

Unit 0.A - Introduction

- ◆ Introduce the course instructors
- ◆ Introduce the students
- ◆ Describe the course objectives and design
- ◆ Describe class logistics and administrative requirements

ICS INSTITUTE 4

Personal Introductions

- ◆ Name
- ◆ Home office and normal position
- ◆ Were you assigned to large EPA incident using ICS?
 - If so, what was your position?

ICS INSTITUTE 5

Class Logistics

- ◆ Reminder about phones and pagers
- ◆ Start and stop times
- ◆ Lunch and other breaks
- ◆ Administrative processes
 - Sign in sheets
 - Training Forms
 - Other

ICS INSTITUTE 6

Course Objectives

- ◆ Define and describe the role of the Incident Commander in complex incidents.
- ◆ Describe the role of the Incident Commander in leading an Incident Management Team.
- ◆ Identify the incident management team's role in using appropriate interpersonal communication skills and management principles necessary for effective and efficient incident management.

ICS INSTITUTE 7

Course Design

- ◆ 24 hours including final exam
- ◆ Attendance is mandatory
- ◆ Combination of lecture, discussion, and exercises
- ◆ Students should have completed:
 - ICS-100
 - ICS-200
 - ICS-300
 - ICS-400
 - ICS-700

ICS INSTITUTE 8

Evaluation and Testing

- ◆ 70% or higher on closed book test
- ◆ Certificate of completion for the EPA-Incident Commander course

ICS INSTITUTE 9

End Unit 0.A

Questions

ICS INSTITUTE 10

**Unit 0 – incident
Commander**

Lesson A1 – Important EPA Policies

ICS INSTITUTE 1

Unit 0.A1 - Important EPA Policies

Lesson Objective

1. Confirm understanding of important EPA polices relating to the IC.

ICS INSTITUTE 2

Some Important EPA Policies

- ◆ Order 2071 – National Approach to Response
- ◆ Order 2070 – IMTs and IMAT
- ◆ Order 2073 – Training, Qualification, Certification
- ◆ Order 2010 – Crisis Communication Plan
- ◆ PIAT
- ◆ Data Playbook

ICS INSTITUTE 3

Order 2071 - NAR

- Agency Wide Approach to Response
- Applies to all personnel and incident management teams
- Identifies roles and responsibilities of Agency personnel



Classification No.: 2071
Approval date: 10/27/2016

National Approach to Response

ICS INSTITUTE 4

Order 2071 - NAR

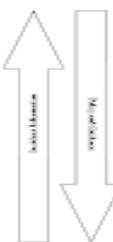
◆ Incorporates NIMS as Agency Policy

...standardized organizational structures and procedures designed to improve interoperability among jurisdictions and disciplines

ICS INSTITUTE 5

Order 2071 - NAR

EPA Model for National Incident Coordination



| Level of Coordination | Organizational Structure | Organizational Name | Role & Responsibilities |
|-----------------------|---|--|--|
| National Coordination | Policy, Planning, Coordination, Committee | National Incident Data, Policy, Advice | Provides Strategic Operational Management Objectives |
| | OSCE | 2007 National Management | Provides Comprehensive Support |
| Regional Coordination | 2007 Emergency Coordinator (EAC) | National Incident Coordinator (NIC) | Communicates with the IC and EAC |
| | 2007 | Regional Incident Management | Provides Strategic Operational Management Objectives & Comprehensive Support |
| Field Coordination | Regional Emergency Coordinator (REC) | Regional Incident Coordinator (RIC) | Communicates with the IC and Regional Field Ops |
| | 2007 | Field Incident Management Team | Provides Technical Support |

ICS INSTITUTE 6

EPA Incident Commander

Order 2070 – IMTs and IMAT

- Establishes and defines IMTs and IMAT
- 11 KLPs
- Describes roles and responsibilities



Classification No.: 2070
Approval date: 10/27/2016

EPA's Incident Management Teams and National Incident Management Assistance Team

ICS INSTITUTE 7

Order 2073 – Training, Qualification and Certification

- Defines Core Competencies and Pre-requisites for KLPs
- Defines Training requirements for KLPs
- Establishes Qualification and Certification Standards
- Defines Qualification Maintenance requirements



Classification No.: 2073
Approval date: 10/27/2016

EPA Incident Command System Training, Qualifications and Certification Standards

ICS INSTITUTE 8

Order 2010 – Crisis Communication Plan

- Establishes process for Communicating Environmental information to the public
- Establishes roles and responsibilities to integrate public affairs and emergency management activities in a response



Classification No.: 2010
Approval date:

Crisis Communication Plan

ICS INSTITUTE 9

Order 2010 - CCP

EPA Will

- ◆ Work with response partners to develop information
- ◆ Develop a strategy for product distribution
- ◆ Develop an incident-specific “review, approve & release” process

ICS INSTITUTE 10

Order 2010 - CCP

The Plan ...

- ◆ Identifies a “Leadership Cadre” which includes the IC and many senior-level managers to ensure coordination of communication between the field, region, national and HQ-level incident management structures
- ◆ Describes a PIAT to help the PIO

ICS INSTITUTE 11

Order 2010 - CCP

The AA-OPA ...

- ◆ Has ultimate decision-making authority for public information
- ◆ Establishes an incident-specific “review, approve and release” process
- ◆ Designates spokespeople for media inquiries.
- ◆ Approves communication products (press release, talking points, etc.)

ICS INSTITUTE 12

Order 2010 - CCP

The Plan
Creates a new position (Senior Liaison for Crisis and Public Affairs Coordination) to oversee the "review, approve, and release" process.

ICS INSTITUTE 13

Order 2010 - CCP

The IC and Field PIO should refer to EPA's Incident Management Handbook for a full explanation of their responsibilities under ICS.

ICS INSTITUTE 14

Data Playbook

- ◆ Documents data management personnel functions and tasks required to support response actions
- ◆ Incorporates communication requirements of the NCP (e.g., keep the public well informed)
- ◆ Creates Data Support Coordinator position to create and manage incident-specific plans and procedures relating to Data

ICS INSTITUTE 15

Data Playbook

- ◆ Data Support Coordinator serves as the primary point of contact for all data management issues and needs for the response.

ICS INSTITUTE 16

Unit 0.A1 Summary

At The Conclusion Of This Module, Are You Now Able To?:

So, have we confirmed your understanding of important EPA polices relating to the IC ?

ICS INSTITUTE 17

Questions

End Unit 0.A1 – Important EPA Policies

ICS INSTITUTE

Unit 0 – Incident Commander

Lesson B - ICS Overview Review (COMMAND AND GENERAL STAFF)

ICS INSTITUTE 1

Lesson Objective

◆ Confirm understanding of Command and General Staff functions.

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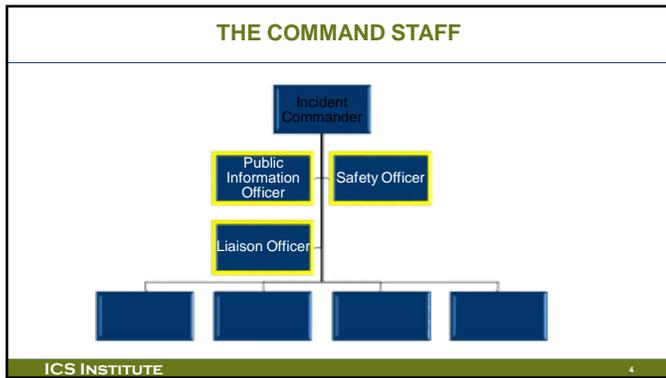
graph TD
    IC[Incident Commander] --- PIO[Public Information Officer]
    IC --- SO[Safety Officer]
    IC --- LO[Liaison Officer]
    LO --- OS[Operations Section]
    LO --- PS[Planning Section]
    LO --- LS[Logistics Section]
    LO --- FAS[Finance/Admin Section]
  
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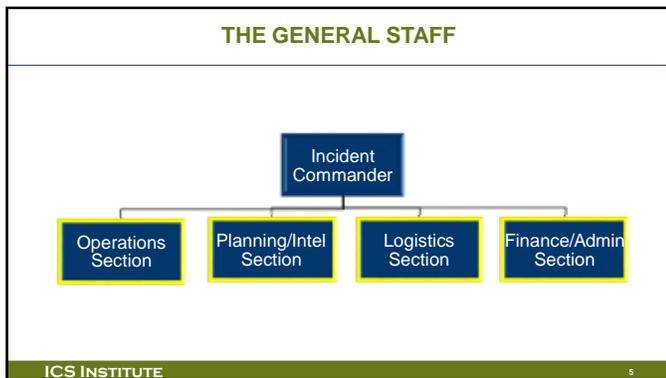
ICS INSTITUTE 2

ICS DESIGN REQUIREMENTS

- ◆ Subordinates must be delegated the authority to manage their assigned functions in accordance with Action Plan Objectives
- ◆ Every incident, small or large, simple or complex, must have some form of an Action Plan whether oral or written

ICS INSTITUTE 3





INCIDENT COMMANDER RESPONSIBILITIES

- ◆ Ensure incident safety
- ◆ Have clear authority and know agency policy
- ◆ Establish an Incident Command Post
- ◆ Obtain a briefing from prior Incident Commander and/or assess the situation

ICS INSTITUTE 6

INCIDENT COMMANDER RESPONSIBILITIES

- ◆ Establish immediate priorities
- ◆ Determine incident objectives and strategies to be followed
- ◆ Establish the level of organization needed, and monitor the operations and effectiveness of that organization

ICS INSTITUTE 7

INCIDENT COMMANDER RESPONSIBILITIES

- ◆ Manage Planning Meetings as required
- ◆ Approve and implement the Incident Action Plan
- ◆ Coordinate activity of the Command and General Staff
- ◆ Approve requests for additional resources or for the release of resources



ICS INSTITUTE 8

INCIDENT COMMANDER RESPONSIBILITIES

- ◆ Approve the use of trainees, volunteers, and auxiliary personnel
- ◆ Authorize release of information to the news media
- ◆ Order demobilization of the incident when appropriate
- ◆ Ensure incident after-action reports are complete

ICS INSTITUTE 9

GUIDELINES FOR GENERAL STAFF

- ◆ Only one person will be designated to lead each general staff position
- ◆ General staff positions may be filled by qualified persons from any agency or jurisdiction



ICS INSTITUTE 10

GUIDELINES FOR GENERAL STAFF (cont.)

- ◆ Each member of the general staff reports directly to the Incident Commander
- ◆ Deputy positions may be established for each of the general staff positions
- ◆ Deputies may come from any agency

ICS INSTITUTE 11

GUIDELINES FOR GENERAL STAFF (cont.)

- ◆ General staff members may exchange information with any person within the organization
- ◆ Direction takes place through the chain-of-command
- ◆ General staff positions should not be combined

ICS INSTITUTE 12

CLEAR SEPARATION OF SECTIONS

PLANNING & LOGISTICS SECTION CHIEF

PLANNING SECTION CHIEF

LOGISTICS SECTION CHIEF

- CAN CAUSE STAFFING CONFUSION LATER IF SECTIONS SEPARATE
- CREATES A NON-STANDARD ORGANIZATION

13

OPERATIONS SECTION CHIEF MAJOR RESPONSIBILITIES

- ◆ Manage tactical operations
- ◆ Assure safe tactical operations
- ◆ Ensure interaction is taking place with other agencies
- ◆ Assist in the development of the operations portion of the Incident Action Plan

ICS INSTITUTE

14

OPERATIONS SECTION CHIEF MAJOR RESPONSIBILITIES (cont.)

- ◆ Supervise the execution of the operations portion of the Incident Action Plan
- ◆ Maintain close contact with subordinate positions
- ◆ Request additional resources to support tactical operations

ICS INSTITUTE

15

OPERATIONS SECTION CHIEF MAJOR RESPONSIBILITIES
(cont.)

- ◆ Approve release of resources from active assignments (not release from the incident)
- ◆ Make or approve expedient changes to the operations portion of the Incident Action Plan
- ◆ Maintain close communication with the Incident Commander

ICS INSTITUTE 16

PLANNING SECTION CHIEF MAJOR RESPONSIBILITIES

- ◆ Collect and manage all incident-relevant operational data
- ◆ Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan

ICS INSTITUTE 17

PLANNING SECTION CHIEF RESPONSIBILITIES

- ◆ Supervise preparation of the Incident Action Plan
- ◆ Conduct and facilitate planning meetings
- ◆ Reassign personnel already on-site to ICS organizational positions as appropriate

ICS INSTITUTE 18

PLANNING SECTION CHIEF RESPONSIBILITIES

- ◆ Establish information requirements and reporting schedule for units, e.g., resources, situation units
- ◆ Determine need for specialized resources to support the incident
- ◆ Assemble and disassemble task forces and strike teams not assigned to operations

ICS INSTITUTE 19

PLANNING SECTION CHIEF RESPONSIBILITIES

- ◆ Establish specialized data collection systems as necessary, e.g., weather
- ◆ Assemble information on alternative strategies and contingency plans
- ◆ Provide periodic predictions on incident potential
- ◆ Report any significant changes in incident status



ICS INSTITUTE 20

PLANNING SECTION CHIEF RESPONSIBILITIES

- ◆ Compile and display incident status information
- ◆ Oversee preparation of the demobilization plan
- ◆ Incorporate traffic, medical, communications plans, and other supporting material into the Incident Action Plan

ICS INSTITUTE 21

LOGISTICS SECTION PROVIDES

- ◆ Facilities
- ◆ Transportation
- ◆ Communications
- ◆ Supplies
- ◆ Equipment maintenance and fueling
- ◆ Food Services - for incident personnel
- ◆ Medical Services - for incident personnel
- ◆ All off-incident resources



RESPONSIBILITIES OF LOGISTICS SECTION CHIEF

- ◆ Manage all incident logistics
- ◆ Provide logistics input to the Incident Action Plan
- ◆ Brief Logistics Branch Directors and Unit Leaders as needed



Logistics Challenges
"Honest New: To screw you Software"
-March 4, 2017

ICS INSTITUTE

RESPONSIBILITIES OF LOGISTICS SECTION CHIEF (cont.)

- ◆ Identify anticipated and known incident service and support requirements
- ◆ Request additional resources as needed
- ◆ Develop as required, the communications, medical, and traffic plans
- ◆ Oversee demobilization of the Logistics Section



ICS INSTITUTE

RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF

- ◆ Manage all financial aspects of an incident
- ◆ Provide financial and cost analysis information as requested
- ◆ Ensure compensation and claims functions are being addressed relative to the incident
 - Maintains files of claims
 - Compensation reports



ICS INSTITUTE 25

RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF

- ◆ Gather pertinent information from briefings with responsible agencies
- ◆ Develop an operating plan for the Finance/Admin Section; fill section supply and support needs



ICS INSTITUTE 26

RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF

- ◆ Meet with assisting and cooperating agency representatives as needed
- ◆ Maintain daily contact with agency(s) administrative headquarters on finance matters
- ◆ Track personnel time and cost
 - Ensure that all personnel time records are accurately completed and transmitted to home agencies, per policy
 - Manage cost-tracking systems

ICS INSTITUTE 27

RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF

- ◆ Provide financial input for demobilization planning
- ◆ Ensure that all obligation documents initiated at the incident are properly prepared and completed
- ◆ Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up
- ◆ Complete final incident financial package

ICS INSTITUTE 28

GUIDELINES FOR COMMAND STAFF

- ◆ Only one person will be designated for each position
- ◆ Command staff positions should not be combined
- ◆ Command staff positions may be filled by persons from other agencies or jurisdictions

ICS INSTITUTE 29

GUIDELINES FOR COMMAND STAFF (cont.)

