



MODULE 1: ICS OVERVIEW

OBJECTIVES

- Describe the Incident Command System (ICS) structure.
- Define common ICS terms.
- Differentiate among Groups, Divisions and Branches.
- Identify the leadership titles for ICS organizational elements.
- Describe each of the relevant ICS forms.
- Discuss ICS map symbols.

WHAT IS ICS?

- Based on proven incident management practices.
- Defines incident response organizational concepts and structures.
- Consists of procedures for managing personnel, facilities, equipment and communications.
- Used throughout the life cycle of an incident.

ICS is a management approach that is:

Standardized

On-scene

All-hazards

BENEFITS OF ICS

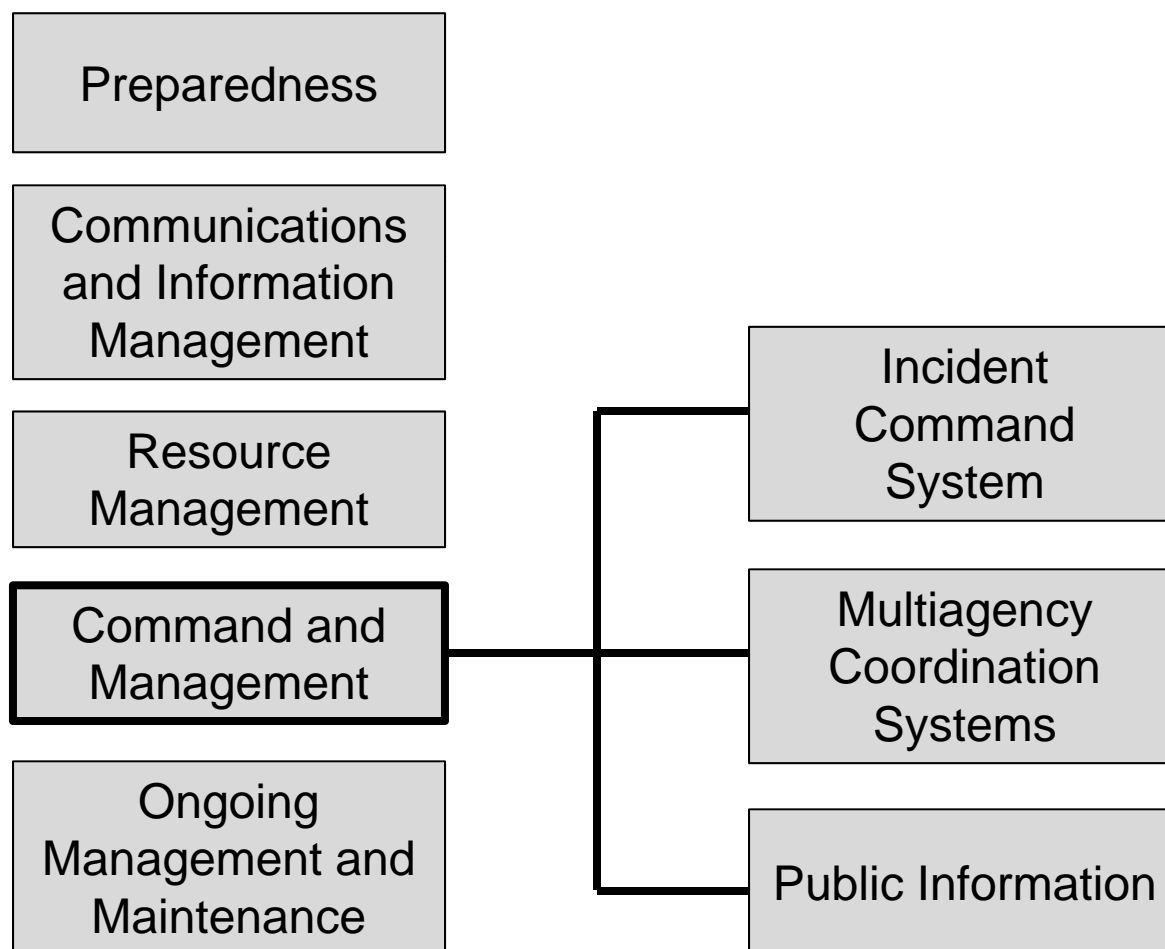
ICS helps to ensure:

- The use of common terminology, allowing diverse incident management and support entities to work together.
- The safety of responders and internal and external customers (patients/victims).
- The achievement of response objectives.
- The efficient use of resources.

HOMELAND SECURITY PRESIDENTIAL DIRECTIVE (HSPD-5)

- HSPD-5 calls for National Incident Management System (NIMS).
- NIMS:
 - Identifies steps for improved coordination of federal, state, local and private-sector responses to incidents.
 - Describes ways these agencies should prepare for such a response.
 - Requires the use of ICS.

NIMS AND ICS



ICS FEATURES

- Common Terminology.
- Chain of Command and Unity of Command.
- Unified Command.
- Modular Organization.
- Management by Objectives.
- Reliance on an Incident Action Plan (IAP).
- Manageable Span-of-Control.

ICS FEATURES (cont'd)

- Incident Locations and Facilities.
- Comprehensive Resource Management.
- Information and Intelligence Management.
- Integrated Communications.
- Establishment and Transfer of Command.
- Accountability.
- Dispatch/Deployment.

