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**Incident Commander**

- ◆ Unit 0 – Incident Commander
- ◆ Unit 1 – Mobilization
- ◆ Unit 2 – Incident Management
- ◆ Unit 3 – Administration
- ◆ Unit 4 – Demobilization & Job Aid

ICS INSTITUTE 2

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**Unit 0 – Incident Commander**

Lesson A – Introduction  
Lesson A1 – Important EPA Policies  
Lesson B – ICS Overview Review  
(COMMAND AND GENERAL STAFF)  
Lesson C – Managing the Organization  
Lesson D – Exercise  
Lesson E – IC Relationship to the NRF

ICS INSTITUTE 3

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Unit 0.A - Introduction

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

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Personal Introductions

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

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Class Logistics

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

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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.

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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 INSTITUTE8

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Evaluation and Testing

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

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Questions

End Unit 0.A

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## Unit 0 – incident Commander

Lesson A1 – Important EPA Policies

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Unit 0.A1 - Important EPA Policies

Lesson Objective

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

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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

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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

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Order 2071 - NAR

◆ Incorporates NIMS as Agency Policy ....

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

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Order 2071 - NAR

EPA Model for National Incident Coordination



Level of Coordination	Organizational Structure	Organizational Details	Roles & Responsibilities
Regional Coordination	Policy, Coordination, Committee	Identification, Det., B.C., A.C., J.C.	Identify Regional Operational Management Objectives
	ERC	24/7 National Management	Identify Contingency Support
	24/7 Emergency Operations Center	National Incident Coordinator (NIC)	Communicate with the ERC and ERCC
Field Coordination	24/7	Regional Incident Management	Identify Regional Operational Management Objectives in Contingency Support
	Regional Emergency Operations Center (EROC)	Regional Incident Coordinator (RIC)	Communicate with the IC and Regional Field Ops
Field Coordination	Incident Management Team	Incident Commander	Operational Decision Making

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EPA Incident Commander

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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 INSTITUTE7

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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

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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

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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

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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 INSTITUTE11

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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 INSTITUTE12

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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.

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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 INSTITUTE14

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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

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Data Playbook

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

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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 ?

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Questions

End Unit 0.A1 – Important EPA Policies

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## Unit 0 – Incident Commander

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

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### 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]; 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 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 INSTITUTE3

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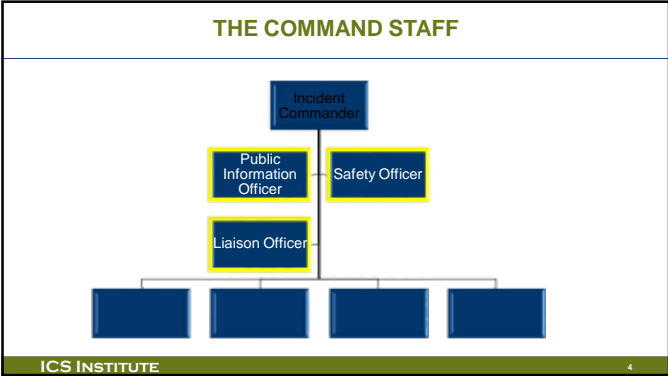
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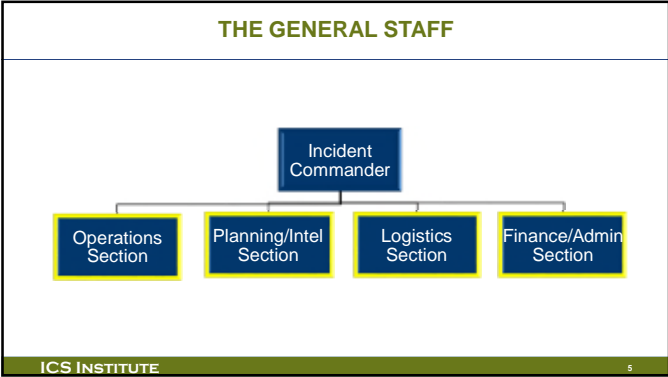
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INCIDENT COMMANDER RESPONSIBILITIES

- ◆ 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

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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

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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



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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

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**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



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**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

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**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

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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


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



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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



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EPA Incident Commander

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

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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

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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 INSTITUTE18

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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 INSTITUTE19

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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



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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

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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



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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



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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



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**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



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**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



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**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

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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

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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

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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

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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

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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?



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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



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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 INSTITUTE34

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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

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SAFETY OFFICER



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

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**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



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**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



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**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



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REASON TO ESTABLISH A LIAISON OFFICER

- ◆ Several assisting and cooperating agencies are sending agency representatives



- ◆ Incident Commander no longer has time for individual coordination

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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



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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.



