.

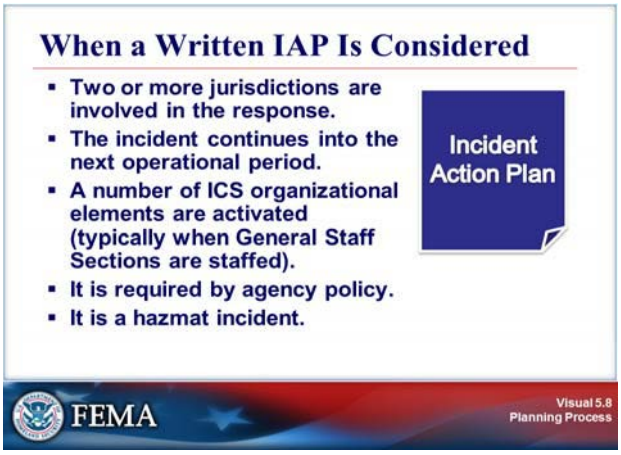
4. **Prepare and Disseminate the Plan:** The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

5. **Execute, Evaluate, and Revise the Plan:** The planning process includes the requirement to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

Source: NIMS Document Tab 8 – The Planning Process

Visuals





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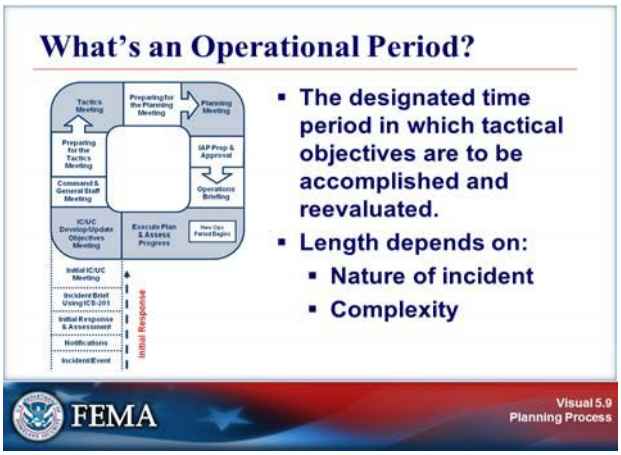

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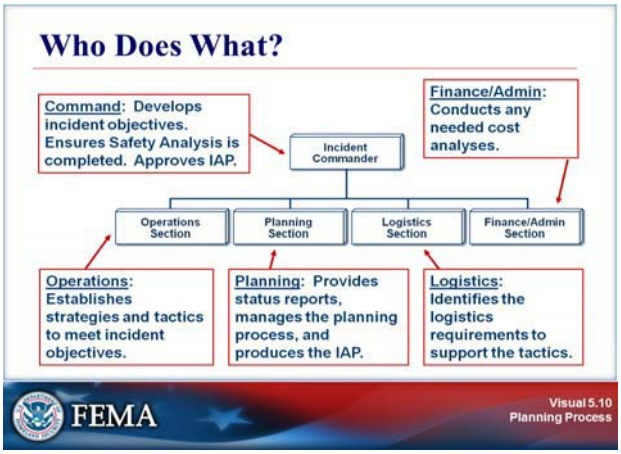


View the job aid on the next page.

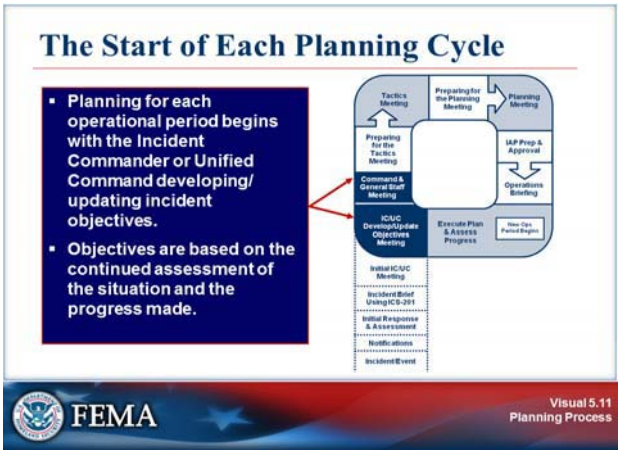
Your Notes

Job Aid: Responsibilities for Planning

All Command and General Staff members have responsibilities for planning.

Incident Commander	• Provides overall incident objectives and strategy. • Establishes procedures for incident resource ordering. • Establishes procedures for resource activation, mobilization, and employment. • Approves completed IAP by signature. With Safety Officer: • Reviews hazards associated with the incident and proposed tactical assignments. Assists in developing safe tactics. • Develops safety message(s).
Operations Section Chief	• Assists in identifying strategies. • Determines tactics to achieve incident objectives. • Determines work assignments and resource requirements. With Safety Officer: • Reviews hazards associated with the incident and proposed tactical assignments. • Assists in developing safe tactics.
Planning Section Chief	• Conducts the planning meeting. • Coordinates preparation and documentation of the IAP.
Logistics Section Chief	• Ensures that resource ordering procedures are communicated to appropriate agency ordering points. • Develops a transportation system to support operational needs. • Ensures that the Logistics Section can support the IAP. • Completes assigned portions of the written IAP. • Places order(s) for resources.
Finance/Admin. Section Chief	• Provides cost implications of incident objectives, as required. • Ensures that the IAP is within the financial limits established by the Incident Commander. • Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.

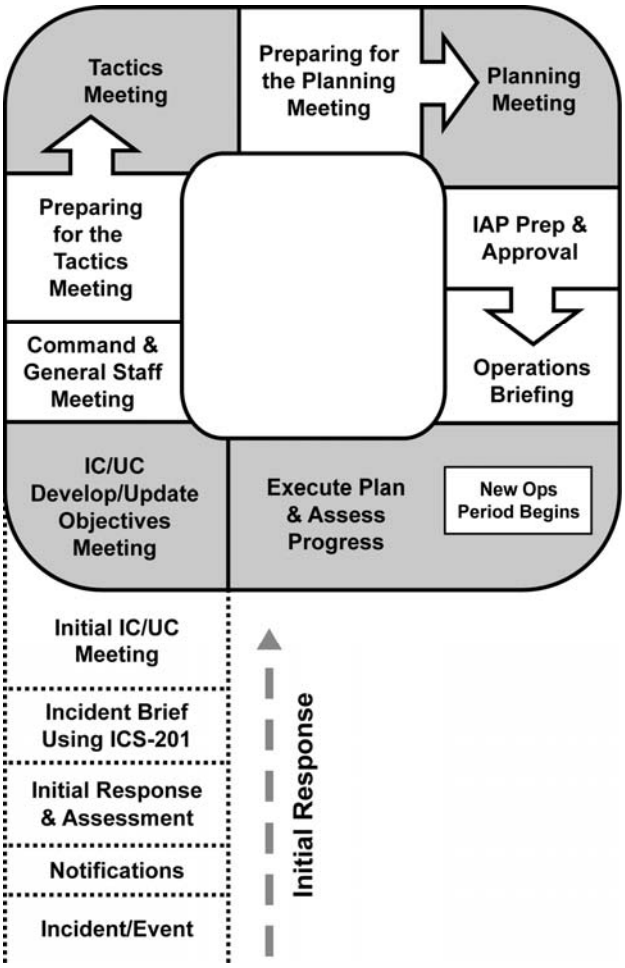
Visuals



View the job aid on the next page.

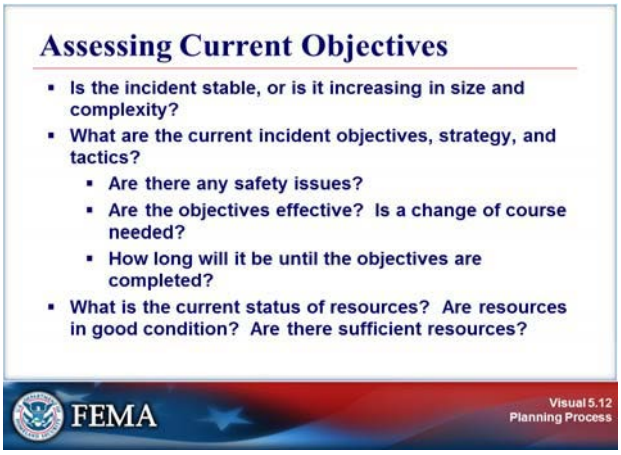
Your Notes

Job Aid: The Start of Each Planning Cycle

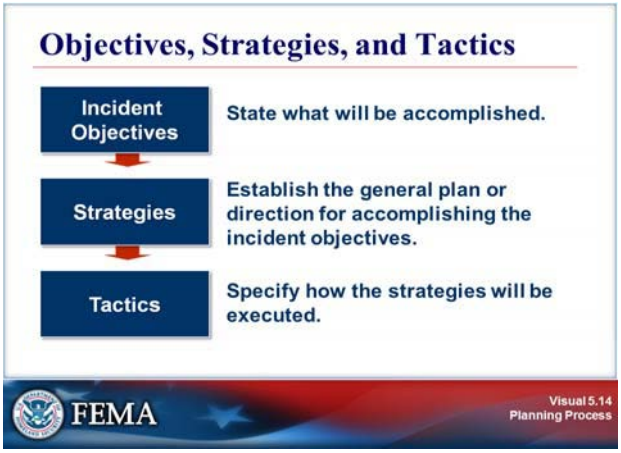


- The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

Visuals

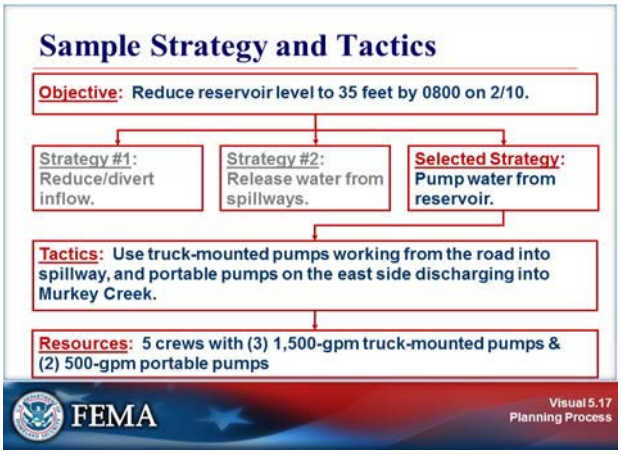


Your Notes

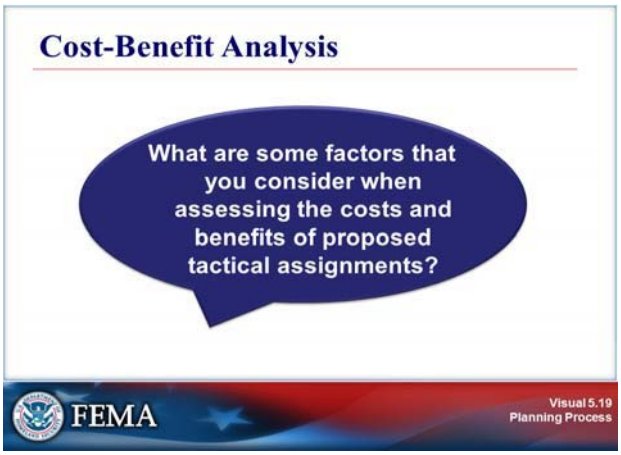


Your Notes

Visuals

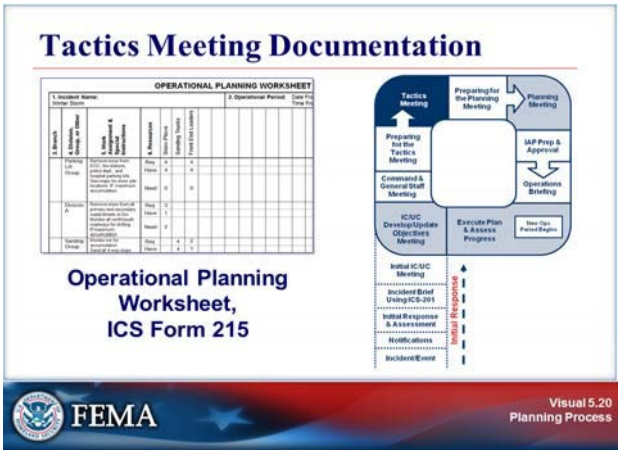


Your Notes



Your Notes

Visuals



View the sample on the next page.

Your Notes

Sample Operational Planning Worksheet, ICS Form 215

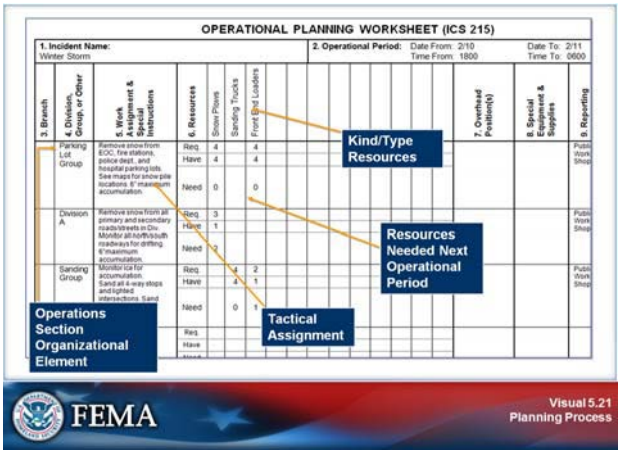
1. Incident Name: Winter Storm

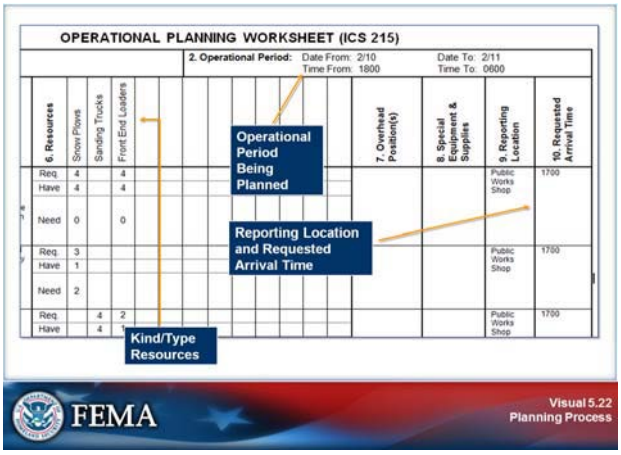
2. Operational Period: Date From: 2/10 Time From: 1800 Date To: 2/11 Time To: 0600

3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources	Snow Plows	Sanding Trucks	Front End Loaders											7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
	Parking Lot Group	Remove snow from EOC, fire stations, police dept., and hospital parking lots. See maps for snow pile locations. 6" maximum accumulation.	Req.	4		4													Public Works Shop	1700
			Have	4		4														
			Need	0		0														
	Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6"maximum accumulation.	Req.	3															Public Works Shop	1700
			Have	1																
			Need	2																
	Sanding Group	Monitor ice for accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req.		4	2													Public Works Shop	1700
			Have		4	1														
			Need		0	1														
			Have																	
			Need																	
		11. Total Resources Required		7	4	6												**14. Prepared by:** Name: Sandy Miller Position/Title: Resources UL Signature Sandy Miller Date/Time: Feb. 10/1100		
		12. Total Resources Have on Hand		5	4	5														
		13. Total Resources Need To Order		2	0	1														

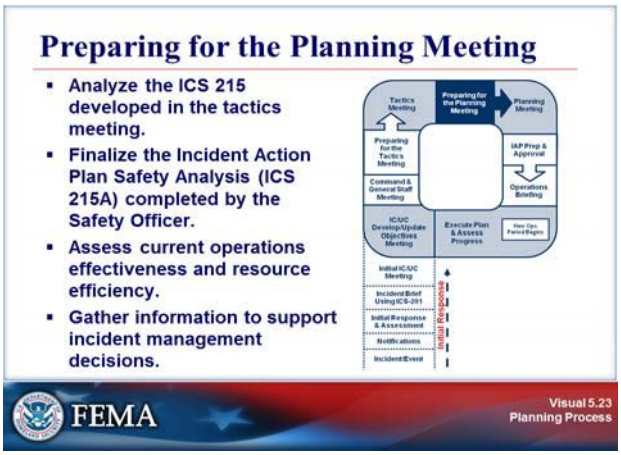
ICS 215

Visuals





Your Notes



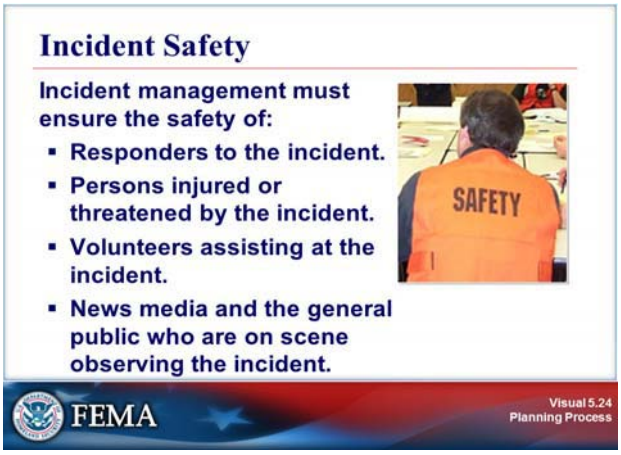
View the job aid on the next page.