USE OF COMMON TERMINOLOGY

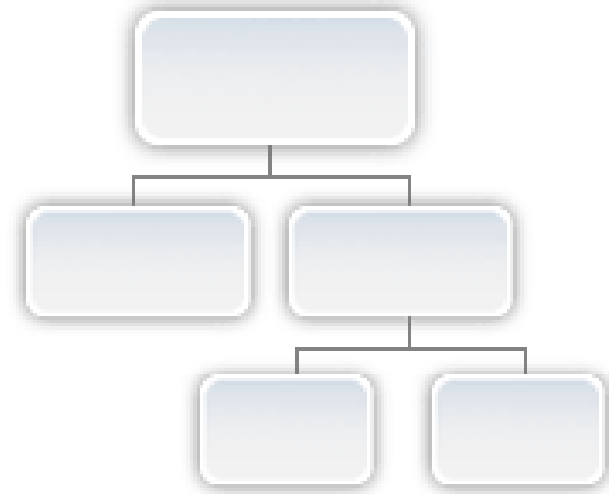
- Communications should be in plain English.
 - Don't use radio codes, institution-specific codes, or jargon.
- Using common terminology helps to define:
 - Organizational functions.
 - Incident facilities.
 - Resource descriptions.
 - Position titles.

ICS ORGANIZATIONAL STRUCTURE

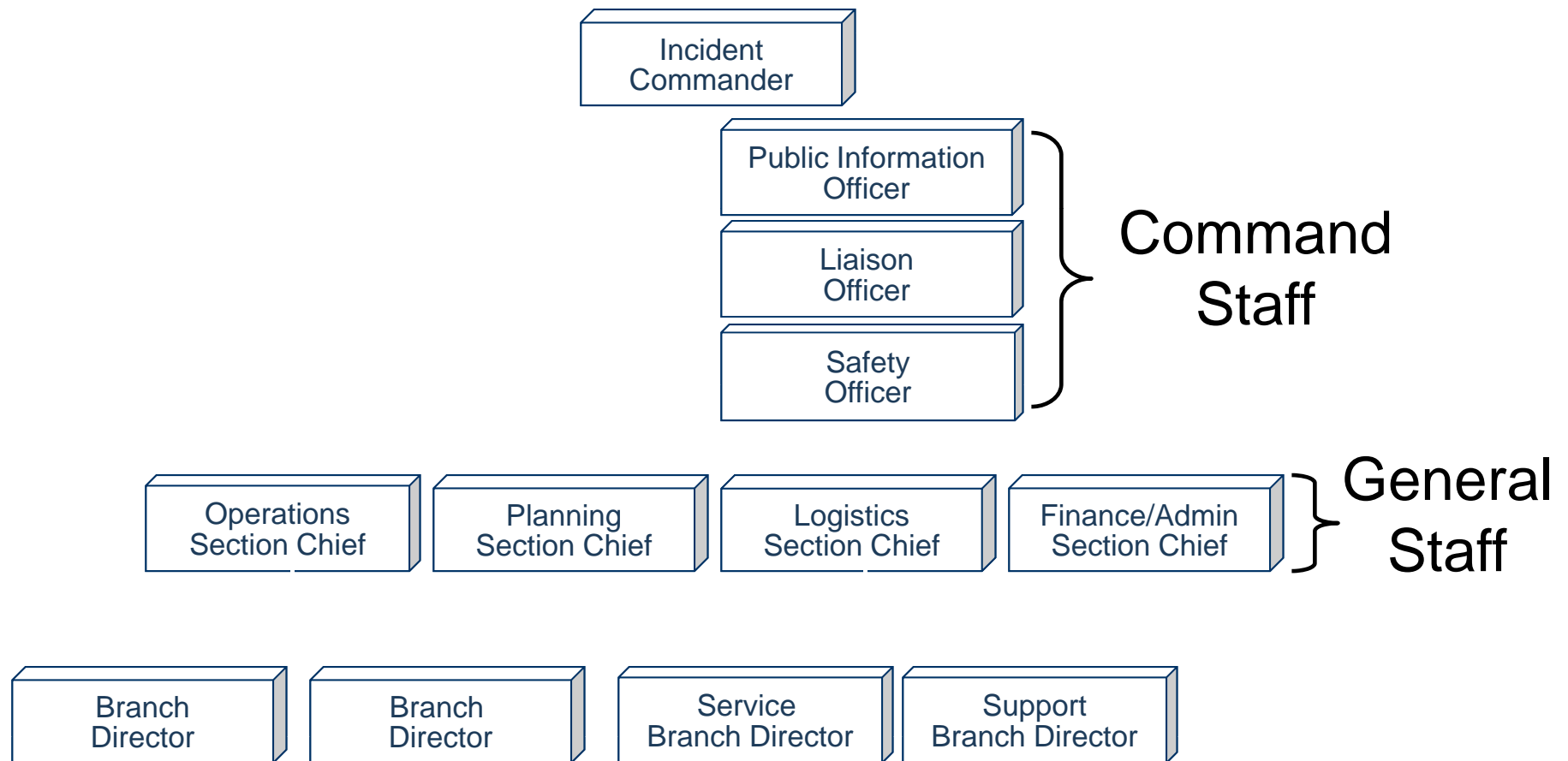
- Differs from day-to-day structures and positions.
- Unique ICS positions designed to avoid confusion during incident response.
- Rank may change during an incident.

MODULAR ORGANIZATION

- Develops in top-down, modular fashion.
- Is based on incident objectives and resource requirements.
- Expands and contracts flexibly.
- Requires that each element have a person in charge.



CHAIN OF COMMAND



UNITY OF COMMAND

- Under unity of command, individuals:
 - Report to only **one** ICS Supervisor.
 - Receive work assignments only from their ICS Supervisor.

