UNIT 3: ICS FEATURES AND PRINCIPLES

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Unit 3: ICS Features and Principles

Unit Objectives

At the end of this unit, the participants should be able to:

- Describe the basic features of ICS.
- Select the correct terminology for ICS facilities.
- Identify common tasks related to personal accountability.

Scope

- Unit Introduction
- ICS Features
- Standardization
- Command
- Planning and Organization Structure
- Facilities and Resources
- Communications and Information Management
- Professionalism
- Unit Summary

Methodology

The instructors will begin by explaining that this unit provides an overview of the basic features and principles of the Incident Command System, or ICS. Instructors will display a visual that outlines the unit objectives.

After reviewing the unit objectives, the instructors will provide information on ICS features and principles, first by showing a video. Next, they will explain the importance of standardization by using common terminology and plain English during an incident response.

Next, the instructors will introduce establishment and transfer of command. They will define command and then describe the process for transferring command, or moving responsibility for incident command from one Incident Commander to another. The instructors will provide examples of situations where a transfer of command would be needed. They will ask participants to identify topics to include in a transfer of command briefing. The instructors will cover the concepts of chain of command and unity of command. The group will consider a scenario to segue into discussion of incident objectives, and the priorities followed in addressing objectives in an incident.

Next, the instructors will explain the differences between ICS organizational structure and day-to-day administrative organizational structure. The instructors will cover how objectives are established to manage the incident. They will describe the ICS flexible modular organization, including the fact that only functions or positions that are necessary will be filled.

The next ICS feature covered is the development of an Incident Action Plan, or IAP. The instructors will identify the four elements that every IAP must contain. The participants will then work in teams to identify four items to include in an IAP for the incident used in Unit 2.

(Continued on next page.)

Methodology (Continued)

The instructors will explain the importance of maintaining a manageable span of control: Per ICS guidelines, a supervisor optimally should not have more than five subordinates. The instructor will ask the participants what types of incidents warrant a low span-of-control ratio. Students will consider an incident scenario, and determine whether the span of control is sufficient.

Next the group will view a video that presents a "virtual tour" of standard ICS facilities. The instructors will then briefly review predesignated incident facilities. The next ICS feature covered is resource management. Resources include personnel as well as equipment.

The instructors will then explain the importance of developing an integrated voice and data communications system, and ensuring that communications systems among various responders are interoperable. The instructors will lead a discussion of the importance of information and intelligence management. They will use an activity to ask the group for examples of information and intelligence that could be used to manage an incident.

The instructors will then explain the importance of professionalism, which includes applying principles of accountability and carrying out responsibilities involved in dispatch and deployment. The group will discuss complications that arise from self-deployment, and consider problems created by self-deployment in an emergency scenario.

At the end of the unit, the participants will answer questions about the ICS features covered. The instructors will then summarize the key ICS features and principles, and transition to Unit 4.

Materials

- PowerPoint visuals 3.1 – 3.44
- Instructor Guide
- PowerPoint slides and a computer display system
- Student Manual

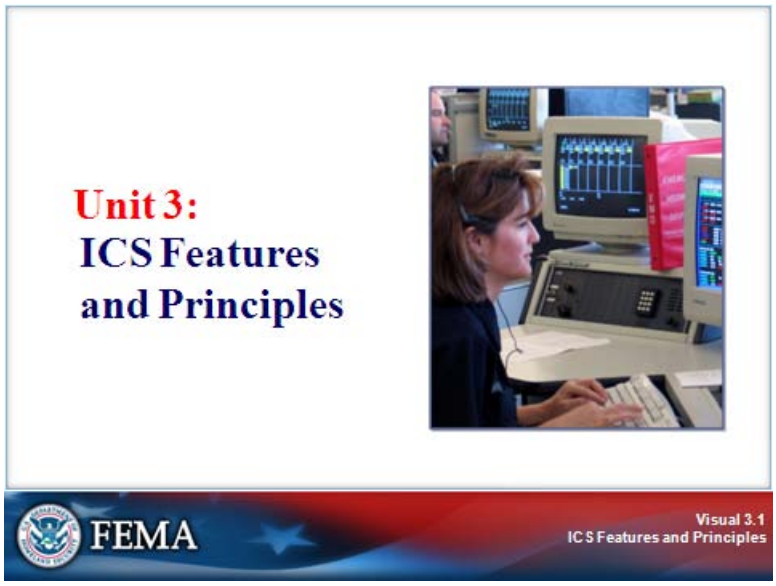
Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction	5 minutes
ICS Features	10 minutes
Standardization	5 minutes
Command	12 minutes
Activity: Assuming Command	10 minutes
Planning and Organizational Structure	8 minutes
Activity: Incident Action Plan	10 minutes
Activity: Span of Control	10 minutes
Facilities and Resources	15 minutes
Activity: Staging Areas	10 minutes
Communications and Information Management	10 minutes
Activity: Information Management	10 minutes
Professionalism	10 minutes
Activity: Deployment	10 minutes
Unit Summary	5 minutes
Total Time	**2 hours 20 minutes**

UNIT INTRODUCTION

Visual 3.1



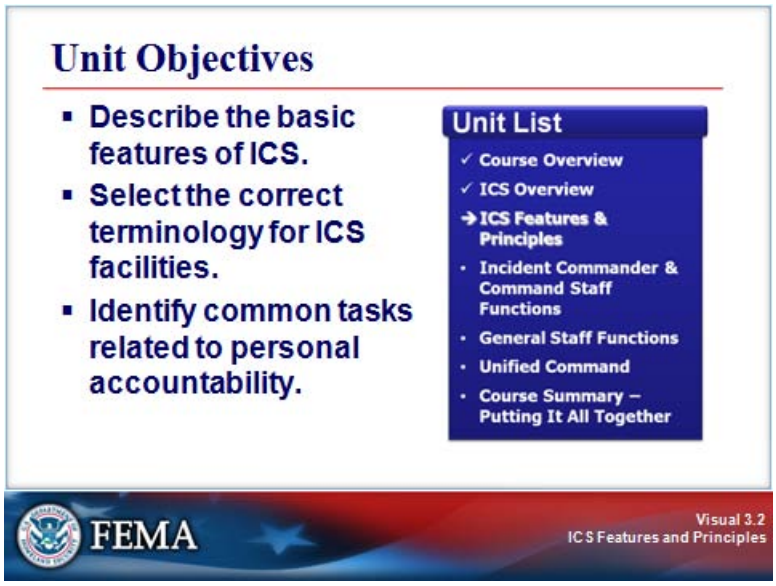
Instructor Notes: Present the following key points.

This unit will provide an overview of the basic features and principles of the Incident Command System (ICS):

- ICS management principles
- ICS core system features

UNIT INTRODUCTION

Visual 3.2



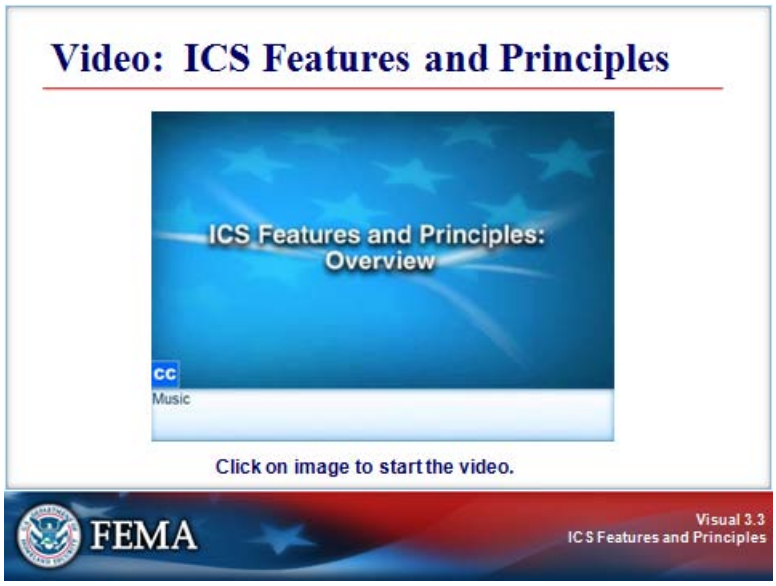
Instructor Notes: Present the following key points.

By the end of this unit you should be able to:

- Describe the basic features of ICS.
- Select the correct terminology for ICS facilities.
- Identify common tasks related to personal accountability.

ICS FEATURES

Visual 3.3



Instructor Notes: Present the following key points.

The following video will introduce this lesson on ICS features and principles.

The lesson covers each of these ICS features in detail.

Video Transcript:

[Narrator]
As you learned in the previous lesson, ICS is based on proven management principles, which contribute to the strength and efficiency of the overall system.

ICS incorporates a wide range of management features and principles, beginning with the use of common terminology and clear text.

[David Burns, Emergency Preparedness Manager, University of California Los Angeles]
Communication is probably one of the most essential elements of ICS. It's important that we know how to communicate.

[Daryl Lee Spiewak, Emergency Programs Manager, the Brazos River Authority]
If the terms that I use mean different things to different people, we're going to have a hard time communicating and doing what needs to be done to accomplish our mission.

[Narrator]
ICS emphasizes effective planning, including management by objectives and reliance on an Incident Action Plan.

(Continued on next page.)

ICS FEATURES

Visual 3.3 (Continued)

Video Transcript:

[Roberta Runge, EPA National NIMS Coordinator]
You have to coordinate on what your end objective is. All up and down the chain, you have to have a common end goal. So you can establish your objectives, you can ensure they're in the Incident Action Plan, and you can ensure that they are in agreement with the other Incident Action Plans that are produced by agencies.

[Narrator]
The ICS features related to command structure include chain of command and unity of command.

[Bill Campbell, Director of Training, New York State Emergency Management Office]
One of the benefits is it gets all of the different organizations working under the same framework.

[Narrator]
ICS helps ensure full utilization of all incident resources by:

- Maintaining a manageable span of control,
- Establishing predesignated incident locations and facilities,
- Implementing resource management practices, and
- Ensuring integrated communications.

ICS supports responders and decisionmakers through effective information and intelligence management and helps establish a common operating picture.

[Kristy Plourde, NIMS Program Coordinator, U.S. Coast Guard]
The common operating picture is a critical thing that the Coast Guard has been working hard on recently for ourselves because it's something that helps us maintain a better operational picture and it's more consistent across the board—everyone up and down the chain of command and across to other agencies understand the same picture.

