
Unit 2: ICS Overview

Objectives

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

- Identify three purposes of the Incident Command System (ICS).
 - Identify requirements to use ICS.
-

Scope

- Unit Introduction
 - Unit Objectives
 - ICS Overview
 - What Is an Incident?
 - What Is ICS?
 - ICS Benefits
 - History of ICS
 - Video: History of ICS
 - Activity
 - Why Use ICS?
 - Voices of Experience
 - National Preparedness and ICS Requirements
 - Case Study: Management Challenges
 - Summary
-

Methodology

The instructors will introduce the unit by displaying a visual, which outlines the unit objectives. After this introduction to ICS, the instructors will lead a discussion about when participants have used ICS in the past and when they might use it in the future.

The instructors will show a video presentation that explains why ICS was initially developed. After the video, the instructors will summarize the key points of the video. To ensure comprehension, the participants will answer questions about ICS.

The instructors will introduce the group to the importance of the National Incident Management System (NIMS) and its impact on ICS.

The participants will then break into small groups to participate in a scenario-based activity in which they explore how ICS can help to address incident management challenges.

After answering any questions that the participants have, the instructors will summarize the key points from the unit and transition to Unit 3.

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 and Unit Objectives	5 minutes
ICS Overview	15 minutes
History of ICS	10 minutes
National Preparedness and ICS Requirements	10 minutes
Case Study: Management Challenges	15 minutes
Summary	5 minutes
Total Time	1 hour



Visual 2.1



Visual Description: Unit Introduction

Instructor Notes

Explain that Unit 2 provides a general overview of the Incident Command System, or ICS. The next visual will outline the objectives for this unit.



Visual 2.2

Unit Objectives

- Identify three purposes of the Incident Command System (ICS).
- Identify requirements to use ICS.



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Visual 2.2
ICS Overview

Visual Description: Unit Objectives

Instructor Notes

Review the unit objectives with the group. Tell the participants that by the end of this unit, they should be able to:

- Identify three purposes of the Incident Command System (ICS).
 - Using management best practices, ICS helps to ensure:
 - The safety of responders and others.
 - The achievement of tactical objectives.
 - The efficient use of resources.
- Identify requirements to use ICS.
 - National Incident Management Systems (NIMS)
 - Superfund Amendments and Reauthorization Act (SARA) – 1986
 - Occupational Safety and Health Administration (OSHA) Rule 1910.120
 - State and Local Regulations



Visual 2.3

What Is an Incident?

An **incident** is . . .

. . . an occurrence or event, natural or human-caused, that requires a response to protect life or property.



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Visual 2.3
ICS Overview

Visual Description: What Is an Incident?

Instructor Notes

Explain that an incident is an occurrence or event, natural or human-caused, that requires a response to protect life or property.

Ask the participants for examples of incidents that have occurred at higher education institutions.

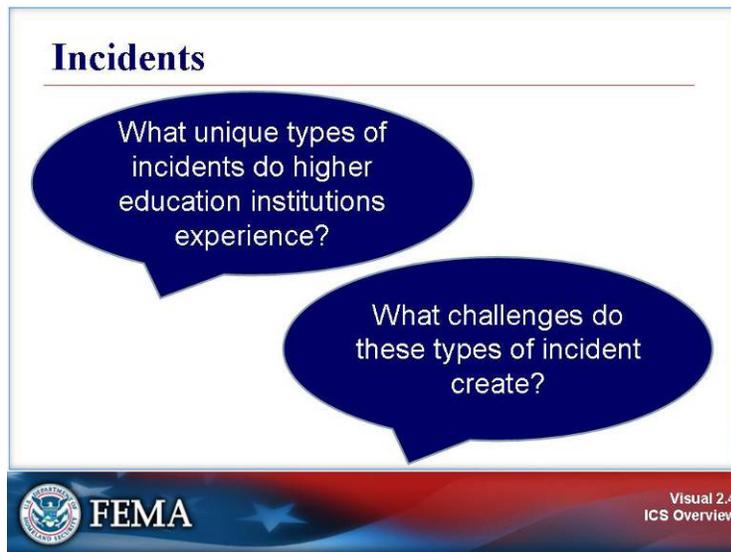
Responses may include the following:

- Bomb threat/detonation (e.g., 1970 University of Wisconsin – Madison bombing)
- Hostage situation (e.g., 1992 Concordia University Massacre)
- Fire (e.g., 2007 Pepperdine University fire; 1999 Texas A&M bonfire collapse)
- Hazardous materials release (e.g., 2008 train derailment near Southern Arkansas University)
- Severe weather (e.g., 2008 Union University tornado)
- Earthquake (e.g., 1994 Cal State Northridge earthquake)
- Armed intruder on campus (e.g., 2007 Virginia Tech Massacre)

Instructor Note: Add any other local examples not mentioned by participants.