Your Notes

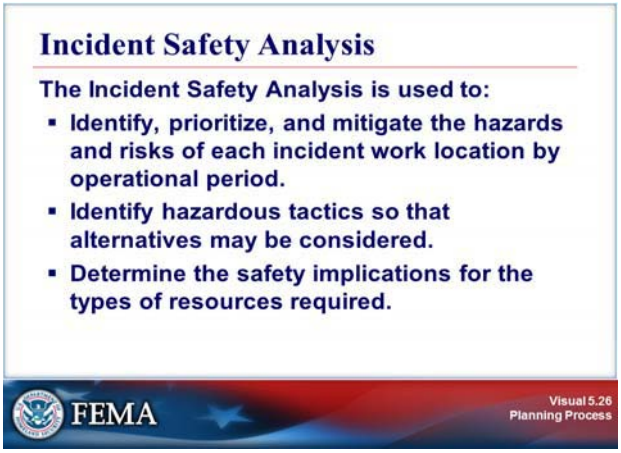
Job Aid: Preparing for the Planning Meeting

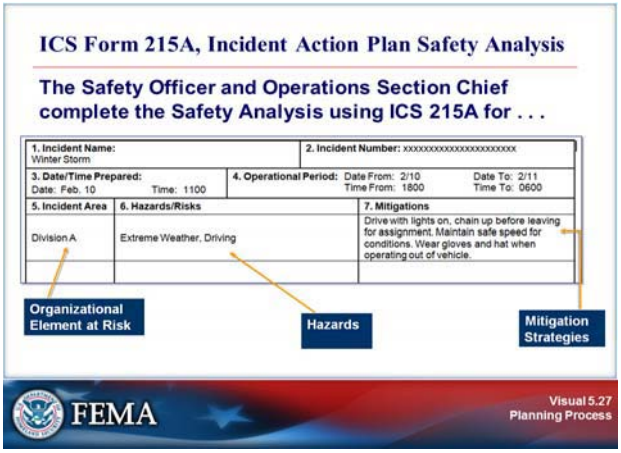
Preparing for the Planning Meeting: Responsibilities	
Incident Commander	• Gives direction. • Communicates. • Manages. • Does not get involved in details
Safety Officer	• Identifies incident risks and hazards. • Completes ICS Form 215A developed at the tactics meeting. • Works with the Operations Section Chief on tactical safety issues. • Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.
Liaison Officer	• Identifies cooperating and assisting agencies. • Identifies special agency needs. • Determines capabilities of cooperating and assisting agencies. • Determines restrictions on participation of cooperating and assisting agencies. • Confirms name and contact location of agency representatives.
Public Information Officer	• Assesses general media coverage to date. • Identifies incident-related information issues that need to be explained or corrected with the media. • Determines what Joint Information System (JIS) elements and procedures are in place. • Determines process for development and approval of media releases and visits.
Operations Section Chief	• Continues to obtain good incident resource and status information. • Communicates current information. • Considers alternate strategies and determines probable tactics. • Calculates resource requirements. • Works with the Safety Officer and Planning Section staff to complete ICS Forms 215 and 215A developed at the tactics meeting.
Planning Section Chief	• Prepares incident maps and displays, as necessary. • Develops information for the IAP. • Develops situation status and predictions. • Acquires information and ICS forms for the IAP.
Logistics Section Chief	• Determines service and support needs for the incident. • Determines responder medical and rehabilitation needs. • Determines incident communications needs. • Confirms resource ordering process.
Finance/ Administration Section Chief	• Collects information on rental agreements and contracts. • Determines potential and actual claims. • Calculates incident costs to date. • Develops cost-benefit analyses as requested.

Visuals



Your Notes





Your Notes

Sample: Incident Action Plan Safety Analysis, ICS Form 215A

1. Incident Name: Winter Storm		**2. Incident Number:** xxxxxxxxxxxxxxxxxxxxx
3. Date/Time Prepared: Date: Feb. 10 Time: 1100	**4. Operational Period:**	Date From: 2/10 Date To: 2/11 Time From: 1800 Time To: 0600
5. Incident Area	**6. Hazards/Risks**	**7. Mitigations**
Division A	Extreme Weather, Driving	Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when working outside.

8. Prepared by (Safety Officer)**:** Name: Pam Alice Signature:

Prepared by (Operations Section Chief)**:** Name: Dan Campbell Signature:

ICS 215A Date/Time: Feb. 10/1100

Sample: Preparing for the Planning Meeting

ICS Form 215A, Incident Action Plan Safety Analysis

The Safety Officer or the Incident Commander should coordinate, develop, and approve an ICS Form 215A, Incident Action Plan Safety Analysis, for each operational period with the Operations Section Chief.

ICS Form 215A is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period.

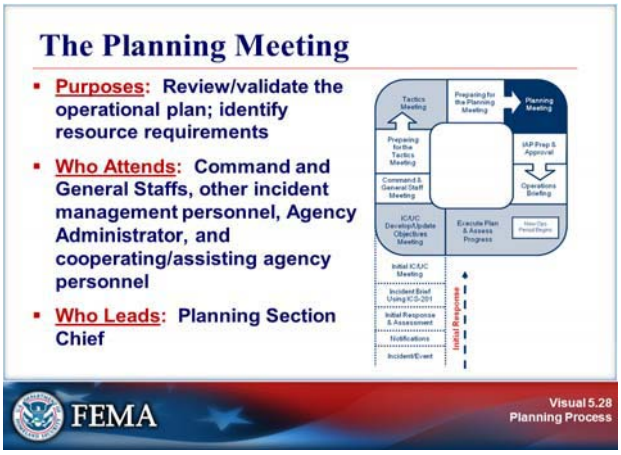
The objective of the Incident Action Plan Safety Analysis is to identify and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed.

ICS Form 215A, Incident Action Plan Safety Analysis, is used as a display during the Planning Meeting. It provides information on:

- Incident work location(s)
- Risk mitigations
- Date (daily) prepared by Operation Section Chief/Safety Officer and approved by Safety Officer

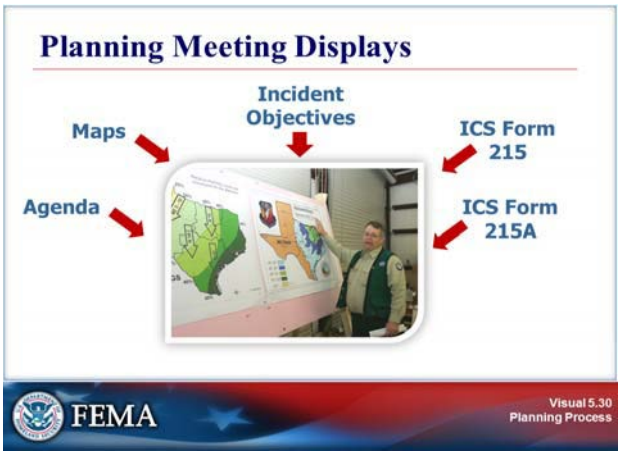
Techniques for Identifying Hazards	Types of Risks
• Personal observation and/or experience • Checklist • Communication with incident personnel • Personnel	• Traffic • Confined space • Downhill fireline construction • Air operations • Hazardous materials • Slip, trip, and fall • Weather
Locations	**Mitigation of Hazards**
• Divisions • Groups • Helibase • Staging Area • Emergency Operations Center • Others	• Use of personal protective equipment (PPE) • Proper clothing for inclement weather • Reflective clothing and lights for nighttime or low-light operations • Maintain awareness of landing zones

Visuals



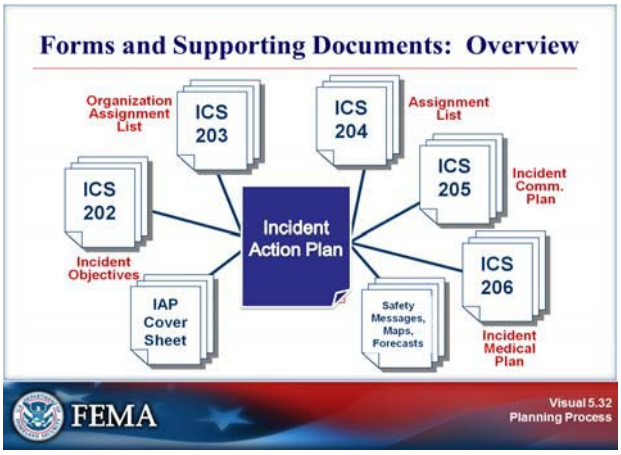
Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Operations and Planning Section Chiefs and Safety Officer contribute
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

Your Notes



Your Notes

Visuals



View the job aid on the next page.

Your Notes

Job Aid: Forms and Supporting Documents: Overview

ICS Forms

ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

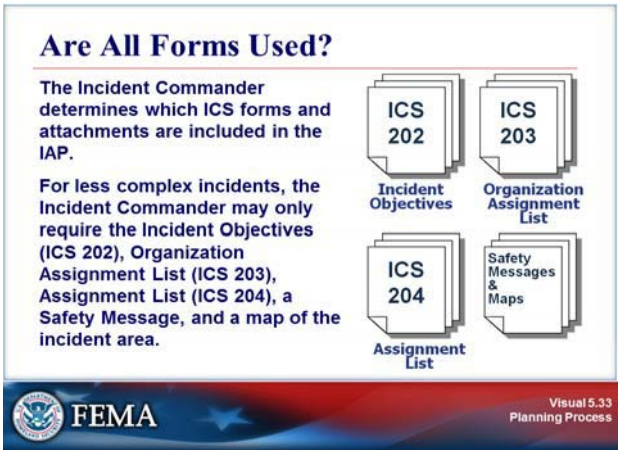
	Description
Incident Briefing ICS 201	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Assignment List ICS 204	Used to inform personnel of assignments. After Incident Command/Unified Command approves the objectives, staff members receive the assignment information contained in this form.
Incident Radio Communications Plan ICS 205	Provides, in one location, information on the assignments for all radio communications equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204).
Communications List ICS 205A	Records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Organization Chart ICS 207	Provides a visual wall chart depicting the ICS organization position assignments for the incident.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases.
Incident Status Change ICS 210	Used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

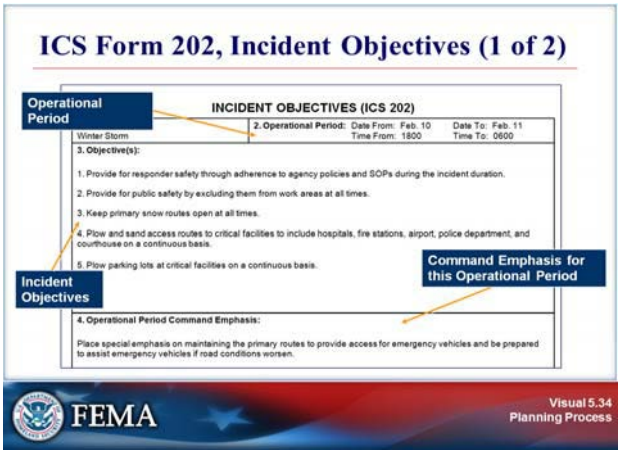
Job Aid: Forms and Supporting Documents: Overview (Continued)

ICS Forms

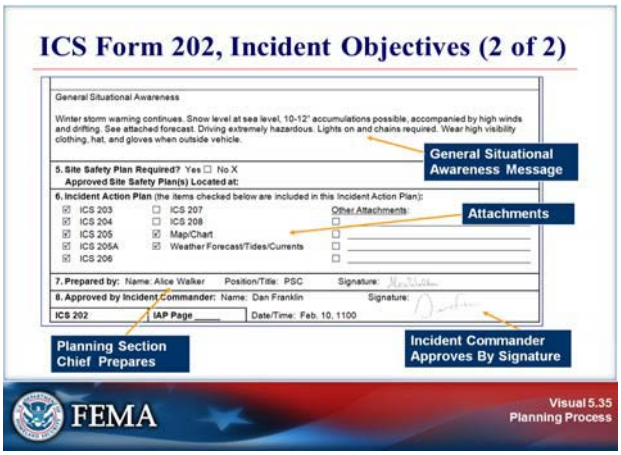
Standard Form Title	Description
Check-In List ICS 211	Used to check in personnel and equipment arriving at the incident. Check-in consists of reporting specific information that is recorded on the form.
General Message ICS 213	Used by: ▪ Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. ▪ EOC and other incident personnel to transmit messages via radio or telephone to the addressee. ▪ Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
Incident Action Plan Safety Analysis ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.
Support Vehicle/Equipment Inventory ICS 218	Provides an inventory of all transportation and support vehicles and equipment assigned to the incident.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
Demobilization Check-Out ICS 221	Ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident.

Visuals





Your Notes



Your Notes

View the sample on the next page.

Sample: Sample Incident Objectives, ICS Form 202

1. Incident Name: Winter Storm	**2. Operational Period:** Date From: Feb. 10 Date To: Feb. 11 Time From: 1800 Time To: 0600

3. Objective(s):

1. Provide for responder safety through adherence to agency policies and SOPs during the incident duration.

2. Provide for public safety by excluding the public from work areas at all times.

3. Keep primary snow routes open at all times.

4. Plow and sand access routes to critical facilities to include hospitals, fire stations, airport, police department, and courthouse on a continuous basis.

5. Plow parking lots at critical facilities on a continuous basis.

4. Operational Period Command Emphasis:

Place special emphasis on maintaining the primary routes to provide access for emergency vehicles and be prepared to assist emergency vehicles if road conditions worsen.

General Situational Awareness

Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast. Driving extremely hazardous. Lights on and chains required. Wear high-visibility clothing, hat, and gloves when outside vehicle.

5. Site Safety Plan Required? Yes ☐ No ☒
Approved Site Safety Plan(s) Located at:

6. Incident Action Plan (the items checked below are included in this Incident Action Plan)**:**

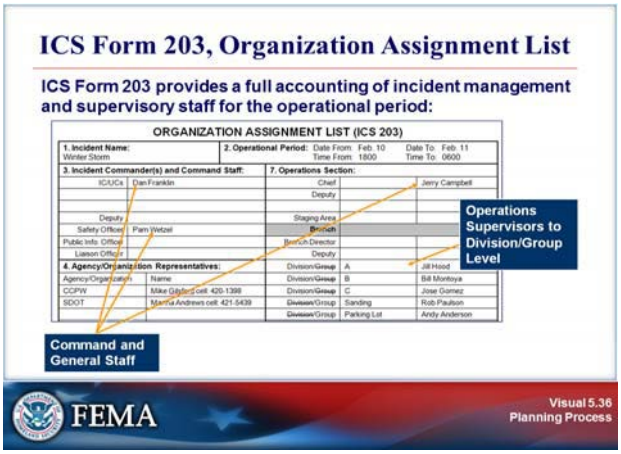
☑	ICS 203	☐	ICS 207	Other Attachments:
☑	ICS 204	☐	ICS 208	☐ _____
☑	ICS 205	☑	Map/Chart	☐ _____
☑	ICS 205A	☑	Weather Forecast/Tides/Currents	☐ _____
☑	ICS 206			☐ _____

7. Prepared by: Name: Walker Wetzel Position/Title: PSC Signature: Walker Wetzel

8. Approved by Incident Commander: Name: Jerry Franklin Signature: Jerry Franklin

ICS 202	**IAP Page** _____	Date/Time: Feb. 10, 1100

Visuals



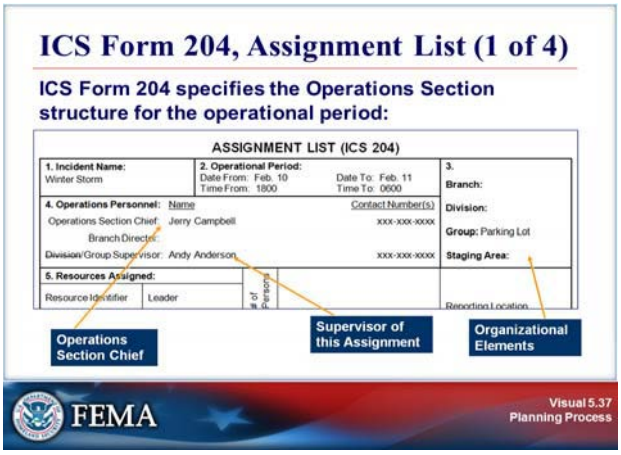
View the sample on the next page.

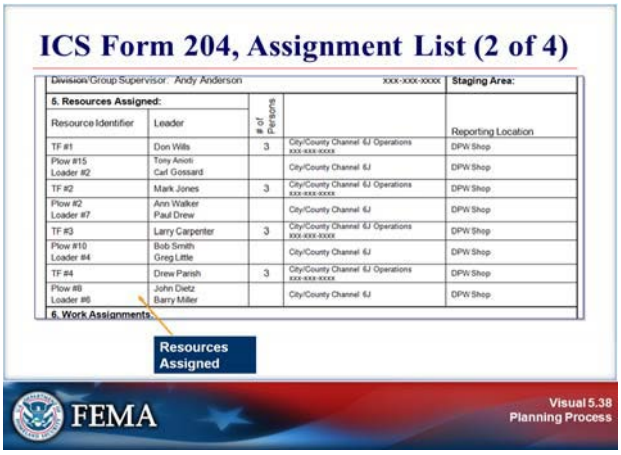
Your Notes

Sample: Sample Organization Assignment List, ICS Form 203

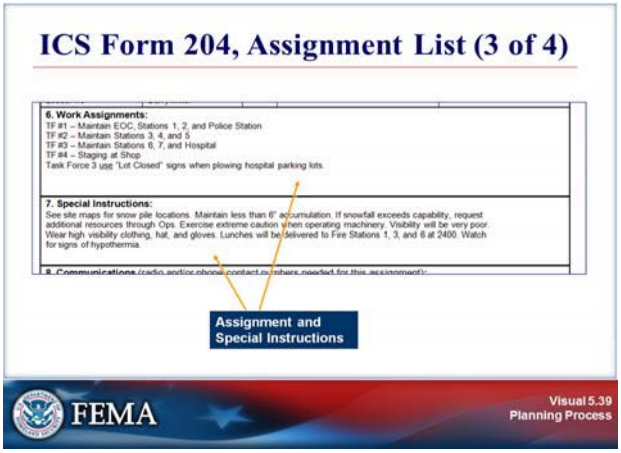
1. Incident Name: Winter Storm		**2. Operational Period:**	Date From: Feb. 10 Time From: 1800	Date To: Feb. 11 Time To: 0600	
3. Incident Commander(s) and Command Staff:		**7. Operations Section:**			
IC/UCs	Jerry Franklin	Chief		Dan Campbell	
		Deputy			
Deputy		Staging Area			
Safety Officer	Pam Alice	**Branch**			
Public Info. Officer		Branch Director			
Liaison Officer		Deputy			
4. Agency/Organization Representatives:		Division/~~Group~~	A	Bill Hood	
Agency/Organization	Name	Division/~~Group~~	B	Andy Montoya	
CCPW	Martha Gilsford cell: xxx-xxxx	Division/~~Group~~	C	Jose Gomez	
SDOT	Mike Andrews cell: xxx-xxxx	~~Division~~/Group	Sanding	Rob Paul	
		~~Division~~/Group	Parking Lot	Jill Anderson	
		Branch			
		Branch Director			
		Deputy			
5. Planning Section:		Division/Group			
Chief	Walker Wetzel	Division/Group			
Deputy		Division/Group			
Resources Unit	Karen Fry	Division/Group			
Situation Unit	Linda Tom	Division/Group			
Documentation Unit	Wilson Parks	**Branch**			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
NOAA Weather	-378-	Division/Group			
		Division/Group			
		Division/Group			
6. Logistics Section:		Division/Group			
Chief	Sherrie Hillman	Division/Group			
Deputy		**Air Operations Branch**			
Support Branch		Air Ops Branch Dir.			
Director					
Supply Unit	Jon Carter				
Facilities Unit		**8. Finance/Administration Section:**			
Ground Support Unit	Jessica Martinez	Chief	Carol Thomas		
Service Branch		Deputy			
Director		Time Unit			
Communications Unit	Mike Walters	Procurement Unit	Sara White		
Medical Unit		Comp/Claims Unit			
Food Unit		Cost Unit			
9. Prepared by: Name: Karen Fry		Position/Title: Resources Unit		Signature: Karen Fry	
ICS 203	**IAP Page** _____	Date/Time: Feb. 10/1300			

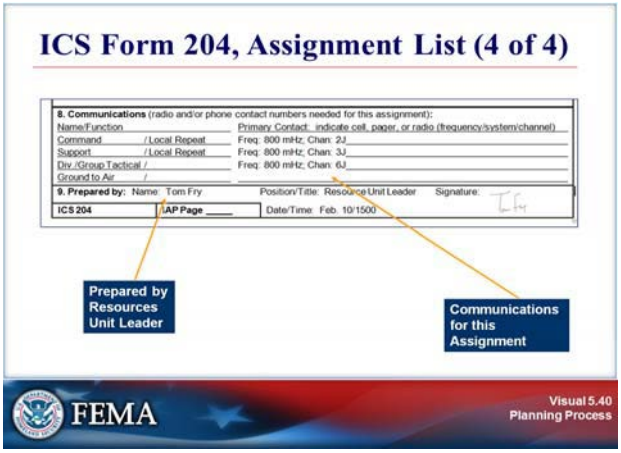
Visuals





Your Notes





Your Notes

View the sample on the next page.