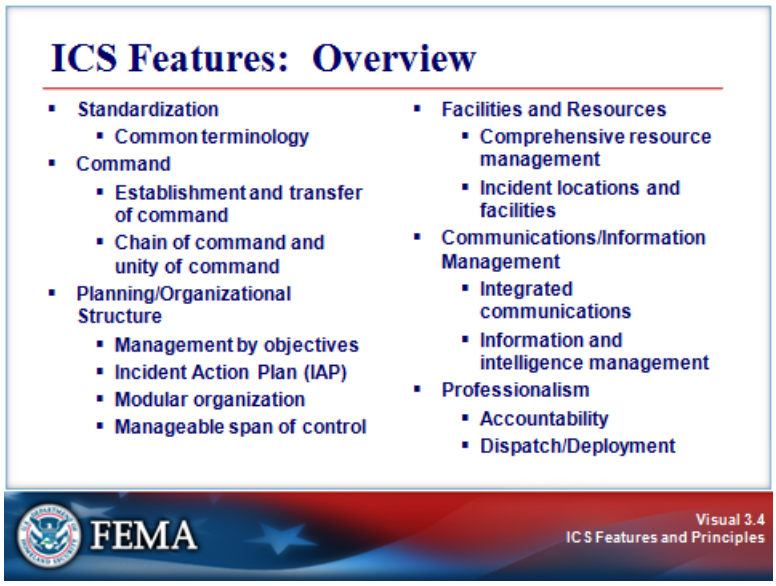
[Narrator]
ICS counts on each of us taking personal accountability for our own actions. And finally, the mobilization process helps ensure that incident objectives can be achieved while responders remain safe.

[Kristy Plourde, NIMS Program Coordinator, U.S. Coast Guard]
To have NIMS work effectively, it's got to be top-down support.

[Narrator]
The ICS features covered in this lesson form the basis for effective, team-based incident response at all levels.

ICS FEATURES

Visual 3.4



Instructor Notes: Present the following key points.

Review the features presented on the visual. Refer to the next two pages in your Student Manual, which provide more detail about each feature.

(Continued on the next page.)

ICS FEATURES

Visual 3.4 (Continued)

The essential ICS features are listed below:

Standardization:

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

Command:

- **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.
- **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.

Planning/Organizational Structure:

- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.
- **Modular Organization:** The Incident Command organizational structure develops in a top-down, 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.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts 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.

(Continued on the next page.)

ICS FEATURES

Visual 3.4 (Continued)

Facilities and Resources:

- **Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Comprehensive Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. 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.

Communications/Information Management:

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Professionalism:

- **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.
  - **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. (This topic is covered in a later unit.)
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

STANDARDIZATION

Visual 3.5

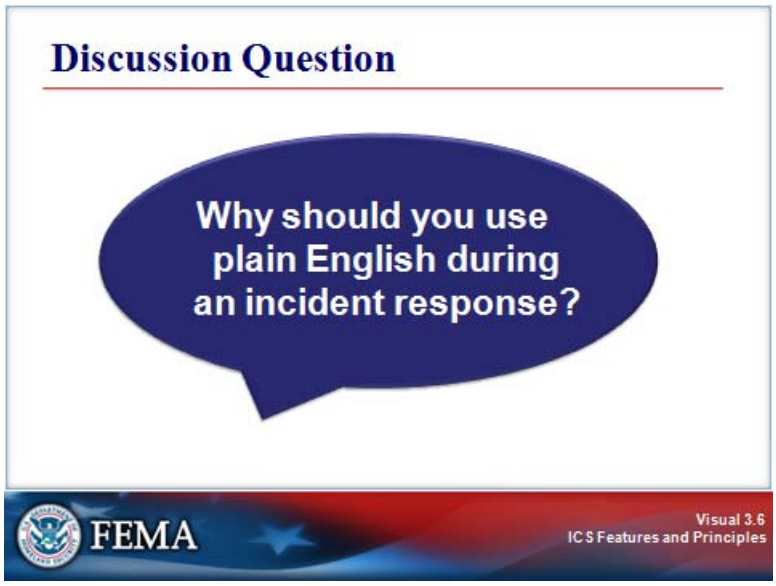
Instructor Notes: Present the following key points.

The ability to communicate within ICS is absolutely critical. An essential method for ensuring the ability to communicate is by using common terminology and clear text.

A critical part of an effective multiagency incident management system is for all communications to be in plain English. That is, use clear text. Do not use radio codes, departmental codes, or jargon.

STANDARDIZATION

Visual 3.6



Instructor Notes: Present the following key points.

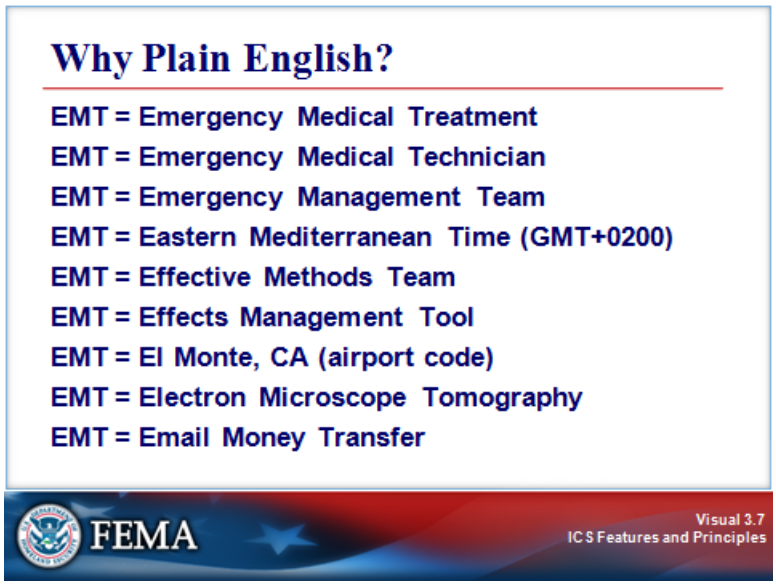
Ask the participants: Even if you use codes on a daily basis, why should you use plain English during an incident response?

Allow the participants time to respond. If not mentioned by the group, tell the participants that it is important to use plain English during an incident response because:

- Often there is more than one organization involved in an incident.
- Ambiguous codes and acronyms have proven to be major obstacles in communications.
- Often organizations have a variety of codes and acronyms that they use routinely during normal operations. When these codes and acronyms are used on an incident, confusion is often the result.
- NIMS requires that all responders use “plain English,” referred to as “clear text.”

STANDARDIZATION

Visual 3.7



Instructor Notes: Present the following key points.

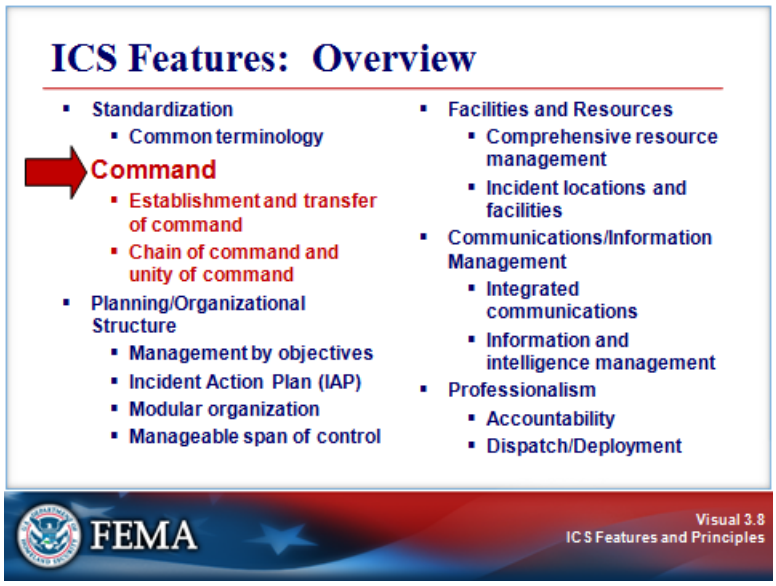
Refer to the following examples of different meanings of a common acronym.

EMT = Emergency Medical Treatment
EMT = Emergency Medical Technician
EMT = Emergency Management Team
EMT = Eastern Mediterranean Time (GMT+0200)
EMT = Effective Methods Team
EMT = Effects Management Tool
EMT = El Monte, CA (airport code)
EMT = Electron Microscope Tomography
EMT = Email Money Transfer

Ask the participants for examples of other codes or jargon that could be misunderstood by responders from different agencies.

COMMAND

Visual 3.8



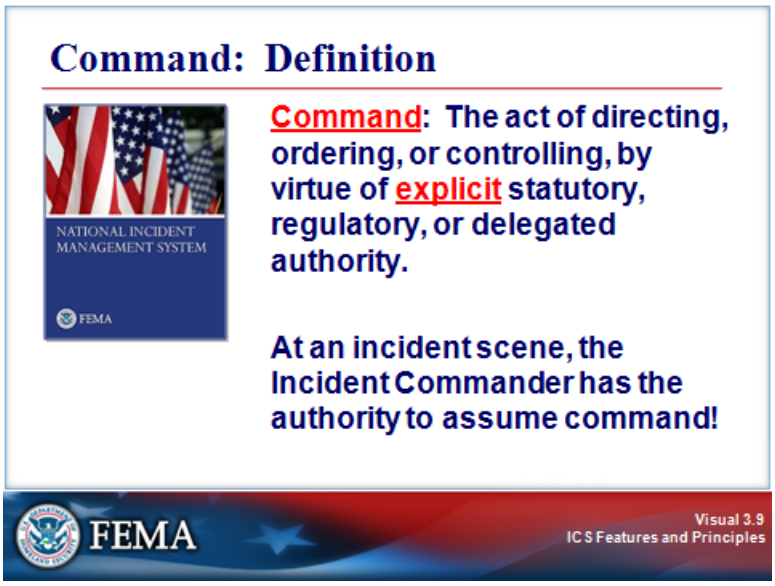
Instructor Notes: Present the following key points.

The next part of this unit covers command, including:

- Establishment and transfer of command.
- Chain of command and unity of command.

COMMAND

Visual 3.9



Instructor Notes: Present the following key points.