Visual 2.4



Visual Description: Discussion Questions: What unique types of incidents do higher education institutions experience? What challenges do these types of incident create?

Instructor Notes

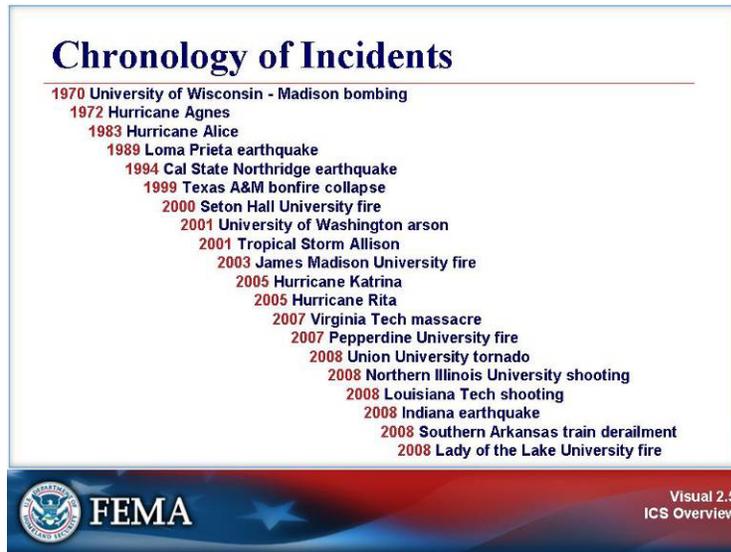
Facilitate a discussion by asking the participants:

What unique types of incidents do higher education institutions experience?

What challenges do these types of incident create?



Visual 2.5



Visual Description: Chronology of Incidents

Instructor Notes

Briefly review the chronology of campus incidents on the visual and refer the participants to the following pages in their Student Manuals for more information about each incident.

8/24/1970 UW- Madison Bombing: Four individuals detonated a bomb in Sterling Hall at the University of Wisconsin-Madison. In protest of the Vietnam War the four perpetrators decided to destroy the Army Math Research Center located inside the building. The bomb was set to detonate in the early morning hours of August 24th in hopes of avoiding any human harm. A researcher who was working late hours was killed in the explosion. Severe damage was caused to surrounding buildings resulting in the injuries of four other people.

6/1972 Hurricane Agnes: King's College and Wilkes University were both affected by Hurricane Agnes in June of 1972. Flood levels reached waist high on the campus of King's College causing severe damage. A marker has been placed on the campus to show how high the flood levels reached. Wilkes University was also damaged by high flood waters and electrical wires were severed causing fires.

8/1983 Hurricane Alicia: Major power loss across Galveston, including University of Texas Medical Branch. Prompted new emergency power systems—generators, transfer switches, etc.

9/17/1989 Loma Prieta Earthquake: This earthquake occurred on the San Andreas Fault northeast of Santa Cruz, California. An estimated \$160 million in structural damages were incurred alone with several universities being affected. Stanford University, University of California (UC) Santa Cruz University, and UC Berkeley were all affected by this quake. Unlike Stanford and Santa Cruz, UC Berkeley held classes the following day after the earthquake. This incident prompted university officials to update and change their emergency plans to be able to care, feed and shelter students and employees in the event of such a disaster occurring again. Also, building plans would be changed to deal with strong earthquakes.

1/17/1994 Cal State Northridge Earthquake: California State University, Northridge suffered severe damage from an earthquake in 1994. Several buildings such as the Fine Arts Building, the South Library, and a large parking structure were damaged beyond repair. Other buildings such as the Art Building and Main Library were damaged but were later repaired.

3/29/1998 Gustavus Adolphus Tornado: In March of 1998 an F-3 tornado that was one-mile wide struck the campus of Gustavus Adolphus in St. Peter, MN. The tornado caused \$50 million dollars in damage. Fortunately no students were killed in the storm since the college was closed for spring break. The chapel on campus suffered major damage to its steeple, and many other buildings were damaged, forcing students to take classes in FEMA trailers for several weeks.

11/18/1999 Texas A&M Bonfire Collapse: A long-time tradition at Texas A&M has been the Aggie Bonfire. Students construct a large bonfire using large logs. On November 18, 1999, the 40-foot bonfire consisting of 5,000 logs collapsed during construction, resulting in 12 deaths and 27 injuries.

(Continued on next page.)