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Unit 0.B Summary

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

1. Confirm understanding of Command and General Staff functions.

Incident Commander

Public Information Officer

Safety Officer

Liaison Officer

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

ICS INSTITUTE43

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Questions

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

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## Unit 0

# Incident Commander

Lesson C - Managing The Organization

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### 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 INSTITUTE2

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### 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 INSTITUTE3

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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 INSTITUTE4

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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



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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

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Liaison Officer

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



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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

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Public Information Officer



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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

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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

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Public Information Officer  
Perils and Pitfalls (cont.)

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

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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.

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DISCUSSION OF EPA ORDER 2010 CCP and IMPORTANCE OF THIS ISSUE

◆ S. CALANOG

ICS INSTITUTE14

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Operations Section Chief

◆ Relieves IC from having to personally supervise tactical resources

◆ Can help in the development of strategy



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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)

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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

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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.

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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

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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

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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.



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Logistics Section Chief  
Perils and Pitfalls

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

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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

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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



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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

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General Team Dynamics



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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.

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### 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



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### 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

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### 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

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Skills for Effective Organizational Management

◆ M. BARRY

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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.

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Questions

End Unit 0.C - Managing The Organization

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## Unit 0 – Incident Commander

Lesson D – Exercise (Organizational Troubleshooting)

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### Lesson Objective

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

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### Instructions

◆ Answer the following questions for each scenario.

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

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**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?

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**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.

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**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.

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**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?

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**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.

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**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.

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**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?

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**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.

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**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.

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**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?

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**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.

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**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.

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**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?

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**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.

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**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.

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**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?

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**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.

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**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.

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### 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.

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### Questions

End Unit 0.D – Exercise (Organizational Troubleshooting)

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Unit 0 – Incident Commander

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

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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 oversite 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

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Four Elements of Large Incident Management

◆ Command

◆ Agency oversight

◆ Support

◆ Coordination



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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

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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

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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.

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### 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")

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### 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."

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### 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.

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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.

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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

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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



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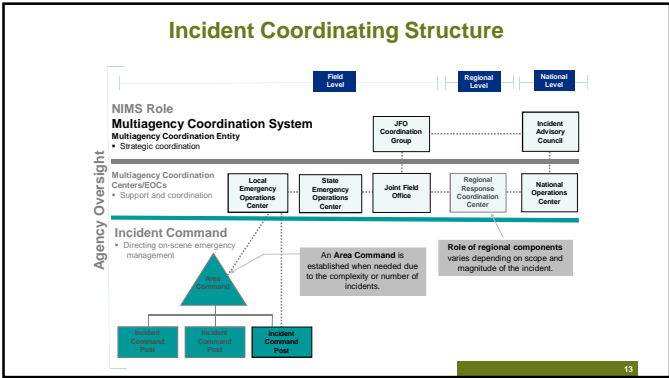
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The ICS uses the term "Agency Administrator/Executive" as a generic title of the person in any agency who is responsible for that agency's response to an emergency.



EPA uses Regional Incident Coordinator (RIC)

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Who in EPA is Equivalent to Agency Administrator?

Complexity of Incident

Agency Administrator

Small incident, normal response

Removal Manager

Large Incident of regional significance

Removal Manager

Very large nationally significant incident

Regional Incident Coordinator

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EPA ORDER 2071 NAR Figure

Incident Information

Response and Recovery

Level of Coordination	Organizational Structure	Organizational Function	Roles & Responsibilities
National Coordination	Policy Coordinating Committee	Administration, DA, ERM, Act	Provides Strategic Direction/Management Objectives
	NICE	HQ Incident Management	Provides Cross-program Support
	HQ Emergency Operations Center	National Incident Coordinator (NIC)	Communicates with the RRC and EROCC
Regional Coordination	RRC	Regional Incident 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
Technical Coordination	Incident Management Team	Incident Commander	Operational Decision Making

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

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EPA Incident Commander

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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.

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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

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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

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## Roles and Responsibilities of Regional Management

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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

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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

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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

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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

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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

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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.

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Questions

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

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Unit 1.A IC Responsibilities



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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

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Unit 1 – Mobilization

Lesson A – Incident Commander Responsibilities in IMT Administration and Readiness

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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.

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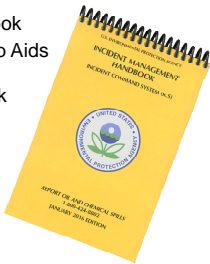
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EPA Incident Commander

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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



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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;

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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;

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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;

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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;

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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)

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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

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Discuss group 1

- ◆ Orientation Procedures for new IMT members?

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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

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Discuss group 2

- ◆ Indicators of a successful IMT assignment?

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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

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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 INSTITUTE15

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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](#)

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Handout

["Expectations for IMT Members"](#)

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IMT Standard Operating Procedures

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

[Handout IMT Standard Operating Guidelines](#)

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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?