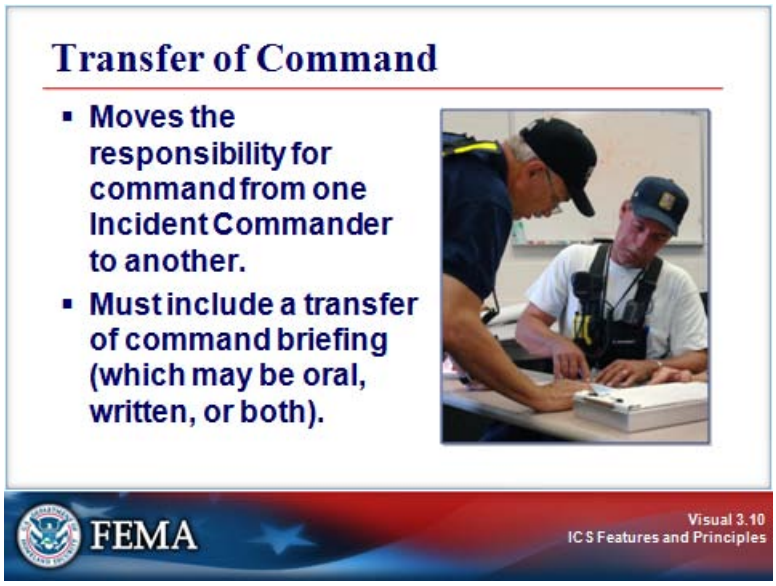
NIMS defines command as the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

At an incident scene, the Incident Commander has the authority to assume command.

The Incident Commander should have the level of training, experience, and expertise to serve in this capacity. It is quite possible that the Incident Commander may not be the highest ranking official on scene.

COMMAND

Visual 3.10



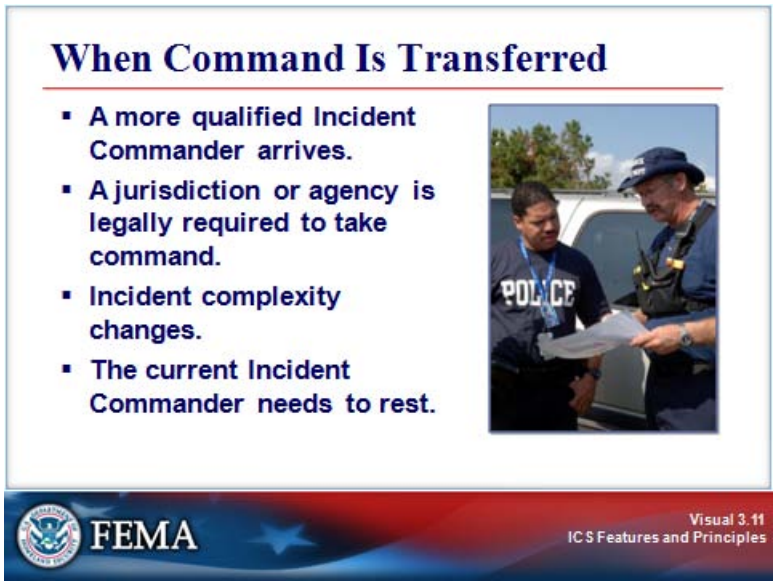
Instructor Notes: Present the following key points.

The next ICS feature is transfer of command.

- The process of moving the responsibility for incident command from one Incident Commander to another is called transfer of command.
- The transfer of command process always includes a transfer of command briefing, which may be oral, written, or a combination of both.
- When a transfer of command takes place, it is important to announce the change to the rest of the incident staff.

COMMAND

Visual 3.11



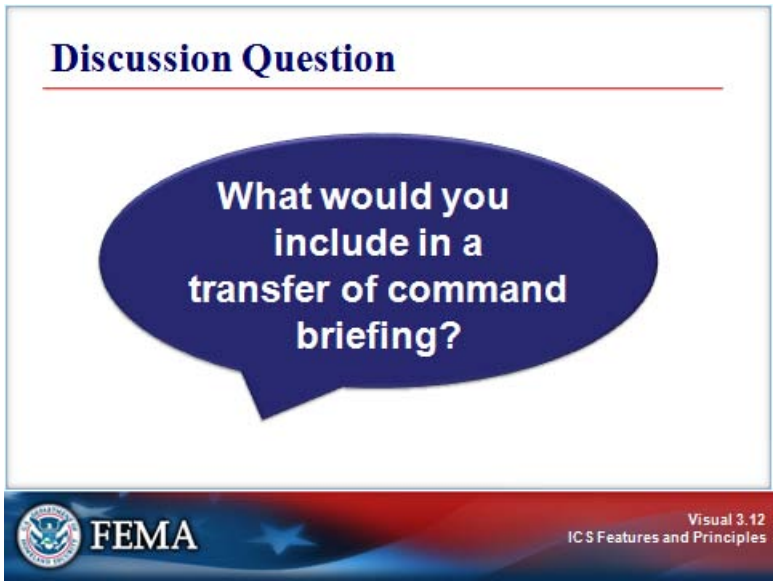
Instructor Notes: Present the following key points.

There are several possible reasons that command might be transferred. Transfer of command may take place when:

- A more qualified Incident Commander arrives and assumes command.
- A jurisdiction or agency is legally required to take command. For example, the Federal Bureau of Investigation (FBI) is legally required to take the lead for investigations of terrorist incidents.
- The incident changes in complexity. For example, an incident might start in a small area, but spread into the surrounding community, affecting multiple jurisdictions, institutions, or agencies.
- The current Incident Commander needs to rest. On long or extended incidents, there is normally turnover of personnel to accommodate work/rest requirements.

COMMAND

Visual 3.12



Instructor Notes: Present the following key points.

The transfer of command process always includes a thorough transfer of command briefing, which may be oral, written, or a combination of both.

It is also important to remember that the rest of the incident staff should be notified of the transfer of command.

Ask the participants: What would you include in a transfer of command briefing?

→ Hint: Refer to the additional information on the next page!

COMMAND

Visual 3.12 (Continued)

The process of moving the responsibility for incident command from one Incident Commander to another is called "transfer of command." It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current Incident Commander.

There are five important steps in effectively assuming command of an incident in progress.

Step 1: The incoming Incident Commander should, if at all possible, personally perform an assessment of the incident situation with the existing Incident Commander.

Step 2: The incoming Incident Commander must be adequately briefed. This briefing must be 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
- Incident potential
- Delegation of authority

Step 3: After the incident briefing, the incoming Incident Commander should determine an appropriate time for transfer of command.

Step 4: At the appropriate time, notice of a change in incident command should be made to:

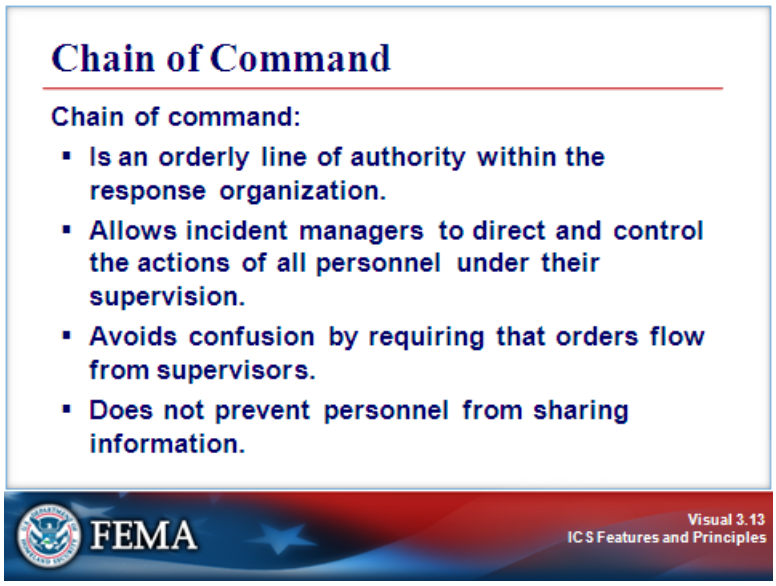
- Agency headquarters.
- General Staff members (if designated).
- Command Staff members (if designated).
- All incident personnel.

Step 5: The incoming Incident Commander may give the previous Incident Commander another assignment on the incident. There are several advantages to this strategy:

- The initial Incident Commander retains first-hand knowledge at the incident site.
- This strategy allows the initial Incident Commander to observe the progress of the incident and to gain experience.

COMMAND

Visual 3.13



Instructor Notes: Present the following key points.

Chain of command is an orderly line of authority within the ranks of the incident management organization. Chain of command:

- Allows incident managers to direct and control the actions of all personnel under their supervision.
- Avoids confusion by requiring that orders flow from supervisors.

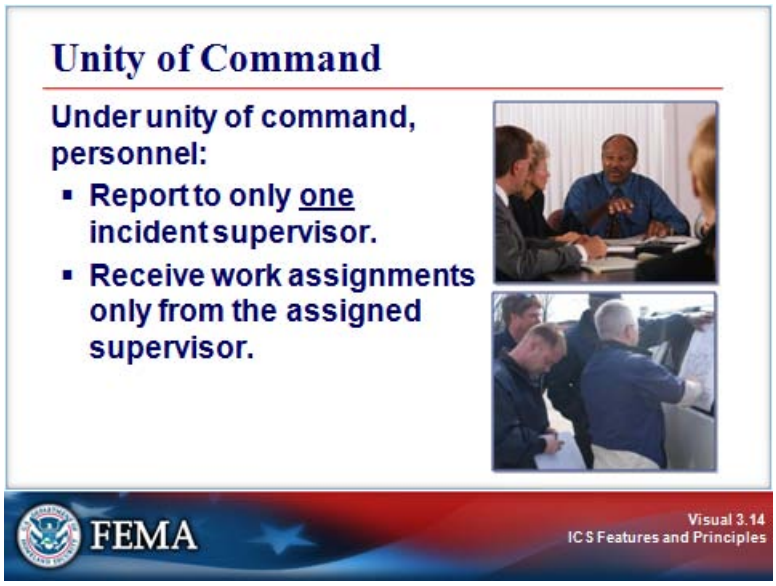
Chain of command does not prevent personnel from directly communicating with each other to ask for or share information.

The features and principles used to manage an incident differ from day-to-day management approaches. Effective incident management relies on a tight command and control structure. Although information is exchanged freely through the ICS structure, strict adherence must be paid to top-down direction.

To make ICS work, each of us must commit to following this command and control approach.