1/19/2000 Seton Hall University Fire: This university fire was a fatal fire in Boland Hall, a freshman dormitory on the Seton Hall University campus in South Orange, New Jersey. Three students died and many more were injured. Students were evacuated. The response to the incident was by the local fire department, which has indicated that there is a “difficult expectation placed on the small department to cover both the town and Seton Hall University.” It was one of the deadliest college fires in recent U.S. history and has caused many officials to consider harsher penalties for pranks to fire alarms and stricter fire safety measures. This fire was caused by two students playing a prank, who faced trial and sentences.

5/21/2001 University of Washington Arson: Merrill Hall, the Center for Urban Horticulture on the campus of the University of Washington, was attacked by arsonist from the ELF (Earth Liberation Front) which is a group of “Eco Terrorists” opposed the practice of genetically modifying plants. The arson caused millions of dollars worth of damage to the facility as well as the loss of valuable research.

6/2001 Tropical Storm Allison: When Tropical Storm Allison made landfall in Texas in June of 2001 the Texas Medical Center received damage estimated at over \$2 billion dollars. Important research facilities were severely damaged or completely lost. Many universities used the medical facility for research and education. The Baylor College of Medicine, Texas Woman’s University Institution of Health Sciences, and the Prairie View A&M College of Nursing are just a few of many educational institutes who call the medical center home.

11/23/2003 James Madison University Fire: An office, leased from the university by a doctor, was connected to the school offices, both of which caught on fire due to a bad extension cord. There were no injuries or deaths, but much of the school’s vital information and financial records were destroyed. The university’s EOP was credited for the school’s quick recovery.

9/16/2004 Hurricane Ivan hits University of West Florida: The University of West Florida was closed for 3 weeks after Hurricane Ivan caused damage to 95 percent of the campus buildings.

8/25-29/2005 Hurricane Katrina: This hurricane made two landfalls in both Florida and Louisiana. The City of New Orleans was tremendously damaged with breaks in levees. Universities along the entire gulf coast were affected by this particular hurricane. Tulane alone incurred a loss of \$200 million in damages, which resulted in a scale back of personnel and services. Tulane’s medical branch has also scaled back its clinics to simply engaging in research. An entire 4% of the university’s workforce has been laid off. The University of Southern Mississippi’s campus suffered an estimated \$57 million in damages. The total economic impact is estimated to be \$150 billion in damages across the gulf coast, making it the costliest natural disaster in US history.

9/24/2005 Hurricane Rita: The most intense tropical cyclone ever observed in the Gulf of Mexico, Rita caused \$11.3 billion in damage on the U.S. gulf coast. All patients at the University of Texas Medical Branch Hospital were transferred to other area hospitals, with minor damage to the facilities. The hurricane also caused a tornado to hit the campus of Mississippi State University, resulting in damage to many campus buildings.

(Continued on next page.)

4/16/2007 Virginia Tech University Massacre: Korean student Seung-Hui Cho killed 32 students and wounded 15 others, then shot himself. He was armed with a Glock model 19 handgun and a Walther P22 handgun. The university has come under attack for not giving proper notice in a timely manner. The university has more than 25,000 students on campus spread over 2,600 acres. This incident set the stage for all campuses to review behavioral assessment procedures.

10/21/2007 Pepperdine University Fire: The blaze consumed at least 250 acres and forced the closure of the Pacific Coast Highway. Students, faculty and staff were asked to evacuate due to the fire's proximity.

2/06/2008 Union University Tornado: A tornado damaged dormitories and other buildings including most vehicles. Nearly 50 students were sent to the hospital, nine with severe injuries. This has been the second time Union University has been hit by a tornado, lastly in 2001. The damage caused by the February 5th tornado is currently estimated at \$40 million. The university has a student body of about 3,300 students.

2/14/2008 Northern Illinois University Shooting: A man opened fire in lecture hall and began shooting, killing five students and wounding 16 others before killing himself. There were a total of 21 reported injured. The first campus warning went out within 20 minutes. Police reported that they responded to the scene within two minutes. The main campus has a population of 40,000 and spans 755 acres

2/08/2008 Louisiana Tech University Shooting: A female student killed herself and two others in a Baton Rouge classroom. Police immediately blocked off streets and students were ordered to stay in classrooms. Classes were cancelled for the remainder of the day. The university has an enrollment of 10,607 students.

4/18/2008 Vincennes University, Indiana Earthquake: Buildings shook for about 15 seconds as the temblor rumbled. The university immediately activated its Emergency Operations Plan. 1,489 students were evacuated from the school's residence halls into a field while building inspections occurred. They were allowed to return once the buildings were verified to be safe to re-enter.