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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.

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Questions

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

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## Unit 1 - Mobilization

Lesson B – Communication, Information, and Intelligence Processing

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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.

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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.

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**Importance of Communication**

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



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**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



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**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.

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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



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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)

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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

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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

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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.

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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?

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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

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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)

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Handout 1.B-02

- ◆ [Sample ICS 209](#)

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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



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Handout 1.B-03

- ◆ [Katrina Field Observer Guide](#)

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Internal Communication  
(Between responders or around the ICP)

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



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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

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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



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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

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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.



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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

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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

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EPA Incident Commander

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News Release Preparation

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



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Examples of communication issues the IC should spend time on?

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

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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

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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

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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

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Summary

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

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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

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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

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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.

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# Questions

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

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## Unit 1.C - Mobilization

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

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Objective

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

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U.S. EPA  
Incident Commander Job Aid

◆ [Job Aid Revised January 2017](#)

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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

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◆ A: Example Incident Objectives and Strategies	- Page 23
◆ B: Delegation of Assignments	- Page 26
◆ C: The Unified Command	- Page 27
◆ D: The National Incident Management Team (N-IMAT)	- Page 32

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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	

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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

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graph TD; IM[Initial ICS Meeting] --> IB[Incident Brief ICS-201-APA Form]; IB --> IRA[Initial Response and Assessment]; IB --> N[Notification]; N --> IE[Incident/Event]; IE --> ICUC[IC/UC Command Structure Organization Overview]; ICUC --> EPP[Exercise Plan & Scenario Progress]; EPP --> NIAP[New IAP Development]; NIAP --> IAPPA[IAP Prep & Approval]; IAPPA --> OB[Operations Briefing]; OB --> PM[Planning Meeting]; PM --> PPM[Preparing for the Planning Meeting]; PPM --> TM[Tactics Meeting]; TM --> PPM;
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Effective and Efficient ICS Organization

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

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Well Informed and Satisfied Stakeholders and Staff

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

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EPA - Incident Commander

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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.

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Appendices

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

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Incident Commander Kit

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

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Kit Assembly

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



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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.

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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.

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# Questions

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

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## Unit 2.A Agency Administrator and IC Responsibilities

**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

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**Unit 2 - Incident Management**

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

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**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.

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### Responsibilities of the Regional Incident Coordinator

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### 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

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### “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

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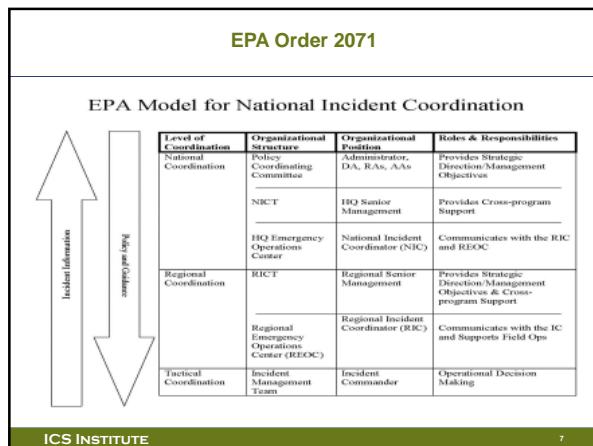
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## Unit 2.A Agency Administrator and IC Responsibilities



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**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.

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**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

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## 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.

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**Delegation of Authority can cover:**

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

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**IMT Briefing by Agency Management**



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## Unit 2.A Agency Administrator and IC Responsibilities

When
<ul style="list-style-type: none"><li>◆ A brief from the RIC (Agency Administrator) would be expected when the IMT first assumes responsibility for the incident management</li><li>◆ A briefing would also be expected when a new IMT transitions into the incident</li></ul>
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IC must recognize:
<ul style="list-style-type: none"><li>◆ Importance of the briefing, to the success of the IMT</li><li>◆ IC's responsibility to see IMT gets the required information</li><li>◆ A good briefing should ensure that critical information needed by the IMT is included</li></ul>
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Briefing should cover:
<ul style="list-style-type: none"><li>◆ The general situation including hazardous materials/contaminants involved</li><li>◆ Jurisdictional authority and response partners</li><li>◆ Management objectives</li><li>◆ Goals, priorities, and expectations</li><li>◆ Policies, regulations or other constraints</li><li>◆ Status of communications systems</li><li>◆ Policy on interacting with the media</li><li>◆ Schedules for required briefings and meetings</li></ul>
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## Unit 2.A Agency Administrator and IC Responsibilities