Sample: Sample Assignment List, ICS Form 204

1. Incident Name: Winter Storm	**2. Operational Period:** Date From: Feb. 10 Date To: Feb. 11 Time From: 1800 Time To: 0600	**3.** **Branch:** **Division:** **Group:** Parking Lot **Staging Area:**

4. Operations Personnel: Name — Contact Number(s)

Operations Section Chief: Dan Campbell — xxx-xxx-xxxx

Branch Director:

~~Division~~/Group Supervisor: Andy Anderson — xxx-xxx-xxxx

5. Resources Assigned:

Resource Identifier	Leader	# of Persons		Reporting Location
TF #1	Carl Wills	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #15 Loader #2	Don Anioti Tony Gossard		City/County Channel 6J	DPW Shop
TF #2	Paul Jones	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #2 Loader #7	Walker Wetzel Mark Drew		City/County Channel 6J	DPW Shop
TF #3	Greg Carpenter	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #10 Loader #4	Bob Smith Larry Little		City/County Channel 6J	DPW Shop
TF #4	Barry Parish	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #8 Loader #6	Drew Dietz John Miller		City/County Channel 6J	DPW Shop

6. Work Assignments:

TF #1 – Maintain EOC, Stations 1, 2, and Police Station
TF #2 – Maintain Stations 3, 4, and 5
TF #3 – Maintain Stations 6, 7, and Hospital
TF #4 – Staging at Shop
Task Force 3 uses "Lot Closed" signs when plowing hospital parking lots.

7. Special Instructions:

See site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat, and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.

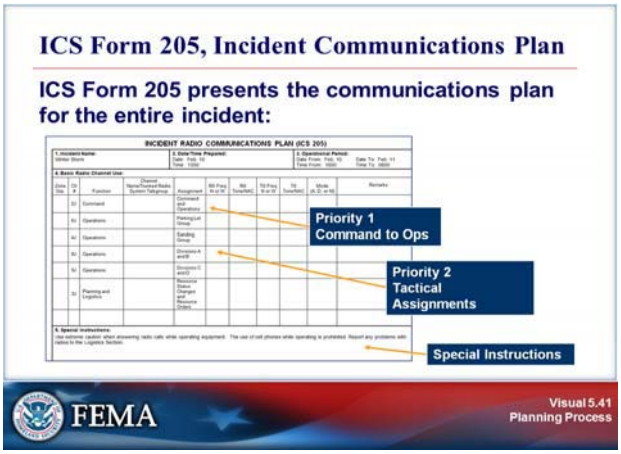
8. Communications (radio and/or phone contact numbers needed for this assignment)**:**

Name/Function (frequency/system/channel)	Primary Contact: indicate cell, pager, or radio
Command / Local Repeat	Freq: 800 mHz; Chan: 2J
Support / Local Repeat	Freq: 800 mHz; Chan: 3J
Div./Group Tactical /	Freq: 800 mHz; Chan: 6J
Ground to Air /	

9. Prepared by: Name: Karen Fry Position/Title: Resource Unit Leader Signature: Karen Fry

ICS 204 | **IAP Page** _____ Date/Time: Feb. 10/1500

Visuals



View the sample on the next page.

Your Notes

Sample: Sample Incident Communications Plan, ICS Form 205

1. Incident Name:	2. Date/Time Prepared:	3. Operational Period:
Winter Storm	Date: Feb. 10 Time: 1300	Date From: Feb. 10 Date To: Feb. 11 Time From: 1800 Time To: 0600

4. Basic Radio Channel Use:

Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks
	2J	Command		Command and Operations						
	6J	Operations		Parking Lot Group						
	4J	Operations		Sanding Group						
	8J	Operations		Divisions A and B						
	9J	Operations		Divisions C and D						
	3J	Planning and Logistics		Resource Status Changes and Resource Orders						

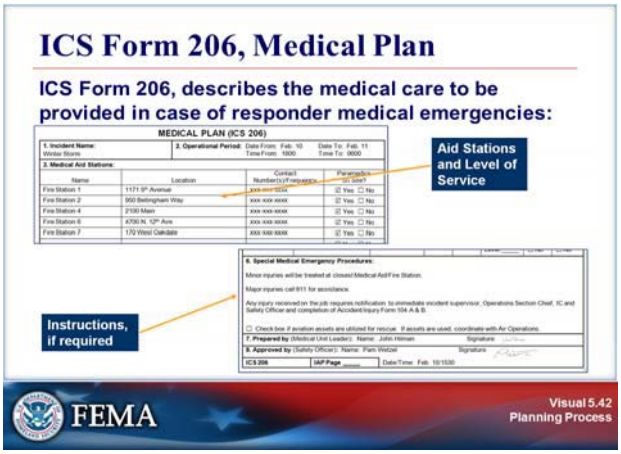
5. Special Instructions:

Use extreme caution when answering radio calls while operating equipment. The use of cell phones while operating is prohibited. Report any problems with radios to the Logistics Section.

6. Prepared by (Communications Unit Leader)**:** Name: Mike Walters Signature:

ICS 205	IAP Page _____	Date/Time: Feb. 10/1300

Visuals



View the sample on the next page.

Your Notes

Sample: Sample Medical Plan, ICS Form 206

1. Incident Name: Winter Storm	**2. Operational Period:** Date From: Feb. 10 Date To: Feb. 11 Time From: 1800 Time To: 0600

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
Fire Station 1	1171 5th Avenue	xxx-xxx-xxxx	☑ Yes ☐ No
Fire Station 2	950 Bellingham Way	xxx-xxx-xxxx	☑ Yes ☐ No
Fire Station 4	2100 Main	xxx-xxx-xxxx	☑ Yes ☐ No
Fire Station 6	4700 N. 12th Ave	xxx-xxx-xxxx	☑ Yes ☐ No
Fire Station 7	170 West Oakdale	xxx-xxx-xxxx	☑ Yes ☐ No
			☐ Yes ☐ No

4. Transportation (indicate air or ground)**:**

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS

SEE ABOVE

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Meridian	500 W. Oakdale	xxx-xxx-xxxx	15	45	☑ Yes Level:_____ ☐ No	☑ Yes ☐ No	☑ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐Yes ☐ No

6. Special Medical Emergency Procedures:

Minor injuries will be treated at closest Medical Aid/Fire Station.

Major injuries call 911 for assistance.

Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.

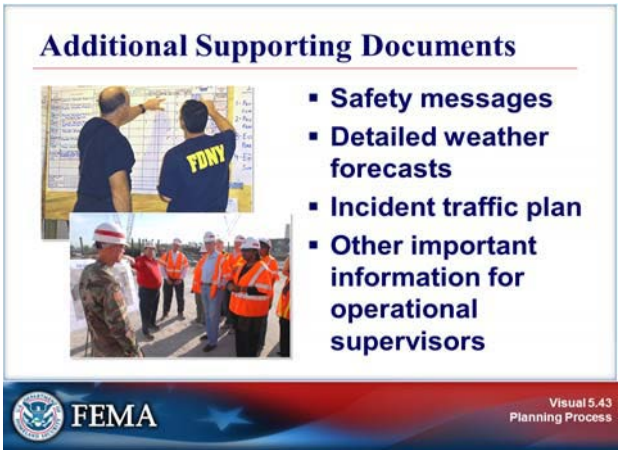
☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

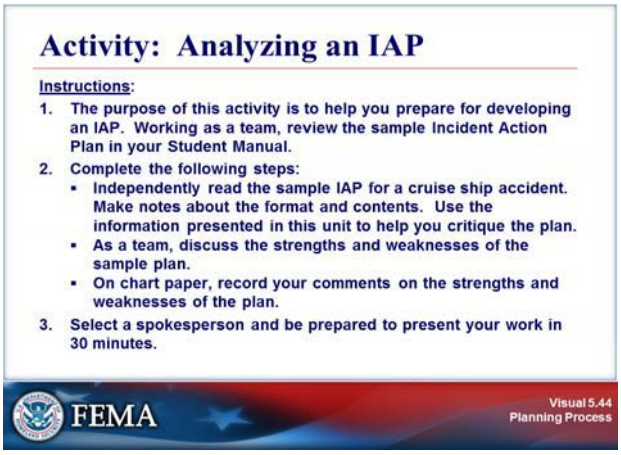
7. Prepared by (Medical Unit Leader)**:** Name: Sherrie Hillman Signature:

8. Approved by (Safety Officer)**:** Name: Pam Alice Signature:

ICS 206	**IAP Page _____**	Date/Time: Feb. 10/1530

Visuals





Your Notes

Complete the activity before proceeding.

Sample: Sample IAP (Page 1 of 9)

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name: Cruise Ship HazMat Spill	2. Operational Period: Date From: Aug 19 Time From: 0600	Date To: Aug 19 Time To: 1800

3. Objective(s):

- Assist the cruise line and the USCG in ensuring that there are no injuries to the ship's crew, nor to any of the incident responders.
- Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies.
- Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the cruise ship. Plan for contingencies.
- Prevent damage to natural and cultural resources.
- Assist the USCG and cruise line in arranging and carrying out the safe passage of the ship out of the bay and out of the Park.

4. Operational Period Command Emphasis:

Maintain vigilance to avoid injuries or further environmental damage.

General Situational Awareness

(See attached Safety Message)
A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.
Temperature: 60 to 65 degrees
Relative Humidity: 60 to 75%
Winds: west @ 10 to 18 knots
Seas: 3-foot swells with moderate to heavy chop
Sunrise: 0534 AKDT; Sunset: 2040 AKDT
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

5. Site Safety Plan Required? Yes ☒ No ☐
Approved Site Safety Plan(s) Located at:

6. Incident Action Plan (the items checked below are included in this Incident Action Plan)**:**

☑	ICS 203	☐	ICS 207	Other Attachments:	
☑	ICS 204	☑	ICS 208	☑	Safety Message
☑	ICS 205	☑	Map/Chart	☐	
☐	ICS 205A	☑	Weather Forecast/Tides/Currents	☐	
☑	ICS 206			☐	

7. Prepared by: Name: Walker Wetzel Position/Title: PSC Signature:

8. Approved by Incident Commander: Name: Jerry Franklin Signature:

ICS 202	IAP Page __1___	Date/Time: 08-19-XX/0200

Sample: Sample IAP (Page 2 of 9)

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name: Cruise Ship HazMat Spill	2. Operational Period:	Date From: Aug 19	Date To: Aug 19
		Time From: 0600	Time To: 1800

3. Incident Commander(s) and Command Staff:	
IC/UCs	Jerry Franklin
	Xxxx Unified Command
Deputy	
Safety Officer	Pam Alice
Public Info. Officer	IOF2
Liaison Officer	

4. Agency/Organization Representatives:	
Agency/Organization	Name
NTSB	Shirley Prop
AK DEC	Nick Hanson

5. Planning Section:	
Chief	Walker Wetzel
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	
-Oil Spill	Cordell Royball
-Investigator	Russ Williams
-Investigator	John Collingsworth

6. Logistics Section:	
Chief	Sherrie Hillman
Deputy	
Support Branch	
Director	
Supply Unit	
Facilities Unit	
Ground Support Unit	
Service Branch	
Director	
Communications Unit	Rick Lewin

7. Operations Section:		
Chief	Dan Campbell	
Deputy		
Staging Area		
Branch		
Branch Director		
Deputy		
~~Division~~/Group	Vessel Stabilization	Aaron Brandon (USCG)
~~Division~~/Group	Nat. Resc. Assessment	Carol Cartright (NPS)
~~Division~~/Group	Salvage/Removal	Tyrone Pickerell (USCG)
Division/Group		
Division/Group		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Air Operations Branch		
Air Ops Branch Dir.		
Helicopter Coordinator	Will Range (USCG)	

8. Finance/Administration Section:	
Chief	FSC2
Deputy	
Time Unit	John Wayne
Procurement Unit	

1. Incident Name: Cruise Ship HazMat Spill		**2. Operational Period:** Date From: Aug 19 Time From: 0600	Date To: Aug 19 Time To: 1800
Medical Unit	LaVell Patton	Comp/Claims Unit	
Food Unit		Cost Unit	Mike Bannister
9. Prepared by: Name: Walker Wetzel	Position/Title: PSC		Signature:
ICS 203	**IAP Page __2___**	Date/Time: 08-19-XX/0200	

Sample: Sample IAP (Page 3 of 9)

ASSIGNMENT LIST (ICS 204)

1. Incident Name: Cruise Ship HazMat Spill	**2. Operational Period:** Date From: 08/19/XX Time From: 0600 — Date To: 08/19/XX Time To: 1800	**3.** **Branch:** **Division:** **Group:** Vessel Stabilization **Staging Area:**

4. Operations Personnel:

	Name	Contact Number(s)
Operations Section Chief:	Dan Campbell	Channel 1
Branch Director:		
Division/Group Supervisor:	Aaron Brandon (USCG)	Channel 5

5. Resources Assigned:

Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Boom operations	Joe Watson	3	xxx-xxx-xxxx	Shag Cove/0730 BC Docks/0600
Pump operations	Ward Pecard	3	xxx-xxx-xxxx	Shag Cove/0730 BC Docks/0600
Radio crew	Jason Shep	2	xxx-xxx-xxxx	Shag Cove/0730 BC Docks/0600

6. Work Assignments:

--Assist the Coast Guard and the ship's crew in insuring the safety of the crew by assuring that everyone wears prescribed safety equipment and crew is not directly exposed to hazardous or toxic materials.
--Assist the Communications Unit Leader with the installation of a radio repeated.
--Maintain boom material currently in place. Assure that it continues to contain hazardous materials.
--Operate pumps on board the YC to continue to reduce flooded compartments.
--Prevent, if possible, the discharge of any additional hazardous materials into the bay waters.

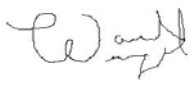
7. Special Instructions:

Complete a Unit Log. Debrief at the end of the operational period.

8. Communications (radio and/or phone contact numbers needed for this assignment)**:**

Name/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)
Command / Local	Freq: 166.200; System: NIFC; Chan: 1
Command / Repeat	Freq: 166.500; System: NIFC; Chan: 5
Status/Logistics / Local	Freq: 157.10; System: GLBA; Chan: 3
Status/Logistics / Repeat	Freq: 166.500; System: NIFC; Chan: 5
Group Tactical / On YC	Freq: 168.825; System: GLBA; Chan: 2
Group Tactical / W/ USCG	Freq: 157.100; System: GLBA; Chan: 6
Ground to Air /	Freq: 168.575; System: GLBA; Chan: 8

9. Prepared by: Name: Walker Wetzel Position/Title: PSC Signature:



ICS 204	**IAP Page __3___**	Date/Time: 08/09/XX,/0200

Sample: Sample IAP (Page 4 of 9)

ASSIGNMENT LIST (ICS 204)

1. Incident Name:	2. Operational Period:	3.
Cruise Ship HazMat Spill	Date From: 08/19/XX Date To: 08/19/XX Time From: 0600 Time To: 1800	**Branch:**

4. Operations Personnel:	Name	Contact Number(s)
Operations Section Chief:	Dan Campbell	Channel 11 & Channel 1
Branch Director:		
Division/Group Supervisor:	Carol Cartright	Channel 11 & Channel 1

Division:

Group: Natural Resources Assessment

Staging Area:

5. Resources Assigned:				
Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Biotech Team 1	Bud Ricer	2	Channel 11	Shag Cove/0730 BC Docks/0600
NR Planning	Gail Irvington	3	Channel 11	
Biotech Team 2	Steve Taggert	2	Channel 11	Gustavis Airport/ 1100 Gustavis Airport/ 0700

6. Work Assignments:

Develop contingency plans for the following:
--Fuel spill while the vessel remains in Shag Cove.
--Fuel spill during the movement of the vessel from Shag Cove out of the park.
--Fuel spill in Bartlett Cove if the vessel is stored there.
--Catastrophic structural failure of the vessel resulting in it sinking.
Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore.
Conduct aerial survey of the bay; map bird concentrations.

7. Special Instructions:

Complete a Unit Log. Debrief at the end of operational period.

8. Communications (radio and/or phone contact numbers needed for this assignment)**:**

Name/Function		Primary Contact: indicate cell, pager, or radio (frequency/system/channel)
Command	/ Local	Freq: 166.200; System: NIFC; Chan: 1
Command	/ Repeat	Freq: 166.500; System: NIFC; Chan: 5
Status/Logistics	/ Local	Freq: 157.10; System: GLBA; Chan: 3
Status/Logistics	/ Repeat	Freq: 166.500; System: NIFC; Chan: 5
Group Tactical	/	Freq: 167.200; System: NIFC; Chan: 11
Ground to Air	/	Freq: 168.575; System: GLBA; Chan: 8

9. Prepared by: Name: Walker Wetzel Position/Title: PSC Signature:

ICS 204	IAP Page __4___	Date/Time: 08/09/XX / 0200

Sample: Sample IAP (Page 5 of 9)

ASSIGNMENT LIST (ICS 204)

1. Incident Name:	2. Operational Period:	3.
Cruise Ship HazMat Spill	Date From: 08/19/XX Date To: 08/19/XX Time From: 0600 Time To: 1800	**Branch:**

4. Operations Personnel:

	Name	Contact Number(s)
Operations Section Chief:	Dan Campbell	xxx-xxx-xxxx
Branch Director:		
Division/Group Supervisor:	Duane Jefferson (USCG)	xxx-xxx-xxxx

Division:

Group: Vessel

Salvage/Removal

Staging Area:

5. Resources Assigned:

Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Dive operations	Tyrone Pickerell (USCG)	8	xxx-xxx-xxxx	

6. Work Assignments:

--Conduct repairs on the hull of the YC sufficient to allow the vessel to be moved safety out of the Park and to a designated repair facility.
--Prevent, if possible, the discharge of any hazardous materials into the bay waters.