4/18/2008 Southern Arkansas University, Train Derailment: A train hauling chlorine derailed Friday morning near Southern Arkansas University, leading authorities to evacuate the campus and nearby residents. No one was injured, and no chlorine leaked, but the threat of a chlorine leak during the cleanup prompted officials to clear the area as a precaution. Officials estimated the evacuation involved 300 to 400 people, and it was unclear when they would be able to return. Several temporary shelters were opened in town, and students were being sent to nearby churches.

5/7/2008 Lady of the Lake University, San Antonio: A four-alarm fire drew more than 30 fire trucks and 120 firefighters—more than half the city's available resources. No injuries or deaths were reported.



Visual 2.6

What Is ICS?

The Incident Command System:

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure that matches the complexities and demands of incidents.
- Permits seamless integration of responders from all jurisdictions.



Visual Description: What Is ICS?

Instructor Notes

Explain that the Incident Command System (ICS):

- Is based on proven incident management practices.
- Defines incident response organizational concepts and structures.
- Consists of procedures for managing personnel, facilities, equipment, and communications.
- Is used throughout the lifecycle on an incident (e.g., from threat to restoration of normal operations).



Visual 2.7

Voices of Experience: ICS

David Burns
Emergency Preparedness Manager
University of California
Los Angeles

Brendan McCluskey
Executive Director,
Emergency Management
University of Medicine and
Dentistry of New Jersey

Toni J. Rinaldi
Director of
Public Safety
Naugatuck Valley
Community College

George Nuñez
Supervising Emergency
Management Associate
George Washington
University

Click icons to play audio.

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Visual 2.7
ICS Overview

Visual Description: Voices of Experience: ICS

Instructor Notes

Tell the participants they will be hearing “voices of experience” from campus personnel about ICS.

Click on each icon to hear the “voice of experience.”

Instructor note: Be sure to listen to all the audio clips before beginning the course. You may want to make note of portions that strike you as especially valuable to use as talking points while teaching.

Audio Transcripts:

David Burns
Emergency Preparedness Manager
University of California Los Angeles

ICS is a formal process for managing emergencies, tried, true, and tested for over three decades. I look at ICS as a toolbox. ICS has a set of tools and resources that almost anyone can draw from and ICS is unique and flexible enough that if I only draw off of the resources and tools that I need and I leave everything else in the box, but it's nice to know that I can draw as little or as much as I need in any given circumstance.

(Continued on next page.)

Audio Transcripts: (Continued)

Toni J. Rinaldi
Director of Public Safety
Naugatuck Valley Community College

ICS stands for the Incident Command System, and it's a standardized approach to incident management that can be used in any situation under circumstances of a large-magnitude type of incident to a very, very small-scale contained incident.

Brendan McCluskey
Executive Director, Emergency Management
University of Medicine and Dentistry of New Jersey

ICS is a tool you can use to manage the incident whether it's small or large, simple or complex, or whatever type of nature it might be, if it's a terrorist incident or a natural disaster or something else, ICS really fits all of those different things because it's so flexible.

George Nuñez
Supervising Emergency Management Associate
George Washington University

ICS is a system to allow responders to be able to organize and respond to an incident. It is specifically useful during on-scene response. It is a format, a system of tools that allow police, fire, and other personnel to respond to that incident in a systematic way to facilitate the response but also meet the needs of those impacted.



Visual 2.8

ICS Benefits

Using management best practices, ICS helps to ensure:

- The safety of responders, students, faculty, workers, and others.
- The achievement of response objectives.
- The efficient use of resources.



Visual 2.8
ICS Overview



Visual Description: ICS Benefits

Instructor Notes

Emphasize that by using management best practices, ICS helps to ensure:

- The safety of responders, students, faculty, workers, and others.
- The achievement of response objectives.
- The efficient use of resources.



Visual 2.9



Visual Description: Video: History of ICS

Instructor Notes

Tell the participants that this video provides a brief history of the development of ICS.

Instructions for playing the video: The videos are activated by a single click on the image in Slide Show mode. If you click a second time on the video, it will stop. The videos will not work unless you are in Slide Show mode.

Video Transcript:

[Narration]

The Incident Command System (ICS) was developed in the 1970s following a series of catastrophic fires in California. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics.

What were the lessons learned?

Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

(Continued on next page.)

Video Transcript: (Continued)

Weaknesses in incident management were often due to:

- Lack of accountability, including unclear chains of command and supervision.
- Poor communication, due to both inefficient uses of available communications systems and conflicting codes and terminology.
- Lack of an orderly, systematic planning process.
- No common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently.
- No predefined methods to integrate interagency requirements into the management structure and planning process effectively.

A poorly managed incident response can be devastating to our economy and our health and safety.

[Richard Lee, Assistant Director of Public Safety, University of Massachusetts Boston]
Campuses and universities have to be able to provide the same level of protection on that campus that these people enjoy when they're at home.