Key Briefing Elements
<ul style="list-style-type: none"><li>◆ Incident status/information</li><li>◆ Health and Safety Plan</li><li>◆ Status of Strategic Analysis</li><li>◆ Local participation in organization</li><li>◆ Unified command organization</li><li>◆ Assigned Technical Specialist</li></ul>
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Key Briefing Elements (cont.)
<ul style="list-style-type: none"><li>◆ Resources available or limited</li><li>◆ Priorities</li><li>◆ News media procedures</li><li>◆ Political considerations</li><li>◆ Agreements in effect</li></ul>
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Key Briefing Elements (cont.)
<ul style="list-style-type: none"><li>◆ Operations and planning information</li><li>◆ Logistics information</li><li>◆ Finance/administration information</li><li>◆ Agencies already on incident</li><li>◆ Schedule of transfer to incoming IMT/IC</li></ul>
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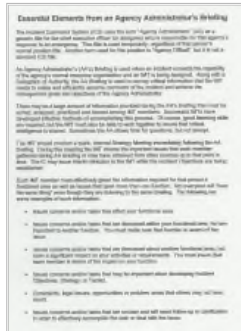
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## Unit 2.A Agency Administrator and IC Responsibilities

**Handout:**  
**Essential Elements from an Agency Administrator's Briefing**



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### Transition and Transfer of the Incident to another IC

- ◆ Make it clear who is in charge of the incident – there can only be 1 IC!
- ◆ Brief Regional management/RIC
- ◆ Document the transition!
- ◆ Develop a written transition plan
- ◆ Ensure the incoming IC/IMT has situational awareness!

*Note: Transition Plans will be discussed in Unit 2.B*

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**The Transition Briefing is used to:**

- ◆ Convey Management Objectives to the AC/IC
- ◆ Provide critical agency and local information required by the IMT to do their jobs
- ◆ Provide incoming IC with information needed to establish Incident Objectives

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## 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.

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**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.

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**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.

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### Questions

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

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## Unit 2 - Incident Management

Lesson B – Transfer of Command

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### 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.

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### 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

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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

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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

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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

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Transfer of Command Schedule

- ◆ IC assigns a coordinator from the C&G, usually the PSC or Deputy
- ◆ Starts about 5 days before the actual event
- ◆ Outlines responsibilities
- ◆ Ensures the outgoing team is prepared
- ◆ Ensures all necessary documents are ready
- ◆ Reviewed daily at the C&G meeting

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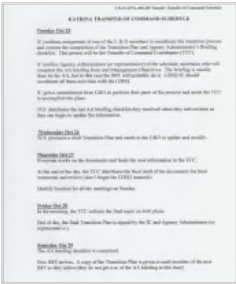
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Handout: Transfer of Command Schedule

A handout titled "TRANSFER OF COMMAND SCHEDULE" with a table of contents and a list of items to be reviewed. The table of contents includes: Overview (1-2), Transition Plan (3-4), Initial Strategy Meeting (5-6), Official Transfer of Command (7-8), and Transition Plan (9-10). The list of items to be reviewed includes: Transition Plan, AA/RIC briefing, Playbooks, Overlap/shadow phase, Demonstrate the process, Initial Strategy Meeting, and Official Transfer of Command.

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Transfer of Command Elements

- ◆ Transition Plan
- ◆ AA/RIC briefing
- ◆ Playbooks
- ◆ Overlap/shadow phase
- ◆ Demonstrate the process
- ◆ Initial Strategy Meeting
- ◆ Official Transfer of Command

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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.

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Handout:  
2.b-03-EPA



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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

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Handout: Operation Section Playbook

ICS 201 (Operations) - 10/11/2005

Hurricane Katrina  
Hurricane Rita

U.S. EPA / LDEQ  
Incident Management Team

Operations Section Playbook

A summary of on-site established policies & practices including daily/timeline requirements.

VERSION: 10/11/2005

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AA/RIC Briefing Meeting for Management

- ◆ All Incoming and outgoing Command and General Staff attend as a team
- ◆ AA/RIC is responsible, but the outgoing IMT often manages the meeting
- ◆ Closed meeting-agency personnel only
- ◆ Usually 60-90 minutes (there is still an incident to manage)
- ◆ Outgoing PSC often facilitates

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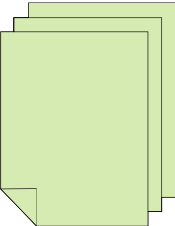
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Other Valuable Transition Documents

- ◆ ICS 201, Incident Briefing
- ◆ Key Plans
- ◆ Dispatch or ordering records
- ◆ SITREP



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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?

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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

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Transition Considerations

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



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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?)

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Outgoing IC to Incoming IC Briefing (smaller incidents)

- ◆ ICS 201



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

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

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Briefing Elements (cont.)

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

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Other Transition Issues

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

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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

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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.

