



Unit 1: Introduction to ICS

Upon completion of this unit you will be able to:

- Identify requirements to use ICS
- Identify three purposes of ICS
- Identify common incident tasks

What is ICS?

ICS is a proven organizational management system based on both successful business practices and decades of lessons learned in the field. The system is currently used by local, state, tribal, and federal agencies throughout the United States, as directed by Homeland Security Presidential Directive, HSPD-5.

The three primary purposes that ICS serves in incident response are:

- To provide for the orderly and predictable division of labor
- To provide for overall safety at the incident or event
- To ensure that work at the incident is performed efficiently and effectively

ICS has been tested in more than 30 years of emergency and non-emergency applications, by all levels of government as well as the private sector.

Over the years ICS has evolved to manage a wide range of incidents, including:

- Routine or planned events (celebrations, parades, and concerts, conventions, etc.)
- Fires, hazardous materials, and multi-casualty incidents
- Natural disasters (earthquakes, hurricanes, floods, winter storms, etc.)
- Search and rescue missions
- Biological outbreaks and disease containment
- Acts of terrorism

History of ICS

ICS was developed in the 1970s after a series of catastrophic wildfires in California exposed serious problems in the management of the state's cross-agency response efforts. These problems included:

- Unclear chain of command
- Poor communication between agencies
- Failure to outline clear objectives and action plans
- Lack of designated facilities
- Inability to expand and contract to fit situation

An interagency task force was assigned to address these problems by developing a system that could accomplish the following objectives:

- Meet the needs of any incident—regardless of type, cause, or size
- Allow personnel from a variety of agencies to organize rapidly into a common management structure
- Provide logistical and administrative support to incident personnel
- Avoid duplication of efforts

Common Incident Tasks

All incidents or events involve similar management tasks. The problem must be identified and assessed, a plan to deal with the problem developed and implemented, and the necessary resources acquired and paid for.

ICS provides the structure for effectively managing the following common incident tasks:

- Providing leadership and developing an organizational structure
- Setting goals, objectives, strategies, and tactics
- Developing plans and clearly communicating those plans to all involved
- Ensuring the proper equipment and tools are available
- Ensuring the work is done safely
- Tracking the status of the incident
- Evaluating the plan and making adjustments
- Maintaining effective span of control and ordering additional resources as needed
- Tracking costs and ensuring accountability for equipment and personnel
- Managing information and keeping agencies updated
- Authorizing payroll and contract payments
- Processing claims
- Documenting the incident or event

Most incidents or events require a division of labor to accomplish these tasks. ICS combines the functions of **command, operations, planning, logistics, and finance/administration** into a flexible and adaptable organization.

Requirements to Use ICS

Due to Homeland Security Presidential Directive, HSPD-5, all emergency responders are required to be compliant with the National Incident Management System (NIMS) requirements. ICS is a component of NIMS.

In regards to the type or size of incident that ICS is used for, there are no specific requirements. It is effective for both small and large events and can grow or shrink to meet the changing needs of the incident or event. ICS can be used to respond to incidents as routine as a utility outage or as complex as a national disaster. And it is used in incidents that involve anywhere from two respondents to thousands of respondents.

There is no correlation between the organization of ICS and the administrative structure of any single agency or jurisdiction. This is deliberate, because confusion over different position titles and management structures caused significant problems with incident management in the past.

In a single-site emergency, the governing agency with jurisdictional authority responds to the scene, and an Incident Commander (IC) is designated to manage all operations. As the incident grows, the IC begins delegating tasks and filling other command staff positions as needed. (The roles and functions of the IC and the command staff are described further in *Unit 3, Incident Commander and Command Staff Functions*).

Unit 2: Basic Features of ICS

Upon completion of this unit, you will be able to:

- Describe the basic features of ICS

ICS is based on a series of proven management features. Each of the following ICS features contributes to the strength and efficiency of the overall system:

1. Clear text and common terminology
2. Modular organization
3. Management by objectives
4. Reliance on an Incident Action Plan
5. Manageable span of control
6. Designated locations and facilities
7. Resource management
8. Integrated communications
9. Chain of command and unity of command
10. Unified command
11. Transfer of command
12. Accountability
13. Mobilization
14. Information and intelligence management

1. Clear Text and Common Terminology

Effective communication is a critical part of incident response—especially when multiple agencies are involved. During a multi-agency response, using agency-specific terms, codes, and jargon can be confusing and even dangerous. In ICS, agencies communicate using clear text and common terminology.

Clear text

All ICS communications should use *clear text* (that is, plain English). Do not use radio codes, agency-specific codes, acronyms, or other jargon.