[Narration]

With so much at stake, we must be able to effectively manage our response efforts. The Incident Command System, or I-C-S, allows us to do so.

[Dorothy Miller, Emergency Management Coordinator, University of Texas at Dallas]
It's not just for fire even though we all know that's where it was created. It gives us a structure. It gives us a management tool.

[Paul Dean, Deputy Chief of Police/Director of Emergency Management, University of New Hampshire]

ICS is critical, it's absolutely critical for any college campus to have. Those who do not embrace it will find themselves in difficulties when an emergency happens, and in today's day and age, no one can say anymore, "I didn't know."

[end of transcript]

ICS Background

The concept of ICS was developed more than 30 years ago, in the aftermath of a devastating wildfire in California. During 13 days in 1970, 16 lives were lost, 700 structures were destroyed, and over one-half million acres burned. The overall cost and loss associated with these fires totaled \$18 million per day. Although all of the responding agencies cooperated to the best of their ability, numerous problems with communication and coordination hampered their effectiveness.

As a result, the Congress mandated that the U.S. Forest Service design a system that would "make a quantum jump in the capabilities of Southern California wildland fire protection agencies to effectively coordinate interagency action and to allocate suppression resources in dynamic, multiple-fire situations."

The California Department of Forestry and Fire Protection; the Governor's Office of Emergency Services; the Los Angeles, Ventura, and Santa Barbara County Fire Departments; and the Los Angeles City Fire Department joined with the U.S. Forest Service to develop the system. This system became known as FIRESCOPE (Firefighting RESources of California Organized for Potential Emergencies). In 1973, the first "FIRESCOPE Technical Team" was established to guide the research and development design. Two major components came out of this work, the ICS and the Multiagency Coordination System (MACS).

The FIRESCOPE ICS is primarily a command-and-control system delineating job responsibilities and organizational structure for the purpose of managing day-to-day operations for all types of emergency incidents. By the mid-seventies, the FIRESCOPE agencies had formally agreed on ICS common terminology and procedures and conducted limited field-testing of ICS. By 1980, parts of ICS had been used successfully on several major wildland and urban fire incidents. It was formally adopted by the Los Angeles Fire Department, the California Department of Forestry and Fire Protection (CDF), and the Governor's Office of Emergency Services (OES), and endorsed by the State Board of Fire Services.

Also during the 1970s, the National Wildfire Coordinating Group (NWCG) was chartered to coordinate fire management programs of the various participating Federal and State agencies.

By 1980, FIRESCOPE ICS training was under development. Recognizing that in addition to the local users for which it was designed, the FIRESCOPE training could satisfy the needs of other State and Federal agencies, the NWCG conducted an analysis of FIRESCOPE ICS for possible national application.

By 1981, ICS was widely used throughout Southern California by the major fire agencies. In addition, the use of ICS in response to nonfire incidents was increasing. Although FIRESCOPE ICS was originally developed to assist in the response to wildland fires, it was quickly recognized as a system that could help public safety responders provide effective and coordinated incident management for a wide range of situations, including floods, hazardous materials accidents, earthquakes, and aircraft crashes. It was flexible enough to manage catastrophic incidents involving thousands of emergency response and management personnel.

In 1982, all FIRESCOPE ICS documentation was revised and adopted as the National Interagency Incident Management System (NIIMS). In the years since FIRESCOPE and the NIIMS were blended, the FIRESCOPE agencies and the NWCG have worked together to update and maintain the Incident Command System Operational System Description (ICS 120-1). This document would later serve as the basis for the National Incident Management System (NIMS) ICS.

By introducing relatively minor terminology, organizational, and procedural modifications to FIRESCOPE ICS, the NIIMS ICS became adaptable to an all-hazards environment. While tactically each type of incident may be handled somewhat differently, the overall incident management approach still utilizes the major functions of the Incident Command System. The FIRESCOPE board of directors and the NWCG recommended national application of ICS.

ICS Variations

In the early 1970s, the Phoenix Fire Department developed the Fire Ground Command System (FGC). The concepts of FGC were similar to FIRESCOPE ICS but there were differences in terminology and in organizational structure. The FGC system was developed for structural firefighting and was designed for operations of 25 or fewer companies.

There were several efforts to "blend" the various incident command systems. One early effort was in 1987 when the National Fire Protection Association (NFPA) undertook the development of NFPA 1561, then called Standard on Fire Department Incident Management System. The NFPA committee quickly recognized that the majority of the incident command systems in existence at the time were similar.