7. Special Instructions:

Complete a Unit Log. Debrief at the end of the operational period.

8. Communications (radio and/or phone contact numbers needed for this assignment)**:**

Name/Function		Primary Contact: indicate cell, pager, or radio (frequency/system/channel)
Command	/ Local	Freq: 166.200; System: NIFC; Chan: 1
Command	/ Repeat	Freq: 166.500; System: NIFC; Chan: 5
Status/Logistics	/ Local	Freq: 157.10; System: GLBA; Chan: 3
Status/Logistics	/ Repeat	Freq: 166.500; System: NIFC; Chan: 5
Group Tactical	/ On YC	Freq: 168.825; System: GLBA; Chan: 2
Group Tactical	/ W/ USCG	Freq: 157.100; System: GLBA; Chan: 6
Ground to Air	/	Freq: 168.575; System: GLBA; Chan: 8

9. Prepared by: Name: Walker Wetzel Position/Title: PSC Signature:

ICS 204	IAP Page __5___	Date/Time: 08/09/XX/0200

Sample: Sample IAP (Page 6 of 9)

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name:	2. Date/Time Prepared:	3. Operational Period:
Cruise Ship HazMat Spill	Date: Time:	Date From: Date To: Time From: Time To:

4. Basic Radio Channel Use:

Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks
	1	Command	NIFC	Command and General Staff and Group Supervisors	166.200					
	2	Local on YC	GLBA	Local on YC	168.825					Internal communications on YC
	3	Logistics	GLBA	Logistics	166.300					
	5	Tactical (through Repeater)	NIFC	Group Supervisors on YC	166.500					Communications between YC and ICP
	6	Tactical w/ USCG	GLBA	Command and USCG	157.100					Group Supervisors scan this frequency
	7	Tactical	GLBA	Investigation	166.600					
	8	Air-Ground	GLBA	Aircraft Observation Dispatch	168.575					Flight Following
	11	Tactical (through Repeater)	NIFC	NR Assessment Group	167.200					

5. Special Instructions:

6. Prepared by (Communications Unit Leader)**:** Name: Sherrie Hillman Signature:

ICS 205	IAP Page __6___	Date/Time: 08-19-XX, 0200

Sample: Sample IAP (Page 7 of 9)

MEDICAL PLAN (ICS 206)

1. Incident Name: Cruise Ship HazMat Spill	**2. Operational Period:** Date From: Date To: Time From: Time To:

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
NPS EMT's	Cruise ship	xxx-xxx-xxxx	☐ Yes ☒ No
NPS – GLBA HQ	Bartlett Cove	xxx-xxx-xxxx	☒ Yes ☐ No
Gustavus Emergency Response	Gustavus	xxx-xxx-xxxx	☒ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

4. Transportation (indicate air or ground)**:**

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
Gustavus Emergency Response	Gustavus	xxx-xxx-xxxx	☒ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Bartlett Memorial	3260 Hospital Drive, Juneau	xxx-xxx-xxxx	1 hr	n/a	☐ Yes Level:_____	☐ Yes ☒ No	☒ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No

6. Special Medical Emergency Procedures:

If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.
Conduct GLBA Dispatch in the event of ANY injury.

☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

7. Prepared by (Medical Unit Leader)**:** Name: Sherrie Hillman Signature:

8. Approved by (Safety Officer)**:** Name: Pam Alice Signature:

ICS 206	**IAP Page __7___**	Date/Time: 08-19-XX/0200

Sample: Sample IAP (Page 8 of 9)

Safety Message/Plan (ICS 208)

1. Incident Name: Cruise Ship HazMat Spill	2. Operational Period: Date From: 08/19/XX Date To: 08/19/XX Time From: 0600 Time To: 1800

3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:

All personnel working on the incident must be aware of the following hazards and take appropriate mitigation measures:

Individuals working aboard the cruise ship must be aware of:

1. Significant amounts of diesel fuel and other petroleum products are mixed with water below decks. There is both a health hazard and a fire hazard associate with these materials.

   HEALTH:

   Inhalation: Inhalation of high concentrations of diesel fuel vapors causes dizziness, headaches, and stupor.
   Ingestion: Ingestion of diesel fuel causes irritation of stomach and intestines with nausea and vomiting.
   Skin Exposure: The liquid is irritating to the skin, especially where long term contact is involved. May burn skin or eyes.

   FIRST AID:

   1. Remove victim to fresh air. Apply appropriate actions if breathing is labored or stops.
   2. If ingested, do NOT induce vomiting. Give water to dilute.
   3. For skin exposure, remove contaminated clothing and gently flush affected areas with fresh water for 15 minutes.
   4. **In all cases, get medical advice and medical attention as soon as possible.**

   FIRE: If small, use dry chemical, CO_2, foam or water spray. If large, evacuate immediately.

2. Decks and passageways are likely to be very slippery. Where possible, use sand or absorbent materials to improve footing and traction.
3. Rubber gloves and protective clothing must be worn at all time by those entering the damaged areas of the vessel. Respiratory equipment is also required.

For ground personnel in the backcountry and along shore in the vicinity of the YC, maintain vigilance for bears and take evasive or avoidance actions.

All personnel on boats must wear PFD's at all time, and be aware that water temperatures are sufficiently low to cause hypothermia with short exposure times.

THINK, AND ACT, SAFELY

4. Site Safety Plan Required? Yes ☒ No ☐
Approved Site Safety Plan(s) Located At:

5. Prepared by: Name: Pam Alice	Position/Title: Safety Officer	Signature: P Alice
ICS 208 | IAP Page __8___	Date/Time: 08/19/XX/0200	

Sample: Sample IAP (Page 9 of 9)

Weather
August 18, XX

Temperature: 68 to 75 degrees
Relative Humidity: 45 to 60 %
Winds: east 5-10 knots
Seas: 2 foot swells with moderate chop
Sunrise: 0531 AKDT; Sunset: 2042 AKDT
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

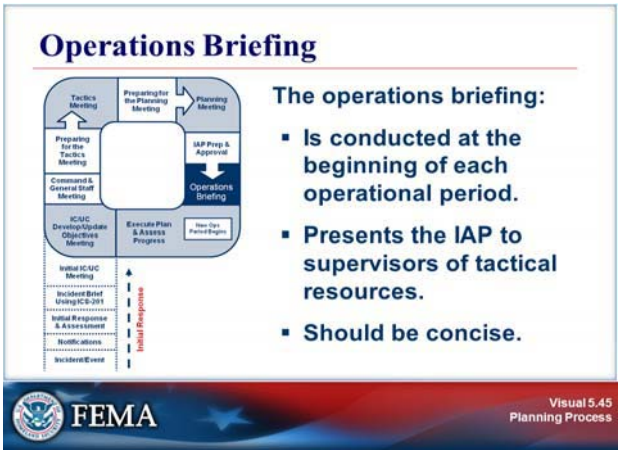
Temperature: 60 to 65 degrees
Relative Humidity: 60 to 75%
Winds: west, 10 to 18 knots
Seas: 3 foot swells with moderate to heavy chop
Sunrise: 0534 AKDT; Sunset: 2040 AKDT
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

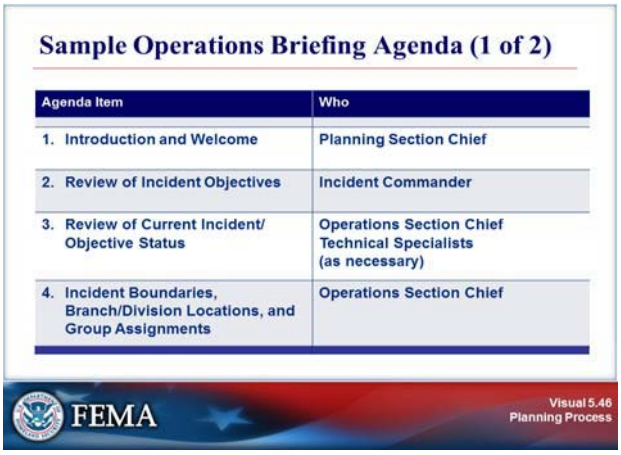
Weather
August 20, XX

Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees
Relative humidity: 85 to 100%
Winds: west to southwest, 15 to 20 knots with stronger gusts.
Seas: 3 to 5 foot swells with moderate to heavy chop.
Sunrise: 0536 AKDT; Sunset: 2037 AKDT
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)

Visuals





Your Notes

View the sample on the next page.

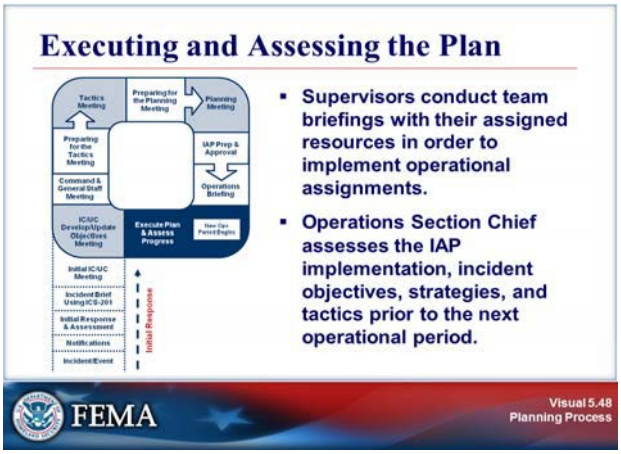
Your Notes

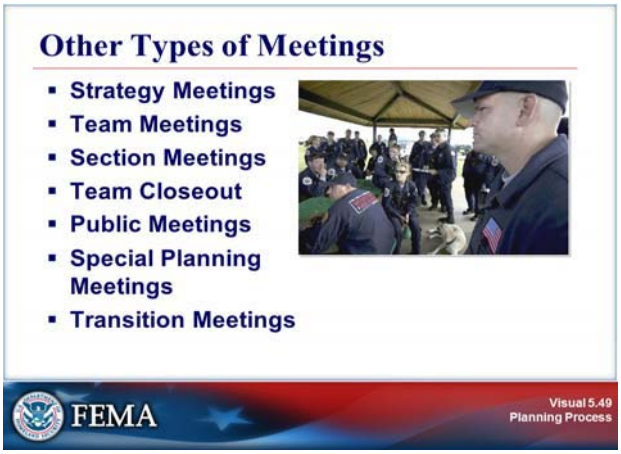
Sample: Sample Operations Briefing Agenda

A sample operations briefing agenda is included below. Use this sample agenda as a guide for the operations briefing (also known as the shift briefing).

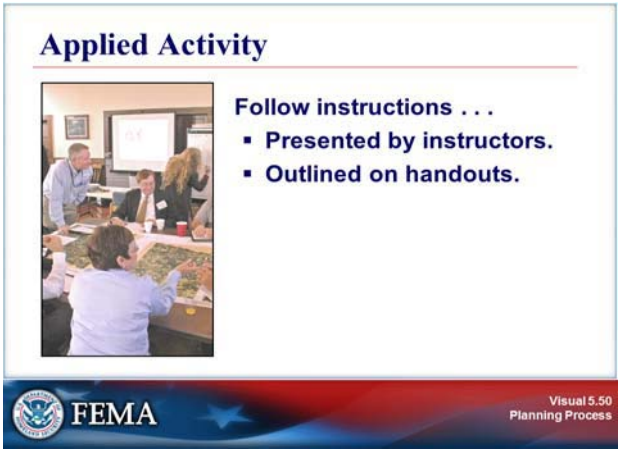
1. Situation Update	
	The Planning Section Chief provides an update of the incident, including the: • Status of current tactical assignments. • Response issues. • New tactical assignments. • Projections that may impact the next operational period.
2. Plan Review	
	The plan review may include last-minute "pencil" changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.
3. Discussion of Logistical Support Details	
	This item should include a review of Transportation, Communications, and Medical Plans, as well as plans for feeding and resting personnel.
4. Review of Safety Message	
	This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.

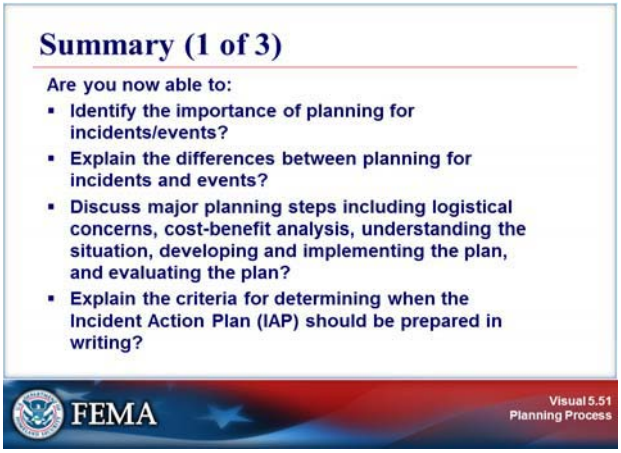
Visuals





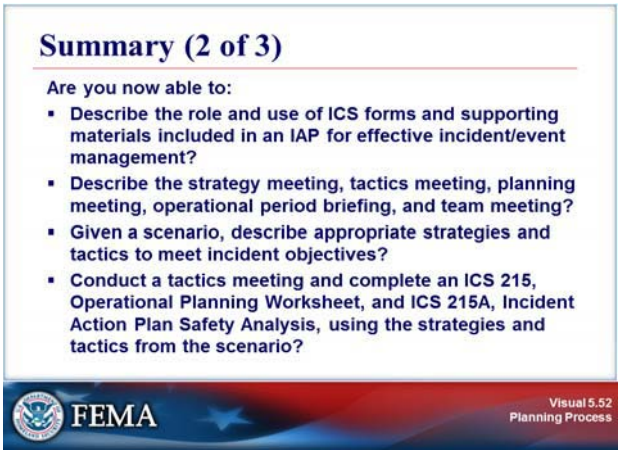
Your Notes

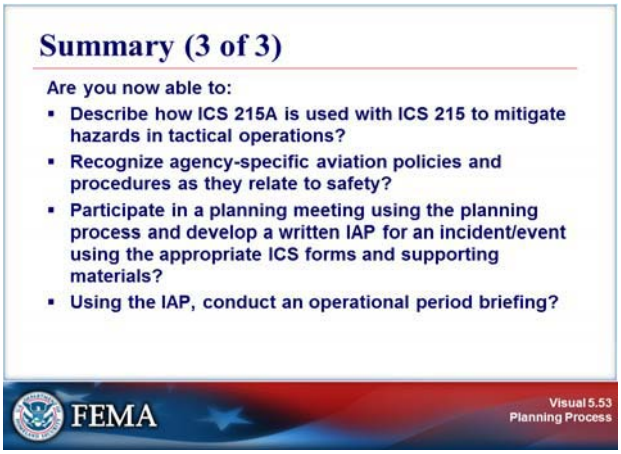




Your Notes

Visuals





Your Notes

UNIT 6: INCIDENT RESOURCE MANAGEMENT

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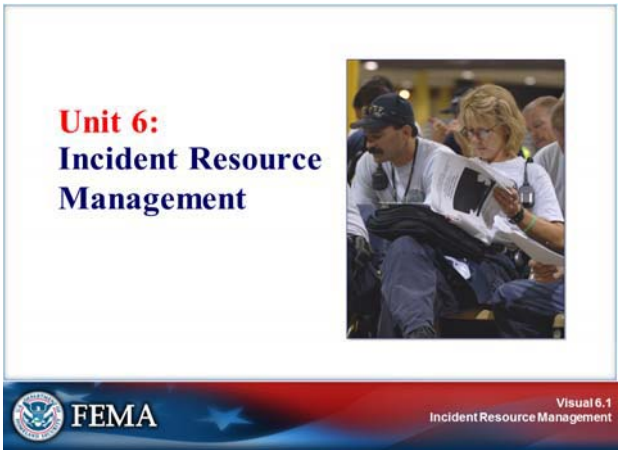

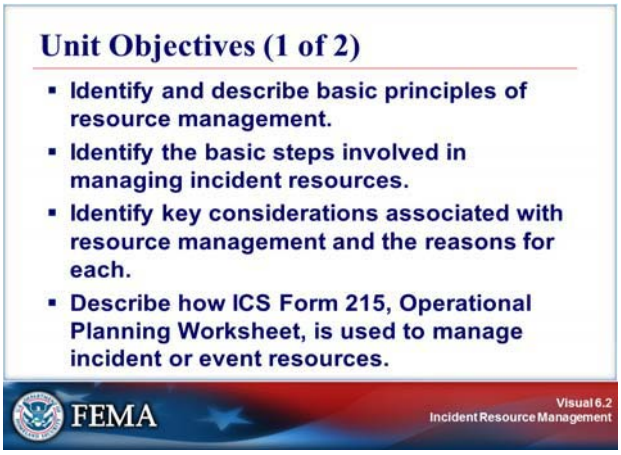

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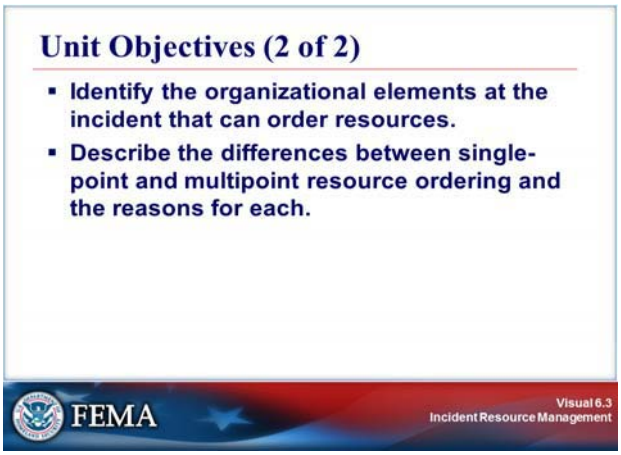

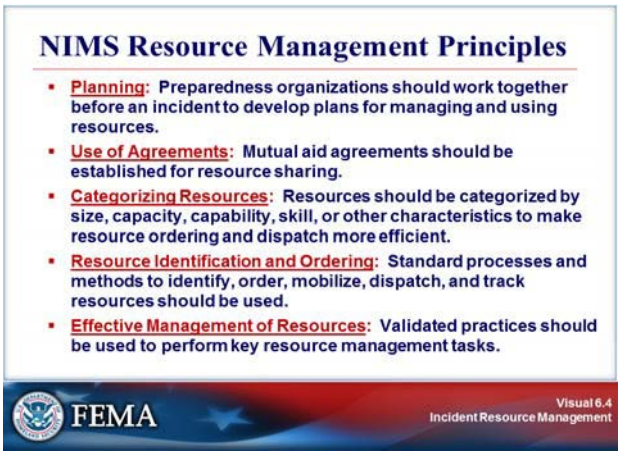

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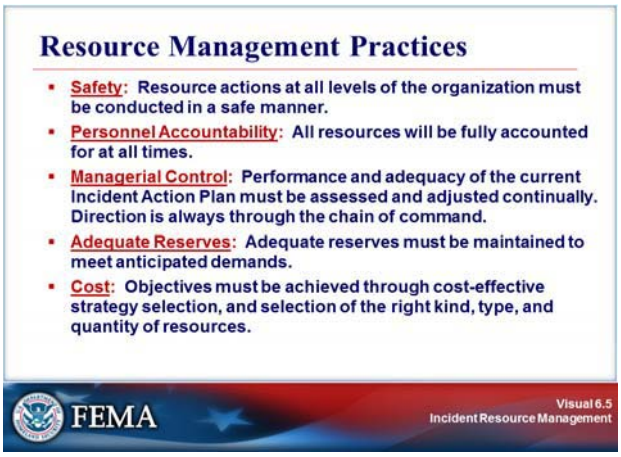


View the job aid on the following page.