The following examples demonstrate the difference between jargon and clear text:

Jargon: Railroad Street Command for Engine 44, you're 10-1.

Clear Text: Railroad Street Command from Engine 44, your signal is unreadable.

Jargon: Helicopter Tango Foxtrot 12, this is Engine 6271, copy?

Clear Text: Helicopter working on our fire, can you hear me, over? I am the fire engine down here on the line, roger over and out.

Common terminology

ICS uses common terminology that allows diverse resources to work together across a wide range of incidents. ICS common terminology applies to the following:

Organizational Functions - All major functions and functional units are named and defined. Terminology for each organizational element is standard and consistent.

Resource Descriptions - Major resources (personnel, facilities, major equipment, and supply items) are given common names and are listed by type and kind with respect to their capabilities.

Incident Facilities - Facilities used during the response are named according to common terminology.

Position Titles – All ICS managers and supervisors are referred to by standardized ICS titles, such as Officer, Chief, Director, Supervisor, or Leader.

2. Modular Organization

The modular structure of the ICS organization makes it extremely flexible. Each ICS response develops in a top-down fashion, beginning with the Incident Commander (IC). The IC establishes the rest of the organization based on the size, complexity, and specific hazards of the incident. The IC only fills those functions and positions necessary to meet the objectives of a particular incident.

If the complexity of the incident increases, the organization continues to expand from the top down as responsibilities are assigned and management positions are filled. Separate functional layers are added as needed, each of which may be even further subdivided to enhance internal management and external coordination.

ICS also allows the organization to shrink as the complexity of the incident decreases.

3. Management by Objectives

Management by objectives is an approach that is communicated throughout the entire ICS organization. This approach involves the following procedures:

1. Demonstrate a knowledge of agency policy and direction
2. Developing and issuing assignments, plans, procedures, and protocols
3. Establishing specific, measurable objectives for all functional activities and directing efforts to meet those objectives
4. Documenting results to measure performance and, if necessary, make improvements

4. Reliance on an Incident Action Plan

Incident Action Plans (IAPs) are used to communicate response goals, operational objectives, and support activities throughout the ICS organization.

An IAP is developed for each operational period (usually every 12 to 24 hours) to provide all incoming supervisory personnel with appropriate direction for that

operational period. The plan may be oral or written. (Hazardous materials incidents require a written IAP as mandated by Federal Code [29 CFR 1910.120]).

Written IAP

All levels of a growing ICS organization must clearly understand the required tactical actions for the next operational period. Written plans are highly recommended in the following circumstances:

- Oral plans could result in the miscommunication of critical information
- Two or more jurisdictions or disciplines are involved in the response
- Large changes of personnel occur each operational period
- Multiple operational periods are required to complete incident objectives
- The incident has important legal, political, or public ramifications
- Complex communication issues arise
- A written record is needed for historical or administrative needs

In addition to these circumstances, the Incident Commander (IC) may direct the organization to develop a written IAP at any time.

Essential components of a **written** IAP include:

1. Incident Objectives, ICS-202
2. Organization Assignment List, ICS-203
3. Assignment List(s), ICS-204
4. Supporting documents

Documentation

In ICS, an Incident Briefing Form (ICS-201) is used during the initial response or on small incidents to record initial objectives and actions and to list ordered, assigned, and available resources. For example, during initial actions the outgoing IC would use the ICS-201 to brief the incoming IC during the transition meeting. As incidents grow in complexity and/or size, ICS provides a formal and systematic process for the development of a written IAP to document the actions that must be taken to manage the incident or event.

Developing Incident Objectives

The first step in the incident action planning process (and management by objectives) is to develop the incident objectives. The IC must develop incident objectives shortly after assuming command. Once the incident objectives are clear, strategies and tactics to achieve the objectives can be developed. As the incident progresses, some objectives will be achieved and new objectives will be developed. Strategies may also change as the objectives change. The incident objectives are documented and displayed on the ICS-202 form.

5. Manageable Span of Control

Span of control refers to the number of individuals or resources that one supervisor can effectively manage during an incident or event. Span of control is influenced by the size, complexity, and specific hazards of the incident and by the distances between personnel and resources.

Within ICS, the span of control for any supervisor should range from **three to seven subordinates**; however, a ratio of one supervisor to five subordinates is most often recommended. There may be exceptions to this range with lower-risk assignments, assignments where resources work in proximity to each other, or assignments requiring minimal direct supervision.