- ◆ Each of the positions may have one or more assistants as necessary
- ◆ Assistants are recommended and encouraged for larger incidents

ICS INSTITUTE 30

GUIDELINES FOR COMMAND STAFF (cont.)

- ◆ Command staff members report directly to the Incident Commander
- ◆ Command staff members may interact with any position within the ICS for purposes of information exchange

REASONS TO DESIGNATE A PUBLIC INFORMATION OFFICER

- ◆ Is it high visibility Incident?
- ◆ Are the media taking the Incident Commander's time?
- ◆ Will they get their information anyway?
- ◆ Are there multiple agencies involved?



RESPONSIBILITIES OF THE PUBLIC INFORMATION OFFICER

- ◆ Determine from the Incident Commander any limits on information release
- ◆ Develop information for use in media briefing
- ◆ Obtain Incident Commander's approval of media news releases



RESPONSIBILITIES OF THE PUBLIC INFORMATION OFFICER

- ◆ Conduct periodic media briefings
- ◆ Arrange for tours and other interviews or briefings that may be required
- ◆ Monitor and forward media information that may be useful to Incident Planning

ICS INSTITUTE 34

RESPONSIBILITIES OF THE PUBLIC INFORMATION OFFICER

- ◆ Maintain current information summaries and/or displays on the incident
- ◆ Make information about the incident available to incident personnel
- ◆ Participate in the planning meeting

ICS INSTITUTE 35

SAFETY OFFICER



- ◆ Monitor for hazardous situations
- ◆ Develop safety procedures and safety plan
- ◆ Exercise emergency authority to stop and prevent unsafe acts

ICS INSTITUTE 36

RESPONSIBILITIES OF THE SAFETY OFFICER

- ◆ Participate in planning meetings
- ◆ Identify and mitigate hazardous situations
- ◆ Assign assistants qualified to evaluate special hazards
- ◆ Review the Incident Action Plan for safety implications



ICS INSTITUTE 37

RESPONSIBILITIES OF THE SAFETY OFFICER (cont.)

- ◆ Initiate preliminary investigation of accidents within the incident area
- ◆ Review and approve the medical plan
- ◆ Ensure safety messages and briefings are made



ICS INSTITUTE 38

RESPONSIBILITIES OF THE SAFETY OFFICER (cont.)

- ◆ Monitor incident operations to identify current or potential Inter-organizational problems
- ◆ Provide current resource status including limitations and capability of agency resources
- ◆ Provide agency specific demobilization information and requirements



ICS INSTITUTE 39

REASON TO ESTABLISH A LIAISON OFFICER

- ◆ Several assisting and cooperating agencies are sending agency representatives



- ◆ Incident Commander no longer has time for individual coordination

ICS INSTITUTE 40

RESPONSIBILITIES OF THE LIAISON OFFICER

- ◆ Act as a point of contact for agency representatives and other entities, e.g.,
 - Congressional personnel
 - Investigating organizations
- ◆ Maintain a list of assisting and cooperating agencies and agency representatives
- ◆ Assist in setting up and coordinating interagency contacts



ICS INSTITUTE 41

ASSISTING AND COOPERATING AGENCIES

- ◆ ASSISTING AGENCY - Provides tactical or service resources
- ◆ COOPERATING AGENCY - Provides support other than tactical or service resources, e.g., Red Cross, utility, etc.



ICS INSTITUTE 42

Unit 0.B Summary

At The Conclusion Of This Module, Are You Now Able To?:

1. Confirm understanding of Command and General Staff functions.

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graph TD
    IC[Incident Commander] --> PIO[Public Information Officer]
    IC --> SO[Safety Officer]
    PIO --> LO[Liaison Officer]
    LO --> OS[Operations Section]
    LO --> PS[Planning Section]
    LO --> LS[Logistics Section]
    LO --> FAS[Finance/Admin section]
  
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ICS INSTITUTE 43

Questions

End Unit 0.B - ICS Overview Review (COMMAND AND GENERAL STAFF)

ICS INSTITUTE

Unit 0
Incident Commander

Lesson C - Managing The Organization

ICS INSTITUTE 1

Lesson Objectives

- ◆ Describe dynamics that occur between the Incident Commander and the members of the Command and General Staff.
- ◆ Describe the common management and communication perils and pitfalls that can occur between the IC and Command and General Staff members.

ICS INSTITUTE 2

Incident Commander

- ◆ Responsible for Overall Incident Management-Not Tactical Management
- ◆ Establishes Level or Organization Needed
- ◆ Continuously Monitors the Effectiveness of Organization
- ◆ Focus of Performance of the Command function in ICS
- ◆ Ensure Effective Communication
 - Internal: throughout IMT
 - External: To/From Senior Officials & Media
 - Project Leadership Image
- ◆ Recognize when Deputy needed to maintain organizational productivity

ICS INSTITUTE 3

Deputy IC

- ◆ Must be fully qualified as IC
- ◆ May be more than one DPIC
- ◆ May come with the IMT as IC
- ◆ Must decide how duties will be split and make it known to IMT
- ◆ May be assigned special projects:
 - Special plans
 - Human Resources
 - Special projects
 - Data Management

Handout: Deputy Incident Commanders

ICS INSTITUTE 4

Safety Officer

- ◆ Subject matter expert and eyes and ears in the field
- ◆ Discussions of strategy and tactics should include the Safety Officer
- ◆ Must know how to incorporate contractor safety activities



ICS INSTITUTE 5

Safety Officer Perils and Pitfalls

- ◆ Failure to fully integrate with Operations Section Chief and the planning process
- ◆ Failure to consider all disciplines on the incident
- ◆ Inadequate number of ASOs

ICS INSTITUTE 6

Liaison Officer

- ◆ Maintains coordination and communication between the IMT, other agencies, and stakeholders



ICS INSTITUTE 7

Liaison Officer Perils and Pitfalls

- ◆ Don't try to maintain tactical coordination through the Liaison Officer
- ◆ Don't forget the LNO when dealing with problems with other agencies
- ◆ Don't underestimate the value of the IC's personal contact when needed
- ◆ Ensure coordination between the LNO and PIO in dealing with Stakeholders

ICS INSTITUTE 8

Public Information Officer



ICS INSTITUTE 9

Public Information Officer

- ◆ Public Information Officer provides effective instructions to the public and reduces the workload for other staff
- ◆ PIO can be a valuable asset in maintaining responder morale and understanding of incident activities
- ◆ May be the first team member to identify trends in media and the outside perception of your incident

ICS INSTITUTE 10

**Public Information Officer
Perils and Pitfalls**

- ◆ Poor coordination of instructions to the public
- ◆ IC should approve press releases
- ◆ Some regions may have PIO work directly for the RA or DRA
- ◆ Don't overlook the importance of public information in monitoring perceptions of media and public

ICS INSTITUTE 11

**Public Information Officer
Perils and Pitfalls (cont.)**

- ◆ Public Information Officer must be experienced in emergency situations
- ◆ Don't forget internal information
- ◆ Understaffing

ICS INSTITUTE 12

Public Information Officer (cont.)

- ◆ **COMMAND MESSAGES**
 - The EPA's primary mission is protecting human health and the environment.
 - We have hundreds of the best experts and scientists on the ground ensuring the water, air and land are protected and that household hazardous wastes and debris is properly cleaned up and disposed.
 - We are working closely and in step with all our federal, state and local partners to make sure we do the job right.

ICS INSTITUTE 13

DISCUSSION OF EPA ORDER 2010 CCP and IMPORTANCE OF THIS ISSUE

- ◆ **S. CALANOG**

ICS INSTITUTE 14

Operations Section Chief

- ◆ Relieves IC from having to personally supervise tactical resources
- ◆ Can help in the development of strategy



ICS INSTITUTE 15

Operations Section Chief (cont.)

- ◆ "Reality Check"
- ◆ Operations monitors to ensure resources are following restrictions on tactical activities
- ◆ May have direct access to critical resources (START and ERRS)

ICS INSTITUTE 16

Operations Perils and Pitfalls

- ◆ Too much or not enough oversight
- ◆ Single discipline focus, may need deputies
- ◆ Lack of communication between Operations, Plans, and Logistics
- ◆ Tactical information is not getting to Plans in time to create a good IAP

ICS INSTITUTE 17

Planning Section Chief

- ◆ Is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources.
- ◆ Provides a narrative description of incident events.
- ◆ Information is needed to:
 - Understand the current situation;
 - Predict probable course of incident events;
 - Prepare alternative strategies and control operations for the incident; and
 - Submit required incident status report.

ICS INSTITUTE 18

**Planning Section Chief
Perils and Pitfalls**

- ◆ Formal planning process is not followed or lags behind
- ◆ IAP has mistakes or is not usable by Operations
- ◆ No contingency or long range plan

ICS INSTITUTE 19

**Planning Section Chief
Perils and Pitfalls (cont.)**

- ◆ IMT can't track resources because the Resource Unit is not effective
- ◆ Maps and intelligence are not meeting the incident or agency requirements
- ◆ Operations and Plans aren't talking about incident potential and progress

ICS INSTITUTE 20

Logistics Section Chief

- ◆ Is responsible for the providing facilities, services, and material in support of the incident response.
- ◆ Participates in:
 - Developing and implementing the Incident Action Plan (IAP)
 - Activates and supervises Branches and units within the section.



ICS INSTITUTE 21

**Logistics Section Chief
Perils and Pitfalls**

- ◆ Tactical resources procured directly by Operations
- ◆ Slow response from some logistics functions
- ◆ Operational activities get ahead of Logistics

ICS INSTITUTE 22

**Logistics Section Chief
Perils and Pitfalls (cont.)**

- ◆ End runs and lack of advanced planning for critical resources
- ◆ Lack of communication between Logistics, Plans, and Operations
- ◆ Problems between Logistics and the Emergency Operations Center or resource ordering system

ICS INSTITUTE 23

Finance Section Chief

Responsible for all financial and cost analysis aspects of the incident and supervising members of your section.

- ◆ Manages financial risk, cost tracking, Comp and Claims, and cost-benefit analysis
- ◆ Handles other administrative issues



ICS INSTITUTE 24

**Finance Section Chief
Perils and Pitfalls**

- ◆ Unwise or unnecessary expenditures
- ◆ Contracts are unclear causing problems and costs later
- ◆ Managing on-scene finances and contracts from the regional office
- ◆ Failure to complete compensation/claims reports
- ◆ Underutilized function

ICS INSTITUTE 25

General Team Dynamics



ICS INSTITUTE 26

General Team Dynamics

- ◆ Watch the communication flow as your IMT moves through the planning process
- ◆ Good communication must be evident between ALL IMT members, not just a small group
- ◆ Command and General Staff members are not "Doers." Make sure they are watching the big picture.

ICS INSTITUTE 27

Technical Specialists

◆ Personnel with special skills who can be used anywhere within the ICS organization at the request of the IC.

| | |
|--|---|
| ▶ Attorney or Legal Counsel | ▶ Health Physicist |
| ▶ Chemical and/or Radiation Decontamination Specialist | ▶ Historic/Cultural Resource Specialist |
| ▶ Decontamination Specialist | ▶ Radiological Specialist |
| ▶ Endangered Species Act Specialist | ▶ Risk Assessor |
| ▶ Explosives Specialist | ▶ Toxicologist |
| ▶ GIS Specialist | ▶ Veterinarian |
| ▶ Data Coordinator | |

▶ *IC may want to supervise these personally



ICS INSTITUTE 28

Technical Specialist

◆ May function within the Planning Section, but can be assigned anywhere within the ICS Organization

- Legal Counsel assigned to IC to advise on legal matters (Access, Statute of Limitations, etc.)
- GIS Specialist to EU or OPS
- Data Support Coordinator

ICS INSTITUTE 29

Managing Technical Specialist

- ◆ Often performing same duties at incident as in everyday job- may have limited field experience
- ◆ Establish Clear Lines of Communication
- ◆ Define Roles & Limitations

ICS INSTITUTE 30

Skills for Effective Organizational Management

◆ M. BARRY

ICS INSTITUTE 31

Unit 0.C Summary

At The Conclusion Of This Module, Are You Now Able To?:

1. Describe dynamics that occur between the Incident Commander and the members of the Command and General Staff.
2. Describe the common management and communication perils and pitfalls that can occur between the IC and Command and General Staff members.

ICS INSTITUTE 32

Questions

End Unit 0.C - Managing The Organization

ICS INSTITUTE 33

Unit 0 – Incident Commander
Lesson D – Exercise (Organizational Troubleshooting)

ICS INSTITUTE 1

Lesson Objective

1. IC will know how to recognize problems in IMT performance, identify possible reasons for the problems, and develop potential solutions.

ICS INSTITUTE 2

Instructions

◆ Answer the following questions for each scenario.

- What are the possible reasons for the problem?
- What are possible solutions?

ICS INSTITUTE 3

Scenario 1

Your incident is located in a high traffic area, and requires an extensive outer perimeter staffed by law enforcement officers. There have been several near misses with traffic in the area. However, you notice that all traffic employees have been wearing appropriate high visibility clothing and using traffic control devices.

- ◆ What are the possible reasons for the problem?
- ◆ What are possible solutions?

ICS INSTITUTE 4

School book Solutions

Your incident is located in a high traffic area, and requires an extensive outer perimeter staffed by law enforcement officers. There have been several near misses with traffic in the area. However, you notice that all traffic employees have been wearing appropriate high visibility clothing and using traffic control devices.

- ◆ What are the possible reasons for the problem?
 - Failure to include the Safety Officer in discussions about tactics. It may be necessary to change tactics if both equipment usage and clothing are appropriate and incidents continue.
 - Safety Officer who is focused entirely on tactics in other aspects of the incident.
 - Safety Officer is uncertain of his/her authority, or lacks the tactical expertise to make suggestions.
 - Operations and Command are failing to ask for assistance.

ICS INSTITUTE 5

School book Solutions

Your incident is located in a high traffic area, and requires an extensive outer perimeter staffed by law enforcement officers. There have been several near misses with traffic in the area. However, you notice that all traffic employees have been wearing appropriate high visibility clothing and using traffic control devices.

- ◆ What are possible solutions?
 - Incorporating a separate tactics meeting and making sure the Safety Officer attends, or making sure the Safety Officer concurs with tactical assignments in the Planning Meeting. The IC should make sure corrective action occurs, but should try to avoid making the necessary tactical correction directly.

ICS INSTITUTE 6

Scenario 2

A critical process has been halted in mid-job because an assisting agency's technician has refused to follow direction from your Group Supervisor. Safety is not an issue in this situation, nor does the issue seem to be a personality conflict between the Technician and your Group Supervisor.