Your Notes

Job Aid: NIMS Resource Management Principles

The National Incident Management System (NIMS) includes the following principles related to resource management:

- **Planning:** Coordinated planning, training to common standards, and inclusive exercises provide a foundation for the interoperability and compatibility of resources throughout an incident. Jurisdictions should work together in advance of an incident to develop plans for ordering, managing, and employing resources. The planning process should include identifying resource needs based on the threats and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.

  Planning may include the creation of new policies to encourage pre-positioned resources. Pre-positioned resources are those that are moved to an area near the expected incident site in response to anticipated resource needs. Plans should anticipate conditions or circumstances that may trigger a specific reaction, such as the restocking of supplies when inventories reach a predetermined minimum. Organizations and/or jurisdictions should continually assess the status of their resources in order to have an accurate list of resources available at any given time. Additionally, emergency management/response personnel should be familiar with the National Response Framework (NRF) and should be prepared to integrate and/or coordinate with Federal resources, including those that might be pre-positioned.

- **Use of Agreements:** Agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations. This includes developing and maintaining standing agreements and contracts for services and/or supplies that may be needed during an incident.

- **Categorizing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across jurisdictions and between all levels of government, the private sector, and nongovernmental organizations (NGOs) more efficient, and is intended to ensure that needed resources are received.

- **Resource Identification and Ordering:** The resource management process uses standardized processes and methodologies to identify, order, mobilize, and track the resources required to support incident management activities. Those with resource management responsibilities perform these tasks either at the Incident Commander's request or in accordance with planning requirements. Identification and ordering of resources are intertwined. In some cases, the identification and ordering process is compressed, where an Incident Commander may know the resources necessary for the task and specify a resource order directly. However, in larger, more complex incidents, the Incident Commander may not be fully aware of resources available to meet the incident demands. At this point, the Incident Commander may identify needs based on incident objectives and use the resource management process to fill these needs.

- **Effective Management of Resources:** Resource management involves acquisition procedures, management information, and redundant systems and protocols for ordering, mobilizing, dispatching, and demobilizing resources.

Job Aid: NIMS Resource Management Principles (Continued)

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
  - Responders to the incident.
  - Persons injured or threatened by the incident.
  - Volunteers assisting at the incident.
  - News media and the general public who are on scene observing the incident.

- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.

- **Managerial Control:** Performance and adequacy of the current Incident Action Plan (IAP) must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.

- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

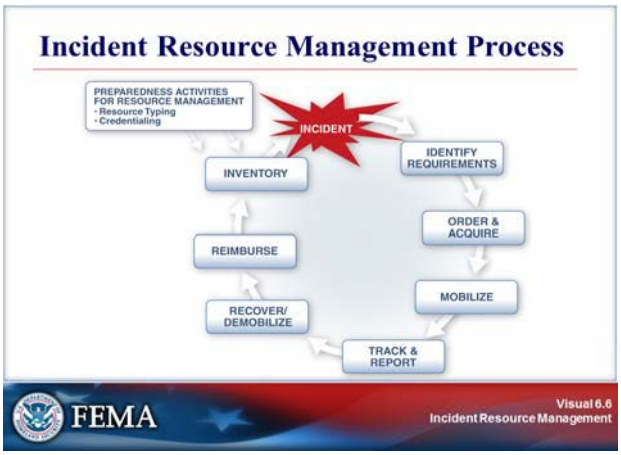
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

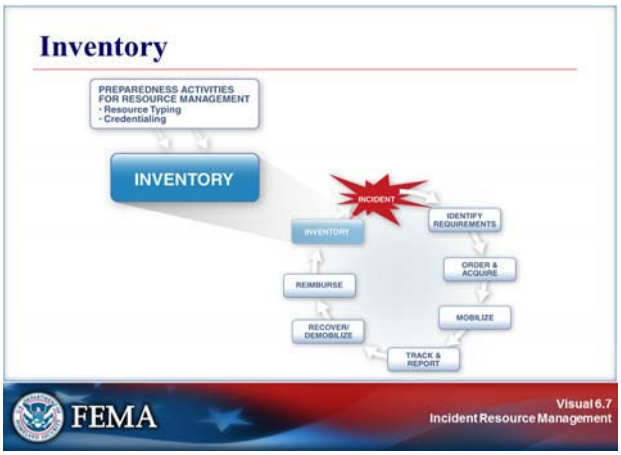
  The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

  The Finance/Administration Section's Cost Unit has the responsibility to:
  - Obtain and record all cost information.
  - Prepare incident cost summaries.
  - Prepare resource use cost estimates for planning.
  - Make recommendations for cost savings.

  The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.

Visuals





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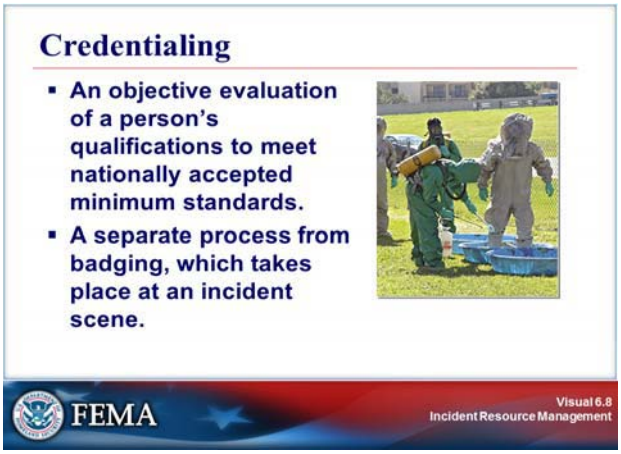
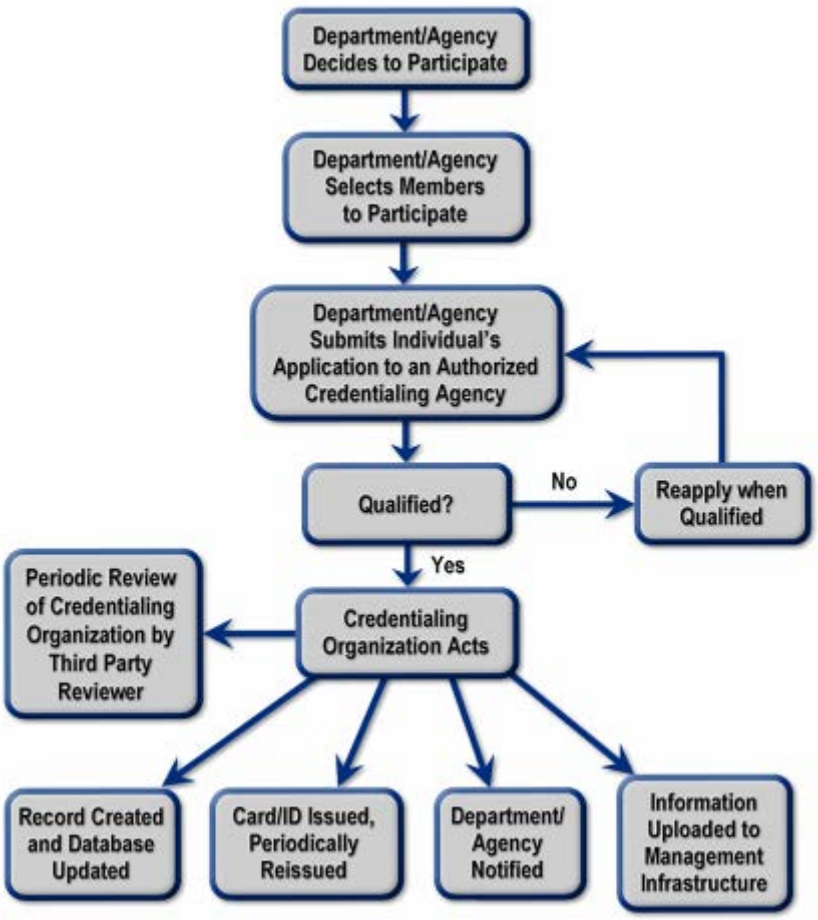


View the job aid on the following page.

Your Notes

Job Aid: Credentialing

The following figure summarizes the NIMS credentialing process.



Source: NIMS document

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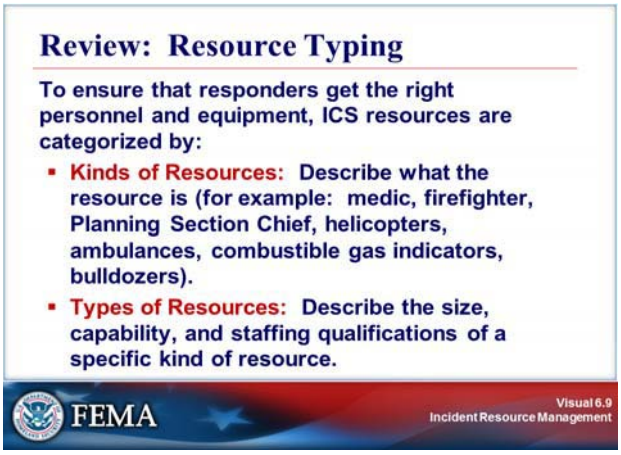

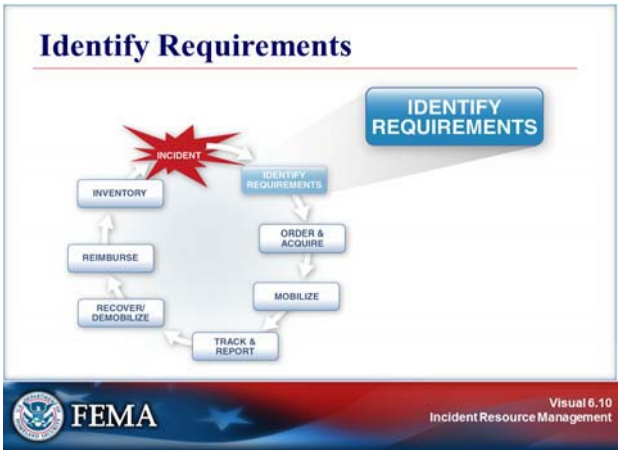

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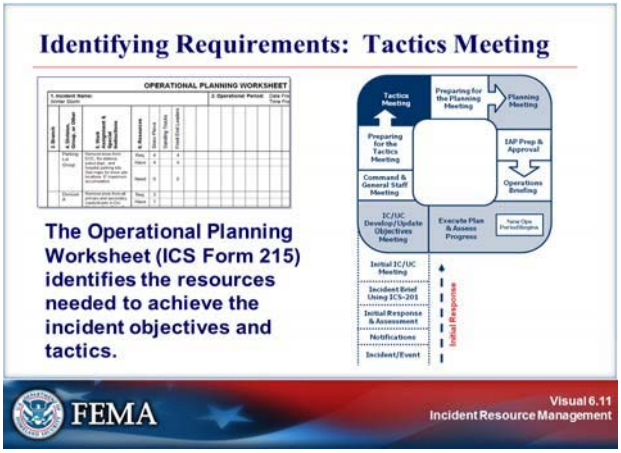

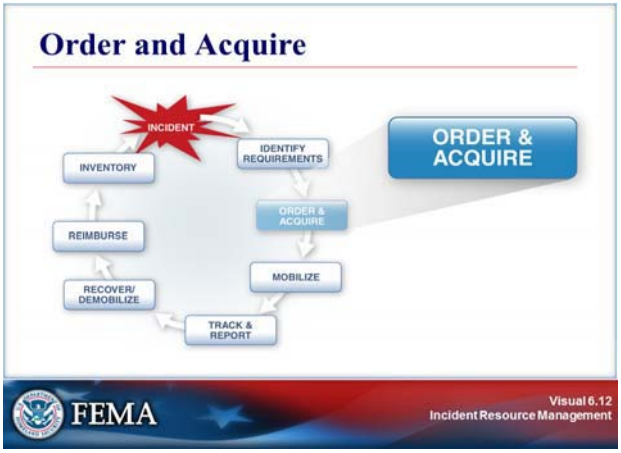

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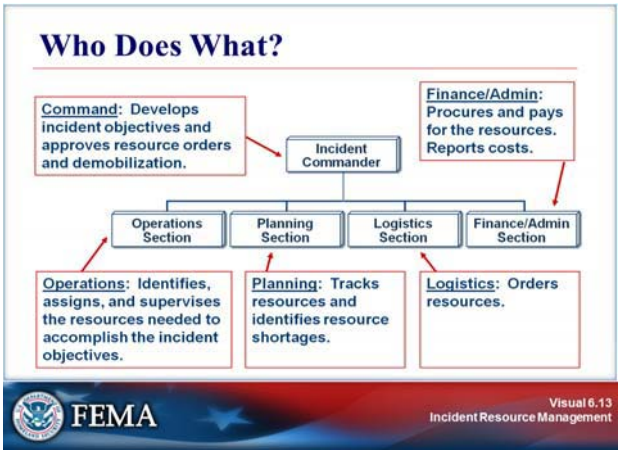

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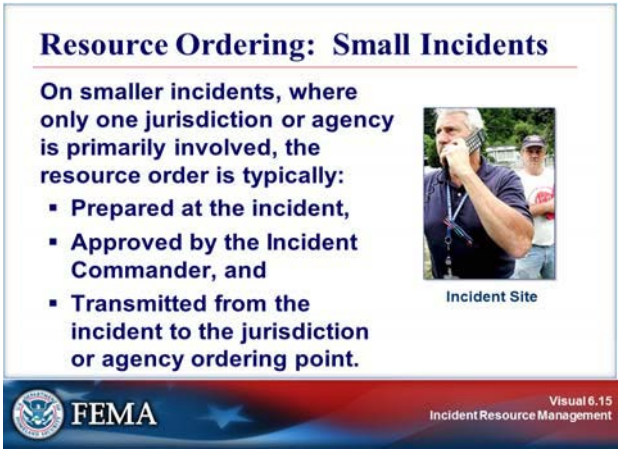

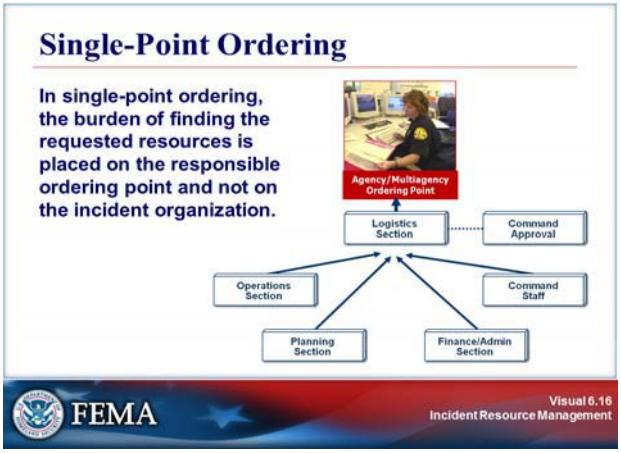

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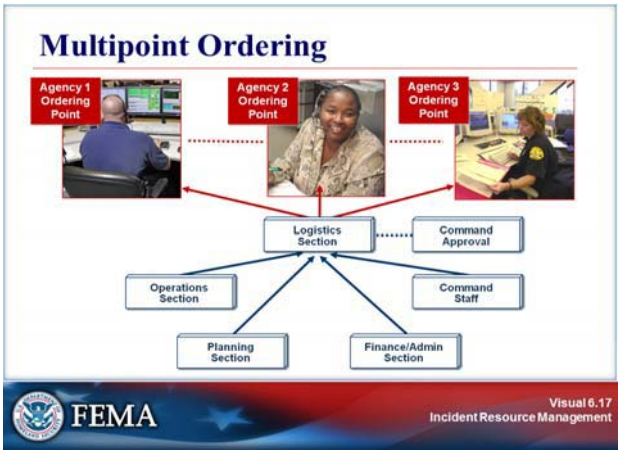

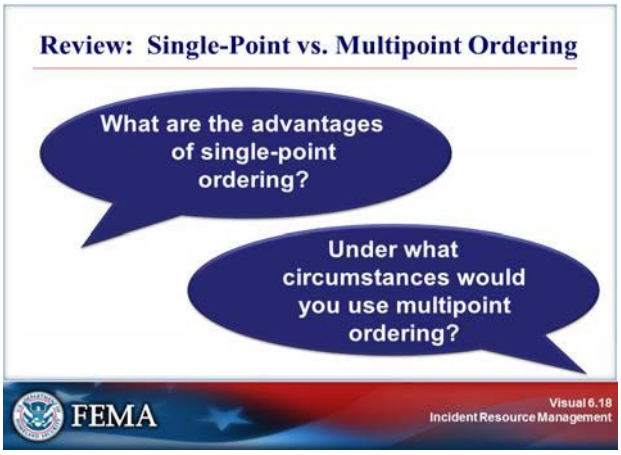

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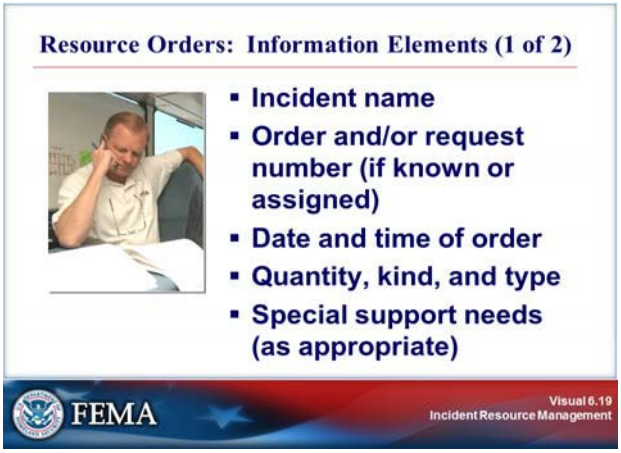