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Questions

End Unit 2.B – Transfer of Command

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## Unit 2 - Incident Management

Lesson C - Objectives, Strategy, and Tactics

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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

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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

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## Unit 2.C Objectives, Strategy, and Tactics

### Definition of Objective

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



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### 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



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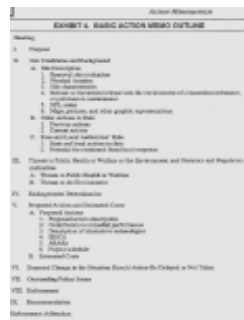
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### EPA Sources of Management Objectives

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



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## Unit 2.C Objectives, Strategy, and Tactics


**Handout 2.C 04  
FEMA Mission Assignment List**

Agency	Agency ID	Agency Name	Agency Address	Agency Phone	Agency Fax	Agency Email	Agency Website	Agency Description
Alabama	000001	Alabama Department of Transportation	1000 North University Blvd	205-933-2000	205-933-2001	adot@adot.state.al.us	www.adot.state.al.us	Alabama Department of Transportation
Alaska	000002	Alaska Department of Transportation	1000 North University Blvd	907-269-2000	907-269-2001	adot@adot.state.ak.us	www.adot.state.ak.us	Alaska Department of Transportation
Arizona	000003	Arizona Department of Transportation	1000 North University Blvd	602-966-2000	602-966-2001	adot@adot.state.az.us	www.adot.state.az.us	Arizona Department of Transportation
Arkansas	000004	Arkansas Department of Transportation	1000 North University Blvd	501-681-2000	501-681-2001	adot@adot.state.ar.us	www.adot.state.ar.us	Arkansas Department of Transportation
California	000005	California Department of Transportation	1000 North University Blvd	916-227-2000	916-227-2001	adot@adot.state.ca.us	www.adot.state.ca.us	California Department of Transportation
Colorado	000006	Colorado Department of Transportation	1000 North University Blvd	303-733-2000	303-733-2001	adot@adot.state.co.us	www.adot.state.co.us	Colorado Department of Transportation
Connecticut	000007	Connecticut Department of Transportation	1000 North University Blvd	203-733-2000	203-733-2001	adot@adot.state.ct.us	www.adot.state.ct.us	Connecticut Department of Transportation
Delaware	000008	Delaware Department of Transportation	1000 North University Blvd	302-733-2000	302-733-2001	adot@adot.state.de.us	www.adot.state.de.us	Delaware Department of Transportation
Florida	000009	Florida Department of Transportation	1000 North University Blvd	904-227-2000	904-227-2001	adot@adot.state.fl.us	www.adot.state.fl.us	Florida Department of Transportation
Georgia	000010	Georgia Department of Transportation	1000 North University Blvd	404-227-2000	404-227-2001	adot@adot.state.ga.us	www.adot.state.ga.us	Georgia Department of Transportation
Hawaii	000011	Hawaii Department of Transportation	1000 North University Blvd	808-227-2000	808-227-2001	adot@adot.state.hi.us	www.adot.state.hi.us	Hawaii Department of Transportation
Idaho	000012	Idaho Department of Transportation	1000 North University Blvd	208-227-2000	208-227-2001	adot@adot.state.id.us	www.adot.state.id.us	Idaho Department of Transportation
Illinois	000013	Illinois Department of Transportation	1000 North University Blvd	618-227-2000	618-227-2001	adot@adot.state.il.us	www.adot.state.il.us	Illinois Department of Transportation
Indiana	000014	Indiana Department of Transportation	1000 North University Blvd	317-227-2000	317-227-2001	adot@adot.state.in.us	www.adot.state.in.us	Indiana Department of Transportation
Iowa	000015	Iowa Department of Transportation	1000 North University Blvd	515-227-2000	515-227-2001	adot@adot.state.ia.us	www.adot.state.ia.us	Iowa Department of Transportation
Kansas	000016	Kansas Department of Transportation	1000 North University Blvd	781-227-2000	781-227-2001	adot@adot.state.ks.us	www.adot.state.ks.us	Kansas Department of Transportation
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Maryland	000020	Maryland Department of Transportation	1000 North University Blvd	410-227-2000	410-227-2001	adot@adot.state.md.us	www.adot.state.md.us	Maryland Department of Transportation
Massachusetts	000021	Massachusetts Department of Transportation	1000 North University Blvd	617-227-2000	617-227-2001	adot@adot.state.ma.us	www.adot.state.ma.us	Massachusetts Department of Transportation
Michigan	000022	Michigan Department of Transportation	1000 North University Blvd	313-227-2000	313-227-2001	adot@adot.state.mi.us	www.adot.state.mi.us	Michigan Department of Transportation
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Oregon	000037	Oregon Department of Transportation	1000 North University Blvd	503-227-2000	503-227-2001	adot@adot.state.or.us	www.adot.state.or.us	Oregon Department of Transportation
Pennsylvania	000038	Pennsylvania Department of Transportation	1000 North University Blvd	610-227-2000	610-227-2001	adot@adot.state.pa.us	www.adot.state.pa.us	Pennsylvania Department of Transportation
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Wyoming	000050	Wyoming Department of Transportation	1000 North University Blvd	307-227-2000	307-227-2001	adot@adot.state.wy.us	www.adot.state.wy.us	Wyoming Department of Transportation