- ◆ What are the possible reasons for the problem?
- ◆ What are possible solutions?

ICS INSTITUTE 7

School book Solutions

A critical process has been halted in mid-job because an assisting agency's technician has refused to follow direction from your Group Supervisor. Safety is not an issue in this situation, nor does the issue seem to be a personality conflict between the Technician and your Group Supervisor.

- ◆ What are the possible reasons for the problem?
 - There may be more than one reason for this problem; both are related to interagency liaison issues.
 - The direction required an action for which the Technician was not trained or equipped, or that represented a violation of the cooperating agency's policies or procedures.
 - Failure to check with cooperating and assisting agencies on capabilities and restrictions.
 - Lack of coordination between Operations, Planning, and the Liaison Officer on how cooperating and assisting agency resources will be used.
 - An underlying issue that may need to be resolved is the agency's mutual aid agreements regarding the use of interagency resources, and the authority of the Incident Commander to direct resources from cooperating and assisting agencies.

ICS INSTITUTE 8

School book Solutions

A critical process has been halted in mid-job because an assisting agency's technician has refused to follow direction from your Group Supervisor. Safety is not an issue in this situation, nor does the issue seem to be a personality conflict between the Technician and your Group Supervisor.

- ◆ What are possible solutions?
 - Assigning another resource, or adjusting the tactical assignment.
 - This action should be followed up by a call to the resource's home agency to discuss the situation and clarify restrictions on resource use.
 - In the future, planning needs to take place far enough ahead so that issues related to cooperating and assisting agencies can be identified and resolved prior to tactical deployment.

ICS INSTITUTE 9

Scenario 3

An ERRS employee with a backhoe has attempted to check in at the ICP. The ordering manager has no knowledge of this resource, and the driver does not have a request number. The Operations Chief knows nothing about it either. The driver claims he was called by his boss and has driven twelve hours to get to the incident.

- ◆ What are the possible reasons for the problem?
- ◆ What are possible solutions?

ICS INSTITUTE 10

School book Solutions

An ERRS employee with a backhoe has attempted to check in at the ICP. The ordering manager has no knowledge of this resource, and the driver does not have a request number. The Operations Chief knows nothing about it either. The driver claims he was called by his boss and has driven twelve hours to get to the incident.

- ◆ What are the possible reasons for the problem?
 - This could be a resource that was directly ordered by an On Scene Coordinator in the field who did not go through the OPS Chief and Logistics. Therefore no order number was assigned to the resource when ordered.

ICS INSTITUTE 11

School book Solutions

An ERRS employee with a backhoe has attempted to check in at the ICP. The ordering manager has no knowledge of this resource, and the driver does not have a request number. The Operations Chief knows nothing about it either. The driver claims he was called by his boss and has driven twelve hours to get to the incident.

- ◆ What are possible solutions?
 - Reinforcing the resource ordering process among:
 - ICS team
 - Emergency Operations Center
 - ERRS CO
 - EERS Project Manager.
 - If no one can find out who placed the order, and the contractor has no further information, you should not use the resource until it is cleared up with the C.O. and Project Manager.
 - This type of issue could be easily handled if the ERRS CO was located at the ICP with the IMT.

ICS INSTITUTE 12

Scenario 4

Your food vendor is making lunches for the incident. Logistics is delivering them to the field. Lunches are delivered late, some were delivered to the wrong location, and some EPA Operations personnel did not receive a lunch at all. There are no restaurants open.

- ◆ What are the possible reasons for the problem?
- ◆ What are possible solutions?

ICS INSTITUTE 13

School book Solutions

Your food vendor is making lunches for the incident. Logistics is delivering them to the field. Lunches are delivered late, some were delivered to the wrong location, and some EPA Operations personnel did not receive a lunch at all. There are no restaurants open.

- ◆ What are the possible reasons for the problem?
 - Lack of communications between Operations (who should have established the time and feeding locations), Planning (who should have had an accurate head count), and Logistics (who would have done the ordering and arranged for the delivery of food).
 - If this kind of error happens frequently, it may indicate a deeper problem. Support and concern for the safety and comfort of the line personnel should be uppermost in everyone's mind. An organization that fails to keep this as its primary focus will soon pay the price in poor performance, poor morale, and increased accidents and injuries.

ICS INSTITUTE 14

School book Solutions

Your food vendor is making lunches for the incident. Logistics is delivering them to the field. Lunches are delivered late, some were delivered to the wrong location, and some EPA Operations personnel did not receive a lunch at all. There are no restaurants open.

- ◆ What are possible solutions?
 - Complete discussion of logistical needs at the Planning Meeting.
 - As the Incident Commander, you must reinforce the need to provide all possible support to the line personnel.

ICS INSTITUTE 15

Scenario 5

A shower vendor has been released and is leaving your incident. He claims that his shower unit sustained damage when someone backed into it with an EPA vehicle. There is no paper work for an accident and you can't find a pre-use inspection. Neither Logistics nor Finance has any record of the condition of the shower unit prior to assignment. The contract is in the regional office, there is no one on site that has authority to deal with the issue.

- ◆ What are the possible reasons for the problem?
- ◆ What are possible solutions?

ICS INSTITUTE 16

School book Solutions

A shower vendor has been released and is leaving your incident. He claims that his shower unit sustained damage when someone backed into it with an EPA vehicle. There is no paper work for an accident and you can't find a pre-use inspection. Neither Logistics nor Finance has any record of the condition of the shower unit prior to assignment. The contract is in the regional office, there is no one on site that has authority to deal with the issue.

- ◆ What are the possible reasons for the problem?
 - Poor resource procurement and check-in procedures.

ICS INSTITUTE 17

School book Solutions

A shower vendor has been released and is leaving your incident. He claims that his shower unit sustained damage when someone backed into it with an EPA vehicle. There is no paper work for an accident and you can't find a pre-use inspection. Neither Logistics nor Finance has any record of the condition of the shower unit prior to assignment. The contract is in the regional office, there is no one on site that has authority to deal with the issue.

- ◆ What are possible solutions?
 - Logistics, Finance, and Operations should work together to ensure that equipment is inspected.
 - A CO with authority over the contract should be located at the ICP working for the Procurement Unit in Finance.
 - Consider whether or not your team has adequate fiscal accounting procedures in place overall. This is an area of incident management that may be complicated by the CO not being a member of the IMT.

ICS INSTITUTE 18

Scenario 6

An employee working on your incident was seriously injured while she was in the field as a CIC team member. She received emergency first aid, and was transported by a personal vehicle to the hospital. You and the rest of the Command and General Staff only learn of this incident after you are asked about it at a press briefing. You didn't even know they were out there. The CIC group doesn't work for you. It is part of the Regional Information group who works directly for the RA, but the Regional PIO is assigning personnel to work in your operational area.

- ◆ What are the possible reasons for the problem?
- ◆ What are possible solutions?

ICS INSTITUTE 19

School book Solutions

An employee working on your incident was seriously injured while she was in the field as a CIC team member. She received emergency first aid, and was transported by a personal vehicle to the hospital. You and the rest of the Command and General Staff only learn of this incident after you are asked about it at a press briefing. You didn't even know they were out there. The CIC group doesn't work for you. It is part of the Regional Information group who works directly for the RA, but the Regional PIO is assigning personnel to work in your operational area.

- ◆ What are the possible reasons for the problem?
 - Poor communication and coordination among all functions.
 - An indicator that the Medical Unit has not been properly staffed, or the Medical Plan is not being communicated to all field going personnel and supervisors.
 - The CIC group has not been totally incorporated into the organization because they do not work for the IMT.

ICS INSTITUTE 20

School book Solutions

An employee working on your incident ...General Staff only learn of this incident after you are asked about it at a press briefing. You didn't even know they were out there. The CIC group doesn't work for you. It is part of the Regional Information group who works directly for the RA, but the Regional PIO is assigning personnel to work in your operational area.

- ◆ What are possible solutions?
 - CIC should work for the IC.
 - Insure the CIC group is fully integrated into the plan so everyone knows where they are working.
 - Review of the communications and briefing responsibilities with your Command and General Staff, and ensure that they do the same with their organizations.
 - Reinforce the medical plan procedures with Safety, Logistics, and Operations to ensure effective communication in the event of similar incidents.

ICS INSTITUTE 21

Unit 0.D Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. IC will know how to recognize problems in IMT performance, identify possible reasons for the problems, and develop potential solutions.

ICS INSTITUTE 22

Questions
End Unit 0.D – Exercise (Organizational Troubleshooting)

ICS INSTITUTE 23

Unit 0 – Incident Commander

Lesson E – IC Relationship to the NRF (RELATIONSHIP BETWEEN THE IC, THE RIC, COORINATION, AND SUPPORT ACTIVITIES)

ICS INSTITUTE 1

Lesson Objectives:

Upon completion of this lesson, participants will:

1. Understand the differences between Command, Agency Oversight, Support, and Coordination of a large incident managed under the Incident Command System
2. Understand the titles and oversight roles of Agency Executive, Regional Incident Coordinator, and other agency officials
3. Describe coordination and support roles and functions important to the IC.
4. Describe the role of the Emergency Operations Center EOC, Joint Field Office.

U.S. EPA ICS for Executives

ICS INSTITUTE 2

Four Elements of Large Incident Management

- ◆ Command
- ◆ Agency oversight
- ◆ Support
- ◆ Coordination



ICS INSTITUTE 3

Command

- ◆ On-scene management, command, supervision, and tactical activities on the incident
- ◆ Establish Incident Objectives
- ◆ May require Unified Command
- ◆ Multiple incidents may require Area Command

ICS INSTITUTE 4

Oversight

- ◆ Typical Oversight Responsibilities of Senior Agency Officials
 - Assign qualified personnel to the Incident
 - Clarify authority
 - Establish Management Objectives
 - Brief the IC and IMT
 - Assign Area Command, if needed
 - Monitor IMT performance
 - Assign agency personnel to support and coordination activities
 - Does not include direct supervision or command at the incident level

ICS INSTITUTE 5

Support

Emergency Operations Centers "NIMS Definition":
 "The physical location at which the coordination of information and resources to **support** incident management (on-scene operations) activities normally takes place."



Does not include command or supervision of the incident or the IC.

ICS INSTITUTE 6

Emergency Operations Centers (EOC)

- ◆ EOCs may have other names
 - Regional Response Center RRC
 - Dispatch Center
 - Expanded Dispatch
 - Emergency Coordination Center ECC

(NIMS and NRF uses "EOC")

ICS INSTITUTE 7

More Information about EOC's

- ◆ "An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.
- ◆ EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof."

ICS INSTITUTE 8

MACS and MAC Groups

Multi-Agency Coordination System (MACS)

- ◆ An activity or formal system to coordinate resources and support between agencies or jurisdictions.
- ◆ Can be established at a jurisdictional EOC or at a separate facility.
- ◆ Interaction with agencies and jurisdictions, not with incidents.

MAC Group

- ◆ Typically consists of Agency Administrators or their designees who are authorized to commit agency resources and funds.
- ◆ Supports incident management through coordinating their collective resources, sharing incident information, and implementing coordinated strategic policies.
- ◆ Agency Representatives involved in a MAC Group must be fully authorized to represent their respective agencies.

ICS INSTITUTE 9

Coordination

- ◆ Includes all other activities not included in the other three main activities of incident management:
 - Activities described in the NRF
 - Activities required by agency policy
 - Off-site information requirements
 - Management of resources to be made available to the incident
- ◆ Does not include direct supervision or command of the incident or IC.

ICS INSTITUTE 10

Joint Field Office JFO

- ◆ Described in the National Response Framework
- ◆ Used when feasible. Incorporates all other support activities under one center under the Principal Federal Official.
- ◆ Temporary Field Facility
- ◆ Typically organized in accordance with ICS
- ◆ Allows for coordination amongst federal agencies operating under their independent authorities
- ◆ Allows for face-to-face coordination
- ◆ Used when feasible.
- ◆ Incorporates federal support activities under one center under the PFO

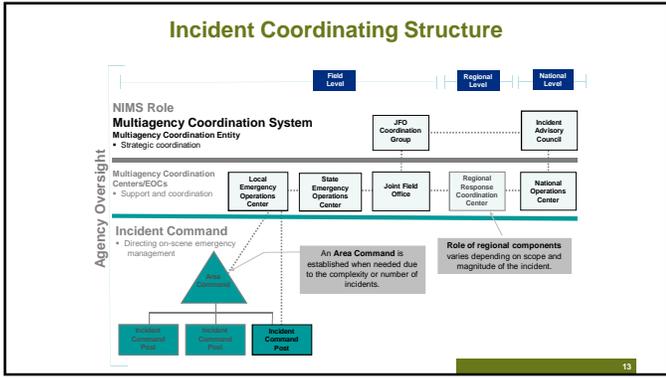
ICS INSTITUTE 11

Principal Federal Official

- ◆ Federal coordination position described in the National Response Framework
- ◆ Provides overall coordination of Federal incident response activities
- ◆ Primary interface between the Feds and the states, tribes, and local response agencies



ICS INSTITUTE 12





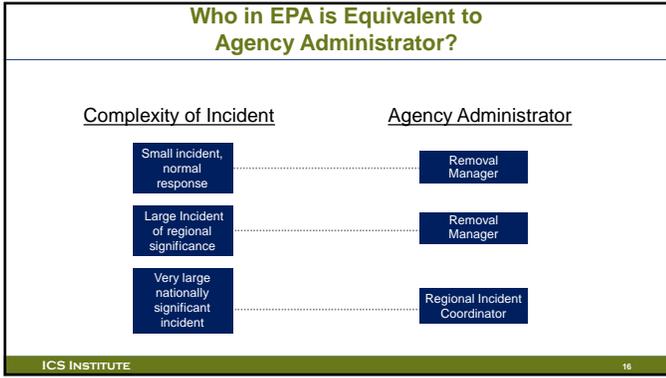
The ICS uses the term "Agency Administrator/Executive" as a generic title of the person in any agency who is responsible for that agency's response to an emergency.



EPA uses Regional Incident Coordinator (RIC)

ICS INSTITUTE

EPA Incident Commander



EPA ORDER 2071 NAR Figure

| Level of Coordination | Organizational Structure | Organizational Function | Roles & Responsibilities |
|--|--------------------------|---|--|
| ↑ Incident Involvement ↓ Emergency Response | National Coordination | Policy Coordinating Committee NICE HQ Emergency Operations Center | Provides Strategic Direction/Management Objectives Provides Cross-program Support Communicates with the RRC and REOC |
| | Regional Coordination | RRC Regional Incident Coordinator (RIC) | Provides Strategic Direction/Management Objectives & Cross-program Support Communicates with the RC and Supports Field Ops |
| | Tactical Coordination | Incident Management Team | Operational Decision Making |

ICS INSTITUTE 17

The Dec 2008 NIMS describes the role of elected and appointed officials, and other agency administrators/executives.