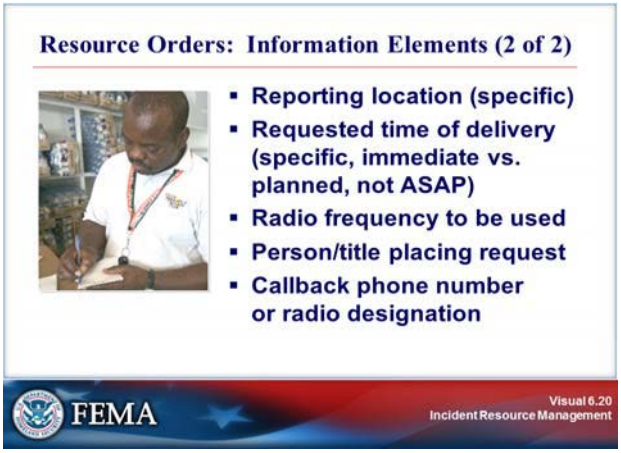

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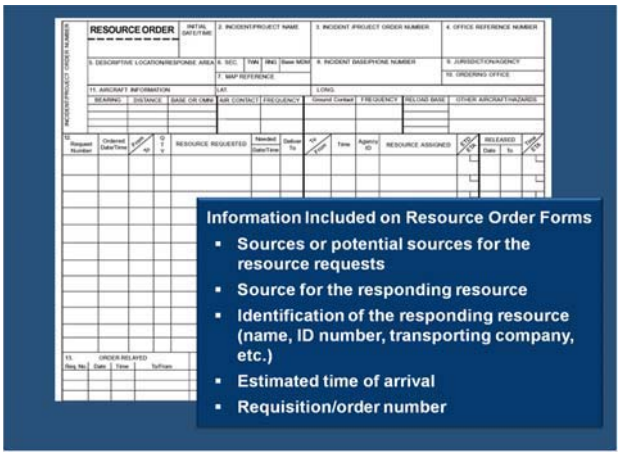

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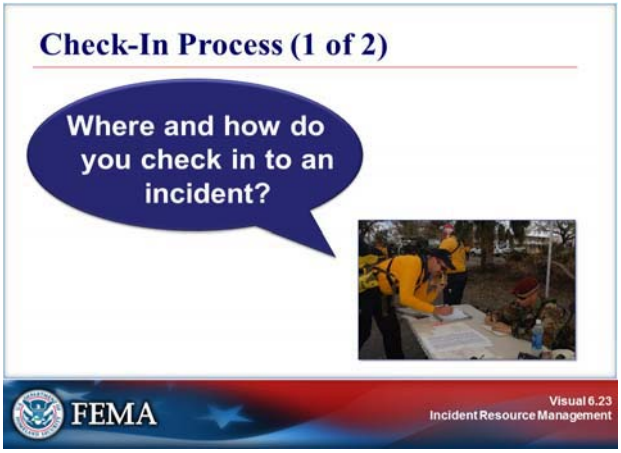
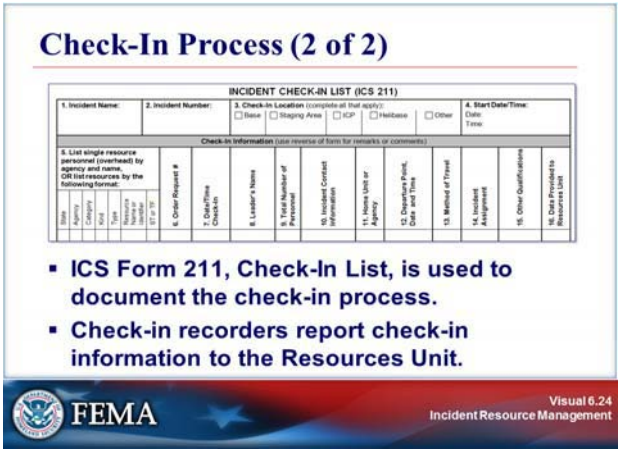




Your Notes

Sample: ICS Form 211

Incident Check-In List, ICS Form 211

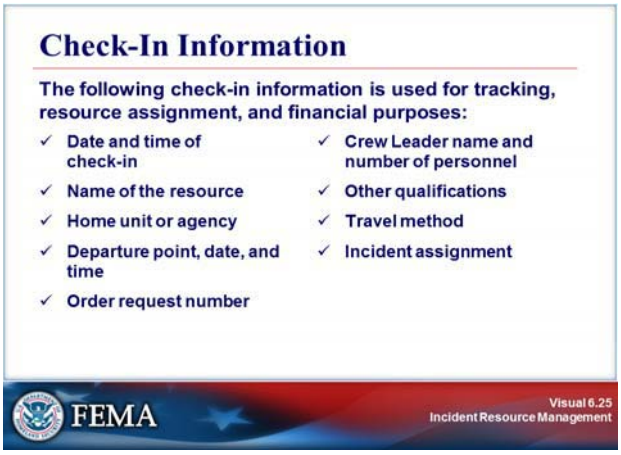
1. Incident Name:	**2. Incident Number:**	**3. Check-In Location** (complete all that apply)**:** ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other	**4. Start Date/Time:** Date: Time:

Check-In Information (use reverse of form for remarks or comments)

5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:							**6. Order Request #**	**7. Date/Time Check-In**	**8. Leader's Name**	**9. Total Number of Personnel**	**10. Incident Contact Information**	**11. Home Unit or Agency**	**12. Departure Point, Date and Time**	**13. Method of Travel**	**14. Incident Assignment**	**15. Other Qualifications**	**16. Data Provided to Resources Unit**
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF											

ICS 211 **17. Prepared by:** Name: _____ Position/Title: _____ Signature: _____ Date/Time: __

Visuals



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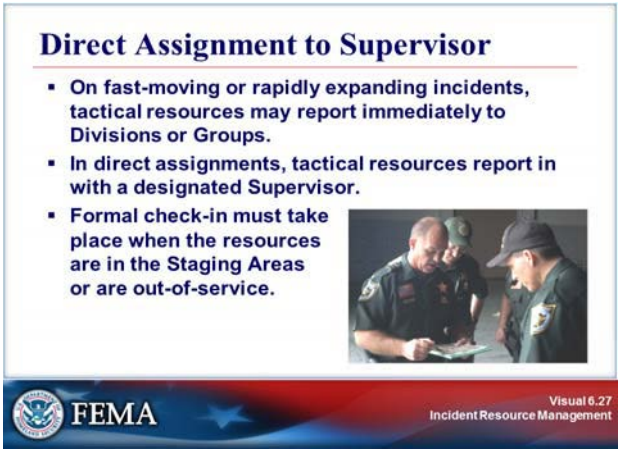

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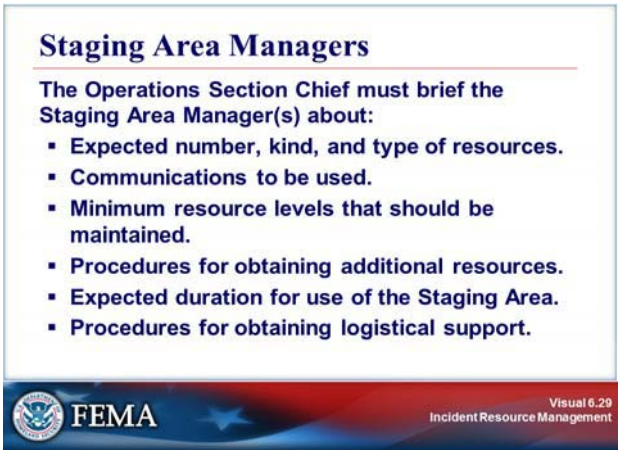

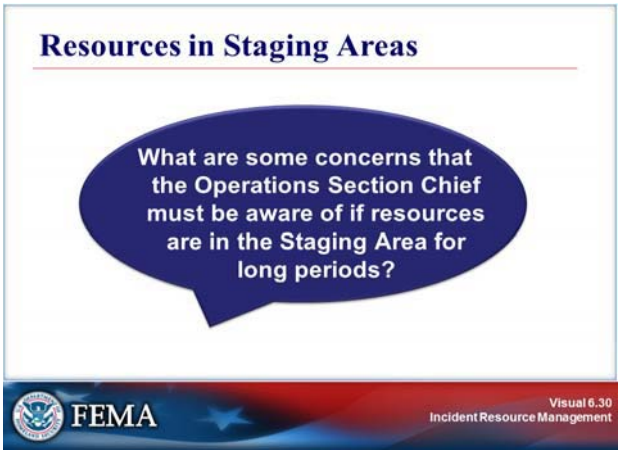

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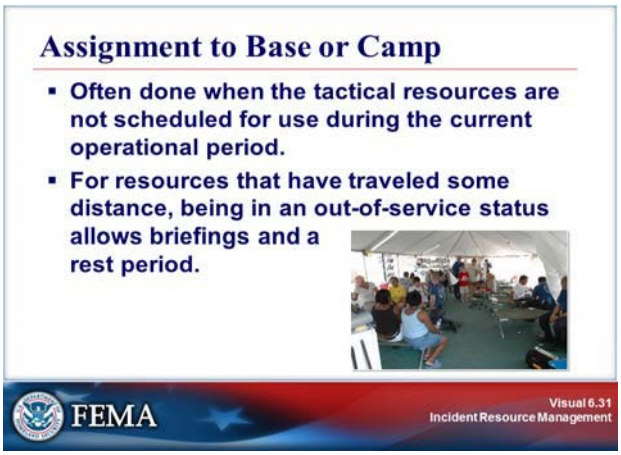

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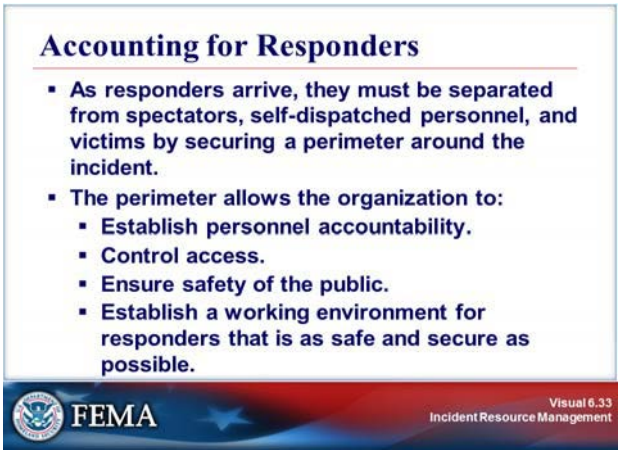

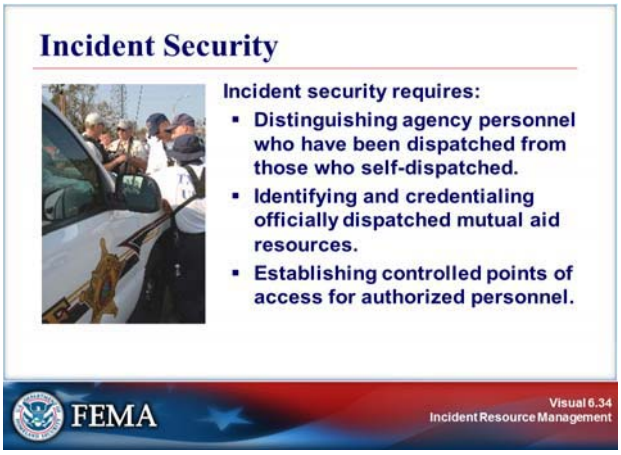

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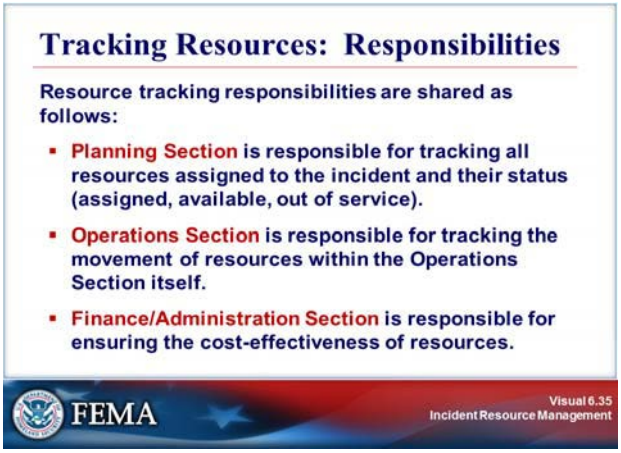

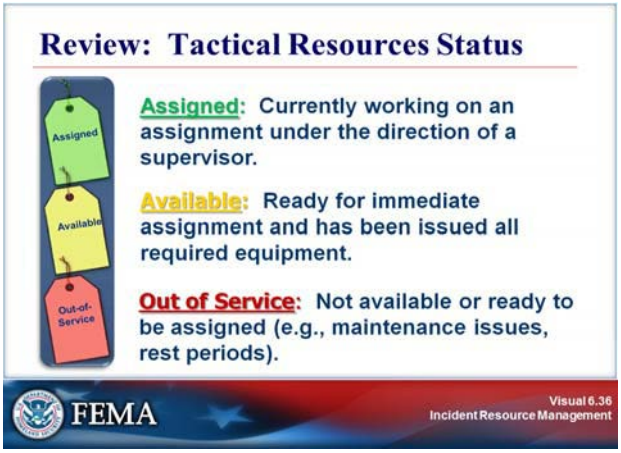

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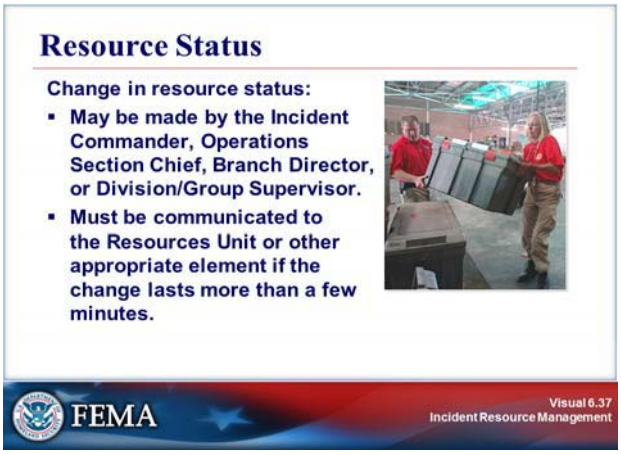

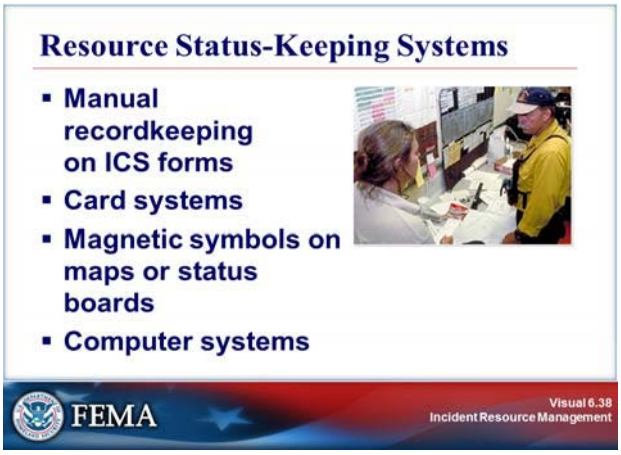

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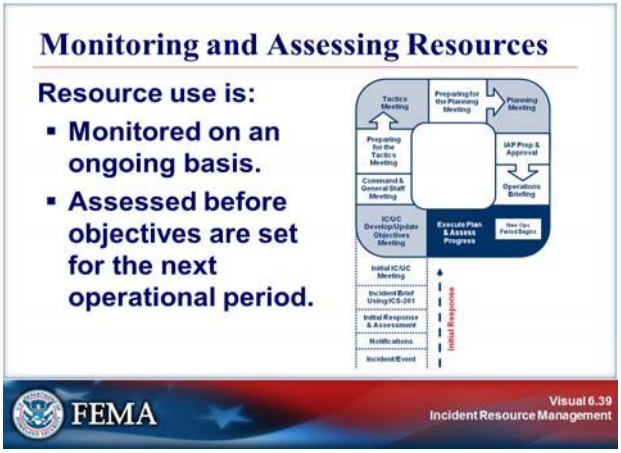

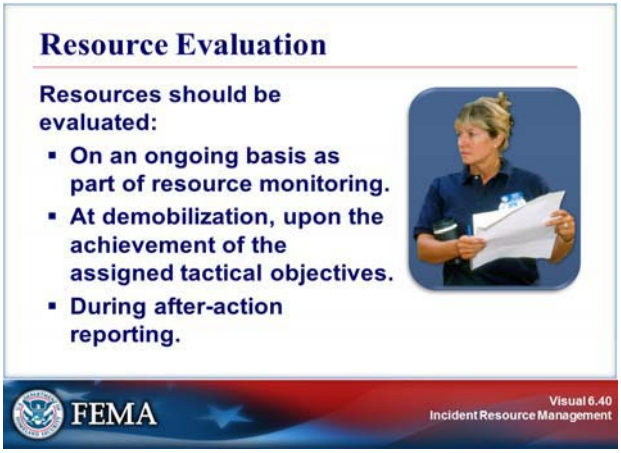

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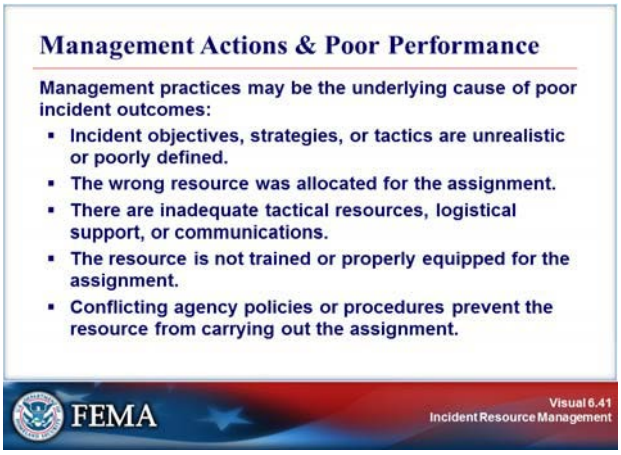
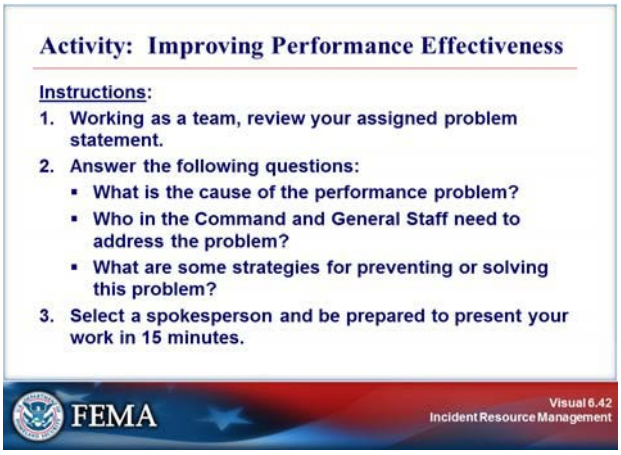




Your Notes

Complete the activity before proceeding.