MANAGEMENT BY OBJECTIVES

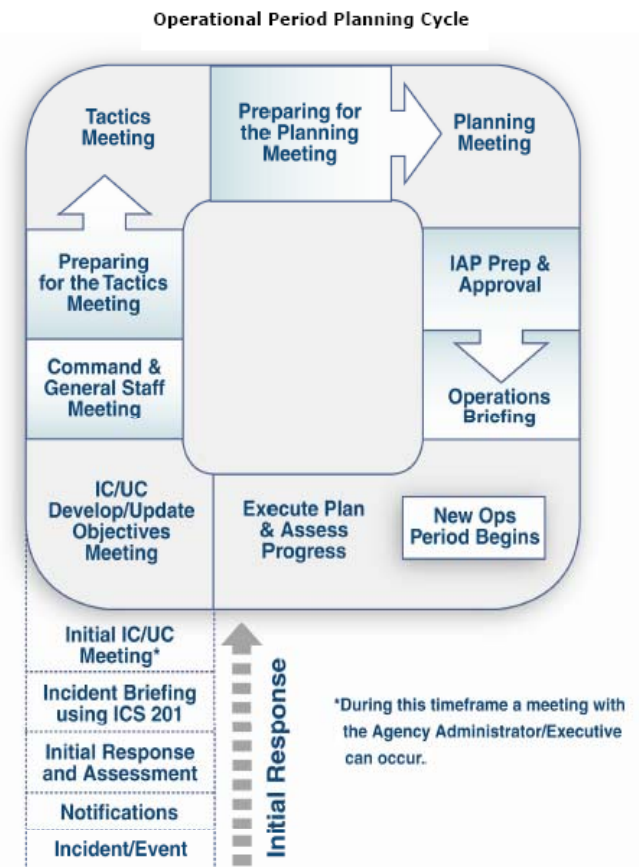
- Used to ensure that everyone has a clear understanding of what needs to be accomplished.
- Based on the following priorities:
 - Life safety.
 - Incident stabilization.
 - Property preservation.

INCIDENT ACTION PLAN

- Every incident must have an IAP that:
 - 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.

DEVELOPING AN IAP

- May not be an Emergency Medical Services (EMS) responsibility.
- Five phases for developing IAP:
 - Understand the situation.
 - Establish incident objectives and strategy.
 - Develop the IAP.
 - Prepare and disseminate the IAP.
 - Execute, evaluate and revise IAP.



IAP VERSIONS

- An IAP typically starts out as an oral report, which is then transferred to ICS Form 201, Incident Briefing and then expands to other forms and a formal IAP.
- IAP must address patient generator (PG).
- Initial Plan.
 - Developed quickly.
 - May have incomplete situation information.
 - Should be communicated easily.

IAP VERSIONS (cont'd)

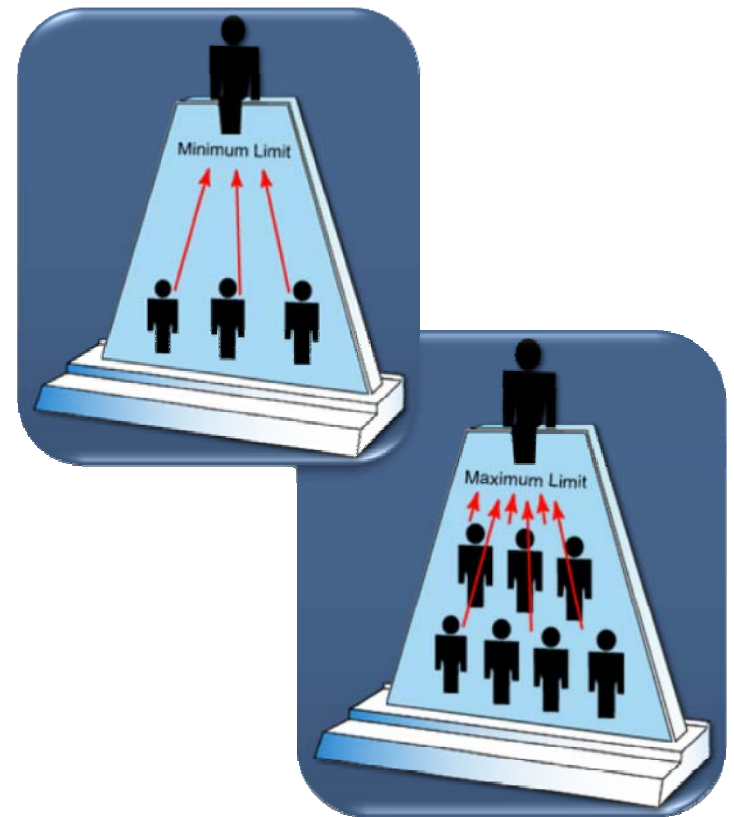
- Revised Plan.
 - More detailed.
 - More situational information.