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**Management Objectives May Include**

- ◆ Provide for public and responder safety
- ◆ Protect ground water recharge areas
- ◆ Protect Threatened & Endangered Species habitat
- ◆ Implement ESF #10 cleanup as requested by the State
- ◆ Protect cultural resources



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**Management Objectives May Include (cont.)**

- ◆ Cooperate and coordinate with local officials and other agencies
- ◆ Collect and manage data (and release in accordance with Agency Plans)
- ◆ Maintain incident flexibility necessary to respond to unexpected developments or requests from the region

Refer to Katrina AA Guide in Unit 2.A

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### 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

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### 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

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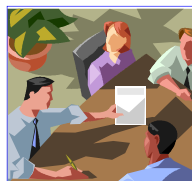
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### Incident Objectives should be "SMART"

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



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## Unit 2.C Objectives, Strategy, and Tactics

### 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

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### 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



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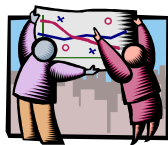
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### Strategy

- ◆ 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?



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## Unit 2.C Objectives, Strategy, and Tactics

### "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

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### Tactics

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



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### 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



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## 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.

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**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

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**Questions**

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

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# Unit 2 - Incident Management

Lesson D – ICS Command Structures

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## Objectives

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

```
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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## Unified Command

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

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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



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Elements to Consider in Applying Unified Command

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



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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

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Guidelines for the Use of Unified Command (cont.)

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

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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

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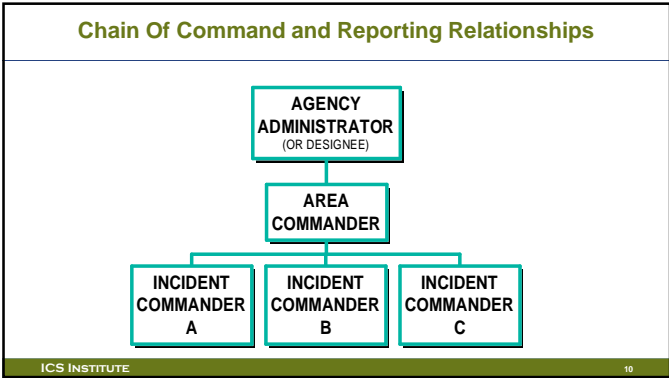
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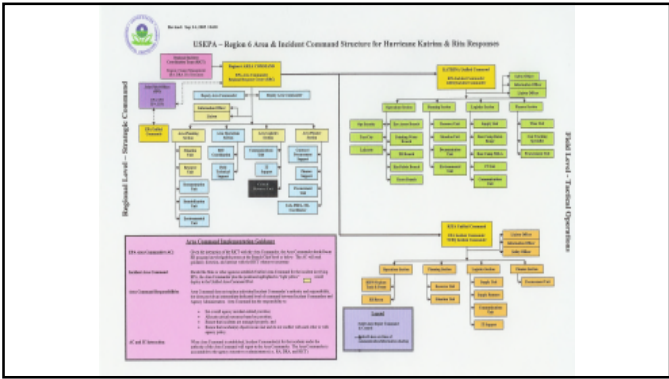
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**Purpose of Area Command**

- ◆ Does not replace IC authority and responsibility
- ◆ Does provide an intermediate level of command
- ◆ ICs report to the Area Commander

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**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

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**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.

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**Questions**

End Unit 2.D – ICS Command Structures

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## Unit 2 - Incident Management

Lesson E - Planning and Meetings

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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.

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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

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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

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Types of Incident Planning

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



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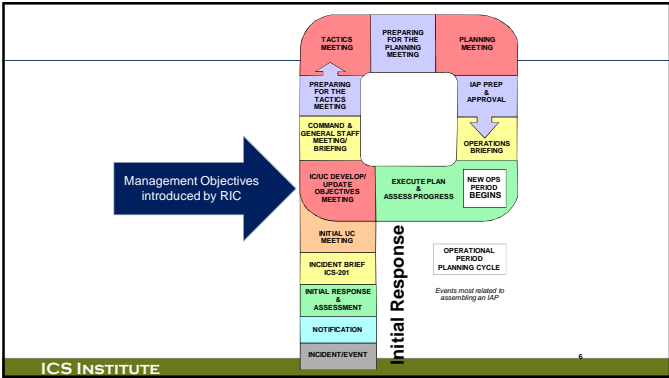
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Incident Action Plan

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

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Length of Operational Period

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

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Two IAP Meetings

- ◆ Tactics Meeting
- ◆ Formal Planning Meeting

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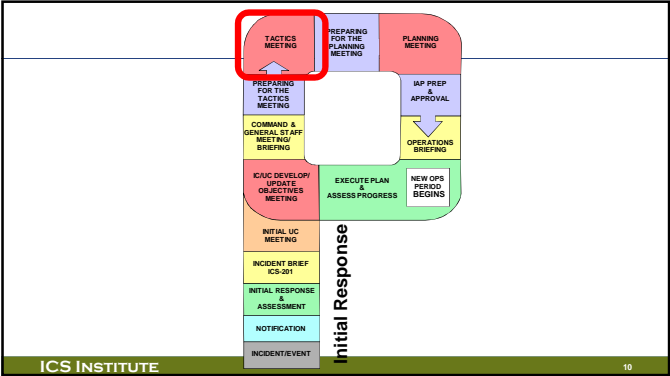
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### Tactics Meeting

- ◆ 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

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### 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

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### 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



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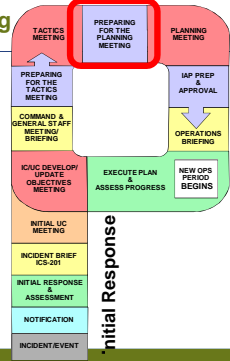
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### Prepare for the Planning Meeting

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

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



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### 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

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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.



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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

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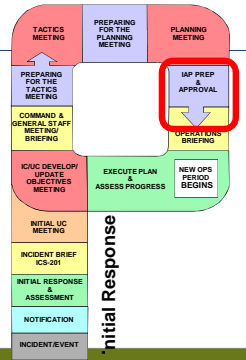
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Prepare and Approve the IAP



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EPA Incident Commander

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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?

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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

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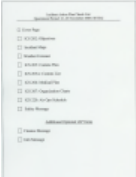