Activity: Improving Performance Effectiveness

On a recent incident, the following performance issues have arisen.

Performance Issue #1: A local volunteer organization has personnel assigned to the Logistics Section to assist in providing meals to responders. One volunteer arrived for work visibly impaired, and informed his coworkers that he had "just a couple of drinks to relax" before coming to work.

Strategy:

Performance Issue #2: Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in. Additionally, resources obtained through a mutual aid agreement that are no longer needed remain at the incident site.

Strategy:

Performance Issue #3: Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door within the community. Compliance with the evacuation order is very poor, and 911 has been deluged with calls from the affected public asking if the evacuation order is official.

Strategy:

Activity: Improving Performance Effectiveness (Continued)

Performance Issue #4: A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first that incident management staff hear of the problem is when asked by the media at a press conference.

Strategy:

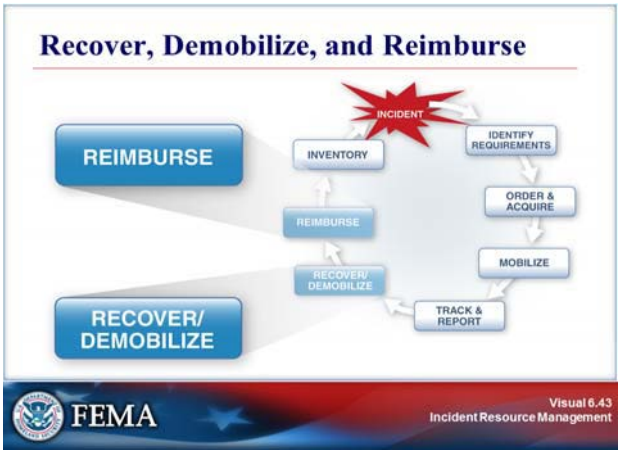
Performance Issue #5: Self-dispatched resources are arriving at the Staging Area. In the confusion, several of these resources who were assigned to Task Forces now appear to lack the skills needed to operate equipment or execute orders.

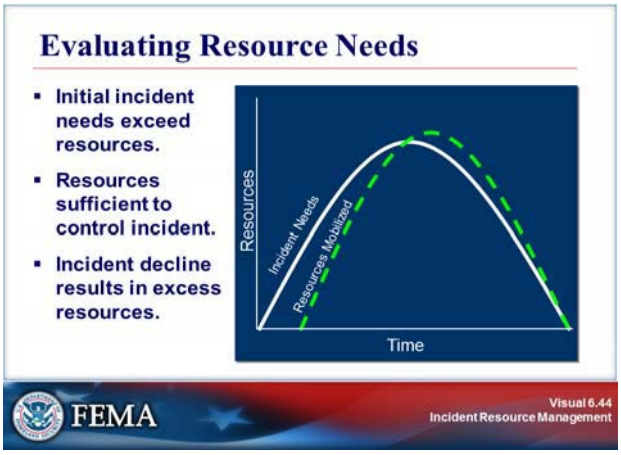
Strategy:

Performance Issue #6: The 5 o'clock news features a prominent interview with an incident responder at the Staging Area. The responder is not a member of the Public Information staff and has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

Strategy:

Visuals





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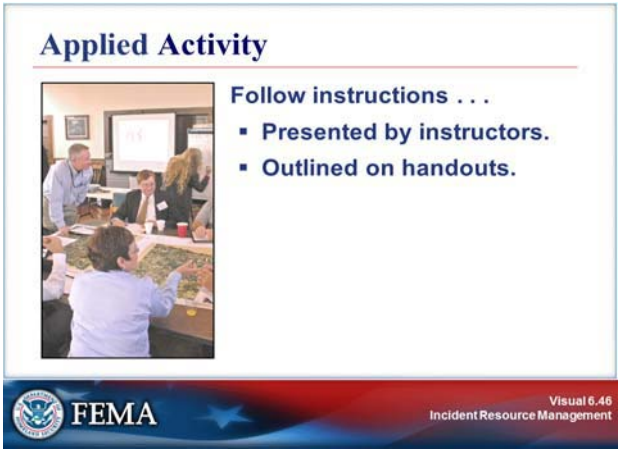

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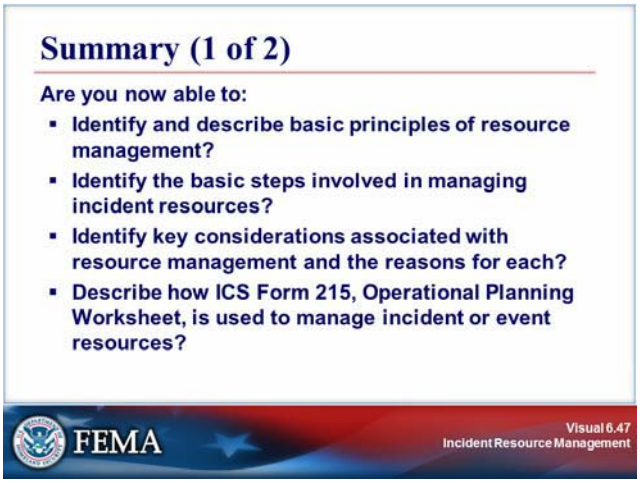

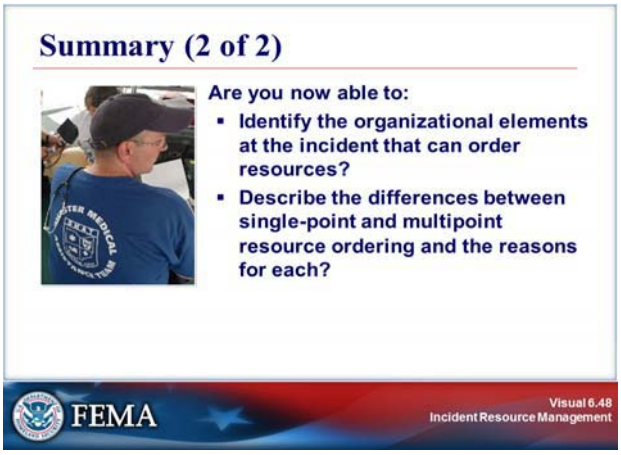

Your Notes

UNIT 7: DEMOBILIZATION, TRANSFER OF COMMAND, AND CLOSEOUT

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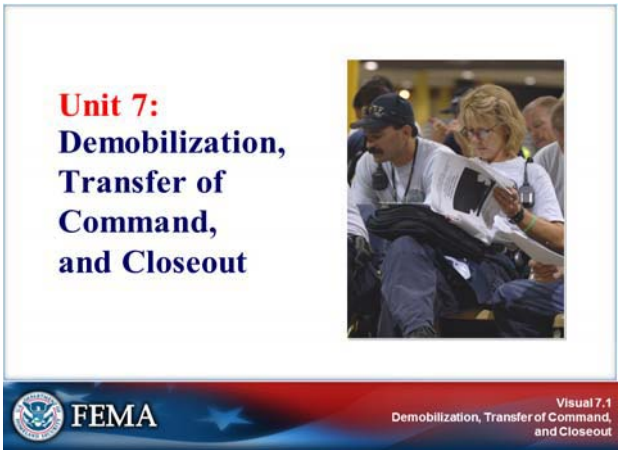

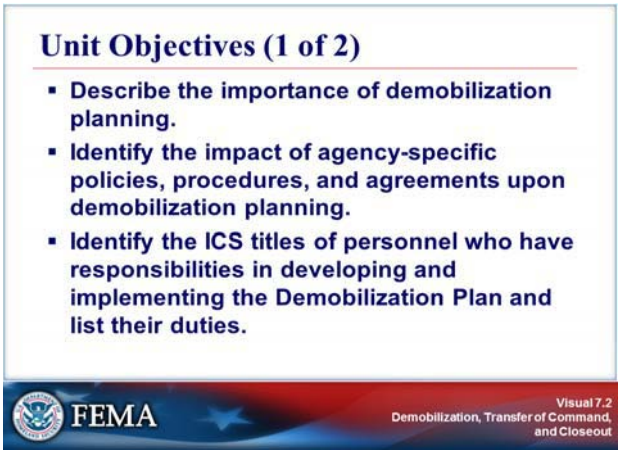

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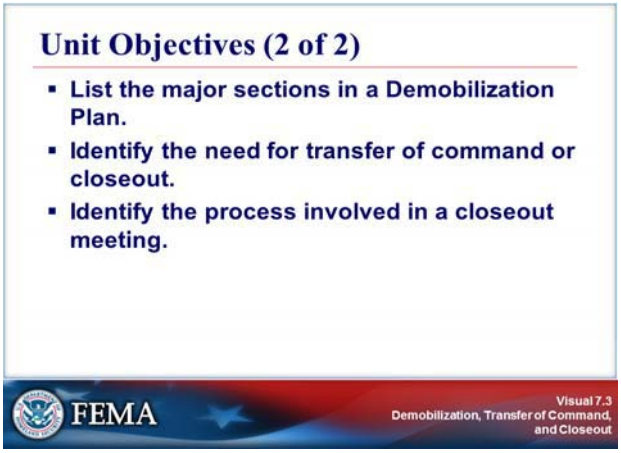
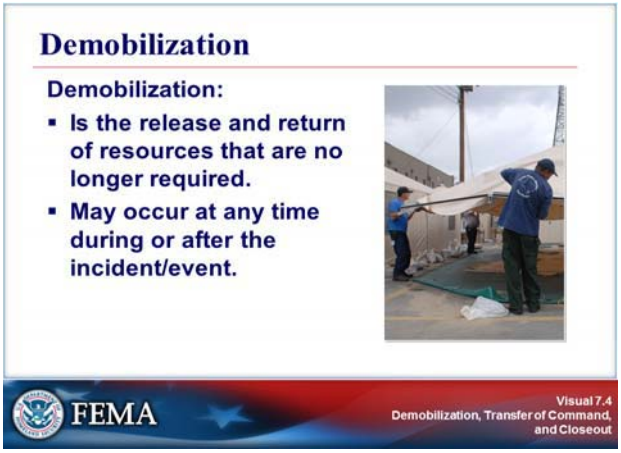




Your Notes

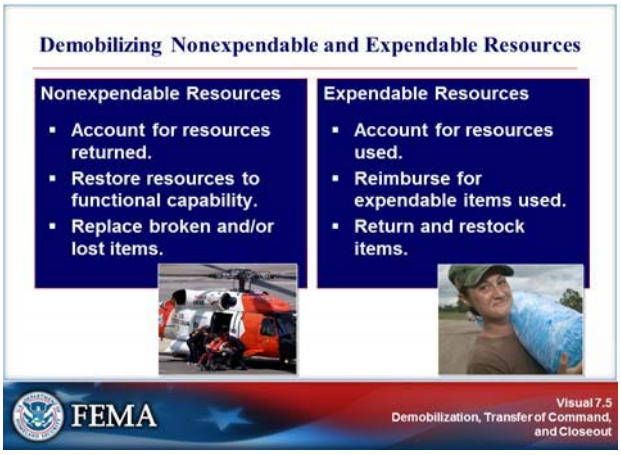
View the job aid on the next page.

Job Aid: Demobilization

After the incident is controlled and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

Position	Demobilization Considerations
Public Information Officer	Press interest may taper off toward the end of the incident, especially when tactics turn from life safety to cleanup. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
Safety Officer	As the number of tactical operations at an incident decreases, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
Liaison Officer	As cooperating and assisting agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
Operations Section	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
Planning Section	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
Logistics Section	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the Command Post and incident Base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
Finance and Administration Section	Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.

Visuals



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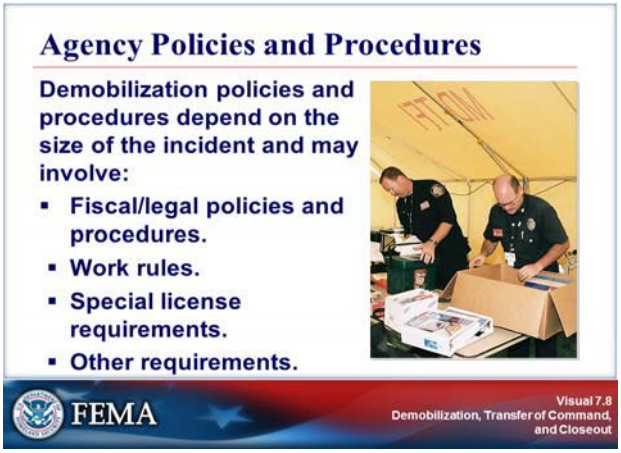

Your Notes

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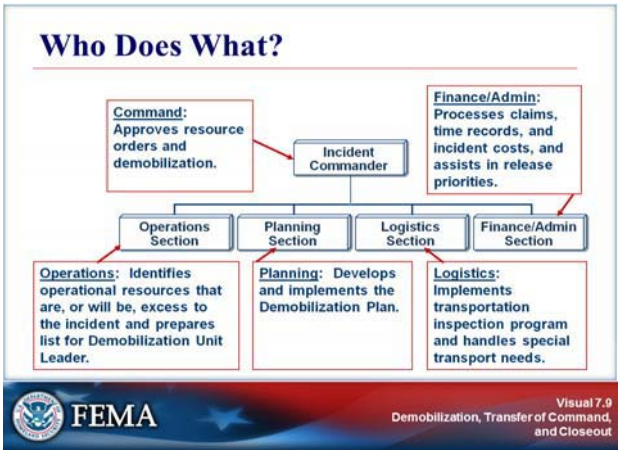

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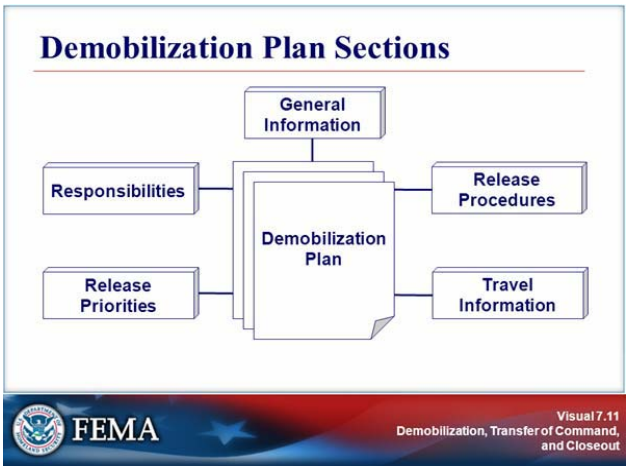


View the sample plan on the next page.

Your Notes

Sample Demobilization Plan (Page 1 of 5)

NORTH SMITHMAN INCIDENT

Prepared by		
	Planning Section Chief	**Date**
Approved by		
	Logistics Section Chief	**Date**
Approved by		
	Operations Section Chief	**Date**
Approved by		
	Finance Section Chief	**Date**
Approved by		
	Supervisor-Expanded Dispatch	**Date**
Approved by		
	Incident Commander	**Date**

Sample Demobilization Plan (Page 2 of 5)

The Demobilization Plan contains five (5) sections:

1. **General Information**
2. **Responsibilities**
3. **Release Priorities**
4. **Release Procedures**
5. **Travel Information**

1. GENERAL INFORMATION

The demobilization process at the North Smithman Incident will require coordination with the Unified Command Team and the Expanded Dispatch function. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Expanded Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.

B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.

C. All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

Sample Demobilization Plan (Page 3 of 5)

Performance Ratings are required for:
- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the Incident Base.

2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling "Tentative" and "Final" Release sheets. (Any Incident-formed Strike Teams and Task Forces must be disbanded before Incident Commander approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Checkout form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Unified Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining in camp.

Sample Demobilization Plan (Page 4 of 5)

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

3. RELEASE PRIORITIES

The following release priorities have been established by the Unified Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

4. RELEASE PROCEDURES

Critical resources will be identified on the Daily Incident Commander conference calls. These resources will be listed in the Unified Command Action Plan and these resources cannot be released from the Incident without Unified Command approval.

All resources requiring airline travel must be submitted to Expanded Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Expanded Dispatch 24 hours in advance of planned release. Demob will also give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Functional heads will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the Incident Commander for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

Sample Demobilization Plan (Page 5 of 5)

After Incident Commander approval, Demob will notify Expanded Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Expanded Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the ICS Form 221, Demobilization Check-Out form, to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

5. TRAVEL INFORMATION

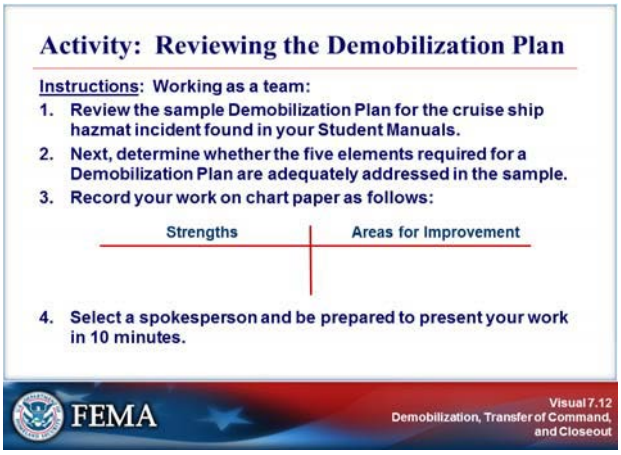
All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

Incident Phone Numbers

North Smithman Demob: XXX-XXX-XXXX Expanded Dispatch: XXX-XXX-XXXX

Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur en route to their next destination.

Visuals



Complete the activity before proceeding.