ELEMENTS OF AN IAP

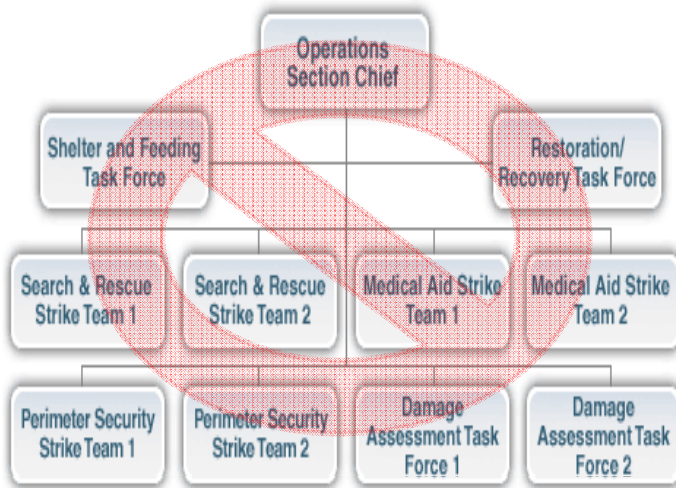
- Every IAP must address the following:
 - What do we want to do?
 - Who is responsible?
 - How do we communicate with each other?
 - What is the procedure if someone is injured?

ICS MANAGEMENT: SPAN-OF-CONTROL

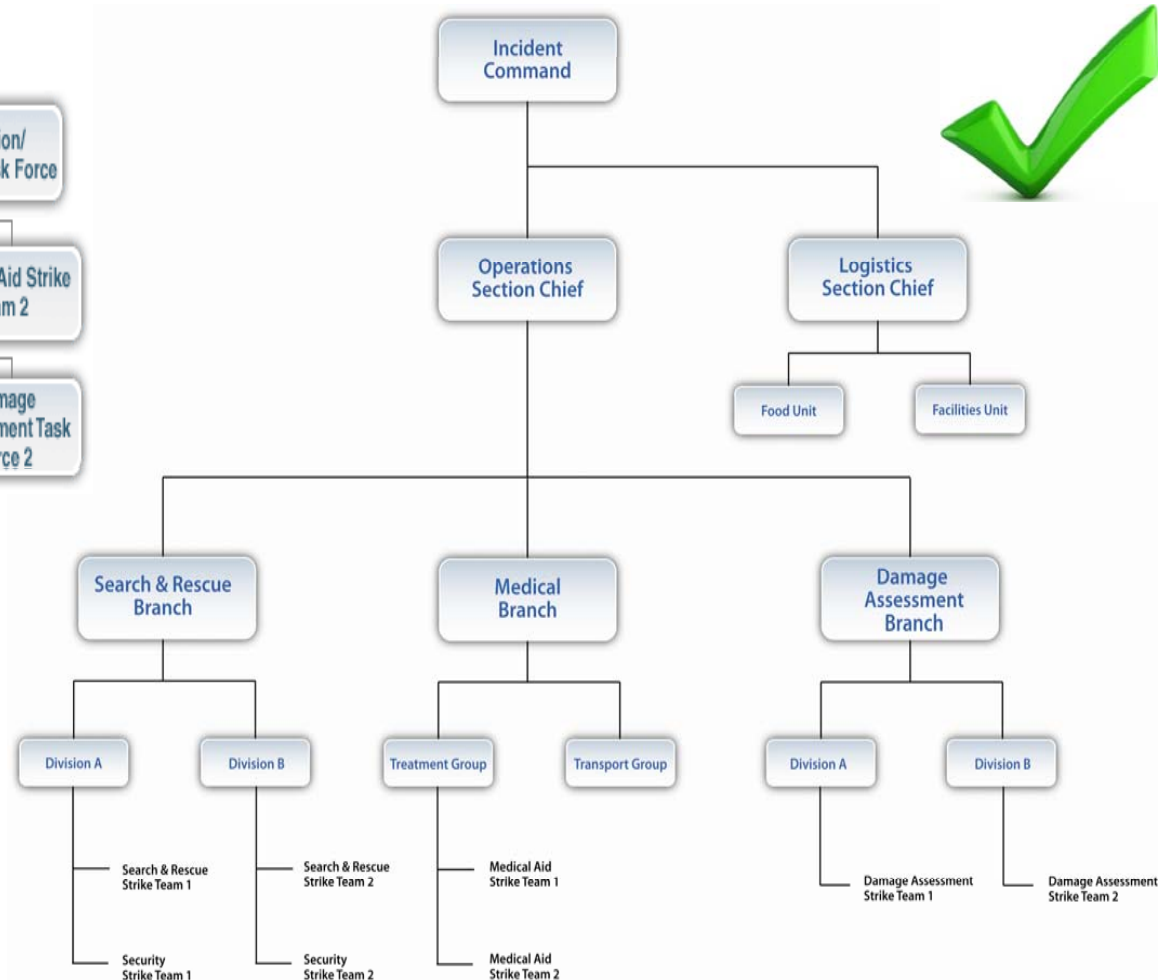
- ICS span-of-control for any supervisor:
 - Between three and seven subordinates.
 - Optimally does not exceed five subordinates.