The differences among the systems were mostly due to variations in terminology for similar components. That NFPA standard, later revised to its present title: Standard on Emergency Services Incident Management, provides for organizations to adopt or modify existing systems to suit local requirements or preferences as long as they meet specific performance measurements. Recognizing the continuing challenges occurring in the fire service in applying a common approach to incident command, the National Fire Service Incident Management System (IMS) Consortium was created in 1990. Its purpose was to evaluate an approach to developing a single command system. The consortium consisted of many individual fire service leaders, representatives of most major fire service organizations, and representatives of Federal, State, and local agencies, including FIRESCOPE and the Phoenix Fire Department. One of the significant outcomes of the consortium's work was an agreement on the need to develop operational protocols within ICS, so that fire and rescue personnel would be able to apply the ICS as one common system.

In 1993, the IMS consortium completed its first document: Model Procedures Guide for Structural Firefighting. As a result, FIRESCOPE incorporated the model procedures, thereby enhancing its organizational structure with operational protocols. These changes enabled the Nation's fire and rescue personnel to apply the ICS effectively regardless of what region of the country they were assigned to work. The National Fire Academy (NFA), having already adopted the FIRESCOPE ICS in 1980, incorporated this material into its training curriculum as well.

Source: National Integration Center



Visual 2.10

Activity: ICS & Planned Events

Instructions: Working as a team . . .

- Briefly describe one example where ICS could be used to manage planned events (e.g., sporting events) on your campus.
- Identify the benefits of using ICS for the selected event.
- Select a spokesperson and be prepared to present your example.



Visual Description: Activity: ICS & Planned Events

Instructor Notes

Purpose: The purpose of this activity is to illustrate how ICS can be used to address incident management issues, using planned events as an example.

Instructions: Follow the steps below to conduct this activity:

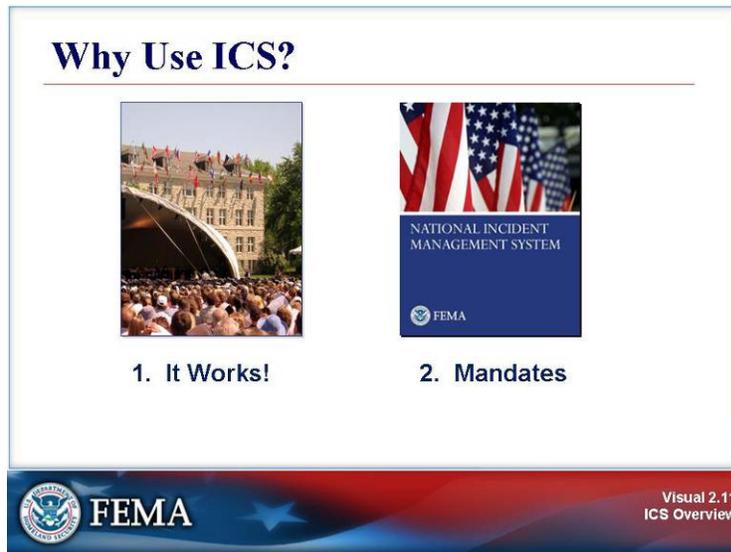
1. Assign the participants to work as a team to develop a brief description of one example where ICS could be used to manage planned events on campus. Participants should also identify the benefits of using ICS for the selected event.
2. Tell the groups to write their examples on chart paper.
3. Ask the participants in each group to select a spokesperson to present the group's response.
4. Tell the groups that they will have 5 minutes to complete this activity.

Debrief:

1. Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to briefly present their response.
2. Point out the importance of practicing ICS in planned events such as athletic events, parades, commencements, and other large gatherings on campus.
3. If not mentioned by the groups, emphasize the importance of including outside response agencies in the ICS organization for planned events.



Visual 2.11



Visual Description: Why Use ICS?

Instructor Notes

Present the following points about the value of using ICS:

- It works! Tell the participants that in the next part of this unit, they'll hear about several ICS success stories.
- The use of ICS is mandated by the National Incident Management System (NIMS). NIMS provides a systematic, proactive approach guiding departments and agencies at all levels of government, 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 and property, and harm to the environment.



Visual 2.12

ICS Successes

 Toni J. Rinaldi Director, Public Safety Naugatuck Valley Community College	 Paul H. Dean Deputy Police Chief/ Director, Emergency Management University of NH
 Richard Lee Assistant Director, Public Safety University of Mass Boston	 Dorothy Miller Emergency Management Coordinator University of Texas at Dallas

Click icons to play audio.

 **FEMA** 

Visual 2.12
ICS Overview

Visual Description: ICS Successes

Instructor Notes

Tell the participants they will be hearing “voices of experience” from campus personnel about the successful use of ICS on their campuses.

Click on each image to hear the “voice of experience.”