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IC Role in Approving the IAP



- ◆ 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

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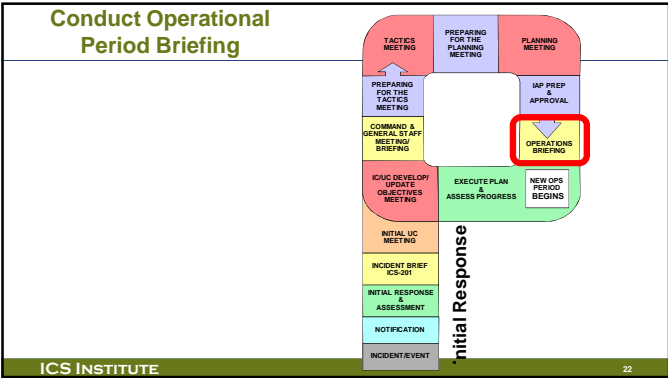
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- IC Role in Operational Briefing
- ◆ Attend all briefings, if possible
  - ◆ Allow the IMT to conduct the briefing
  - ◆ Be prepared to give some meaningful closing remarks and answer questions (tidbits and interesting trivia are welcome)
  - ◆ Take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

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

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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

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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)

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Daily Meeting Schedule

OPERATIONAL PERIOD		OPERATIONAL PERIOD		OPERATIONAL PERIOD	
OPERATIONAL PERIOD		OPERATIONAL PERIOD		OPERATIONAL PERIOD	
Time	Meeting Name	Facilitator	Attendees	Location	
0600	Operations	Section Chief/Commanding Officer	all staff	Meeting Room	
0630	Planning & Tactics	Section Chief/Commanding Officer	Planning & Tactics Staff	Meeting Room	
0700	Planning	Section Chief/Commanding Officer	Planning & Tactics Staff	Meeting Room	
0730	Operations	Section Chief/Commanding Officer	all staff	Meeting Room	
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Command and  
General Staff Meeting



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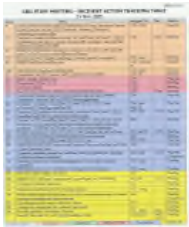
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### Purpose of the C & G Meeting

- ◆ 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



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### 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

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### IC Responsibility to prepare and approve:

Contingency Plans  
Emergency Plans  
Long Range Plans  
Special Plans

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### Contingency Plans



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

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### Handout

- ◆ Katrina Incident Hurricane Evacuation Plan

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### 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)

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### Sample Incident Emergency Plan

**Purpose:**

The purpose of this plan is to provide a clear, concise, and easy-to-understand guide for the Incident Management Team (IMT) in the event of an emergency. This plan is intended to be used as a reference for the IMT and to ensure that all personnel are aware of the procedures to be followed in the event of an emergency.

**Scope:**

This plan applies to all personnel who are involved in the Incident Management Team (IMT) and to all personnel who are involved in the emergency response. This plan is intended to be used as a reference for the IMT and to ensure that all personnel are aware of the procedures to be followed in the event of an emergency.

**Responsibilities:**

The Incident Commander (IC) is responsible for the overall management of the emergency response. The IC is responsible for the overall management of the emergency response. The IC is responsible for the overall management of the emergency response. The IC is responsible for the overall management of the emergency response.

**Emergency Procedures:**

The emergency procedures are as follows: 1. The Incident Commander (IC) is responsible for the overall management of the emergency response. 2. The Incident Commander (IC) is responsible for the overall management of the emergency response. 3. The Incident Commander (IC) is responsible for the overall management of the emergency response. 4. The Incident Commander (IC) is responsible for the overall management of the emergency response.

Handout:  
Incident Emergency Plan

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### 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

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### 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



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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

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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."

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Incident Evaluation & Adjustment (cont.)

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



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Incident Evaluation and Adjustment (cont.)

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

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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

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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.

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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

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

- ◆ Demobilization Planning Meetings
- ◆ Transition Out Meeting
- ◆ Team Debriefing
- ◆ Incident Closeout

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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.

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# Questions

End Unit 2.E – Planning and Meetings

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## Unit 2 - Incident Management

Lesson F – Staffing

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### 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.



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### 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

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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

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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

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Other Staffing Considerations



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

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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

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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

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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

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ICS Position Titles

Consider the use of all ICS position titles in your organization

◆ Commander

◆ Officer

◆ Chiefs

◆ Directors

◆ Supervisors

◆ Leaders

◆ Managers

◆ Single Resources

◆ Specialists

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Definitions

◆ Assistant

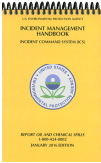
◆ Assisting Agency

◆ Agency Representative