COMMAND

Visual 3.14



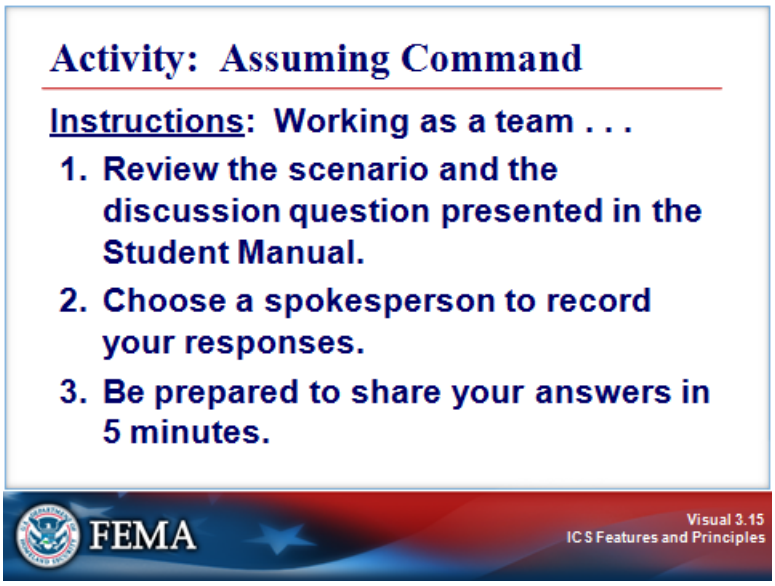
Instructor Notes: Present the following key points.

Under unity of command, personnel:

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

COMMAND

Visual 3.15



Instructor Notes: Present the following key points.

Activity Purpose: To reinforce participants' understanding of what to do when assuming command and transition to a discussion of incident objectives and action planning.

Instructions: Working as a team:

1. Review the scenario and the discussion question presented in the Student Manual.
2. Choose a spokesperson to record your responses.
3. Be prepared to share your answers in 5 minutes.

Time: 10 minutes

Debrief Instructions:

1. Monitor the time. Notify the participants when 2 minutes remain.
2. Have each spokesperson present their group's answers.

Scenario: An unexpected flash flood has struck a small community. Homes, schools, and the business district have been evacuated. Damage to critical infrastructure includes contamination of the water supply, downed power lines, and damaged roads.

Ask the participants: What is the first action you would take?

Acknowledge the groups' responses. If not mentioned by the groups, add that they should:

- Size up the situation.
- Take measures to ensure life safety.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.16

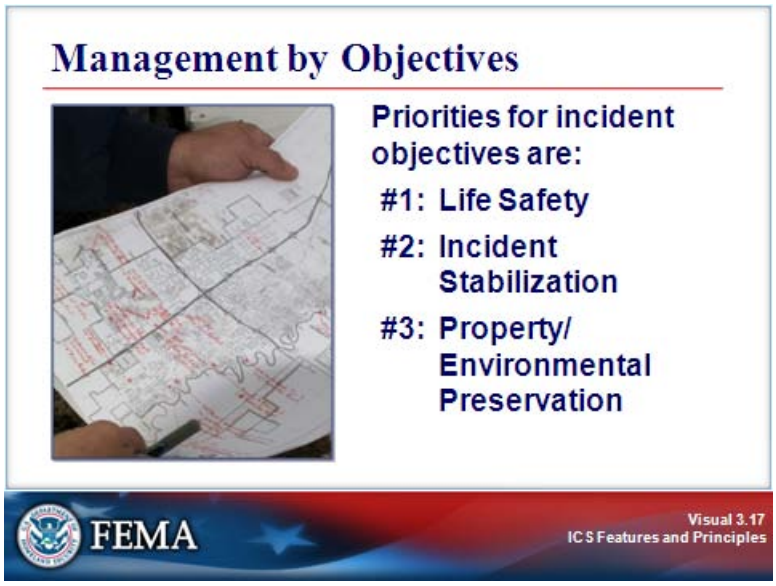
Instructor Notes: Present the following key points.

The next part of this unit covers planning and organizational structure, including:

- Management by objectives.
- Incident Action Plan (IAP).
- Modular organization.
- Manageable span of control.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.17



Instructor Notes: Present the following key points.

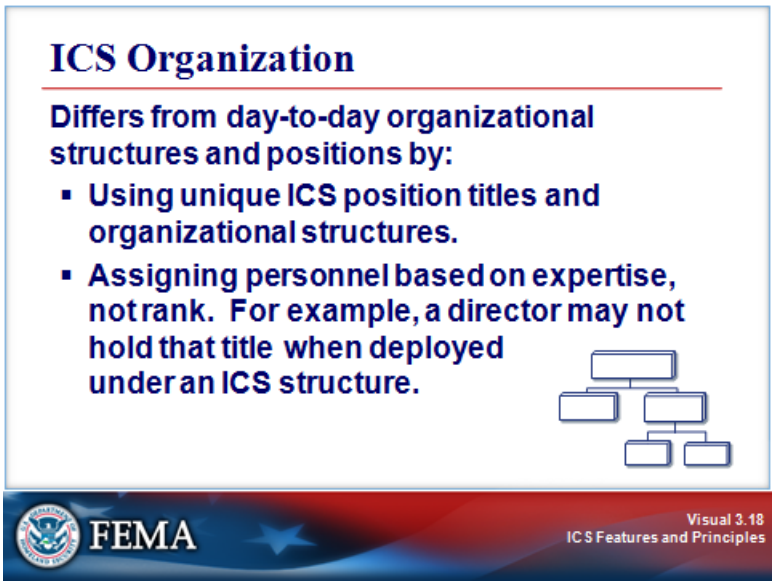
Incident objectives are used to ensure that everyone within the ICS organization has a clear understanding of what needs to be accomplished.

Priorities for incident objectives are:

1. Life safety.
2. Incident stabilization.
3. Property/Environmental preservation.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.18



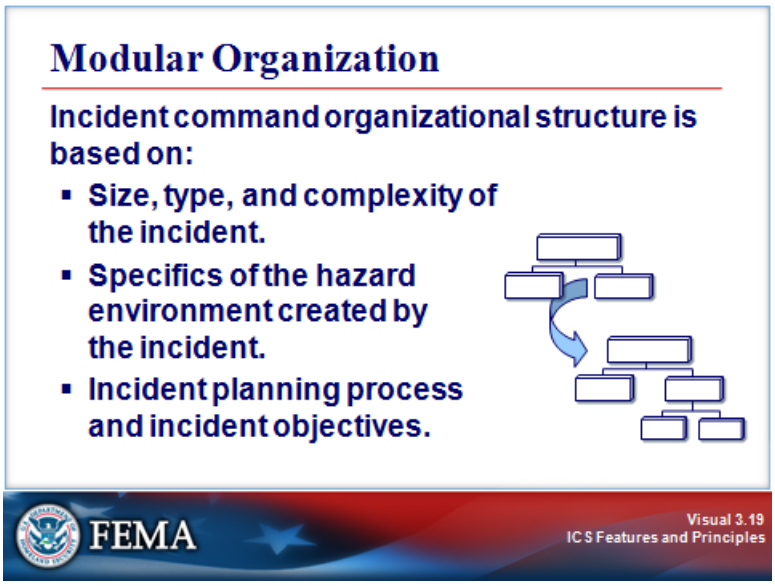
Instructor Notes: Present the following key points.

The ICS organization is unique but easy to understand. There is no correlation between the ICS organization and the administrative structure of any single agency or jurisdiction. This is deliberate, because confusion over different position titles and organizational structures has been a significant stumbling block to effective incident management in the past.

For example, someone who serves as a director every day may not hold that title when deployed under an ICS structure.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.19



Instructor Notes: Present the following key points.

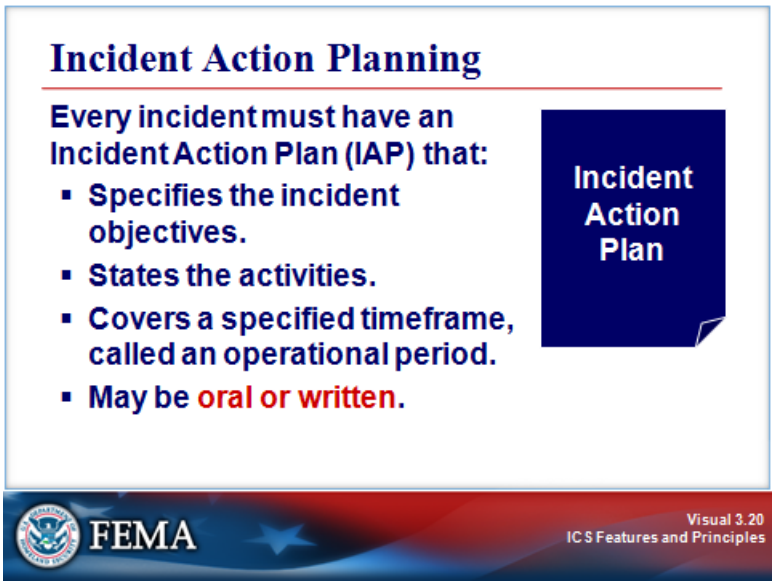
The ICS organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated.

The ICS organizational structure is flexible. When needed, separate functional elements can be established and subdivided to enhance internal organizational management and external coordination. As the ICS organizational structure expands, the number of management positions also expands to adequately address the requirements of the incident.

In a later unit, we'll look at how the Operations Section expands and contracts based on span of control.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.20



Instructor Notes: Present the following key points.

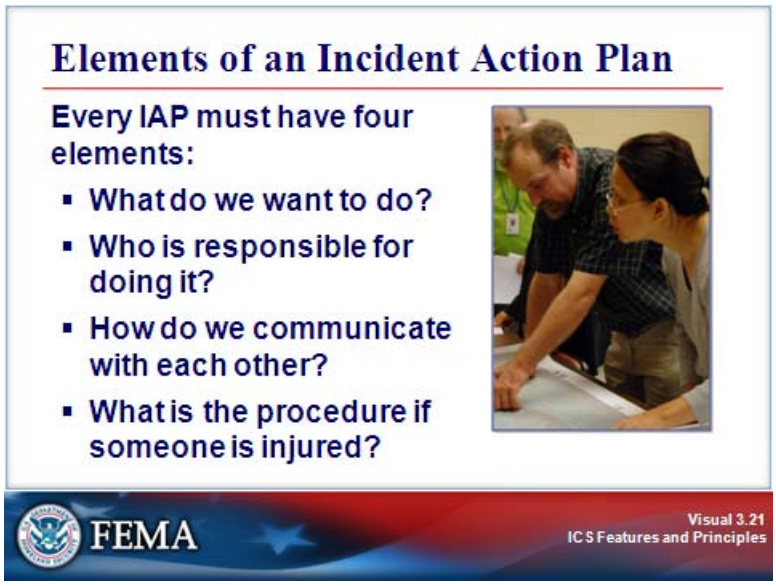
Every response has a strategy—like a lesson plan—called an Incident Action Plan (IAP). The Incident Commander must ensure that the IAP:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be **oral or written**—except for hazardous materials incidents, which require a written IAP.