ICS INSTITUTE 18

EPA Incident Commander

Excerpt from 12/08 NIMS

- ◆ Elected and appointed officials should provide input on policy, direction, and authority to the IC/UC. Proper coordination between elected and appointed officials and the IC/UC can be crucial to the successful management of an incident. Elected and appointed officials should clearly communicate views to the IC/UC. As time and agency policy dictate, the following considerations should be clearly communicated, documented, and provided to the IC/UC:
 - Safety considerations.
 - Environmental issues.
 - Legal and policy limitations.
- ◆ Issues relating to critical infrastructure services or restoration.
 - Economic, political, and social concerns.
 - Cost considerations.
- ◆ In some circumstances, if information is not delineated in policies or laws, it should be defined through a formal delegation of authority or letter of expectation.

ICS INSTITUTE 19

Role of the Incident Commander

- ◆ Establishes tactical objectives and immediate priorities
- ◆ Ensures incident safety and the development of an Incident Specific Health and Safety Plan (HASP)
- ◆ Establishes the level of organization needed, and monitors the operation and effectiveness of that organization

ICS INSTITUTE 20

Role of the Incident Commander

- ◆ Coordinates with Regional Incident Coordinator on management objectives and policy guidance
- ◆ Ensures effective communication to regional management and Command and General Staff through the use of a SITREP, Incident Action Plan (IAP), conference calls, etc.
- ◆ Utilizes National Response System assets and resources, as needed
- ◆ Coordinates with local/state/private representatives

ICS INSTITUTE 21

Roles and Responsibilities of Regional Management

ICS INSTITUTE

Regional Administrator/Deputy Regional Administrator

- ◆ In consultation with Headquarters, establishes the strategic direction and management objectives for the response
- ◆ Designates Regional Incident Coordinator (RIC)
- ◆ Resolves regional resource, cross-program, and policy issues
- ◆ Serves as the Agency regional spokesperson with public and elected officials
- ◆ Ensures the effectiveness of the response to meet Agency objectives

ICS INSTITUTE

Division Directors

Superfund Program Managers

- ◆ May serve as the Regional Incident Coordinator (RIC)
- ◆ May serve as the Senior Official at the JFO
- ◆ Coordinate and organize the activities of the RICT
- ◆ Assist the RA in development of strategic/management objectives
- ◆ Work with Removal Managers to select the Incident Commander

ICS INSTITUTE

EPA Incident Commander

Division Directors

Regional Division Directors (Air, Water, etc.)

- ◆ Serve on the Regional Incident Coordination Team (RICT)
- ◆ May serve as the Senior Federal Official (SFO) at the JFO
- ◆ Assist the RA in development of strategic/management objectives
- ◆ Assist the RIC in resolution of issues for their program area

ICS INSTITUTE 25

Regional Incident Coordinator (RIC)

- ◆ Primary point of contact with Incident or Area Commander
- ◆ Provides strategic/management objectives and oversight to IMT or Area Command
- ◆ Provides clarification of regional policy issues
- ◆ Ensures effective and timely communication flow between field activities and upper level management

ICS INSTITUTE 26

Regional Incident Coordination Team (RICT)

- ◆ Provides cross-program resources and technical support for the response deployed through the REOC
- ◆ Provides regional forum for resolution of management objectives and policy issues
- ◆ Coordinates information in response to requests from Headquarters, elected officials and the public
- ◆ Provides a conduit to the NICT
- ◆ Chaired by RA/DRA or DD

ICS INSTITUTE 27

EPA Incident Commander

Unit 0.E Summary
At The Conclusion Of This Module, Are You Now Able To?:

Upon completion of this lesson, participants will:

1. Understand the differences between Command, Agency Oversight, Support, and Coordination of a large incident managed under the Incident Command System
2. Understand the titles and oversight roles of Agency Executive, Regional Incident Coordinator, and other agency officials
3. Describe coordination and support roles and functions important to the IC.
4. Describe the role of the Emergency Operations Center EOC, Joint Field Office.

ICS INSTITUTE 28

Questions

End Unit 0.E – IC Relationship to the NRF (RELATIONSHIP BETWEEN THE IC, THE RIC, COORINATION, AND SUPPORT ACTIVITIES)

ICS INSTITUTE 29

 **ICS INSTITUTE**
Incident Command System

March 20 - 24, 2017 | Pittsburgh, PA

Unit 1 – Mobilization

- ◆ Lesson A – Incident Commander Responsibilities in IMT Administration and Readiness
- ◆ Lesson B – Communication, Information, and Intelligence Processing
- ◆ Lesson C – IC Job Aid, Kits, and Guides

ICS INSTITUTE 1

Unit 1 – Mobilization

Lesson A – Incident Commander Responsibilities in IMT Administration and Readiness

ICS INSTITUTE 2

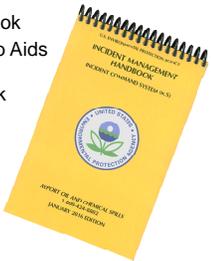
Objectives

1. Identify documents that outline the duties and responsibilities of an IC.
2. Describe the duties of the EPA IC found in the EPA Job Aid and Incident Management Handbook.
3. Identify orientation procedures for new team members.
4. Describe methods to measure the success of a team's operation.

ICS INSTITUTE 3

IC Duties and Responsibilities

- ◆ U.S. EPA Incident Management Handbook
- ◆ U.S. EPA IC Job Aid or other agency Job Aids
 - Located on NIMS Integration Team EPAOSC.org site
- ◆ Incident Commander Position Task Book
- ◆ Field Operations Guides



ICS INSTITUTE 4

Key IC Roles and Responsibilities

- ◆ Review Common Responsibilities outlined in the EPA IMH;
- ◆ Assess the situation and/or obtain a briefing from the prior IC and RIC;
- ◆ Determine and document incident objectives and strategies established with Agency management (RIC) and in concert with Unified Command (ICS 202);
- ◆ Ensure adequate resources to address EPA policies and important response aspects such as environmental justice, tribal issues, information release to the public, and data management;
- ◆ Establish the immediate priorities;

ICS INSTITUTE 5

Key IC Roles & Responsibilities (cont.)

- ◆ Establish an Incident Command Post (ICP);
- ◆ Establish an appropriate organizational structure to meet incident objectives;
- ◆ Ensure planning meetings are scheduled as required;
- ◆ Approve and authorize the implementation of the IAP;

ICS INSTITUTE 6

Key IC Roles & Responsibilities (cont.)

- ◆ Ensure that adequate safety measures are in place, including a Health and Safety Plan (HASP);
- ◆ Coordinate activity for all Command and General Staff;
- ◆ Coordinate with key people and officials;
- ◆ Approve requests for additional resources or for the release of resources;

ICS INSTITUTE 7

Key IC Roles & Responsibilities (cont.)

- ◆ Maintain clear and effective communications and information sharing with the RIC
- ◆ Authorize release of information to the news media in accordance with incident-specific plans considering EPA's Crisis Communication Plan;
- ◆ Ensure Incident Status Summary (ICS 209 and/or Situation Report) is completed and forwarded to appropriate higher authority;

ICS INSTITUTE 8

Key IC Roles & Responsibilities (cont.)

- ◆ Order the demobilization of the incident when appropriate;
- ◆ Monitor the operation and effectiveness of the ICS organization; and
- ◆ Maintain Unit/Activity Log (ICS 214)

ICS INSTITUTE 9

Exercise

Break into two groups

- ◆ Group 1 work on Orientation Procedures for new IMT members
- ◆ Group 2 work on indicators of a successful IMT assignment

ICS INSTITUTE 10

Discuss group 1

- ◆ Orientation Procedures for new IMT members?

ICS INSTITUTE 11

Class Solutions
Seven Orientation procedures for new team members

1. Welcome
2. Team Make-up
3. Written Operating Procedures
4. Pre-incident Communications
5. Continuing Personnel Development
6. Professionalism
7. Create an Atmosphere Free of Discrimination, Sexual Harassment, and Other Forms of Inappropriate Behavior

ICS INSTITUTE 12

Discuss group 2

- ◆ Indicators of a successful IMT assignment?

ICS INSTITUTE 13

**Class Solutions
indicators of a successful IMT assignment**

- ◆ Transition Period Prepares Team To Perform
- ◆ Effective and Efficient Incident Management Occurs
- ◆ Closeout Leaves The Agency Wanting The Team Back

ICS INSTITUTE 14

Orientation Procedures for New Team Members

- ◆ Welcome
- ◆ Team make up
- ◆ Written operating procedures
- ◆ Pre-incident communications/networking
- ◆ Continuing personal development
- ◆ Professionalism
- ◆ Create an atmosphere free of discrimination and other forms of inappropriate behavior

[Handout Orientation New IMT Members](#)

ICS INSTITUTE 15

Indicators to Measure the Success of a Team's Operation

- ◆ Transition period prepares team to perform
- ◆ Effective and efficient incident management occurs
- ◆ Closeout provides indications that interactions with state and local agencies went well

[Handout Indicators of a successful IMT](#)

ICS INSTITUTE 16

Handout

["Expectations for IMT Members"](#)

ICS INSTITUTE 17

IMT Standard Operating Procedures

- ◆ Safety
- ◆ Planning
- ◆ Briefings
- ◆ Meetings
- ◆ Expectations

[Handout IMT Standard Operating Guidelines](#)

ICS INSTITUTE 18

Class Discussion

- ◆ How do the different Regions handle IMT configuration and management?
- ◆ How do you identify who will be on the team in the event of an assignment?
- ◆ Examples
 - Do team members know each other?
 - Plug and Play team make up?
 - Is there a rotation among members?
 - Is there a mail list for potential team members?
 - Are there meetings or exercises with team members?
 - What are your on-call procedures?
 - How do you identify who will be on the team in the event of an assignment?

ICS INSTITUTE 19

Unit 1.A Summary

At The Conclusion Of This Module, Are You Now Able To?:

1. Identify documents that outline the duties and responsibilities of an IC.
2. Describe the duties of the EPA IC found in the EPA Job Aid and Incident Management Handbook.
3. Identify orientation procedures for new team members.
4. Describe methods to measure the success of a team's operation.

ICS INSTITUTE 20

Questions

End Unit 1.A – Incident Commander Responsibilities in IMT Administration and Readiness

ICS INSTITUTE 21

Unit 1 - Mobilization

Lesson B – Communication, Information, and Intelligence Processing

ICS INSTITUTE 1

Objectives

1. Identify the IC's primary communication responsibility.
2. Identify target audiences for communication exchange.
3. Define information and intelligence and describe the important distinction between the two terms.

ICS INSTITUTE 2

Objectives (cont.)

4. Identify five sources to obtain intelligence.
5. Describe two ways to enhance internal communication.
6. Describe seven protocols in dealing with the news media.
7. Describe the importance of using all available knowledge to evaluate incident resource needs during mobilization.

ICS INSTITUTE 3

Importance of Communication

It is the IC's responsibility to ensure accurate and timely communication flow occurs at all levels of the incident.



ICS INSTITUTE 4

Communication Target Audiences

- ◆ Command, General Staff, and other responders
- ◆ News media
- ◆ Affected public
- ◆ Operations staff
- ◆ Agency Administrator/ Regional Incident Coordinator and Headquarters
- ◆ Individuals assigned to incident
- ◆ Assisting Agency Representatives



ICS INSTITUTE 5

Information

- ◆ What is the definition of Information?
 - Knowledge of a particular event or situation.
- ◆ The working definition for this course:
 - Information is primarily intended for external use.

ICS INSTITUTE 6

Intelligence

- ◆ **What is the definition of intelligence?**
 - "The capacity to acquire and apply knowledge"
- ◆ **In the working definition for this course:**
 - Intelligence is primarily intended for internal use



ICS INSTITUTE 7

Sources of Intelligence

- ◆ Home and host agency coordination centers
- ◆ Outgoing IC and IMT
- ◆ Agency Executive / Regional Incident Coordinator
- ◆ Internet, NOAA, National Weather Service sites
- ◆ Existing intelligence documentation (SITREP, ICS-209, Incident Status Summary and ICS-215, Operational Planning Worksheet)
- ◆ Incident Situation Unit (Field Observers)

ICS INSTITUTE 8

Why is it necessary to distinguish between information and intelligence in the context of emergency management?

- ◆ Some information is external (PIO)
- ◆ Most Intelligence is internal
- ◆ Intelligence is information you need to manage the incident
- ◆ Some information is useless to both the public and the IMT

ICS INSTITUTE 9

What commonalities exist between information and intelligence?

- ◆ Both involve knowledge of facts, probabilities, and possibilities
- ◆ Both come from many of the same sources
- ◆ Both kinds of knowledge need to be processed before they are in a useful form

ICS INSTITUTE 10

What differences exist between information and intelligence?

- ◆ **Information** knowledge is processed for public consumption. It is used to motivate or guide public actions and reactions to the incident and agencies involved.
- ◆ **Intelligence** knowledge is processed for internal consumption to guide and assist the incident action planning process. Generally the level of detail is more specific.
- ◆ **Intelligence** is used to keep agency decision makers informed.

ICS INSTITUTE 11

Situational Intelligence

- ◆ Type of Incident
- ◆ Current resource commitments
- ◆ Current and expected incident situation status
- ◆ Duration of the incident
 - Where does EPA typically consolidate situational intelligence?

ICS INSTITUTE 12

Situation Reports

- ◆ Agency Specific SITREPS
 - Can be extremely demanding on the IMT
 - Can complicate planning cycle
 - Can require extra people in the Situation Unit
 - May be enhanced by using Field Observers
 - May place demands on Operations supervisors to provide up to date intelligence
 - May need to be approved and/or modified by the agency
 - May end up at the President's Office
 - SITREP Preparation Guidance

ICS INSTITUTE 13

ICS Form 209

- ◆ EPA does not utilize 209 but other Agencies may use
- ◆ Contains similar information as Agency SITREP but is more condensed
- ◆ Posted on a Web site and may be viewed by other agencies and the public
- ◆ A good way to show what an Agency is doing on an incident (showcase your operation)

ICS INSTITUTE 14

Handout 1.B-02

- ◆ [Sample ICS 209](#)

ICS INSTITUTE 15

Field Observers

- ◆ Position is not well understood by many responders
- ◆ Works for the Situation Unit, not Operations
- ◆ Works closely with Operations Overhead
- ◆ Gathers any type of intelligence, including intelligence for the SITREP
- ◆ Can relieve some of the reporting workload of Operations
- ◆ Sometimes many FOBS are required



ICS INSTITUTE 16

Handout 1.B-03

- ◆ [Katrina Field Observer Guide](#)

ICS INSTITUTE 17

**Internal Communication
(Between responders or around the ICP)**

- ◆ **What methods might enhance internal communication?**
 - Information boards
 - Meetings



ICS INSTITUTE 18

External Communication

- ◆ The general public has a right to know and be informed on a regular basis
- ◆ Agency Administrators may request that news releases be approved and/or be released by them

ICS INSTITUTE 19

Protocols In Dealing With the News Media

- ◆ Treat as an ally
- ◆ Make sure you are understood
- ◆ News conferences can help in getting your message out



ICS INSTITUTE 20

Protocols In Dealing With the News Media (cont.)