Audio Transcripts:

Toni J. Rinaldi
Director of Public Safety
Naugatuck Valley Community College

We had a very suspicious package that was possibly an explosive device that was placed near a trash can on the second floor of a two-story parking garage facility that sits under a fourth floor academic building. It was reported to public safety and immediately all the players went into action. The initial responder who became the original incident commander took control of the situation and started delegating functional roles that were needed. . . Fortunately, the whole incident was brought to a successful conclusion after about an hour and a half or two hours.

Audio Transcripts: (Continued)

Paul H. Dean
Deputy Chief of Police/Director of Emergency Management
University of New Hampshire

We hosted the Republican debates at the University of New Hampshire. That brought in a variety of the academic world, the support services world, as well as State, county, and Federal assets into the system. ICS allowed all of us to work together as a team and for a successful event.

Richard Lee
Assistant Director of Public Safety
University of Massachusetts Boston

We had what was called a straight-lined thunderstorm come through with a microburst in it which tore the roof off of one of our buildings, and we used our incident command system. We had appointed an incident commander who happened to be our facilities director who then started giving orders about how to make sure power was shut down, what needed to be covered up, and all the other incidents that needed to be in there such as monitoring alarms and everything else, and it eventually settled back down from then and we worked it into then where our public safety director took over and was charged with working the perimeters and everything else until the incident was resolved.

Dorothy Miller
Emergency Management Coordinator
University of Texas at Dallas

During a hazmat incident at one of our buildings that houses chemistry labs, when I got to the scene there was already an incident command post set up, the fire chief was in charge, and there of course was the hazmat teams called out, environmental health and safety, the police chief. I talked to the police and fire chiefs because I know who they are. I had ahead of time made that relationship establishment. That's incredibly important that when you train, you can't just have your classes in a vacuum. You have to include all the responders in your community also and possibly other campuses because everyone has a different perspective but also you may need them in the future so you need to know who they are ahead of time.



Visual 2.13

National Incident Management System (NIMS)



What? . . . NIMS provides a consistent nationwide template . . .

Who? . . . to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

How? . . . to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .

Why? . . . in order to reduce the loss of life and property, and harm to the environment.



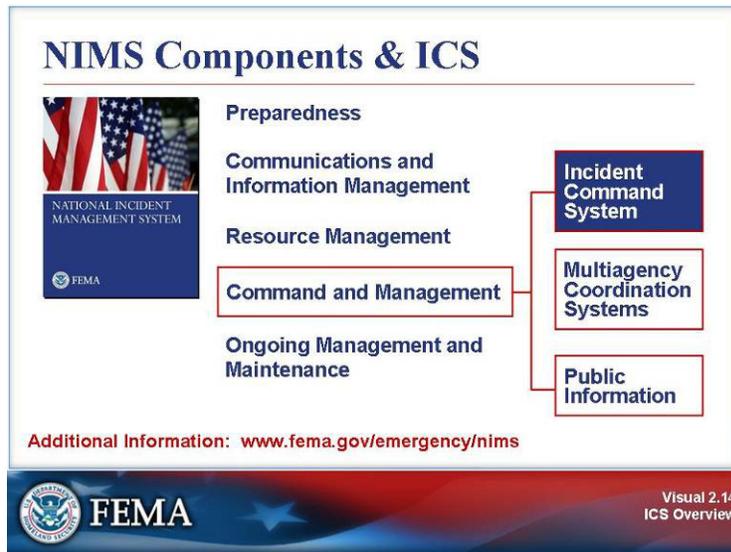
Visual Description: National Incident Management System (NIMS)

Instructor Notes

Explain to the participants that **the National Incident Management System (NIMS) provides a consistent framework for incident management at all jurisdictional levels regardless of the cause, size, or complexity of the incident.** NIMS is not an operational incident management or resource allocation plan.



Visual 2.14



Visual Description: NIMS Components & ICS

Instructor Notes

Tell the participants that NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.

- **Preparedness:** Effective emergency 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 planning, procedures and protocols, training and exercises, personnel qualifications and certification, and equipment certification.
- **Communications and Information Management:** Emergency management and incident response activities rely upon 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 upon the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communications 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.

(Continued on next page.)

- **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 structures are based on three key organizational constructs: **the Incident Command System, Multiagency Coordination Systems, and Public Information.**
- **Ongoing Management and Maintenance:** Within the auspices of Ongoing Management and Maintenance, there are two components: the National Integration Center (NIC) and Supporting Technologies.



Visual 2.15

ICS Mandates

NIMS requires all levels of government to:

- Prepare for and use ICS for all domestic responses.
- Adopt ICS as a condition of receiving Federal preparedness funding including U.S. Department of Education Emergency Management for Higher Education (EMHE) grants.