Even the smallest of incidents are managed by incident objectives and plans. The plan can be as simple as the next steps the Incident Commander plans to do. The steps can be orally communicated to the rest of the ICS organization.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.21



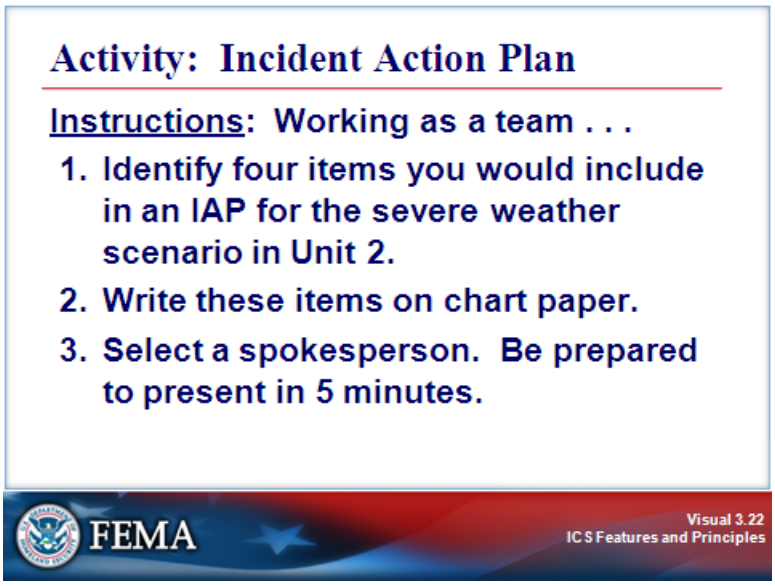
Instructor Notes: Present the following key points.

Every IAP must answer the following four questions:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.22



Instructor Notes: Present the following key points.

Activity Purpose: To illustrate how to develop an IAP.

Instructions: Working in groups:

1. Identify four items they would include in an Incident Action Plan for the severe weather scenario from Unit 2.
2. Record the IAP elements on chart paper.
3. Select a spokesperson to report back to the group. Be prepared to share your answers in 5 minutes.

Time: 10 minutes

Debrief Instructions:

1. Monitor the time. Notify the participants when 2 minutes remain.
2. Have each spokesperson present their group's answers.

Scenario: Continuing severe weather is causing widespread damage. 9-1-1 operators are receiving conflicting reports about life-safety needs, including a possible structural collapse of an assisted living facility.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.22 (Continued)

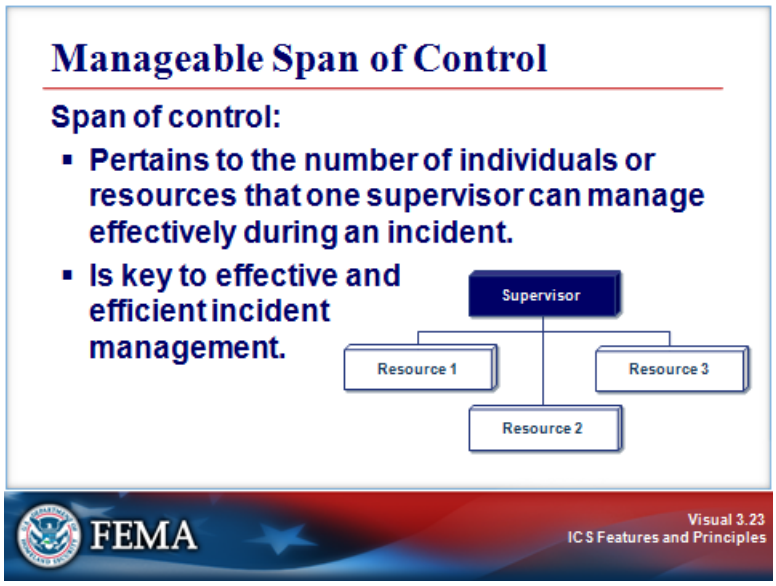
Ask the participants: What is the first action you would take?

Acknowledge the groups' responses. If not mentioned by the groups, add that they should include:

- What they want to do.
- Who is responsible for doing it.
- How they will communicate with one another.
- What are the risks to responders.
- The procedures if someone is injured.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.23



Instructor Notes: Present the following key points.

Another basic ICS feature concerns the supervisory structure of the organization. Maintaining adequate span of control throughout the ICS organization is very important.

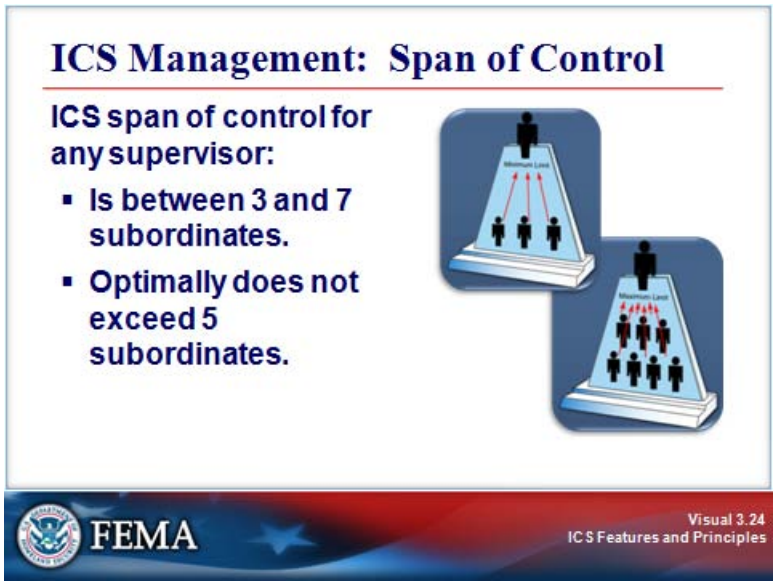
Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.

Maintaining an effective span of control is important at incidents where safety and accountability are a top priority.

Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.24



Instructor Notes: Present the following key points.

Review the following key points:

- Another basic ICS feature concerns the supervisory structure of the organization. Maintaining adequate span of control throughout the ICS organization is very important.
- Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control considerations. **Maintaining an effective span of control is particularly important on incidents where safety and accountability are top priorities.**
- Effective span of control on incidents may vary from three to seven, and a ratio of one supervisor to five reporting elements is recommended.

Ask the participants: What types of incidents warrant a low span-of-control ratio?

Example:

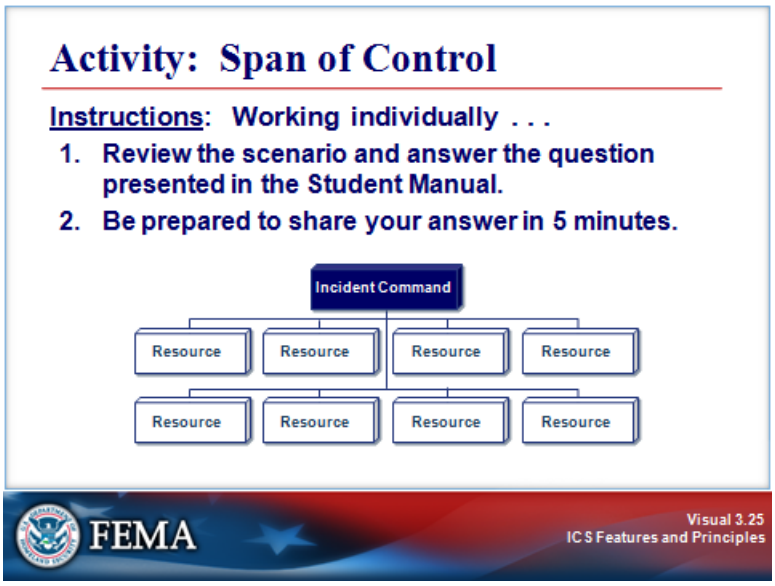
Which organization might warrant a lower supervisory span of control (lower ratio of subordinates to each supervisor)?

Search and Rescue Task Force, or Cost Unit within the Finance/Admin Section

The Search and Rescue Task Force would most likely warrant a lower supervisory span of control. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control considerations.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.25



Instructor Notes: Present the following key points.

Activity Purpose: To reinforce participants' understanding of span of control.

Instructions: Working individually:

1. Review the scenario and answer the question presented in the Student Manual.
2. Be prepared to share your answer in 5 minutes.

Time: 10 minutes

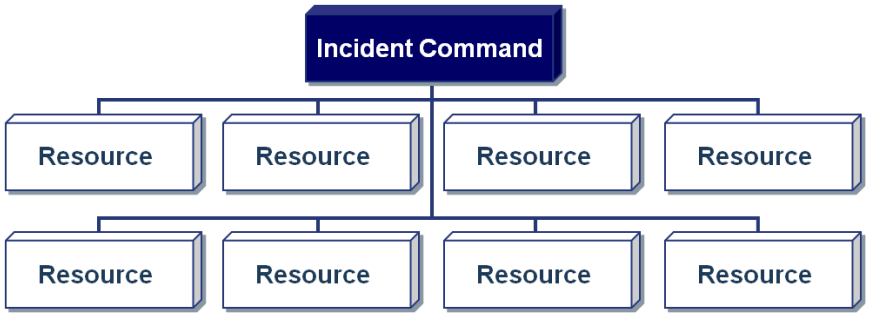
Instructor Debrief Instructions: Ask for volunteers to present their answers.

PLANNING AND ORGANIZATIONAL STRUCTURE

Visual 3.25 (Continued)

Scenario: A water main has broken. Resources are working to repair the break and reroute traffic.

Ask the participants: Is the span of control consistent with ICS guidelines?



Acknowledge the participants' responses. If not mentioned by the participants, mention that:

- The span of control is NOT consistent with ICS guidelines.
- ICS span of control for any supervisor is between three and seven subordinates and optimally does not exceed five subordinates.

FACILITIES AND RESOURCES

Visual 3.26

Instructor Notes: Present the following key points.

The next part of this unit covers facilities and resources, including:

- Comprehensive resource management.
- Incident locations and facilities.

FACILITIES AND RESOURCES

Visual 3.27

Instructor Notes: Present the following key points.

Review the following key points:

- Incident activities may be accomplished from a variety of operational locations and support facilities.
- The Incident Commander identifies and establishes needed facilities depending on incident needs. Standardized names are used to identify types of facilities.
- In order to integrate with community responders, it is important to be familiar with the standard ICS facilities.