- ◆ Schedule news conferences at times that coincide with their deadlines
- ◆ Written news release is a help to the news gatherer
- ◆ Attempt to answer questions before they are asked (be proactive)
- ◆ Identify a primary contact for news media

ICS INSTITUTE 21

News, Information, and Intelligence

- ◆ The news media does not have an information distribution responsibility. They will print or broadcast what they think is newsworthy.
- ◆ Intelligence has information value, but should be carefully considered before sharing with the public. Some intelligence could be cause for panic or be misinterpreted by the public.



ICS INSTITUTE 22

News, Information, and Intelligence

- ◆ National Response Framework
 - Public information may be coordinated through a:
 - "Joint Field Office"
 - Joint Operations Center
 - Joint Information Center
 - Other Federal agency on-site coordination centers

ICS INSTITUTE 23

Joint Information Center (JIC):

- ◆ Public Affairs Officers and PIOs from all agencies work together to coordinate:
 - Critical Emergency Information
 - Crisis Communications
 - Public Affairs Support
- ◆ Only approved incident information is released through the JIC

ICS INSTITUTE 24

News Release Preparation

The IC may want to consider preparing news releases in advance of a significant issue or event.



ICS INSTITUTE 25

Examples of communication issues the IC should spend time on?

- ◆ Evacuations
- ◆ Major injuries and fatalities
- ◆ VIP visits
- ◆ Acknowledgment of superior performance
- ◆ Community Meetings
- ◆ Other?

ICS INSTITUTE 26

Community Meetings

- ◆ Establish information centers in affected communities early on
- ◆ Either IC or Deputy IC needs to attend
- ◆ Have a written published agenda
- ◆ Be thoroughly briefed and prepared
- ◆ Use local expertise to help tell the story
- ◆ Establish field information officers in affected communities
- ◆ Always focus on the public's needs

ICS INSTITUTE 27

Importance of Using All Available Knowledge to Evaluate Incident Resource Needs During Mobilization

- ◆ Timely acquisition and commitment of resources is a vital component of mobilization
- ◆ IC's should develop an informal knowledge gathering system

ICS INSTITUTE 28

Importance of Using All Available Knowledge to Evaluate Incident Resource Needs During Mobilization

- ◆ Upon arrival at incident, team members should gather additional intelligence
- ◆ Personally verify information and intelligence as the incident progresses

ICS INSTITUTE 29

Summary

- ◆ ICs have specific communication responsibilities and should identify target audiences early on
- ◆ Information is incident related knowledge primarily used externally for public consumption

ICS INSTITUTE 30

Summary (cont.)

- ◆ Intelligence is incident related knowledge primarily used **internally** by the incident command organization
- ◆ ICs need to ensure internal and external communication occurs and that information and intelligence is shared with the appropriate audiences

ICS INSTITUTE 31

Summary (cont.)

- ◆ ICs need to develop an informal knowledge gathering system using information and intelligence gathered during mobilization to make decisions concerning appropriate resource acquisition and utilization

ICS INSTITUTE 32

Unit 1.B Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Identify the IC's primary communication responsibility.
2. Identify target audiences for communication exchange.
3. Define information and intelligence and describe the important distinction between the two terms.
4. Identify five sources to obtain intelligence.
5. Describe two ways to enhance internal communication.
6. Describe seven protocols in dealing with the news media.
7. Describe the importance of using all available knowledge to evaluate incident resource needs during mobilization.

ICS INSTITUTE 33

Questions

End Unit 1.B – Communication, Information, and Intelligence Processing

ICS INSTITUTE 34

Unit 1.C - Mobilization
Lesson 1.C – IC Job Aid, Kit, and Guides

ICS INSTITUTE 1

Objective

1. Identify components of the Incident Commander Job aid.
2. Identify the components of a typical EPA Incident Commander Kit.

ICS INSTITUTE 2

**U.S. EPA
Incident Commander Job Aid**

◆ [Job Aid Revised January 2017](#)

ICS INSTITUTE 3

| Table of Contents | |
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| ◆ The IC and the ICS Planning Process | - Page 8-17 |
| ◆ Effective and Efficient ICS Organization | - Page 18 |
| ◆ Well Informed and Satisfied Stakeholders and Staff | - Page 19 |
| ◆ Information Exchange Matrix | - Page 20 |

ICS INSTITUTE 4

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| ◆ D: The National Incident Management Team (N-IMAT) | - Page 32 |

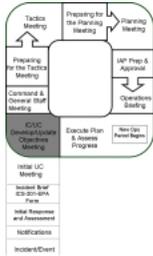
ICS INSTITUTE 5

| Overview | |
|---|--|
| ◆ Primary Goals of the IC | |
| ◆ Key Roles and Responsibilities of the IC (IMH) | |
| ◆ Role of the IC in the bigger picture (NAR) | |
| ◆ Advice on when to obtain a DPIC | |
| ◆ Advice on when to assign a Technical Specialist | |

ICS INSTITUTE 6

IC and ICS Planning Process

- ◆ Role of the IC at various points in the Planning process
- ◆ Hints on necessity of other Plans
- ◆ Reminder on EPA assets
- ◆ IAP preparation and approval



Effective and Efficient ICS Organization

- ◆ Guidance on achieving effectiveness and efficiency in the organization.
- ◆ Guidance for evaluating the IMT

Well Informed and Satisfied Stakeholders and Staff

- ◆ Press Conference preparation
- ◆ Note : keep the CCP in mind

Information Exchange Matrix

- ◆ Provides guidance on interacting with various other ICS positions
- ◆ What the IC provides and what the IC should expect from the other ICS positions.

ICS INSTITUTE 10

Appendices

- ◆ A: Example Incident Objectives and Strategies
- ◆ B: Delegation of Assignments
- ◆ C: The Unified Command
- ◆ D: The National Incident Management Team (N-IMAT)

ICS INSTITUTE 11

Incident Commander Kit

- ◆ What do we mean by a "kit"?
- ◆ Why have a kit?

ICS INSTITUTE 12

Kit Assembly

- ◆ Assemble prior to assignment
- ◆ Information and materials to operate for 48 hours until supplies can be purchased
- ◆ Easily transportable



ICS INSTITUTE 13

Exercise

1. Discuss as a class all the things you can think of that should be in an EPA IMT Incident Commander kit.
2. Include all guides and agency paper work you will need.

ICS INSTITUTE 14

Unit 1.C Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Identify components of the Incident Commander Job aid.
2. Identify the components of a typical EPA Incident Commander Kit.

ICS INSTITUTE 15

Questions

End Unit 1.C – IC Job Aid, Kit, and Guides

ICS INSTITUTE 16

 **ICS INSTITUTE**
Incident Command System
March 20 - 24, 2017 | Pittsburgh, PA

Unit 2 - Incident Management

- ◆ Lesson A – RIC and Incident Commander Responsibilities
- ◆ Lesson B – Transfer of Command
- ◆ Lesson C - Objectives, Strategy, and Tactics
- ◆ Lesson D – ICS Command Structures
- ◆ Lesson E - Planning and Meetings
- ◆ Lesson F – Staffing
- ◆ Lesson G – Special Situations

ICS INSTITUTE 1

Unit 2 - Incident Management

Lesson A –Regional Incident Coordinator (RIC) and Incident Commander (IC) Responsibilities

ICS INSTITUTE 2

Lesson Objectives

1. Describe the main areas of responsibility between the RIC and IC.
2. Describe Delegation of Authority or Letter of Expectation.
3. Describe when clarification of authority is required.
4. Describe how to prepare and conduct IMT briefings from Agency management.

ICS INSTITUTE 3

**Responsibilities of the
Regional Incident Coordinator**

ICS INSTITUTE

EPA Regional Incident Coordinator (RIC)

- ◆ Primary point of contact with Incident or Area Commander
- ◆ Provides strategic/management objectives to IMT or Area Command
- ◆ Provides clarification of regional policy issues
- ◆ Ensures effective and timely communication flow between field activities and upper level management

ICS INSTITUTE

**“Agency Administrator”
Not the same role as the EPA RIC**

- ◆ Determine incident complexity
- ◆ Assign qualified personnel
- ◆ Clarify authority
- ◆ Establish management objectives and briefs the IC, Area Commander, or IMT
- ◆ Complete an Incident Strategic Analysis
- ◆ Monitor performance
- ◆ Ensure Coordination and Support functions are staffed

ICS INSTITUTE

EPA Order 2071

EPA Model for National Incident Coordination

| Level of Coordination | Organizational Structure | Organizational Position | Roles & Responsibilities |
|-----------------------|---|-------------------------------------|--|
| National Coordination | Policy Coordinating Committee | Administrator, DA, RAs, AAs | Provides Strategic Direction/Management Objectives |
| | NICT | HQ Senior Management | Provides Cross-program Support |
| | HQ Emergency Operations Center | National Incident Coordinator (NIC) | Communicates with the RIC and REOC |
| Regional Coordination | RICT | Regional Senior Management | Provides Strategic Direction/Management Objectives & Cross-program Support |
| | Regional Emergency Operations Center (REOC) | Regional Incident Coordinator (RIC) | Communicates with the IC and Supports Field Ops |
| Tactical Coordination | Incident Management Team | Incident Commander | Operational Decision Making |

ICS INSTITUTE 7

Lines of Authority

- ◆ OSCs have Delegation of Authority from the EPA Agency Administrator.(This is not the same as the "Agency Administrator" position under NIMS ICS).
- ◆ An OSC is normally designated as the Incident Commander.
- ◆ The IC is accountable to Regional management and/or the RIC.
- ◆ IMT members have an established chain of command which is in the Incident Action Plan for any given operational period.

ICS INSTITUTE 8

IMT Delegation of Authority or Letter of Expectation

- ◆ A means to document Agency direction for the IMT with respect to Agency policy and incident management objectives
- ◆ Passes certain operating authorities to the IMT
- ◆ Should be in writing

ICS INSTITUTE 9

Unit 2.A Agency Administrator and IC Responsibilities

Additional Delegation or Clarification may be required when:

- ◆ An IMT or IC from another Region or Agency is assigned.
- ◆ N-IMAT is assigned
- ◆ The situation exceeds the normal authority of the IC

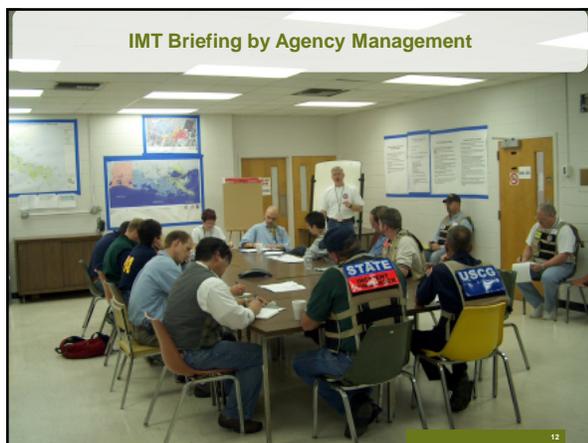
In this situation, before an IMT assumes management, a signed Delegation of Authority from the lead agency to the IC is encouraged.

ICS INSTITUTE 10

Delegation of Authority can cover:

- ◆ Legal and policy restraints
- ◆ Boundaries of authority
- ◆ Political and social concerns
- ◆ Environmental issues
- ◆ Cost considerations

ICS INSTITUTE 11



Unit 2.A Agency Administrator and IC Responsibilities

When

- ◆ A brief from the RIC (Agency Administrator) would be expected when the IMT first assumes responsibility for the incident management
- ◆ A briefing would also be expected when a new IMT transitions into the incident

ICS INSTITUTE 13

IC must recognize:

- ◆ Importance of the briefing, to the success of the IMT
- ◆ IC's responsibility to see IMT gets the required information
- ◆ A good briefing should ensure that critical information needed by the IMT is included

ICS INSTITUTE 14

Briefing should cover:

- ◆ The general situation including hazardous materials/contaminants involved
- ◆ Jurisdictional authority and response partners
- ◆ Management objectives
- ◆ Goals, priorities, and expectations
- ◆ Policies, regulations or other constraints
- ◆ Status of communications systems
- ◆ Policy on interacting with the media
- ◆ Schedules for required briefings and meetings

ICS INSTITUTE 15

Key Briefing Elements

- ◆ Incident status/information
- ◆ Health and Safety Plan
- ◆ Status of Strategic Analysis
- ◆ Local participation in organization
- ◆ Unified command organization
- ◆ Assigned Technical Specialist

ICS INSTITUTE

16

Key Briefing Elements (cont.)

- ◆ Resources available or limited
- ◆ Priorities
- ◆ News media procedures
- ◆ Political considerations
- ◆ Agreements in effect

ICS INSTITUTE

17

Key Briefing Elements (cont.)

- ◆ Operations and planning information
- ◆ Logistics information
- ◆ Finance/administration information
- ◆ Agencies already on incident
- ◆ Schedule of transfer to incoming IMT/IC

ICS INSTITUTE

18

Unit 2.A Agency Administrator and IC Responsibilities

IMTs and Area Commanders expect a transition briefing

They are taught and have practiced how to glean critical information from the briefing.

ICS INSTITUTE 22

Exercise

You are assigned as the IC to a response and will receive a brief from the RIC. Using the "Essential Elements" and the N-IMAT Letter of Expectation as guides, prepare a Delegation of Authority that you would like to receive for your IMT that not only addresses operations of the IMT but also addresses interaction with the N-IMAT.

ICS INSTITUTE 23

Unit 2.A Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Describe the main areas of responsibility between the RIC and IC.
2. Describe Delegation of Authority or Letter of Expectation.
3. Describe when clarification of authority is required.
4. Describe how to prepare and conduct IMT briefings from Agency management.

ICS INSTITUTE 24

Questions

End Unit 2.A - Regional Incident Coordinator (RIC) and Incident Commander (IC) Responsibilities

ICS INSTITUTE 25

Unit 2 - Incident Management

Lesson B – Transfer of Command

ICS INSTITUTE 1

Lesson Objectives

1. Describe the elements of an effective transfer of command.
2. Describe the purpose of a transition plan.
3. Describe incident briefing information the incoming IC should receive.
4. Identify documents that will assist an IC for an effective transfer of command.

ICS INSTITUTE 2

When is the Transfer of Command Process Used?

- ◆ A new incident when an IC or IMT is being assigned to assume command from the initial responders
- ◆ An escalating incident when a more experienced IC or IMT is needed
- ◆ A de-escalating incident when the more qualified IMT is no longer needed
- ◆ When the IC or IMT needs to be rotated or released for some reason

ICS INSTITUTE 3

Purpose of the Transfer of Command Process

- ◆ Ensures incoming personnel are adequately briefed and ready to take command
- ◆ Minimizes potential for loss of production or information during a change in personnel
- ◆ Provides control and safety of the tactical resources during the change
- ◆ Is essential for a smooth transition because it reduces confusion

ICS INSTITUTE 4

Ground Rules for Exchange of Personnel

- ◆ Existing personnel remain in charge until replacements are briefed and officially assume command of the incident
- ◆ Establish a specific time that the Transfer of Command will occur
- ◆ When feasible, overlap for at least one shift for a smooth transition

ICS INSTITUTE 5

Preparation for Transfer of Command

- ◆ Prepare a transition schedule
- ◆ Prepare the transition plan
- ◆ Notify affected agencies and stakeholders
- ◆ Prepare or update the RIC Briefing
- ◆ Prepare "play books" for individual functions
- ◆ Clarify issues about authority
- ◆ Coordinate with other Unified Commanders

ICS INSTITUTE 6

Transition Plan

- ◆ Required for complex incidents
- ◆ AA/RIC and all ICs approve transition plan
- ◆ Outlines process for IMTs to overlap and transition with their counterparts
- ◆ Provides a brief overview of the most important issues to ensure a safe and effective transfer of command occurs.