FEMA

Visual 2.15
ICS Overview

Visual Description: ICS Mandates

Instructor Notes

Adopting ICS and NIMS is a condition of receiving Federal preparedness funding and certain grants.

ICS will help you implement Federal, State, and local mandates, such as Clery Act regulations for campus security and crime statistics. The Clery Act, named for a college freshman who was raped and murdered in a campus residence hall, requires colleges and universities to maintain and disclose information about crime on and around their campuses.

According to the National Integration Center, “institutionalizing the use of ICS” means that government officials, incident managers, and emergency response organizations at all jurisdictional levels must adopt the Incident Command System. Actions to institutionalize the use of ICS take place at two levels:

Policy Level: At the policy level, institutionalizing the ICS means government officials (i.e., Governors, mayors, county and city managers, tribal leaders, and others) must:

- Adopt the ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system; and
- Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS in their response operations.

Organizational Level: At the organizational/operational level, evidence that incident managers and emergency response organizations are institutionalizing the ICS would include the following:

- ICS is being integrated into functional and system-wide emergency operations policies, plans, and procedures.
- ICS training is planned or underway for responders, supervisors, and command-level officers.
- Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.



Visual 2.16

Other ICS Mandates

- Hazardous Materials Incidents
 - Superfund Amendments and Reauthorization Act (SARA) – 1986
 - Occupational Safety and Health Administration (OSHA) Rule 1910.120
- State and Local Regulations



Visual 2.16
ICS Overview

Visual Description: Other ICS Mandates

Instructor Notes

Explain that in addition to the NIMS mandate, the following laws require the use of ICS:

- The Superfund Amendments and Reauthorization Act (SARA) of 1986 established Federal regulations for handling hazardous materials. SARA directed the Occupational Safety and Health Administration (OSHA) to establish rules for operations at hazardous materials incidents.
- OSHA rule 1910.120, effective March 6, 1990, requires all organizations that handle hazardous materials to use ICS. The regulation states: “The Incident Command System shall be established by those employers for the incidents that will be under their control and shall interface with other organizations or agencies who may respond to such an incident.”

Note that the Environmental Protection Agency (EPA) requires States to use ICS at hazardous materials incidents.

IMPORTANT INSTRUCTOR NOTE: Add any State and local regulations governing the use of ICS.



Visual 2.17

Case Study: Management Challenges

Instructions:

1. Working as a team, review the case study presented in your Student Manuals.
2. Identify the top three challenges in managing this incident. Write these challenges on chart paper.
3. Using what you have learned so far, describe how ICS could be used to address these challenges.
4. Select a spokesperson. Be prepared to present in 5 minutes.

FEMAVisual 2.17
ICS Overview

Visual Description: Case Study: Management Challenges

Instructor Notes

Purpose: The purpose of this activity is to illustrate how ICS can be used to address incident management issues.

Instructions: Follow the steps below to conduct this activity:

1. Assign the participants to groups of five or six.
2. Tell the participants to work as a team to review the scenario presented on the next page in their Student Manuals.
3. Explain that each group should identify the top three challenges for officials to manage this incident. Each group should write the challenges on chart paper. The groups should also discuss how ICS could be used to address these challenges.
4. Ask the participants in each group to select a spokesperson.
5. Inform the group that they will have 5 minutes to complete this activity.

Instructions: The purpose of this scenario is to demonstrate the benefits of ICS. Review the following scenario and then lead the participants in a discussion using the questions below. Use the discussion to point out the benefits of ICS. Indicate what might happen if ICS is not used to manage this situation.

Scenario: During freshman move-in, a dangerous worm has spread rapidly through the university computer network. The worm, which is consuming massive amounts of bandwidth, also includes a “payload” code designed to delete files on affected computers. The effects have essentially crippled the university computer network, including systems for course registration and emergency notification. The network is also used when students swipe their identification cards to enter residence halls and fitness facilities, and to pay for meals at campus dining halls. It remains unclear whether the incident poses a threat to sensitive information, such as student and employee Social Security numbers.

Discussion Questions:

What are the priorities?

What are the incident management challenges? (Think about how ICS may address these challenges!)

Who needs to be involved?

Instructor Note: There is no one correct answer, but if not mentioned by participants, note that using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.



Visual 2.18

Summary

ICS . . .

- Is a standardized management tool for meeting the demands of small or large emergency and 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 NIMS.



Visual 2.18
ICS Overview

Visual Description: Summary

Instructor Notes

Summarize this unit by reminding the group that ICS:

- Is a standardized management tool for meeting the demands of small or large emergency and 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 NIMS.

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

Transition to the next unit by explaining that it will cover the basic features of ICS.