Video Transcript:

This presentation introduces the ICS facilities. In less complex incidents, you most likely will not need many of the standard ICS facilities. However, in large incidents, such as a hurricane or earthquake, it is likely that all of these facilities will be necessary.

The Incident Command Post, or ICP, is the location from which the Incident Commander oversees all incident operations. There should only be one ICP for each incident, but it may change locations during the event. Every incident must have some form of an Incident Command Post. The ICP may be located outside, in a vehicle, trailer, or tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

(Continued on the next page.)

FACILITIES AND RESOURCES

Visual 3.27 (Continued)

Video Transcript (Continued):

Staging Areas are temporary locations at an incident where personnel and equipment wait to be assigned. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. In large, complex incidents, there may be more than one Staging Area at an incident. Staging Areas can be co-located with other ICS facilities.

A Base is the location from which primary logistics and administrative functions are coordinated and administered.

A Camp is the location where resources may be kept to support incident operations if a Base is not accessible to all resources. Camps are equipped and staffed to provide food, water, sleeping areas, and sanitary services.

A Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.

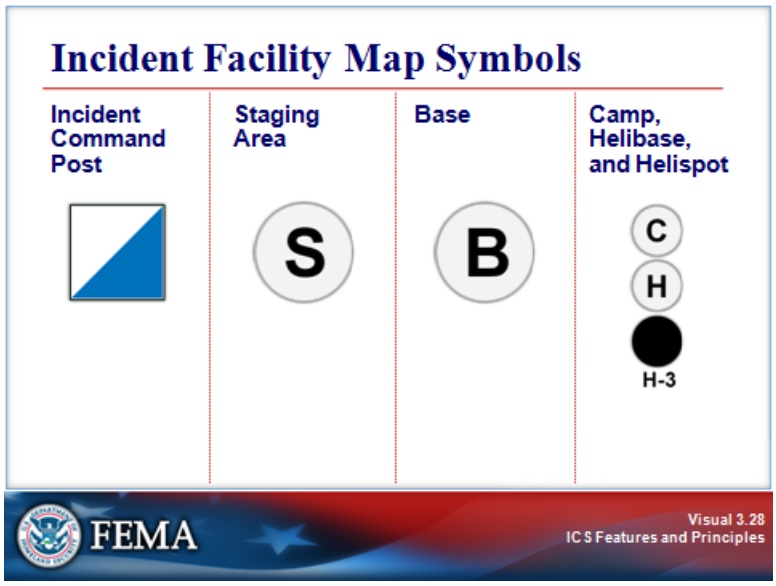
Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.

Let's review the different ICS facilities covered in this video.

- The **Incident Command Post** is the location from which the Incident Commander oversees all incident operations.
- **Staging Areas** are where personnel and equipment are gathered while waiting to be assigned.
- A **Base** is the location from which primary logistics and administrative functions are coordinated and administered.
- A **Helibase** is the location from which helicopter-centered air operations are conducted.
- **Helispots** are more temporary locations at the incident, where helicopters can safely land and take off.

FACILITIES AND RESOURCES

Visual 3.28



Instructor Notes: Present the following key points.

In ICS, it is important to be able to identify the map symbols associated with the basic incident facilities.

The map symbols used to represent each of the six basic ICS facilities are shown in the illustration.

Ask the participants: Helicopters were taking off and landing at a football field after a tornado severely damaged the surrounding area. What map symbol would indicate this ICS facility?

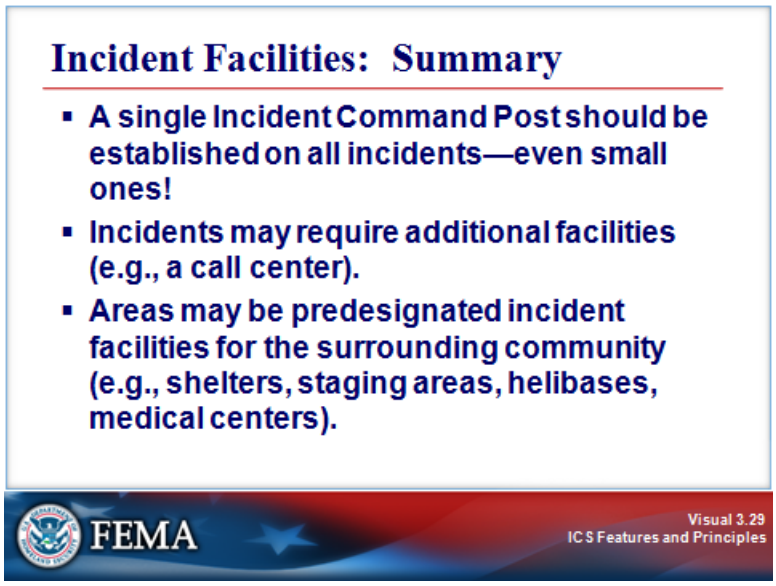
Acknowledge the participants' answers. If not mentioned by the group, explain that the ICS facility could be a Helibase or Helispot and point out the symbols in the visual.

Then follow up by asking the participants: Have you preidentified locations for incident facilities?

Note that participants might not know, but that they should ask their supervisors/leadership.

FACILITIES AND RESOURCES

Visual 3.29



Instructor Notes: Present the following key points.

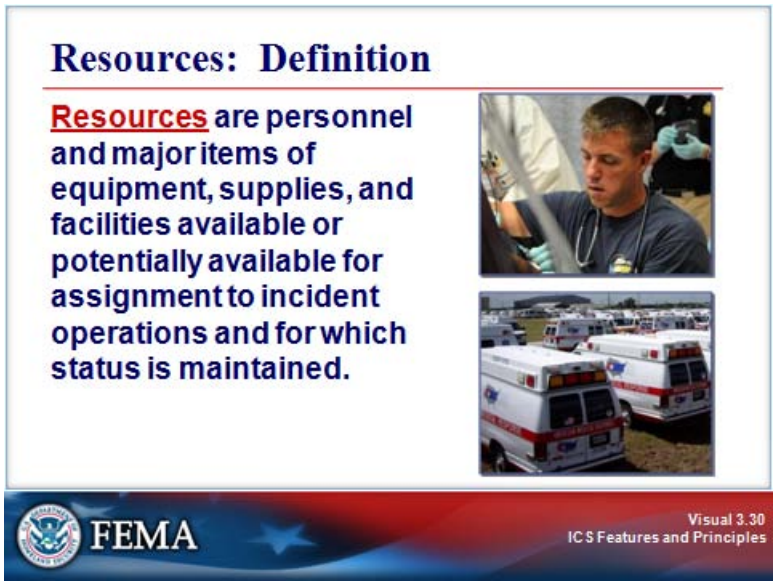
A single Incident Command Post should be established on all incidents, even on a small incident.

Incidents may require additional facilities beyond those that are standard ICS facilities.

Areas may be predesignated incident facilities for the surrounding community (e.g., shelters, Staging Areas, Helibases, medical centers).

FACILITIES AND RESOURCES

Visual 3.30

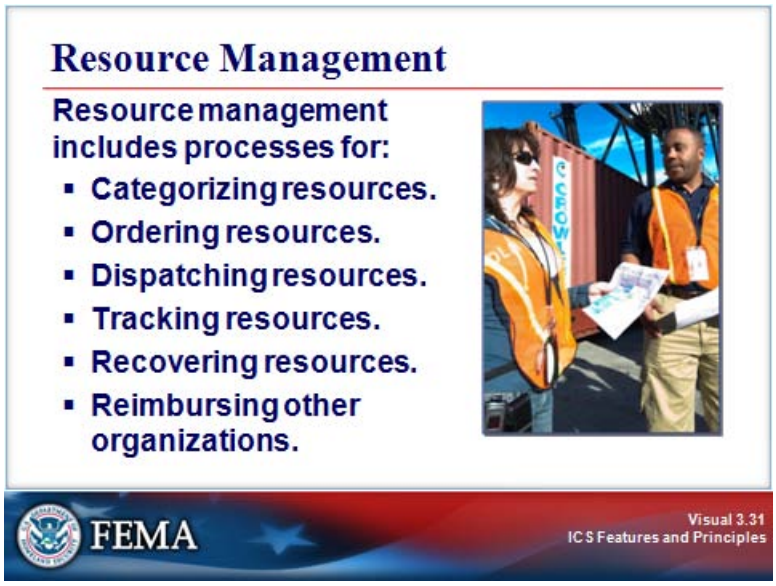


Instructor Notes: Present the following key points.

In ICS, resources include personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.

FACILITIES AND RESOURCES

Visual 3.31



Instructor Notes: Present the following key points.

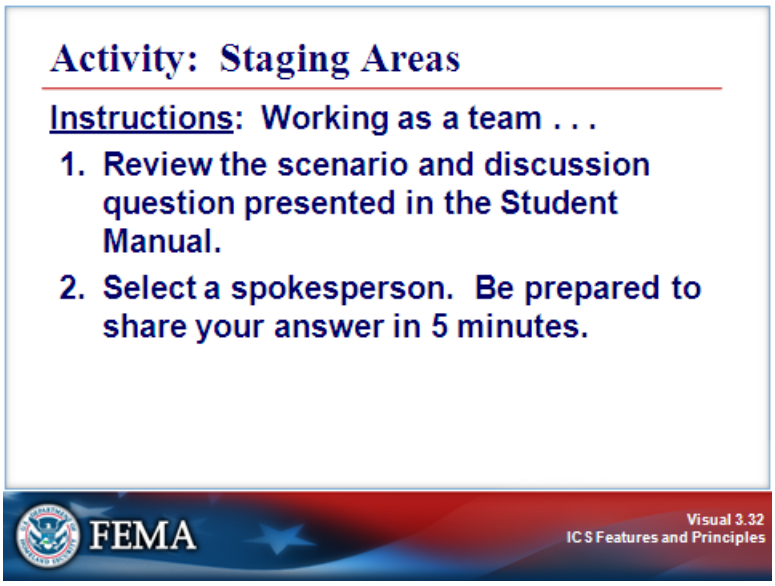
As mentioned in the previous unit, resources at an incident must be managed effectively. Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resource management includes processes for:

- Categorizing, credentialing, and preidentifying resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

Resource management also includes processes for reimbursement for resources, as appropriate.

FACILITIES AND RESOURCES

Visual 3.32



Instructor Notes: Present the following key points.

Activity Purpose: To reinforce participants' understanding of Staging Areas and resource management.