**Handout:
2.b-03-EPA**



**Playbooks
(transfer of detailed functional information)**

- ◆ Provides written source of information on the details of a particular function
- ◆ Optional
- ◆ Provides incoming personnel with in-depth information on process, contacts, procedures, etc.
- ◆ Can be very elaborate and long
- ◆ Valuable if the incoming personnel take advantage of them

Transition Considerations

- ◆ Is incident base a safe place?
- ◆ Is the off-site flow of data and information effectively managed?
- ◆ Do citizens know what is happening?
- ◆ Are Cooperating and Assisting Agencies well informed about the incident?

ICS INSTITUTE 16

Transition Considerations

- ◆ Reconnaissance of the incident
- ◆ Planning and resources unit personnel start gathering information
- ◆ Review status of trainees
 - Number/type
 - Use of trainees
 - Source of trainee

ICS INSTITUTE 17

Transition Considerations

- ◆ Review status of logistical support
 - Incident base and camps?
 - Transportation plan?
 - Fuel, supplies, and food?



ICS INSTITUTE 18

Trainees?

- ◆ Number of trainees
- ◆ Types of trainees
- ◆ Source agencies for trainees
- ◆ Need for a Training Specialist
- ◆ Use of trainees (strictly as trainees or fill holes in the organization?)

ICS INSTITUTE 19

Outgoing IC to Incoming IC Briefing (smaller incidents)

- ◆ ICS 201

ICS INSTITUTE 20

**IC TO IC Briefing
(When an Agency Administrator's Briefing is not required)**

- ◆ Current situation
- ◆ Action taken
- ◆ Resources status
- ◆ Facilities
- ◆ Land ownership
- ◆ Environmental impacts

ICS INSTITUTE 21

Briefing Elements (cont.)

- ◆ Agency constraints
- ◆ Political issues
- ◆ Assignment of initial attack incident commander or outgoing IC
- ◆ Follow up

ICS INSTITUTE 22

Other Transition Issues

- ◆ Risks
- ◆ Absorbing the previous personnel into the new organization
- ◆ Transition must be official
- ◆ Clear line of authority

ICS INSTITUTE 23

Unit 2.B Exercise

- ◆ Break into four groups
- ◆ Groups develop an IC to IC briefing outline
- ◆ One type of incident for each group
 - Oil Spill
 - WMD Biological Release
 - Derailment with chlorine release
 - Chemical plant fire

ICS INSTITUTE 24

Unit 2.B Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Describe the elements of an effective transfer of command.
2. Describe the purpose of a transition plan.
3. Describe incident briefing information the incoming IC should receive.
4. Identify documents that will assist an IC for an effective transfer of command.

ICS INSTITUTE 25

Questions

End Unit 2.B – Transfer of Command

ICS INSTITUTE 26

Unit 2 - Incident Management
Lesson C - Objectives, Strategy, and Tactics

ICS INSTITUTE 1

Lesson Objectives

1. Define management objectives
2. Define incident objectives
3. Describe how to develop reasonable, measurable, and achievable objectives
4. Describe the distinction and relationship among management objectives, incident objectives, strategies, and tactics
5. Describe the strategic plan and how it is prepared

ICS INSTITUTE 2

Relationship Among Incident Objectives, Strategy, and Tactics

Management Objectives, Agency Policy, Laws etc

Agency Executive / RIC Direction through briefing, local policy and delegation, if required

Incident Strategic Analysis

Incident Objectives

Strategy

Tactics

ICS 204 Tactical Plan

ICS INSTITUTE 3

Unit 2.C Objectives, Strategy, and Tactics

Definition of Objective

- ◆ Webster Dictionary definition: "being the aim or goal"
- ◆ Direction and emphasis of the effort



ICS INSTITUTE 4

Management Objectives

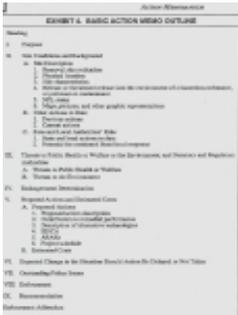
- ◆ Laws, regulations, land and resource management plans, agency policy, and other high level direction usually provided by some level of government
- ◆ Seldom change during an incident
- ◆ Provided by the Agency



ICS INSTITUTE 5

EPA Sources of Management Objectives

- ◆ CERCLA
- ◆ 40 CFR PART 300
- ◆ CWA
- ◆ ARAR
- ◆ FEMA MA & tasking
- ◆ OPA
- ◆ Stafford Act
- ◆ Other?



ICS INSTITUTE 6

Incident Objectives

- ◆ IC further refines the management objectives
- ◆ May include additional agency or regional policy
- ◆ Incident objectives often change
- ◆ IC displays on form ICS-202
- ◆ ICS-202 is included in IAP
- ◆ IC must review incident objectives prior to development of each IAP

ICS INSTITUTE 10

Create Reasonable, Measurable, and Achievable Incident Objectives

- ◆ What do you want done?
- ◆ Give enough detail to ensure understanding, but don't micro-manage.
- ◆ Can you measure the results?
- ◆ Can you tell when the objective is met?
- ◆ Is the objective reasonable?
- ◆ Is time important?
- ◆ Does this objective conflict with others?
- ◆ Look to Management Objectives received from the RIC
- ◆ Look to Area Contingency Plans

ICS INSTITUTE 11

Incident Objectives should be "SMART"

- ◆ Specific
- ◆ Measurable
- ◆ Action Oriented
- ◆ Realistic
- ◆ Time Sensitive



ICS INSTITUTE 12

Common EPA Objectives Progression

1. Define the magnitude of the problem
2. Contain the problem
3. Identify or establish treatment standards
4. Identify treatment options
5. Establish treatment priorities
6. Mitigate problem through response actions

ICS INSTITUTE 13

Relationships Among Incident Objectives, Strategies, Tactics

- ◆ Incident objectives establish the framework for all incident operations
- ◆ Strategy and tactics translate objectives to the ground
- ◆ Incident objectives, strategy, or tactics may change frequently



ICS INSTITUTE 14

Strategy

- ◆ General method selected to accomplish management objectives
- ◆ Some agencies use the Incident Strategic Analysis, ISA, discussed in Unit 2A
- ◆ What would establish strategy in EPA incidents?



ICS INSTITUTE 15

"Strategic Plan"

- ◆ May not be a written plan, but is the IC's general direction
- ◆ Based on:
 - Agency Executive / RIC briefing
 - Delegation of Authority
 - Evaluation of the incident
 - IMT input

ICS INSTITUTE 16

Tactics

- ◆ Short-term, site-specific actions
- ◆ Determined by Operations Section Chief
- ◆ Documented in IAP
- ◆ Appropriate amount of detail



ICS INSTITUTE 17

Example

Objective: Keep the oil from entering the river

Strategy: Stop or divert the oil before it enters the storm drain

Tactic: Deploy RP's sorbent pads 50 ft. below the spill site and use a backhoe to dig a cut off trench to catch any oil that goes beyond the pads or underground



ICS INSTITUTE 18

Unit 2.C Objectives, Strategy, and Tactics

Exercise

◆ **BREAK INTO THREE GROUPS**

- Group # 1 Use the Miller Catalyzer Exercise #1 and create SMART objectives.
- Group # 2 Use the Katrina Incident Objectives Exercise #2 and convert the objectives to SMART objectives.
- Group #3 Use the Conflict in Management Objectives Exercise #3. Instructions are included.

Record your findings on easel paper and prepare to report out to the large group.

ICS INSTITUTE 19

Unit 2.C Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Define management objectives
2. Define incident objectives
3. Describe how to develop reasonable, measurable, and achievable objectives
4. Describe the distinction and relationship among management objectives, incident objectives, strategies, and tactics
5. Describe the strategic plan and how it is prepared

ICS INSTITUTE 20

Questions

End Unit 2.C – Objectives, Strategy, and Tactics

ICS INSTITUTE 21

Unit 2 - Incident Management

Lesson D – ICS Command Structures

ICS INSTITUTE 1

Objectives

1. Describe the concept and purpose of Unified Command.
2. Describe the concept and purpose of Area Command.

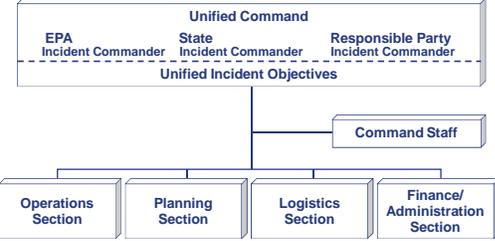


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graph TD
    IC[Incident Commander] --- PIO[Public Information Officer]
    IC --- SO[Safety Officer]
    IC --- LO[Liaison Officer]
    IC --- OS[Operations Section]
    IC --- PS[Planning Section]
    IC --- LS[Logistics Section]
    IC --- FAS[Finance/Admin Section]
  
```

ICS INSTITUTE 2

Unified Command