PROBLEM: OUT OF CONTROL

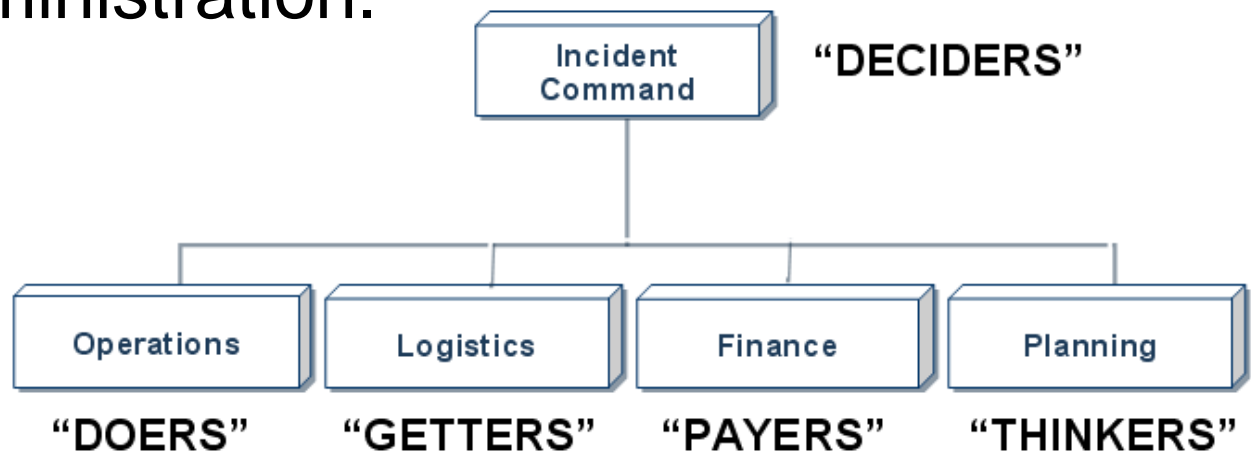


Solution: Add
Groups, Divisions
and/or Branches



INCIDENT MANAGEMENT FUNCTIONS

- There are five major management functions:
 - Command Staff.
 - Operations.
 - Planning.
 - Logistics.
 - Finance/Administration.



INCIDENT COMMANDER

- The most qualified person is designated as the Incident Commander (IC).
 - Independent of rank.
- IC is the **only** position in ICS that is **always** staffed.
- At an incident, the higher-ranking person will either assume command, maintain command as is, or transfer command to a third party.

INCIDENT COMMANDER (cont'd)

- The IC:
 - Provides overall leadership for incident response.
 - Ensures incident safety.
 - Delegates authority to others.
 - Establishes incident objectives.
 - Can designate a Deputy Incident Commander.

TRANSFER OF COMMAND

- Transfer of command may take place when:
 - A more qualified IC arrives and assumes command.
 - A jurisdiction or agency is legally required to take command.
 - The incident changes in complexity.
 - The current IC needs to rest.

TRANSFER OF COMMAND (cont'd)

- Always includes a transfer of command briefing (oral, written or combination of both).
 - Can use IAP or ICS Form 201.
- Must convey:
 - **C**onditions.
 - **P**rogress.
 - **R**esources.

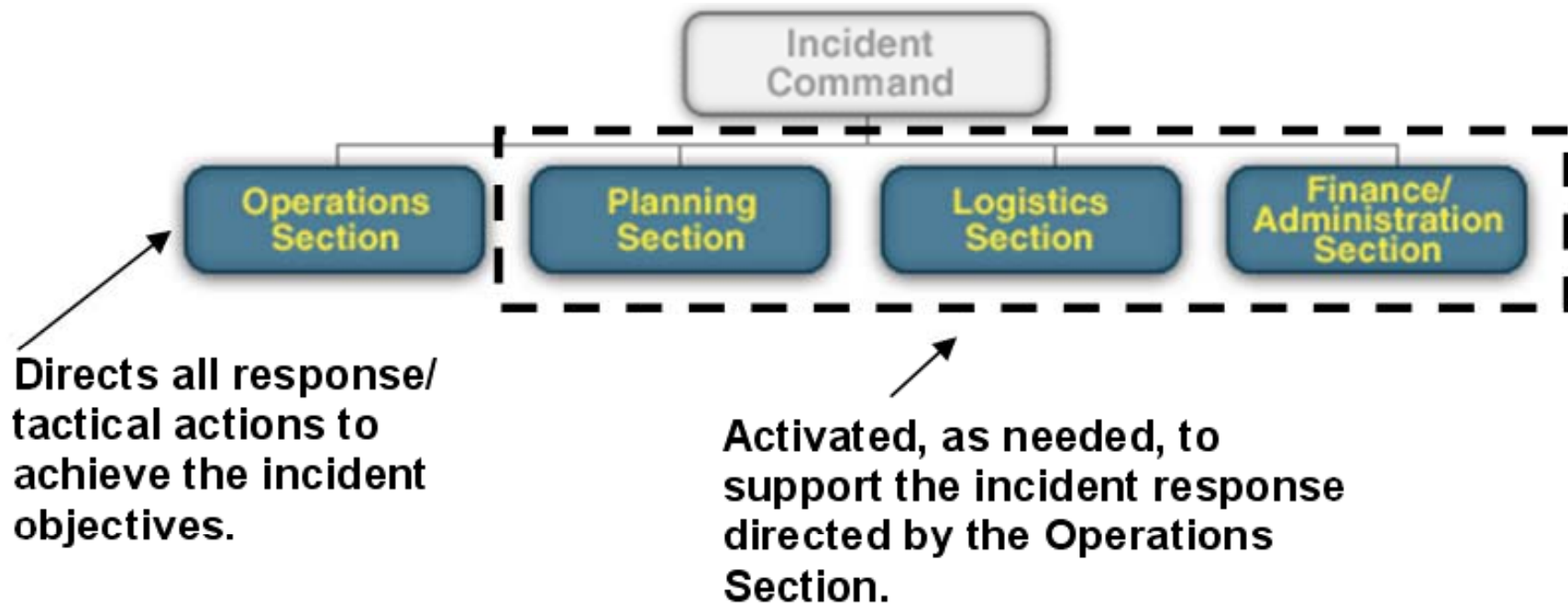
COMMAND STAFF AND GENERAL STAFF



COMMAND STAFF

- Public Information Officer (PIO).
- Safety Officer.
- Liaison Officer.