Instructions: Working as a team:

1. Review the scenario and discussion question presented in the Student Manual.
2. Select a spokesperson. Be prepared to share your answer in 5 minutes.

Time: 10 minutes

Debrief Instructions:

1. Monitor the time. Notify the participants when 2 minutes remain.
2. Have each spokesperson present their team's answers.

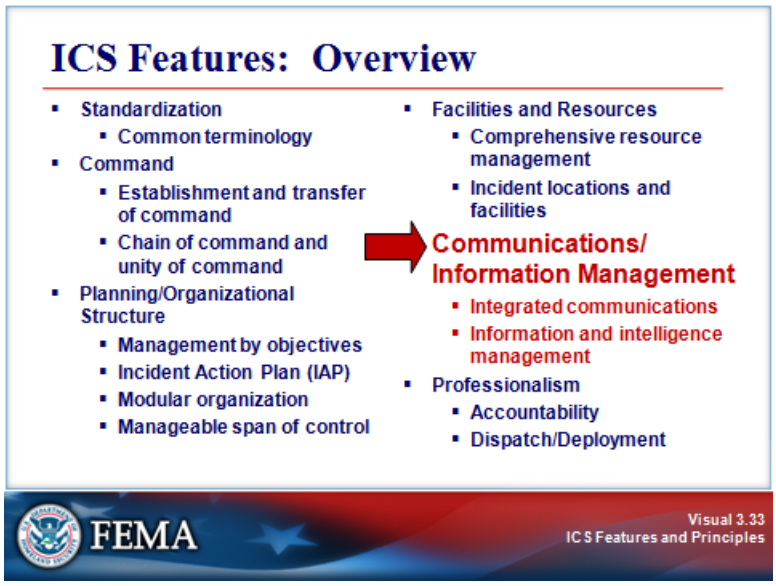
Scenario: A bomb threat has been made at a local business.

Ask the participants: Where would you establish a Staging Area?

Acknowledge the participants' responses. There is no single correct response. If not mentioned by the participants, note that the location of the Staging Area should take into consideration factors such as access, site security, and communications.

COMMUNICATIONS AND INFORMATION MANAGEMENT

Visual 3.33



Instructor Notes: Present the following key points.

The next part of this unit covers communications and information management, including:

- Integrated communications.
- Information and intelligence management.

COMMUNICATIONS AND INFORMATION MANAGEMENT

Visual 3.34

Instructor Notes: Present the following key points.

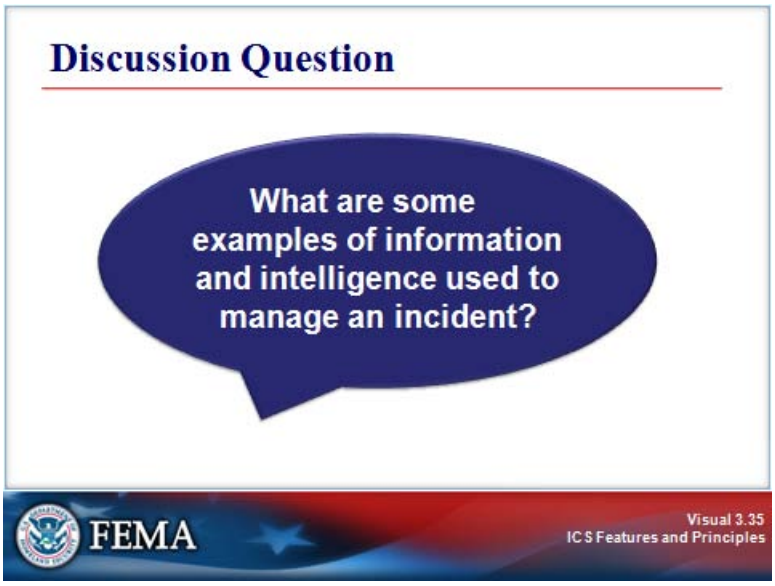
Incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

A common communications plan is essential for ensuring that responders can communicate with one another during an incident. Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).

COMMUNICATIONS AND INFORMATION MANAGEMENT

Visual 3.35



Instructor Notes: Present the following key points.

The analysis and sharing of information and intelligence is an important component of ICS. Incident management must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Ask the participants: What are some examples of information and intelligence used to manage an incident?

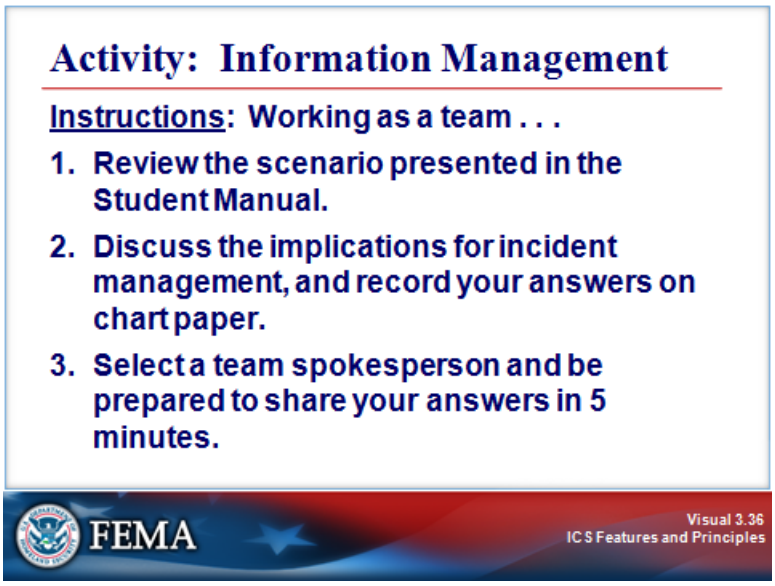
If not mentioned by the participants, add the following items:

Intelligence includes other operational information that may come from a variety of different sources, such as:

- Weather forecasts.
- Planned events.
- Structural plans and vulnerabilities.
- Jurisdiction's hazard/risk/vulnerability assessments.
- Threats, including potential violence.
- Surveillance of disease outbreak.

COMMUNICATIONS AND INFORMATION MANAGEMENT

Visual 3.36



Instructor Notes: Present the following key points.

Activity Purpose: To reinforce participants' understanding of managing incident information and intelligence.

Instructions: Working as a team:

1. Review the scenario presented in the Student Manual.
2. Discuss the implications for incident management, and record your answers on chart paper.
3. Select a team spokesperson and be prepared to share your answers in 5 minutes.

Time: 10 minutes

Debrief Instructions:

1. Monitor the time. Notify the participants when 2 minutes remain.
2. Have each spokesperson present their team's answers.

Scenario: Continuing severe weather is causing widespread damage. 9-1-1 operators are receiving conflicting reports about life-safety needs, including a possible structural collapse of an assisted living facility.

COMMUNICATIONS AND INFORMATION MANAGEMENT

Visual 3.36 (Continued)

Ask the participants: What lessons learned could be applied to managing incident information and intelligence?

If not mentioned by the group, explain that, without accurate information and intelligence, responders may find it difficult to:

- Take measures to ensure the safety of responders.
- Prioritize needs.
- Determine incident objectives.
- Identify the resources needed.

PROFESSIONALISM

Visual 3.37

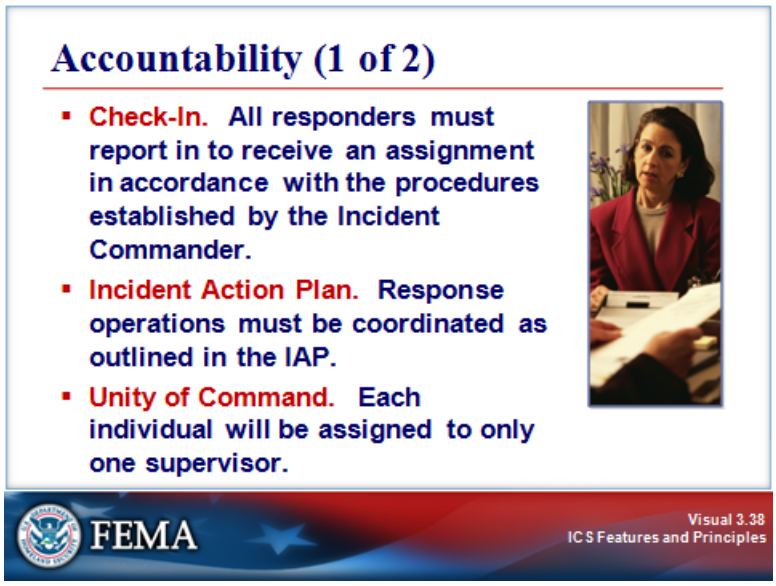
Instructor Notes: Present the following key points.

The last part of this unit covers professionalism, including:

- Accountability.
- Dispatch/deployment.

PROFESSIONALISM

Visual 3.38



Instructor Notes: Present the following key points.

Effective accountability during incident operations is essential. Individuals must abide by their institutional policies and guidelines and any applicable local, State, or Federal rules and regulations.

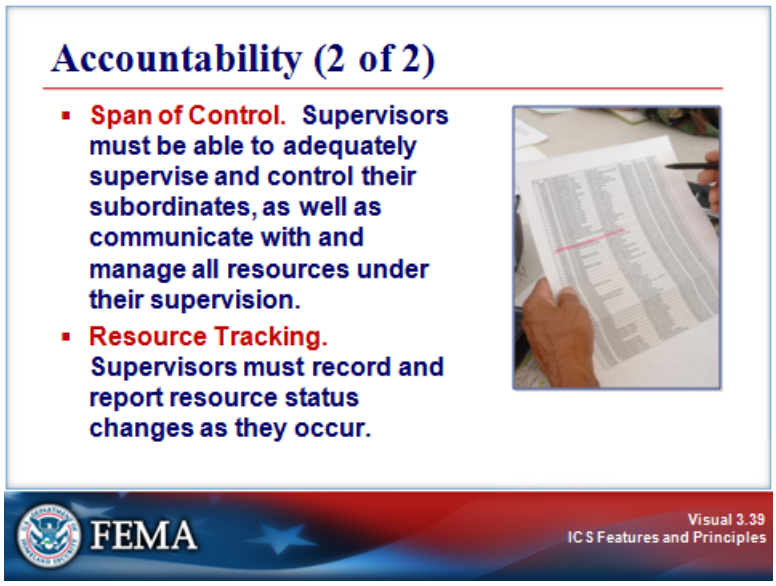
The following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.
- **Unity of Command.** Each individual will be assigned to only one supervisor.

The next visual includes additional principles that must be adhered to.