```

graph TD
    subgraph UC [Unified Command]
        EPA[EPA Incident Commander]
        State[State Incident Commander]
        RP[Responsible Party Incident Commander]
        UIO[Unified Incident Objectives]
    end
    UC --- CS[Command Staff]
    UC --- OS[Operations Section]
    UC --- PS[Planning Section]
    UC --- LS[Logistics Section]
    UC --- FAS[Finance/Administration Section]
  
```

ICS INSTITUTE

Description of Unified Command

- ◆ The UC is a single integrated incident organization
- ◆ Used when there is more than one agency with incident jurisdiction
- ◆ Agencies work together through their designated Incident Commanders at a single ICP
- ◆ Allows for common objectives, strategies, and a single IAP to be developed
- ◆ No Agency loses or abdicates authority, responsibility, or accountability

Unified Command Concepts

- ◆ Only one IC unless Unified Command
- ◆ Multitude of agencies does not automatically require Unified Command
- ◆ An agency can neither ignore its jurisdictional responsibilities nor can it assume jurisdiction where it has none



Elements to Consider in Applying Unified Command

- ◆ Policies, objectives, and strategies
- ◆ Organization
- ◆ Operations
- ◆ Resources



Guidelines for the Use of Unified Command

- ◆ Understand ICS Unified Command
- ◆ Co-locate essential functions
- ◆ Implement early
- ◆ Concur on an operations section chief and other staff members
- ◆ One spokesperson

ICS INSTITUTE 7

Guidelines for the Use of Unified Command (cont.)

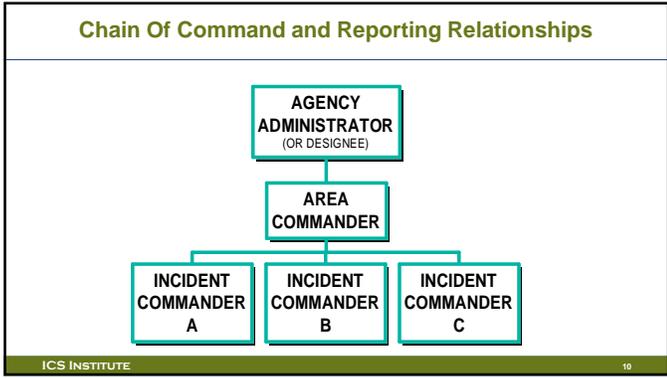
- ◆ Single dispatch center
- ◆ Cost issues must be settled at the beginning
- ◆ Incident commanders meet privately

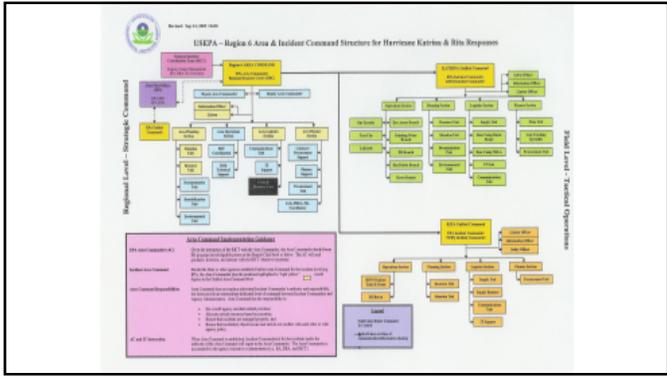
ICS INSTITUTE 8

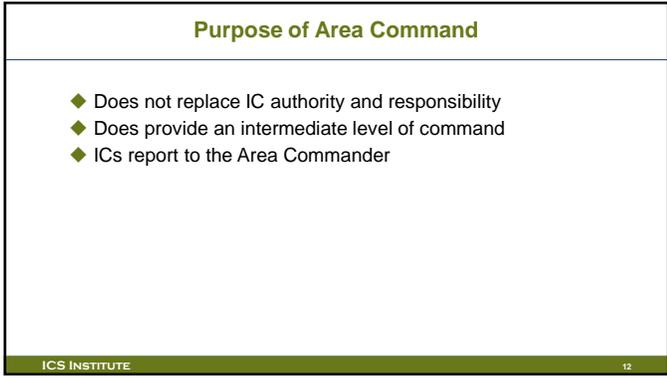
Area Command

- ◆ Oversee multiple incidents
- ◆ Oversee the management of a large incident that has multiple incident management teams assigned to it
- ◆ May be Unified Area Command

ICS INSTITUTE 9







Purpose of Area Command (cont.)

- ◆ Reduces the coordination requirements of the IC and Agency Executive or Regional Incident Coordinator:
 - Inter-incident coordination
 - Sets priorities
 - Policies, priorities, constraints, and guidance are clarified
 - Reduces workload

ICS INSTITUTE 13

Unit 2.D Summary
At The Conclusion Of This Module, Are You Now Able To?

1. Describe the concept and purpose of Unified Command.
2. Describe the concept and purpose of Area Command.

ICS INSTITUTE 14

Questions

End Unit 2.D – ICS Command Structures

ICS INSTITUTE 15

Unit 2 - Incident Management

Lesson E - Planning and Meetings

ICS INSTITUTE 1

Lesson Objectives

1. Describe the planning process and the IC's responsibility to develop an Incident Action Plan.
2. Describe the IC's responsibility to prepare and approve contingency plans and long range plans.
3. Describe the IC's responsibility to evaluate the incident situation and make necessary adjustments.
4. Describe the IC's responsibility for conducting incident meetings and briefings.

ICS INSTITUTE 2

Importance of Incident Planning Process to the IC

- ◆ Keeps the entire organization focused on moving forward
- ◆ Routine ensures that current activities don't prevent the IMT from planning ahead
- ◆ Provides opportunities for input from all participating agencies and stakeholders
- ◆ Documents your decisions and actions

ICS INSTITUTE 3

Key Role of the IC

- ◆ Ensure the Planning process is started immediately
- ◆ Ensure the planning cycle is established early and adhered to daily
- ◆ Ensure the PSC is leading the process and facilitating the meetings aggressively and effectively
- ◆ Watch for lack of engagement by any IMT member

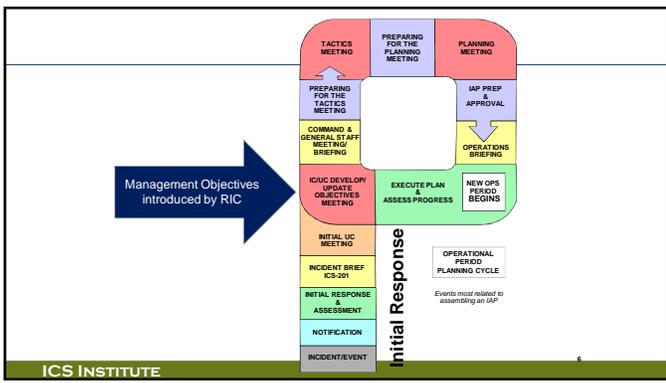
ICS INSTITUTE 4

Types of Incident Planning

- ◆ Incident Action Plan (IAP)
- ◆ Contingency Plans
- ◆ Long Range Plans
- ◆ Other Plans



ICS INSTITUTE 5



Incident Action Plan

- ◆ The Incident Action Plan (IAP) process establishes the tactical operation
- ◆ Required for each Operational Period
- ◆ Reviewed during each Operational Period Briefing

ICS INSTITUTE 7

Length of Operational Period

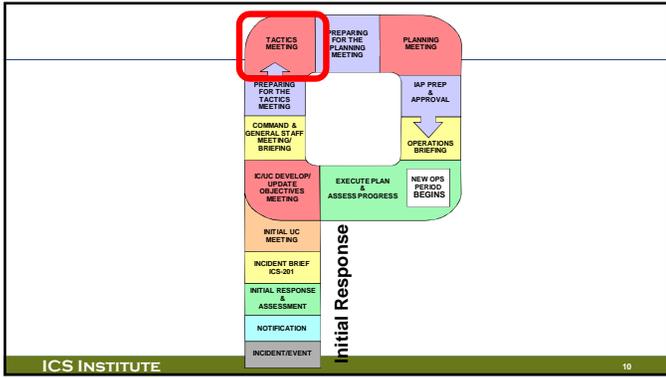
- ◆ Driven by operational requirements
- ◆ Determined by the IC
- ◆ May cover long periods
- ◆ May change whenever needed

ICS INSTITUTE 8

Two IAP Meetings

- ◆ Tactics Meeting
- ◆ Formal Planning Meeting

ICS INSTITUTE 9



Tactics Meeting

- ◆ Purpose: Operations shares the "Draft" Tactical Plan with other IMT members who may have a role in the successful implementation of the plan
- ◆ Attendees are selected by the Operations Chief depending on the information to be discussed
- ◆ Key Players must be present

ICS INSTITUTE 11

Tactics Meeting

- ◆ Normally conducted by Operations Chief rather than Planning Chief
- ◆ Closed, private meeting, usually no more than 15-20 minutes
- ◆ Outcome: IMT will be able to support the proposed tactical plan before it is presented to others at the planning meeting

ICS INSTITUTE 12

Katrina Tactics Meetings

Somewhat different than the model

- The 215 was completed in the meeting
- At one time, the ICS 204s were completed in tactics meeting

(Reduced the time it took to complete the IAP later)

- Usually took at least 30 minutes
- Had a large group of people present
 - Branch Directors
 - State representatives
 - START representatives

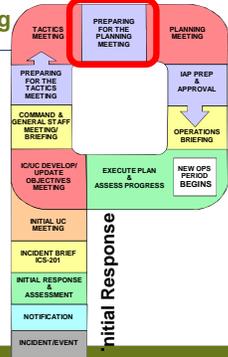


ICS INSTITUTE 13

Prepare for the Planning Meeting

All IMT members accomplish the tasks required by their function to prepare for the Planning Meeting:

- 215
- 215A
- Resource confirmation,
- etc.



ICS INSTITUTE 14

Importance of Planning Meeting

- ◆ Provides the IMT with a process that:
 - Ensures incident objectives are being met
 - Documents incident safety analysis
 - Provides safe/efficient deployment of resources
 - Provides an opportunity for Agency Representatives to confirm their agency's participation
 - Provides a final cross check to ensure the proposed tactics can be supported by all

ICS INSTITUTE 15

Role of the IC in the Planning Meeting

- ◆ Ensure all issues are resolved between your IMT members PRIOR to the meeting
- ◆ Incident Commander confirms Incident Objectives are valid (actually done ahead of time)
- ◆ Ensure PSC is an effective facilitator
- ◆ You are more of an audience member than leader. Let the IMT perform.



ICS INSTITUTE 16

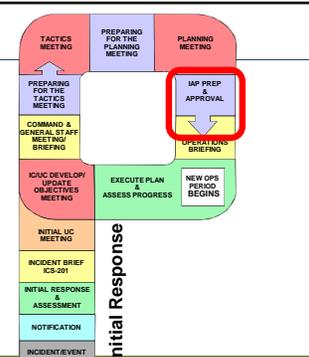
Planning Meeting Agenda

24-Hour Operational Period: Mar 22 (0700) – Mar 23(0700)

| | |
|------------------------------------|---------------|
| Intro/OPs Period/Org Chart | PSC |
| Situation/ Update | SITL/OPS |
| Incident Objectives | PSC |
| Weather | PSC |
| OPs Plan (215) | OPS |
| Safety | SO |
| Team Consensus (Fin/LDEQ/EPA/USCG) | Com/Gen Staff |
| Schedule Highlights | PSC |
| IAP Components due @ ____ | |
| SitRep Components due @ ____ | |
| Ops Briefing @ 0700 | |
| Closing Remarks- | IC |

ICS INSTITUTE 17

Prepare and Approve the IAP



ICS INSTITUTE 18

IC Role in Preparation of the IAP

- ◆ Ensure Planning Section is adequately staffed
- ◆ Evaluate and adjust as necessary with work time associated in generating IAP
- ◆ Other IMT members must have their parts of the IAP done on time
- ◆ Are there enough copies being produced?
- ◆ Is the IAP getting to all the people who need it?

ICS INSTITUTE 19

IC Role in Approving the IAP

- ◆ IC or Deputy must sign it
- ◆ Must be accurate
 - Can be FOIAed (often is)
 - Becomes official Record
- ◆ Must Meet Incident Objectives
- ◆ Reflects Reality

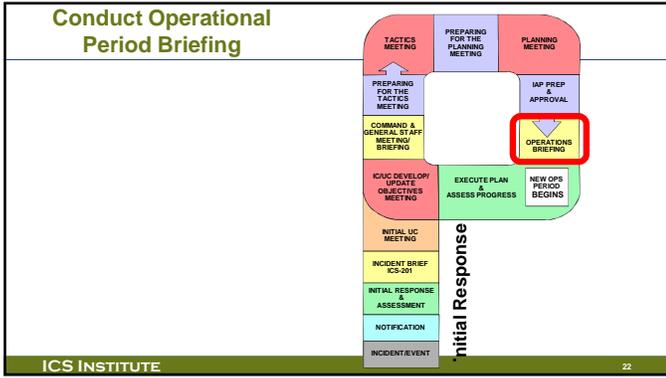
ICS INSTITUTE 20

IC Role in Approving the IAP



- ◆ Ensure incident safety procedures are in place
- ◆ Ensure efficient deployment of workforce
- ◆ Amended IAP must be filed whenever there are significant changes during the operational period:
 - ◆ Tactics are modified
 - ◆ Resources change

ICS INSTITUTE 21





- ### IC Role in Operational Briefing
- ◆ Attend all briefings, if possible
 - ◆ Allow the IMT to conduct the briefing
 - ◆ Be prepared to give some meaningful closing remarks and answer questions (tidbits and interesting trivia are welcome)
 - ◆ Take the opportunity to make yourself available to tactical resources while they are at the briefing
- ICS INSTITUTE 24

IC Role in Operational Briefing (cont.)

- ◆ Ensure all tactical resources are receiving a briefing
 - Remote sites and camps
 - All tactical resources, including contractors
- ◆ If remote briefings are being done, try to have C&G members or Deputies attend
- ◆ Recognize outstanding performance

ICS INSTITUTE 26

**List of Meetings and Briefings
(Let's clear the air)**

ICS INSTITUTE 26

**Sequence of Meetings/Activities PRIOR to the First
Operational Period for an Incoming IMT**

- ◆ Agency Executive / RIC Briefing
- ◆ Outgoing to Incoming IC to IC Briefing
- ◆ Strategy Meeting (short internal IMT meeting)
 - IC presents objectives and strategy to the IMT
 - IMT shares important information gathered up to that point
- ◆ Tactics meeting (if time allows, but not likely)
- ◆ Initial Planning Meeting
- ◆ Prepare the IAP
- ◆ Operational Period Briefing

ICS INSTITUTE 27

Sequence of Meetings/Activities
AFTER the First IAP

- ◆ Operational Period Briefing
- ◆ Implement the IAP and monitor progress throughout shift
- ◆ Command and General Staff Meeting
- ◆ During the Day, IC reviews objectives and strategy, makes necessary adjustments and notifies IMT of any changes
- ◆ Tactics Meeting
- ◆ Prep for the planning meeting
- ◆ Planning Meeting (IC confirms Objectives, approves plan)
- ◆ Prepare and sign the IAP
- ◆ Private C & G family meeting (usually at end of day)

Daily Meeting Schedule

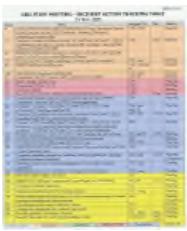
| OPERATIONAL PERIOD | | OPERATIONAL PERIOD | | OPERATIONAL PERIOD | |
|--------------------|-----------------------------|--------------------|-----------------------------|--------------------|-----------------------------|
| Time | Activity | Time | Activity | Time | Activity |
| 06:00 | Operational Period Briefing | 06:00 | Operational Period Briefing | 06:00 | Operational Period Briefing |
| 06:30 | Operational Period Briefing | 06:30 | Operational Period Briefing | 06:30 | Operational Period Briefing |
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| 23:30 | Operational Period Briefing | 23:30 | Operational Period Briefing | 23:30 | Operational Period Briefing |
| 24:00 | Operational Period Briefing | 24:00 | Operational Period Briefing | 24:00 | Operational Period Briefing |

Command and
General Staff Meeting



Purpose of the C & G Meeting

- ◆ Provide information that others need
- ◆ Collect Information that you need
- ◆ IC gives instructions and updates
- ◆ Discuss looming issues that need the attention of the IC or other IMT members
- ◆ Share updates from previous issues or assignments
- ◆ Daily reality check



ICS INSTITUTE 31

Purpose of the Family Meeting

- ◆ Private C & G meeting to air issues and feelings
- ◆ Anything said in this meeting is kept private unless everyone agrees
- ◆ A place to vent frustrations with each other or the situation to minimize potential to occur in front of others
- ◆ It's OK to discuss business too

ICS INSTITUTE 32

IC Responsibility to prepare and approve:

Contingency Plans
 Emergency Plans
 Long Range Plans
 Special Plans

ICS INSTITUTE 33

Contingency Plans



- ◆ Incident related emergencies
 - Serious accident/injury
 - Fatality
 - Evacuation
 - Unexpected Hazards
 - Other?
- ◆ IC is responsible for the approval of the plan(s)

ICS INSTITUTE 34

Handout

- ◆ Katrina Incident Hurricane Evacuation Plan

ICS INSTITUTE 35

Contingency Trigger Points

- ◆ Geographic points
- ◆ Failure to meet incident objectives
- ◆ Accident occurs
- ◆ Loss of Tactical Resources
- ◆ Weather (see trigger points in the Hurricane Evacuation Plan)

ICS INSTITUTE 36

Sample Incident Emergency Plan

Sample Incident Emergency Plan (SIEP)

PURPOSE:
The purpose of this plan is to provide a clear, concise, and consistent method for the Incident Management Team (IMT) to respond to an incident in a timely and effective manner. This plan is intended to be used as a guide for the IMT during an incident. It is not intended to be a substitute for the Incident Management Team's (IMT) judgment and experience.

SCOPE:
This plan applies to all incidents that require the services of the Incident Management Team (IMT). It is intended to be used as a guide for the IMT during an incident. It is not intended to be a substitute for the Incident Management Team's (IMT) judgment and experience.

DEFINITIONS:
The Incident Management Team (IMT) is a group of individuals who are trained and certified in the Incident Management System (IMS). The IMT is responsible for the overall management of an incident. The Incident Commander (IC) is the individual who is in charge of the IMT during an incident. The IC is responsible for the overall management of the incident and for the safety of all personnel involved.

ASSIGNMENTS:
The Incident Management Team (IMT) is composed of the Incident Commander (IC), the Operations Section Chief (OSC), the Logistics Section Chief (LSC), the Finance Section Chief (FSC), and the Planning Section Chief (PSC). Each section is responsible for the overall management of its respective section during an incident.

PROCEDURES:
The Incident Management Team (IMT) shall follow the following procedures during an incident:
1. The IC shall establish the Incident Management Team (IMT) and assign personnel to the various sections.
2. The IC shall establish the Incident Management Team (IMT) and assign personnel to the various sections.
3. The IC shall establish the Incident Management Team (IMT) and assign personnel to the various sections.

Handout:
Incident Emergency Plan

ICS INSTITUTE 37

Purpose of Incident Emergency Plan

- ◆ Prepares IMT ahead of time for emergencies
- ◆ Provides fast and effective response to people who incur serious injuries
- ◆ Allows IC and IMT to maintain control during an unexpected event

ICS INSTITUTE 38

Long Range Planning

- ◆ Beyond initial response
- ◆ Beyond the next operational period
- ◆ Plan may cover days, weeks, months
- ◆ May be prepared by Plans, Operations, or a Technical Specialist



ICS INSTITUTE 39

Long Range Plans
Need to be Shared With Everyone With a Need to Know

- ◆ IMT
- ◆ Assisting and Cooperating Agencies
- ◆ Future Involved Agencies
- ◆ Public
- ◆ Elected Officials

ICS INSTITUTE 40

Incident Evaluation and Adjustment

What is Situational Awareness?

"The ability to see beyond the immediate activity and recognize issues that may affect the incident or be affected by decisions made while responding to the incident."

ICS INSTITUTE 41

Incident Evaluation & Adjustment (cont.)

- ◆ Changing threat to life, environment and property
- ◆ Logistical challenges
- ◆ Other activity in the area
- ◆ Special situations



ICS INSTITUTE 42

Incident Evaluation and Adjustment (cont.)

- ◆ External influences, e.g., Emergency Operations Centers, MAC Group decisions, Agency Executive staff, VIPs, JOC
- ◆ Military mobilization
- ◆ USACE

ICS INSTITUTE 43

IC Must Anticipate the Need for:

- ◆ Long range planning
- ◆ Ordering a resource (s) with expanded capabilities
- ◆ Utilizing identified alternatives