GENERAL STAFF



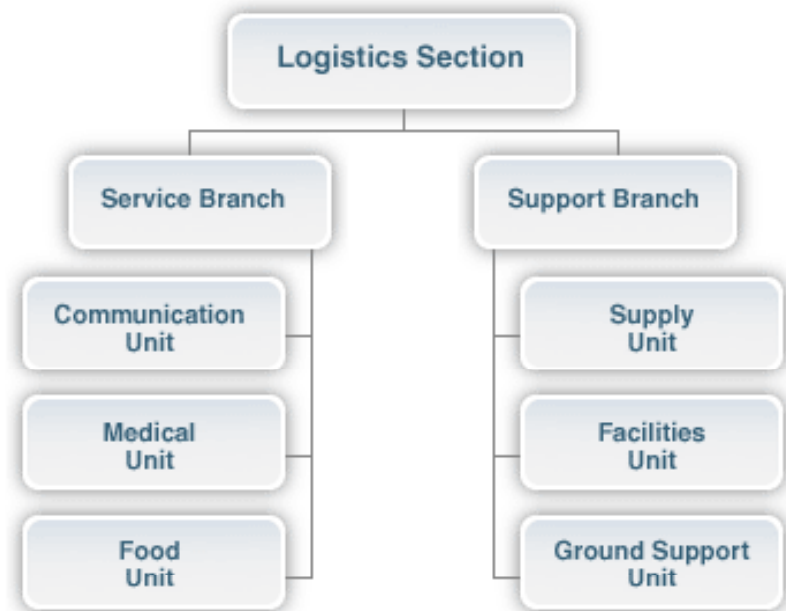
PLANNING SECTION

- The major activities of the Planning Section may include:
 - Collecting, evaluating and displaying incident intelligence and information.
 - Preparing and documenting IAPs.
 - Tracking resources assigned to the incident.
 - Maintaining incident documentation.
 - Developing plans for demobilization.



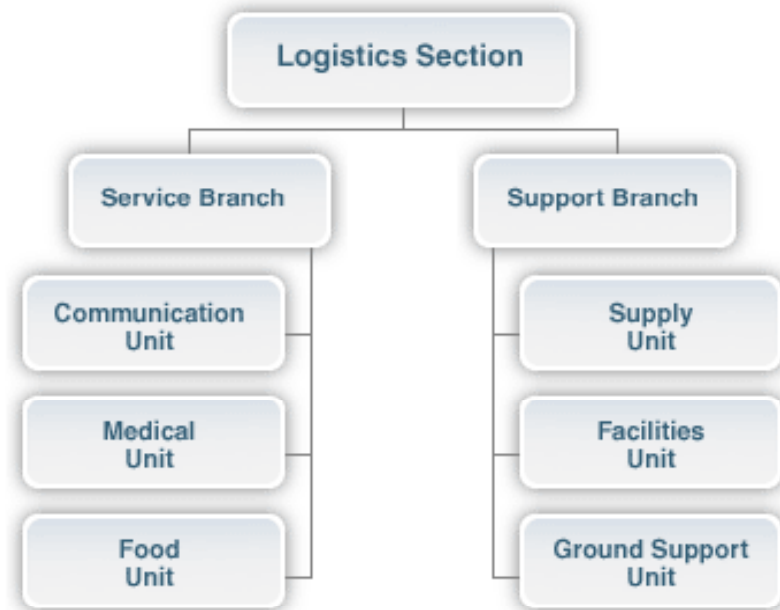
LOGISTICS SECTION

- The Logistics Section is responsible for all of the services and support needs, including:
 - Ordering, obtaining, maintaining and accounting for essential personnel, equipment and supplies.



LOGISTICS SECTION (cont'd)

- Providing incident communications.
- Setting up food services for responders.
- Setting up and maintaining incident facilities.



FINANCE/ADMINISTRATION SECTION

- The Finance/Administration Section is responsible for:
 - Contract negotiation and monitoring.
 - Timekeeping.
 - Cost analysis.
 - Compensation for injury or damage to property.
 - Documentation for reimbursement — i.e., under Memorandums of Understanding (MOUs).



SECTION CHIEFS AND DEPUTIES

- Each Section Chief may have one or more Deputies, if necessary.
- The Deputy:
 - May assume responsibility for a specific portion of the primary position, work as relief, or be assigned other tasks.
 - Must be as qualified as the Section Chief.

UNIFIED COMMAND

- Unified Command:
 - Applies ICS in incidents involving multiple jurisdictions or agencies.
 - Enables agencies with different legal, geographic and functional responsibilities to coordinate, plan and interact effectively.

UNIFIED COMMAND (cont'd)

- The ICs within the Unified Command make joint decisions and speak as one voice.
- Unity of command is maintained. Each responder reports to a single supervisor within his or her area of expertise.

BENEFITS OF UNIFIED COMMAND

- A single integrated incident organization.
- Collocated (shared) facilities.
- Single:
 - Planning process.
 - IAP.
- One set of incident objectives.
- Coordinated process for resource ordering.

UNIFIED COMMAND: COMMAND STAFF



Example: Unified Command at a Higher Education Institution.