PROFESSIONALISM

Visual 3.39

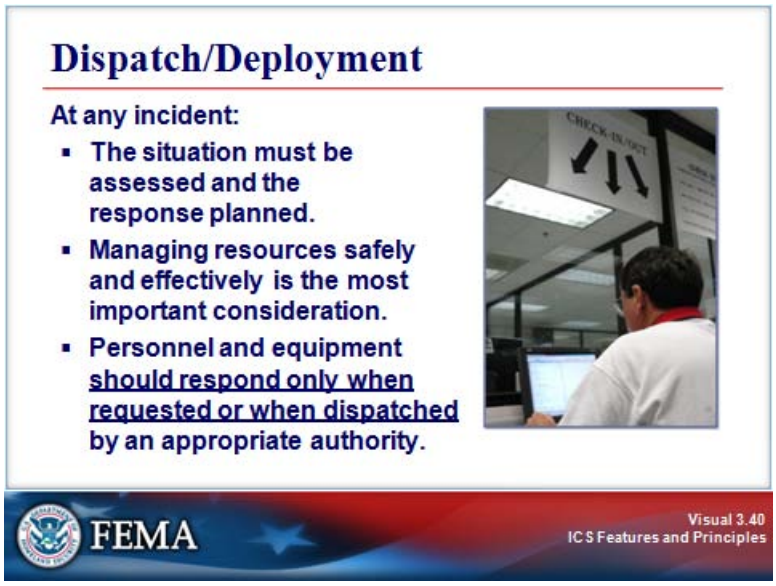


Instructor Notes: Present the following key points.

- **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.

PROFESSIONALISM

Visual 3.40



Instructor Notes: Present the following key points.

Another key feature of ICS is the importance of managing resources to adjust to changing conditions.

When an incident occurs, you must be dispatched or deployed to become part of the incident response. In other words, until you are deployed to the incident organization, you remain in your everyday role.

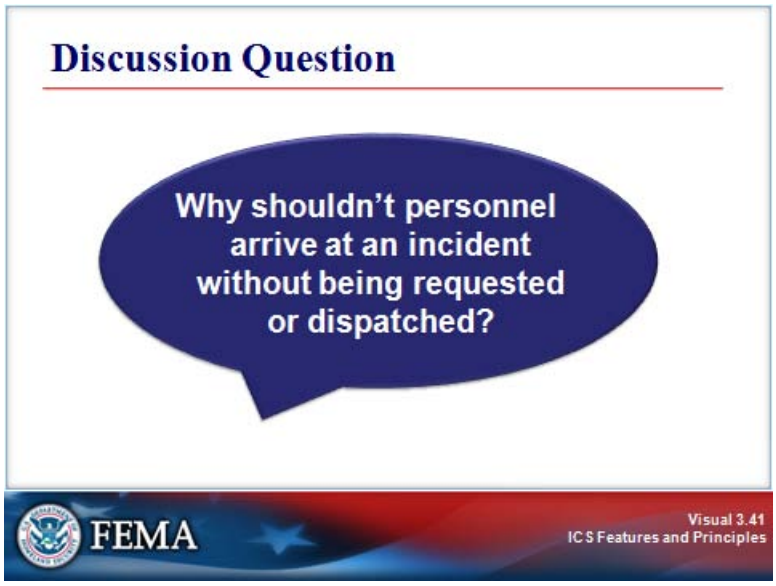
After being deployed, your **first task is to check in and receive an assignment**.

After check-in, you will locate your incident supervisor and obtain your initial briefing. The briefings you receive and give should include:

- Current assessment of the situation.
- Identification of your specific job responsibilities.
- Identification of coworkers.
- Location of work area.
- Identification of break areas, as appropriate.
- Procedural instructions for obtaining needed resources.
- Operational periods/work shifts.
- Required **safety procedures** and personal protective equipment (PPE), as appropriate.

PROFESSIONALISM

Visual 3.41



Instructor Notes: Present the following key points.

Ask the participants: Why shouldn't personnel arrive at an incident without being requested or dispatched?

Acknowledge the participants' responses. If not mentioned by the participants, add the following points:

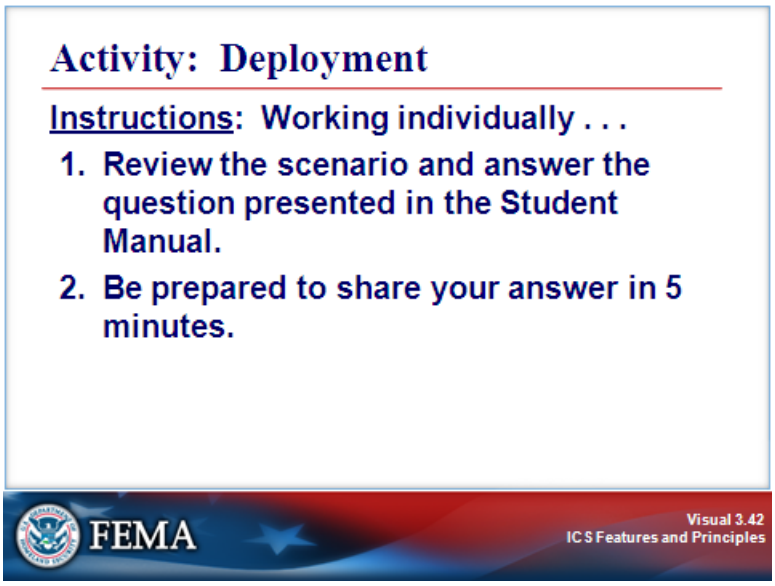
- Uncontrolled and uncoordinated arrival of resources at emergencies causes significant accountability issues.
- Self-dispatched or freelancing resources cause safety risks to responders, civilians, and others who are operating within the parameters of the Incident Action Plan.
- Chaos at the scene occurs, creating additional risks.
- Emergency access routes can be blocked, preventing trained responders from gaining access to the site or not allowing critically injured personnel to be transported from the scene.

In the World Trade Center 9/11 response, many volunteers self-dispatched, undermining command and control at the scene and clogging the streets so that other responders assigned to the WTC had difficulty getting through.

The bottom line is that when resources show up that have not been requested, the incident management system may fail.

PROFESSIONALISM

Visual 3.42



Instructor Notes: Present the following key points.

Activity Purpose: To reinforce the participants' understanding of the importance of dispatch and deployment.

Instructions: Working individually:

- Review the scenario and discussion question presented in the Student Manual.
- Be prepared to share your answer in 5 minutes.

Time: 10 minutes

Debrief Instructions:

1. Monitor the time. Notify the participants when 2 minutes remain.
2. Ask for volunteers to present their answers.

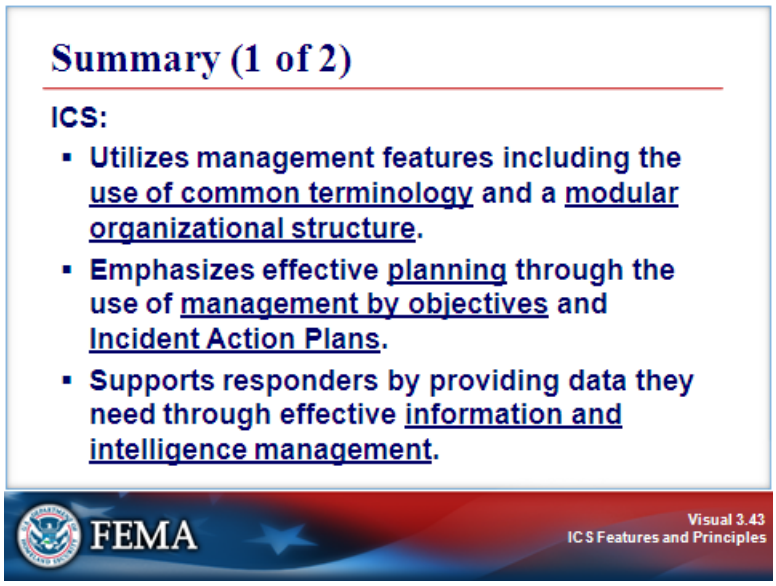
Scenario: Rosa is an off-duty certified Emergency Medical Technician who lives near the scene of a major structural collapse that has occurred in a busy shopping center. The media are reporting that there are injured people wandering around the parking area who need immediate medical attention.

Ask the participants: What should Rosa do?

Acknowledge the participants' responses. If not mentioned by the participants, mention that:
- Rosa should report her whereabouts to dispatch and wait for deployment to the scene.
- Rosa should not immediately rush to the scene.

UNIT SUMMARY

Visual 3.43



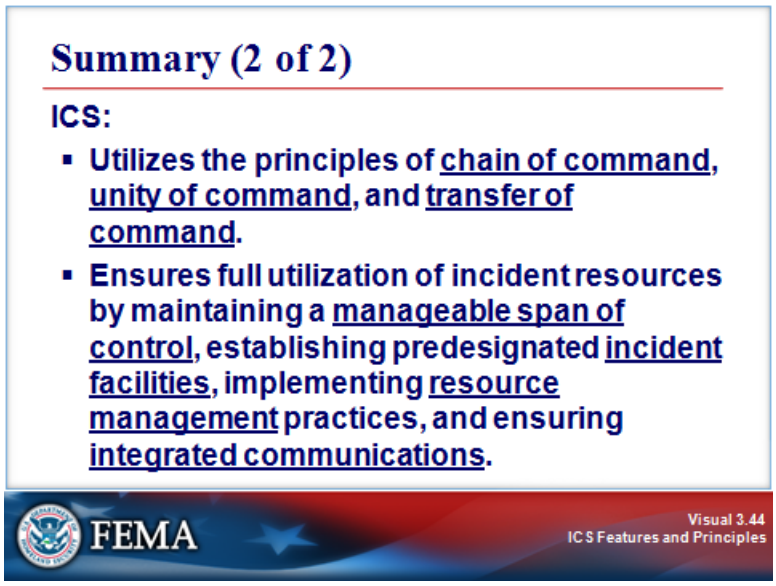
Instructor Notes: Present the following key points.

ICS:

- Utilizes management features including the use of common terminology and a modular organizational structure.
- Emphasizes effective planning through the use of management by objectives and Incident Action Plans.
- Supports responders by providing data they need through effective information and intelligence management.

UNIT SUMMARY

Visual 3.44



Instructor Notes: Present the following key points.

ICS:

- Utilizes the principles of chain of command, unity of command, and transfer of command.
- Ensures full utilization of incident resources by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.

Ask if anyone has any questions about content covered in this unit.

The next unit will cover the Incident Commander and Command Staff functions.