Your Notes

Activity: Reviewing the Demobilization Plan

Sample Demobilization Plan
Cruise Ship HazMat Incident (Page 1 of 2)

General Information

- No incident resources will be demobilized until authorized.
- Logistics Section Chief will provide transportation to final destination, if required.
- Personnel being released from the incident will be required a minimum 4 hours rest prior to demobilization. *Any delineation from the required rest will be at the discretion of the Incident Commander.*
- Plans Section Chief will brief all unit leaders on the Demobilization Plan

Responsibilities

- Each section chief will identify excess resources on a daily basis by 1800 hours each day.
- Plans Section Chief will advise the IC of excess resources daily.
- The incident Commander will approve the release of those resources.
- The Logistics Section Chief will arrange transportation, if necessary.
- Each unit leader is responsible for calling the Yorktown ICP upon arrival at final destination *(see directory)*.
- The Resource Unit Leader will provide a recorder to the Demob Unit

Release Priority

- USCG helicopter and crew will be demobilized first, if possible
- Any other USCG elements
- Any East or Central based NPS crews
- West Coast crews
- Any other NPS resources

Release Procedures

- Plans Section Chief or Demob Unit will prepare manifests and notify personnel to be released
- Plans Section Chief will provide ICS 221 *(Demobilization Checkout)* with copy of transportation manifest and briefing on travel arrangements
- Inform unit leaders that they will go through the following:
    - Logistics Section Chief to turn in expendable and non-expendable equipment
    - Time Recorder to ensure all time is turned in
    - Sign affidavit to certify that no undocumented injuries have occurred
    - Documentation Unit to turn in all logs (ICS-214), evaluations, and completed ICS-221

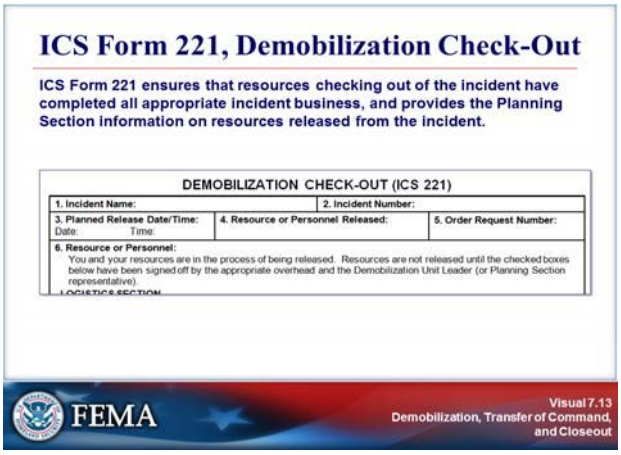
Activity: Reviewing the Demobilization Plan

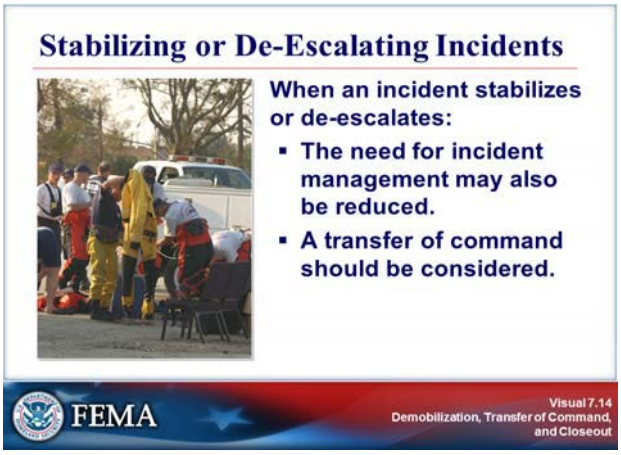
Sample Demobilization Plan
Cruise Ship HazMat Incident (Page 2 of 2)

Directory

YC ICP	XXX-XXX-XXXX
YC Helibase	XXX-XXX-XXXX
NPS Dispatch, GB	XXX-XXX-XXXX
USCG HQ, Juneau	XXX-XXX-XXXX

Visuals





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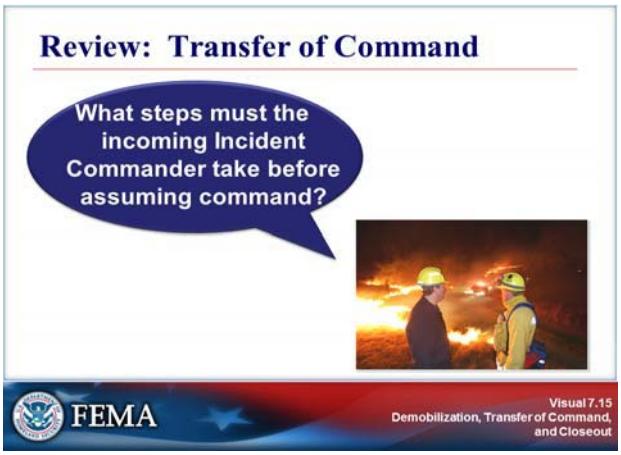

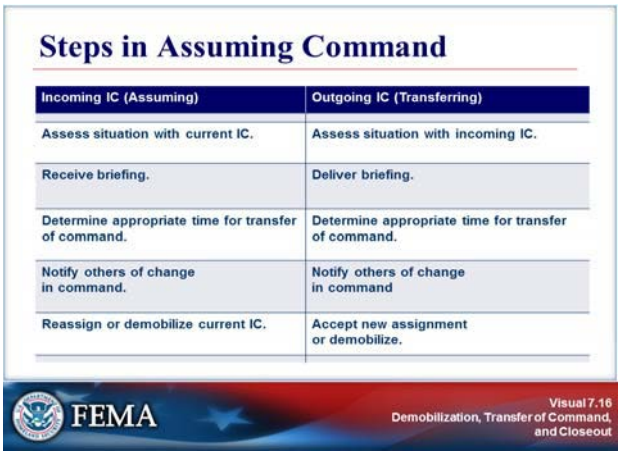

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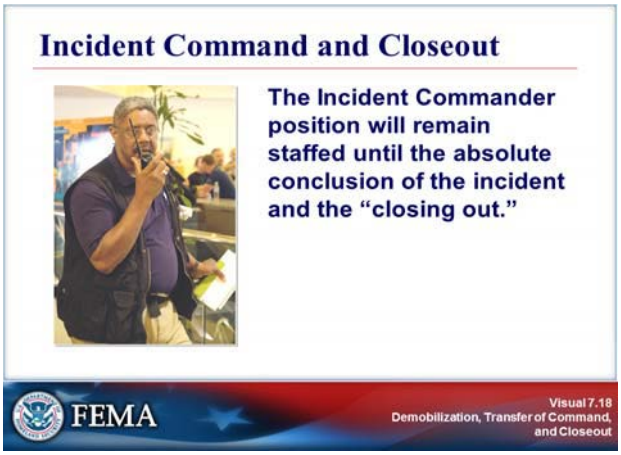

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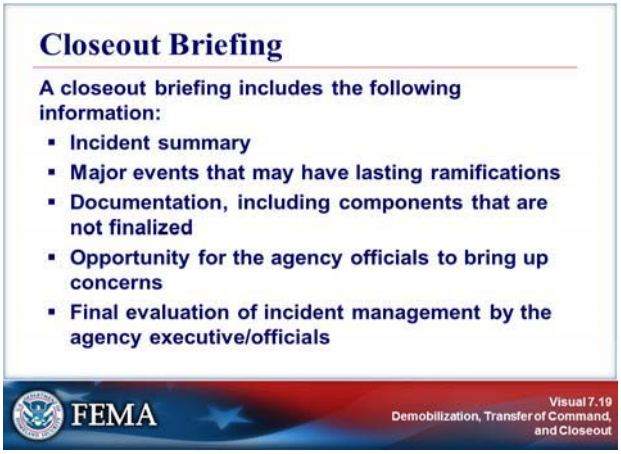

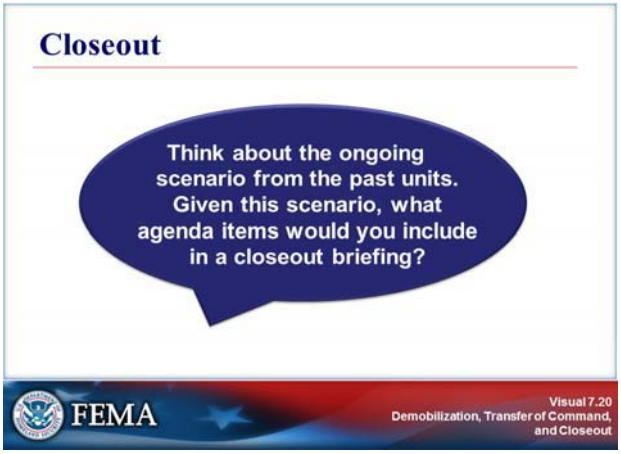

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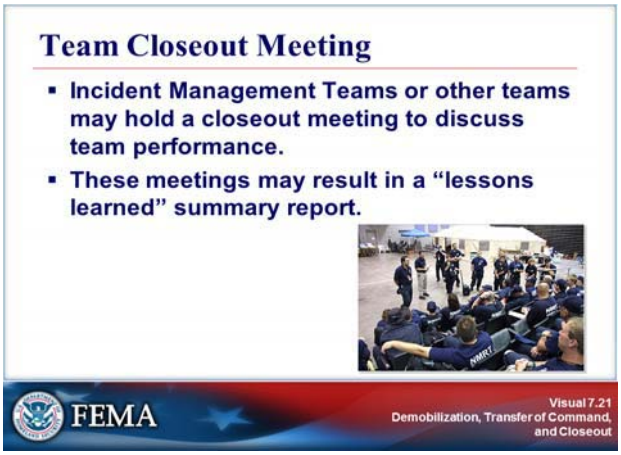
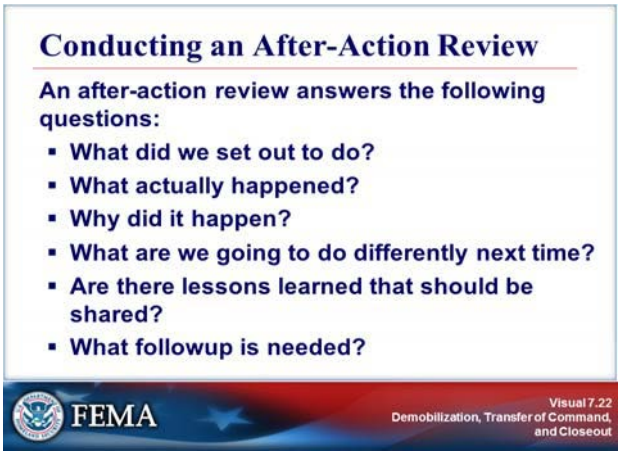




Your Notes

View the job aid on the next page.

Job Aid: Conducting an After-Action Review

After-Action Review (AAR) Tips

Overall Tips

- Schedule an After-Action Review (AAR) as soon after the incident as possible.
- Keep it short and focused.
- Focus on WHAT, not WHO.
- Establish clear ground rules: encourage candor and openness (this is dialog—not lecture or debate); focus on items that can be fixed; keep all discussions confidential.
- Use a skilled facilitator to conduct the AAR.

AAR Process Steps

Use the following questions to facilitate the AAR process:

1. **What did we set out to do?**
   - Establish the facts.
   - Determine purpose of the mission and definition of success:
     - Identify key tasks involved.
     - Specify conditions under which each task may need to be performed (weather, topography, time restrictions, etc.).
     - Define acceptable standards for success (explain what "Right" looks like).

2. **What actually happened?**
   - Continue to establish the facts.
     - Participants should come to agreement on what actually happened.
     - Pool multiple perspectives to build a shared picture of what happened.

3. **Why did it happen?**
   - Analyze cause and effect.
     - Focus on WHAT, not WHO.
     - Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.

4. **What are we going to do differently next time?**
   - Solutions will arise naturally once problems are identified and understood.
     - Focus on items you can fix, rather than external forces outside of your control.
     - Identify areas where groups are performing well and that should be sustained. This will help repeat success and create a balanced approach to the AAR.

     Areas To Sustain/Maintain Strengths:

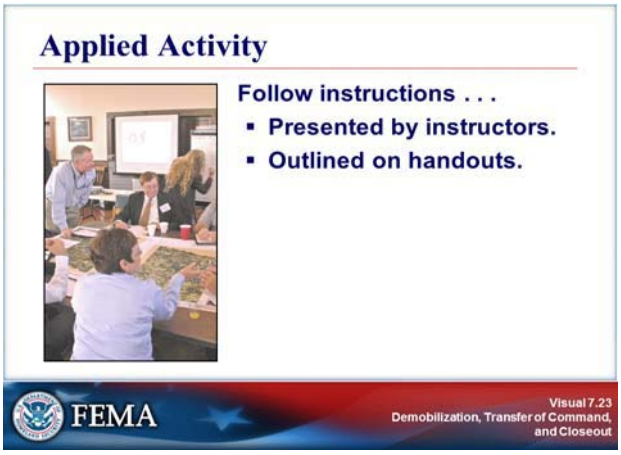
     Areas To Improve:

5. **Are there lessons learned that should be shared immediately?**
   - Identify the process for sharing lessons learned.
     - Option 1: Document the Issue, Discussion, Recommendation
     - Option 2: Document the Concept of the Operation, Results, Trends, Recommendation
   - Determine and describe the most notable successes from the incident.
   - Determine and describe the most difficult challenges faced and how they were overcome.

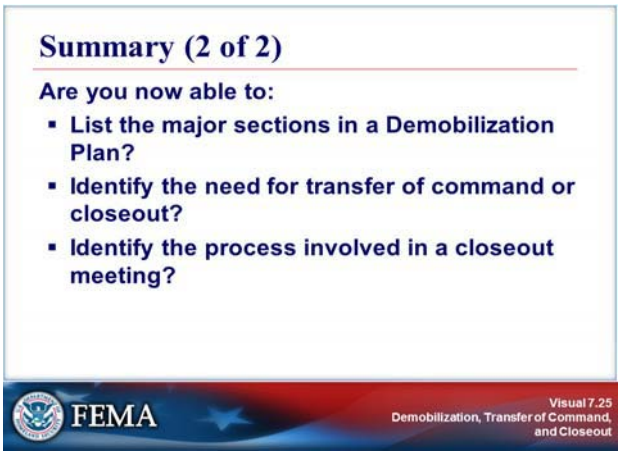
Job Aid: Conducting an After-Action Review (Continued)

6. **What followup is needed?**
   - Be specific about actions, timelines, and responsibilities.
     - What changes, additions, or deletions are recommended to SOPs, plans, or training?
     - What issues were not resolved to your satisfaction and need further review?

Visuals



Your Notes



Your Notes

UNIT 8: COURSE SUMMARY

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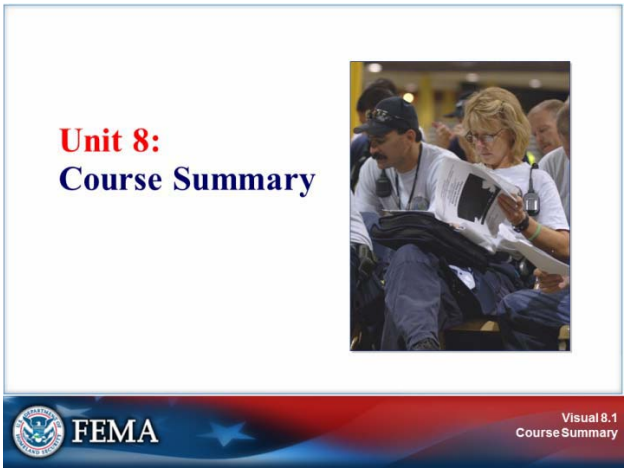
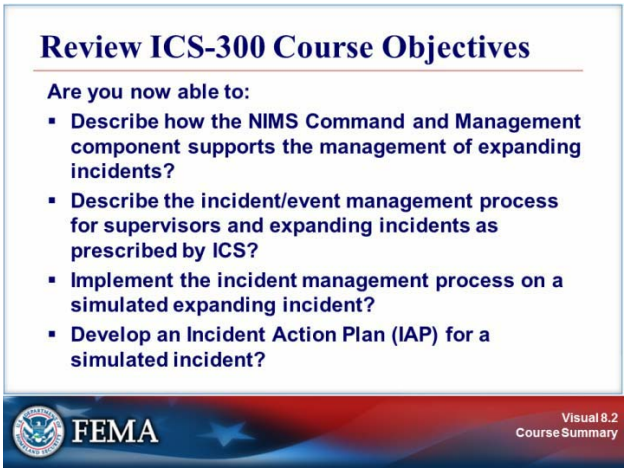
Visuals





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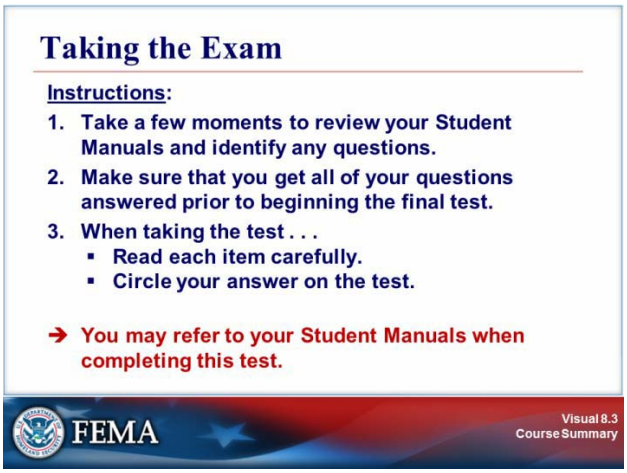

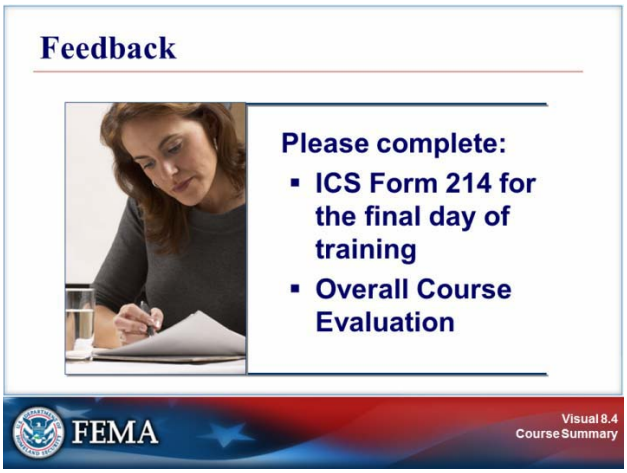

Your Notes

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