◆ Cooperating Agency

◆ Liaison Officer

◆ Technical Specialist



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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

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### 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

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### 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



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### 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?

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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.

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Questions

End Unit 2.F – Staffing

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## Unit 2 - Incident Management

Lesson G – Special Situations

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Lesson Objectives

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

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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

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### 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

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### 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.

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### Technical Specialists

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



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## Unit 2.G Special Situations

**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.

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**EXERCISE**

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

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**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

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### Questions

End Unit 2.G – Special Situations

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Incident Command System

March 20 - 24, 2017 | Pittsburgh, PA

Unit 3 - Administration

◆ Lesson – Personal Documentation

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Objectives

1. Describe the critical issues that an Incident Commander records.

2. Describe the importance and limitations of individual documentation.

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Incident Commander's Logs

Everything logged should have:

◆ Time

◆ Date

◆ Location

◆ Names of persons

◆ Log critical items that require formal documentation

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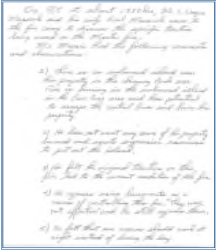
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### Incident Commander's Logs (Three Ds)

- ◆ Decisions
- ◆ Discussions
- ◆ Disputes



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### Incident Commander's Notes (Three I's)



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

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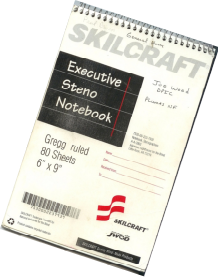
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### Documentation Processes

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



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EPA Incident Commander

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Issues and Opportunities

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

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After Action Reports

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

[Handout: After Action Report Hurricane](#)

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Exercise

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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.

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Questions

End Unit 3 – Personal Documentation

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Incident Command System

March 20 - 24, 2017 | Pittsburgh, PA

Unit 4 - Demobilization

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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.

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Role Of IC In Demobilization

◆ Don't sacrifice safety for speed.

◆ Get resources home in a safe, orderly, cost effective manner.



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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

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Role of IC in Demobilization (cont.)

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



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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

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Components of a Typical Demobilization Plan

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



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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

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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



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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

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Return to Local Management (cont.)

◆ RIC closes out with departing IMT

◆ Finance Section Chief has resolved or identified remaining finance issues



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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

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Return to Local Management (cont.)

◆ Outgoing IC provides incoming IC with:

▪ Incident objectives

▪ Complete description of current situation

▪ Tour of incident facilities

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Items IC to Provide:

◆ Introduction to key players

◆ Outstanding resource requirements and orders

◆ Unresolved issues

◆ Complete briefing with appropriate maps

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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



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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

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Handout

[Team Critique Outline](#)

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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

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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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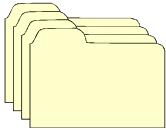
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IC Documentation

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



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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.



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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.

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# Questions

End Unit 4 – Personal Documentation

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