USE OF POSITION TITLES

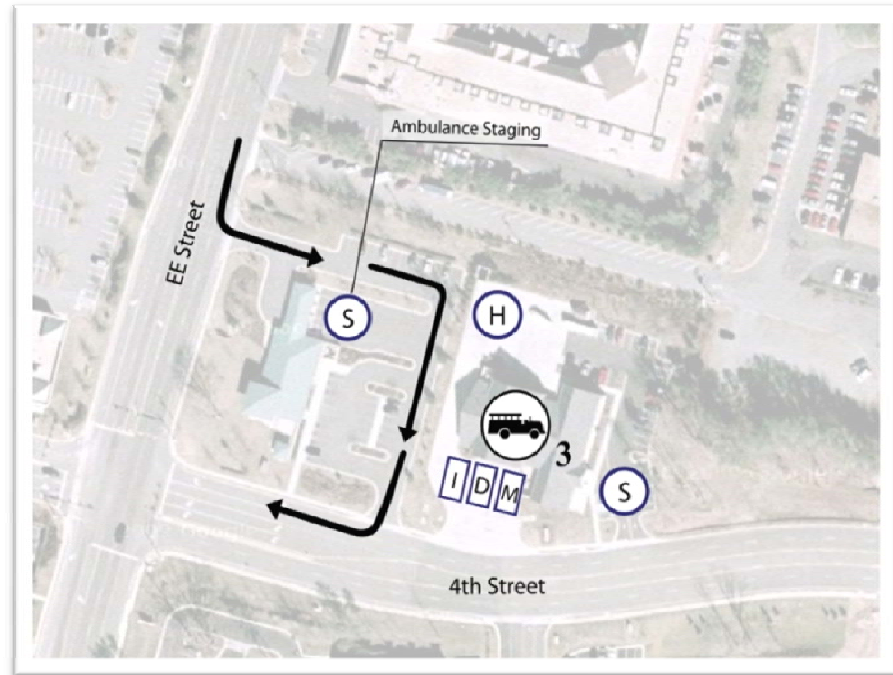
- Using ICS position titles:
 - Provides a common standard for performance expectations.
 - Helps to ensure that qualified individuals fill positions.
 - Standardizes communication.
 - Describes the responsibilities of the position.

ICS SUPERVISORY POSITION TITLES

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

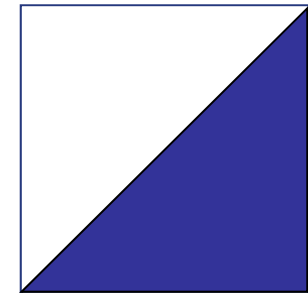
ICS MAP SYMBOLS

ICS provides common symbology for indicating incident facilities on maps.



INCIDENT COMMAND POST

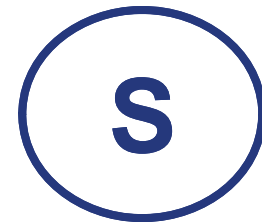
- Location from which the IC oversees all incident operations.
- May change locations during event.
- May be located in a vehicle, trailer, tent or building.
- Positioned outside present/potential hazard zones, but close enough to the incident to maintain Command.
- Should be clearly marked.



Symbol

STAGING AREA

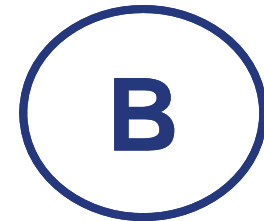
- Temporary locations where available personnel and equipment are kept while waiting for tactical assignments.
 - May be more than one Staging Area at an incident.
- Located close enough to incident for timely response, but far enough away to be out of immediate impact zone.



Symbol

BASE

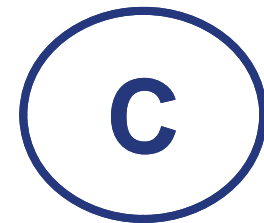
- Location from which primary logistics and administrative functions are coordinated and administered.
- Only one Base per incident, designated by incident name.
- May be collocated with Incident Command Post (ICP).
- Established and managed by Logistics Section.



Symbol

CAMPS

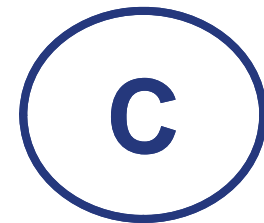
- Places where resources may be kept to support incident operations (if Base is not accessible).
- Multiple Camps may be used, but not all incidents will have Camps.



Symbol

CAMPS (cont'd)

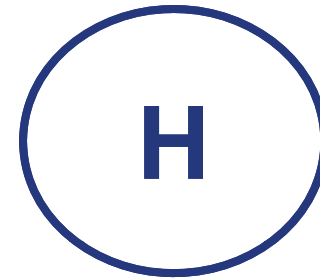
- Temporary locations within general incident area — equipped and staffed to provide food, water, sleeping areas and sanitary services.
- Designated by geographic location or number.



Symbol

HELIBASE/HELISPOTS

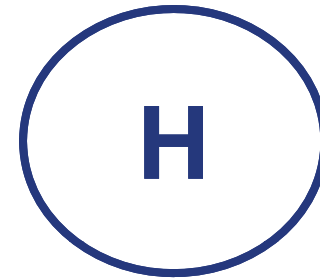
- Helibase
 - Location from which helicopter-centered air operations are conducted.
 - Used on a longer-term basis and include such services as fueling and maintenance.