- ◆ Negotiating with Agency Executive to establish new management objectives

ICS INSTITUTE 44

A key to IC Trouble shooting

- ◆ A good IC will understand the basic operations and key issues associated with each of the Sections and each of the key Units (e.g., Resources and Situation). This will enable the IC to trouble shoot or recognize when problems may be occurring before they get too big.

ICS INSTITUTE 45

Daily Operational Debriefing

- ◆ Formal meetings between the Operations Chief and Branches and Divisions

- ◆ Branches and Divisions meet with SITL at end of operational period (fine details)

- ◆ Frequent discussion between Operations Chief and other operations personnel

ICS INSTITUTE 46

**Incident Meetings and Briefings
to be Covered in Unit 4 - Demobilization**

- ◆ Demobilization Planning Meetings

- ◆ Transition Out Meeting

- ◆ Team Debriefing

- ◆ Incident Closeout

ICS INSTITUTE 47

Unit 2.E Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Describe the planning process and the IC's responsibility to develop an Incident Action Plan.

2. Describe the IC's responsibility to prepare and approve contingency plans and long range plans.

3. Describe the IC's responsibility to evaluate the incident situation and make necessary adjustments.

4. Describe the IC's responsibility for conducting incident meetings and briefings.

ICS INSTITUTE 48

Questions

End Unit 2.E – Planning and Meetings

ICS INSTITUTE 9

Unit 2 - Incident Management

Lesson F – Staffing

ICS INSTITUTE 1

Lesson Objectives

1. Describe the IC's role and responsibility in evaluating staffing needs.
2. Determine incident staffing needs based on a given incident scenario.



ICS INSTITUTE 2

IC's Role and Responsibility in Evaluating Incident Staffing

- ◆ Proper, cost conscious staffing requires careful analysis to include:
 - Kinds and types of resources available for current and future situation(s)
 - Agency Executive/Regional Incident Coordinator's objectives and constraints

ICS INSTITUTE 3

IC's Role and Responsibility in Evaluating Incident Staffing

- ◆ Effective strategy development (complexity analysis and risk assessment)
- ◆ External information needs
- ◆ Multi-agency coordination needs
- ◆ Training opportunities

ICS INSTITUTE 4

EXERCISE 1 - Central City Train Derailment

- ◆ Determine staffing needs by position title that will be required to safely and effectively manage the incident to meet the objectives, constraints, and strategy of the situation
- ◆ Post your organization on a wall sized ICS 207

ICS INSTITUTE 5

Other Staffing Considerations



- ◆ Consider operational periods
- ◆ Use ICS span of control guidelines

ICS INSTITUTE 6

Special Situations (consider:)

- ◆ Functional capability of jurisdictionally responsible agencies
- ◆ Incidents requiring specialists you are unfamiliar with
- ◆ Special situations involving FEMA or WMD
- ◆ Careful consideration in the utilization of technical specialists to prevent developing a non-standard organization

ICS INSTITUTE 7

EXERCISE 2

List on Flip Chart Paper Agencies that could include Specialists on an Incident an IC may be unfamiliar with:

- ◆ Group 1 – Non-resource Management Federal Agencies
- ◆ Group 2 – State Agencies
- ◆ Group 3 – Local Agencies
- ◆ Group 4 – Non-Government Organizations

ICS INSTITUTE 8

Special Situations (consider:)

- ◆ Flexibility may be required to use local, sometimes minimally, or unqualified individuals
- ◆ Careful consideration in the utilization of technical specialists to prevent developing a non-standard organization
- ◆ Analyze the risk to safety and make your decision involving your staff

ICS INSTITUTE 9

ICS Position Titles

Consider the use of all ICS position titles in your organization

- ◆ Commander
- ◆ Officer
- ◆ Chiefs
- ◆ Directors
- ◆ Supervisors
- ◆ Leaders
- ◆ Managers
- ◆ Single Resources
- ◆ Specialists

ICS INSTITUTE 10

Definitions

- ◆ Assistant
- ◆ Assisting Agency
- ◆ Agency Representative
- ◆ Cooperating Agency
- ◆ Liaison Officer
- ◆ Technical Specialist



ICS INSTITUTE 11

Your Organization Must Remain Flexible

- ◆ Officers, section chiefs, directors, and supervisors continually assess and adjust their organizations and reassign personnel within their qualifications to remain cost efficient and effective
- ◆ You as the Incident Commander must ensure this occurs

ICS INSTITUTE 12

Scientific Support Coordinator

Position designed to provide specialized expertise to:

- ◆ Compile information pertinent to assessing hazards, potential effects of releases and to develop response strategies
- ◆ Serve as liaison to government agencies, universities, community representatives, and industry
- ◆ Serve as principal liaison for scientific information and assists in reaching consensus on scientific issues - ensures differing opinions are communicated to the IC (OSC)
- ◆ Assist in responding to requests for assistance from federal and state agencies regarding scientific studies and environmental assessments

ICS INSTITUTE 13

Specialty Unit Leader Positions

- ◆ Some Unit Leader positions are necessary for the safety of the responders and need trained and qualified personnel assigned to them.
 - Air Support Group Supervisor (or Helicopter Flight Manager)
 - Medical Unit Leader
 - Food Unit Leader
 - These positions are available from other agencies, but the orders were not filled from other agencies




ICS INSTITUTE 14

Regional Assignments

- ◆ Regions may assign local personnel to do certain tasks or fill certain positions on the incident, but they don't work for the IC.
- ◆ What effects may result?

ICS INSTITUTE 15

Unit 2.F Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Describe the IC's role and responsibility in evaluating staffing needs.
2. Determine incident staffing needs based on a given incident scenario.

ICS INSTITUTE 16

Questions

End Unit 2.F – Staffing

ICS INSTITUTE 17

Unit 2 - Incident Management

Lesson G – Special Situations

ICS INSTITUTE

Lesson Objectives

1. Define a special situations and circumstances
2. Identify how an ICS organization can manage special situations

ICS INSTITUTE 2

Special Situations

- ◆ Special situations are events or needs that are not planned for or expected
- ◆ What events would you consider "special situations"?
- ◆ Don't let special situations become separate operations

ICS INSTITUTE 3

Considerations during an incident

- ◆ Injuries, serious exposures, or fatalities during any incident can quickly overtake the management of the incident.
- ◆ Intense media or pressure from the public or elected officials can also overly influence the management of the incident rather quickly
- ◆ An unforeseen incident complexity (e.g., highly toxic compounds or dysfunction amongst response partners) can derail or hinder safe and smooth operations.

Handout:
IMT Lessons Learned

ICS INSTITUTE 4

Technical Specialists

- ◆ Personnel with a special skill that can be used anywhere in the ICS organization

From the IC Job Aid

Technical Specialist(s) may be assigned to help advise on specialized or highly technical aspects of a response. Assignment may be anywhere in the organization and communication may be throughout the organization.

ICS INSTITUTE 5

Technical Specialists

- ◆ In the following incidents who could be technical specialists?
 - Building collapse
 - Train wreck
 - Flood
 - Hurricane



ICS INSTITUTE 6

Deputies

From the IC Job Aid

Assigning a Deputy

An IC should recognize when a Deputy may be needed in order to maintain organizational productivity. A Deputy can be assigned to handle special plans, human resource issues, extended shifts, and special projects.

ICS INSTITUTE 7

EXERCISE

- ◆ Answer the questions for all four of the scenarios
- ◆ Be prepared to present them to the class

ICS INSTITUTE 8

Unit 2.G Summary

At The Conclusion Of This Module, Are You Now Able To?:

1. Define a special situations and circumstances
2. Identify how an ICS organization can manage special situations

ICS INSTITUTE 9

Questions

End Unit 2.G – Special Situations

ICS INSTITUTE

 **ICS INSTITUTE**
Incident Command System

March 20 - 24, 2017 | Pittsburg, PA

Unit 3 - Administration

◆ Lesson – Personal Documentation

ICS INSTITUTE 1

Objectives

1. Describe the critical issues that an Incident Commander records.
2. Describe the importance and limitations of individual documentation.

ICS INSTITUTE 2

Incident Commander's Logs

Everything logged should have:

- ◆ Time
- ◆ Date
- ◆ Location
- ◆ Names of persons
- ◆ Log critical items that require formal documentation

ICS INSTITUTE 3

Incident Commander's Logs (Three Ds)

- ◆ Decisions
- ◆ Discussions
- ◆ Disputes

Handwritten notes from an incident commander's log, detailing decisions, discussions, and disputes.

ICS INSTITUTE
4

Incident Commander's Notes (Three I's)

Handwritten notes from an incident commander's log, detailing information, issues, and ideas.

- ◆ Information/Intelligence
- ◆ Issues
- ◆ Ideas/Inspirations

ICS INSTITUTE
5

Documentation Processes

- ◆ Unit Log, ICS-214
- ◆ Notebook
- ◆ PDA
- ◆ Agency requirements
- ◆ Incident e-mail



ICS INSTITUTE
6

Issues and Opportunities

- ◆ Litigation
- ◆ Freedom of Information Act
- ◆ Official diaries and personal notes
- ◆ The use of a scribe
- ◆ Tape recorder

ICS INSTITUTE 7

After Action Reports

ICs can use the IMT notes and information to prepare After Action Reports

[Handout: After Action Report Hurricane](#)

ICS INSTITUTE 8

Exercise

ICS INSTITUTE 9

Unit 3 Summary
At The Conclusion Of This Module, Are You Now Able To?:

1. Describe the critical issues that an Incident Commander records.
2. Describe the importance and limitations of individual documentation.

ICS INSTITUTE 10

Questions

End Unit 3 – Personal Documentation

ICS INSTITUTE 11

EPA ICS INSTITUTE
Incident Command System
March 20 - 24, 2017 | Pittsburgh, PA

Unit 4 - Demobilization

ICS INSTITUTE 1

Lesson Objectives

1. Describe the role of the IC in the demobilization process.
2. Identify when the demobilization process begins.
3. Identify components of a DMOB plan.
4. Describe the closeout meeting.
5. Describe the importance of internal team critique.

ICS INSTITUTE 2

Role Of IC In Demobilization

- ◆ Don't sacrifice safety for speed.
- ◆ Get resources home in a safe, orderly, cost effective manner.



ICS INSTITUTE 3

Role of IC in Demobilization

- ◆ Integrate safety considerations
- ◆ Approve the DMOB plan (DMOB plan is required for major incidents)
- ◆ Require adequate rest before travel
- ◆ Ensure all IMT members participate in the preparation of the plan

ICS INSTITUTE 4

Role of IC in Demobilization (cont.)

- ◆ All responders are briefed
- ◆ Coordinate with RIC/REOC
- ◆ All agency requirements are met
- ◆ Ensure DMOB is cost effective



ICS INSTITUTE 5

Demobilization Timing Process

- ◆ Starts with arrival of first resources
- ◆ Prepare the plan early in the incident
- ◆ Indicators when to start demobilization
 - No new resource orders
 - Containment of incident in sight
 - Unassigned resources
 - More resources than job requires

ICS INSTITUTE 6

Components of a Typical Demobilization Plan

- ◆ General Information
- ◆ Release priorities
- ◆ Responsibilities
- ◆ Release procedures
- ◆ Directory



ICS INSTITUTE 7

Supporting DMOB Documents

- ◆ Maps
- ◆ Demobilization schedule may be a separate document
- ◆ DMOB checkout sheet
 - Handout: Checkout Procedures ICS-221
 - Handout: Katrina Response Check list
- ◆ Unexpected/Early DMOB instructions
 - Handout: Unscheduled Release of Personnel

ICS INSTITUTE 8

Returning an Incident to Local Management (A Form of Transfer of Command)

- ◆ Used when an IMT is leaving but work will continue under a local IC
- ◆ Negotiate details with RIC and incoming IC
- ◆ Start phasing in local personnel early to become familiar with incident



ICS INSTITUTE 9

Return to Local Management (cont.)

- ◆ Incident is stabilized, but not completed
 - Most resources have been released
 - Base/camp(s) reduced or shut down
 - IMT has prepared draft incident report and narrative

ICS INSTITUTE 10

Return to Local Management (cont.)

- ◆ RIC closes out with departing IMT
- ◆ Finance Section Chief has resolved or identified remaining finance issues



ICS INSTITUTE 11

Return to Local Management (cont.)

- ◆ Incoming personnel overlap with outgoing IMT
 - Allow adequate overlap
 - Plan ahead for at least one operational period
 - Don't rush it
 - Allow time for one-on-one contacts

ICS INSTITUTE 12

Return to Local Management (cont.)

- ◆ Outgoing IC provides incoming IC with:
 - Incident objectives
 - Complete description of current situation
 - Tour of incident facilities

ICS INSTITUTE 13

Items IC to Provide:

- ◆ Introduction to key players
- ◆ Outstanding resource requirements and orders
- ◆ Unresolved issues
- ◆ Complete briefing with appropriate maps

ICS INSTITUTE 14

Return to Local Management

- ◆ Use the team concept
 - Transfer the incident to local management as a team, not by individuals
 - Agency must be comfortable
 - Don't take shortcuts or leave jobs undone
 - Don't leave problems



ICS INSTITUTE 15

Team Debriefing (Internal Critique)

◆ Internal Critique

- Hold team meeting prior to closeout with RIC
- Frank and honest critique of team performance
- Atmosphere of trust and confidentiality
- May generate issues for Close out meeting

ICS INSTITUTE 16

Handout

[Team Critique Outline](#)

ICS INSTITUTE 17

Close Out Meeting

◆ Purpose

- Agency and IMT meet to discuss incident and agency support issues
- Discuss successes and problems, including recommendations
- Focus on improving the process, not personal attacks
- Include commendations, if warranted
- Establish follow up on recommendations

ICS INSTITUTE 18

Close Out Meeting

- ◆ Participation should include:
 - Incident Commander
 - Command staff and General staff
 - Other IMT members as needed
 - RIC
 - EOC (RRC) Manager
 - Other agency staff as requested

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Components of Closeout Meeting

- ◆ Each IMT member gives a short summary of their section activities
 - Professional
 - Positive
 - Constructive
 - Deal only with major points



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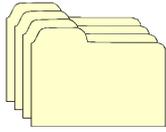
Team Member Summaries Should Include:

- ◆ Commendations
- ◆ Incident actions
- ◆ Significant events
- ◆ Key decisions made
- ◆ Effective outcomes
- ◆ Problems with recommendations for future action

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IC Documentation

- ◆ IC ensures the incident is properly documented and an organized final incident documentation package is completed
- ◆ Must be done to agency standards



Final Incident Documentation Package

- ◆ Final Documentation includes everything that IC and RIC require (e.g., sampling results, IAPs, Special Plans, Playbooks, etc.) to thoroughly document the event.



Unit 4 Summary

At The Conclusion Of This Module, Are You Now Able To?:

1. Describe the role of the IC in the demobilization process.
2. Identify when the demobilization process begins.
3. Identify components of a DMOB plan.
4. Describe the closeout meeting.
5. Describe the importance of internal team critique.

Questions

End Unit 4 – Personal Documentation

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