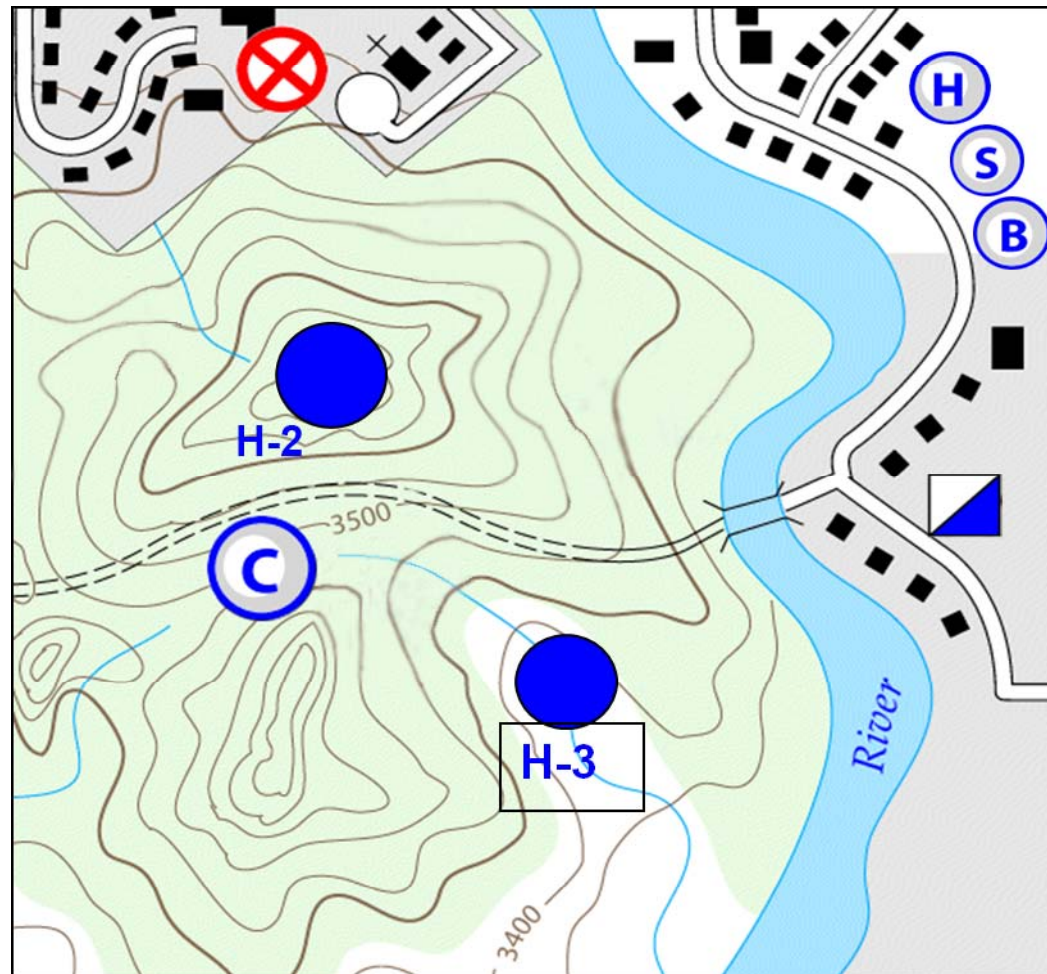
HELIBASE/HELISPOTS

(cont'd)

- Helispots
 - Temporary locations at incident, where helicopters can safely land and take off.
 - Multiple Helispots may be used.



SUMMARY OF INCIDENT FACILITIES



ICS FORM 201, INCIDENT BRIEFING

- Purpose.
 - Provides basic incident information, allocated resources.
 - Permanent record of initial incident response.
- Preparation.
 - Field Command.

ICS FORM 202, INCIDENT OBJECTIVES

- Purpose.
 - Describe basic incident strategy, controls objectives, and provides weather information and safety considerations for use during next operational period.
- Preparation.
 - By Planning Section Chief.

ICS FORM 203, ORGANIZATION ASSIGNMENT LIST

- Purpose.
 - Provides ICS personnel with information on units currently activated and names of personnel staffing each position/unit.
- Preparation.
 - By Resources Unit under direction of Planning Section Chief.

ICS FORM 204, ASSIGNMENT LIST

- Purpose.
 - Inform Operations Section personnel of incident assignments.
- Preparation.
 - By Resources Unit using guidance from ICS Form 202, Incident Objectives, ICS Form 215, Operational Planning Worksheet, and Operations Section Chief.

ICS FORM 206, MEDICAL PLAN

- Purpose.
 - Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
- Preparation.
 - Prepared by the Medical Unit Leader and reviewed by the Safety Officer.

ICS FORM 211, CHECK-IN LIST

- Purpose.
 - Recording arrival times of all overhead personnel and equipment at the incident.
 - Recording initial location of personnel and equipment.
 - Supporting demobilization by recording the home base, method of travel, etc. on all check-ins.

ICS FORM 211, CHECK-IN LIST (cont'd)

- Preparation.
 - Managers at Staging Areas, Base, Camps, Helibases, ICP and Communications Center record information and give it to the Resources Unit.
 - Check-in at the ICP is done by a recorder in the Resources Unit.

ICS FORM 214, UNIT LOG

- Purpose.
 - Record of unit activities.
 - Basic reference from which to extract information for inclusion in any after-action report.
- Preparation.
 - Initiated and maintained by Command and General Staff members, Field Command, and Unit Leaders.

ACTIVITY 1.1

Completing Unit Log



SUMMARY

- Describe the ICS structure.
- Define common ICS terms.
- Differentiate among Groups, Divisions and Branches.
- Identify the leadership titles for ICS organizational elements.
- Describe each of the relevant ICS forms.
- Discuss ICS map symbols.