6. Designated Locations and Facilities

Various types of support facilities are established in the vicinity of an incident for purposes such as decontamination, mass care, evacuation, and processing donated goods. ICS directs the identification and location of these facilities based on the requirements of the response.

Typical facilities include, among others, the incident command post, base, camps, staging areas, helibase, and helispots.

7. Resource Management

Maintaining an accurate account of the resources used during a response is a critical component of incident management. Resources are defined as any personnel, teams, equipment, aircraft, supplies, and facilities available or potentially available to support management and response activities.

Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement of resources, as appropriate.

ICS organizational resources

Section - An organizational level that is responsible for a major functional area of the incident. The Operations, Planning, Logistics, and Finance/Administration Sections make up the General Staff. The person in charge of each Section is designated as a Chief.

Division - Used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.

Group - Used to describe functional areas of operations. The person in charge of each Group is designated as a Supervisor.

Branch - Used when the number of Divisions or Groups exceeds the span of control. Can be either geographical or functional. The person in charge of each Branch is designated as a Director.

Task Force - A combination of types and kinds of resources with common communications operating under the direct supervision of a Task Force Leader.

Strike Team - A set number of resources of the same type and kind with common communications operating under the direct supervision of a Strike Team Leader.

Single Resource - May be individuals, a piece of equipment and the personnel for its operation, or a crew or team of individuals with an identified supervisor that can be used at an incident.

ICS tactical resources

All ICS resources are categorized according to their current availability.

Assigned - Assigned resources are actively working on an assignment under the direction of a supervisor.

Available - Available resources are assembled, have been issued equipment, and are ready for immediate assignment.

Out of service - Out-of-service resources are not ready for available or assigned status.

8. Integrated Communications

ICS communications are based on an integrated approach designed to link the operational and support units of the various agencies involved in the response. A communication plan is developed that addresses the equipment, systems, and protocols necessary to achieve integrated communications.

Integrated ICS communications involve the following three elements:

1. Communications plans that address resources and requirements
2. Modes of communication used to transfer information
3. Procedures and processes for transferring information

Communications plans

Every incident needs a communications plan. The plan can be simple and stated orally, or it can be more complex and formalized in writing as part of the written IAP (ICS-205, Incident Radio Communications Plan). An awareness of available communications resources, combined with an understanding of incident requirements, allows the Communications Unit Leader to develop an effective communications plan. The communications plan may include information on radio frequencies and tactical nets.

Modes of communication

It is not unusual for the communications needs on large incidents to deplete available radio frequency resources. Because of this, some incidents are conducted entirely without radio support. In these situations, other communications resources such as cell phones, alpha pagers, e-mail, secure phone lines, or message runners may be used.

Procedures and processes

Incident communications also require procedures and processes for transferring information internally and externally. These communication networks are commonly referred to on the incident as command, tactical, logistics, air-to-air, and air-to-ground. At a minimum, these communications networks must do the following:

- Link supervisory personnel within the Operations Section to each other and to the Incident Commander
- Support communications among tactical resources, such as Branches, Divisions/Groups, single and air resources.
- Provide a link to the rest of the organization for resource status changes, logistical support, and other communication needs

9: Chain of Command and Unity of Command

Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual

has a designated supervisor to whom they report at the scene of the incident. Together, these two principles help clarify reporting relationships and eliminate the confusion caused by multiple, conflicting orders.

There are two types of command structures in ICS:

1. **Single command**
 - Command may be simple, for example, an Incident Commander and single resources
 - Command may be a complex organization structure, for example an Incident Management Team
2. **Unified Command**
 - Command is a unified team that allows the incident to be managed by all agencies with jurisdictional responsibility.

10: Unified Command

A unified command allows agencies with different legal, geographic, and functional responsibilities to work together without affecting any agency's authority, responsibility, or accountability.

Unified command is used for the following types of incidents:

- Incidents involving multiple jurisdictions
- Incidents involving a single jurisdiction with multi-agency participation
- Incidents involving multiple jurisdictions with multi-agency participation

If a unified command is needed, Incident Commanders (representing the agencies or jurisdictions that share responsibility for the incident) manage the response from a single Incident Command Post (ICP).

Under a unified command, a single, coordinated IAP will direct all activities. The Incident Commanders supervise a single Command and General Staff organization and speak with one voice.

11. Transfer of Command

Transfer of command refers to the process in which incident command responsibility is passed from one individual to another.

Transfer of command may take place under the following circumstances:

- A more qualified person assumes command
- A change is legally required or it makes good management sense (for example, an incident's growing complexity requires that the local jurisdictional unit relinquish command to an Incident Management Team)
- Normal turnover of personnel on long or extended incidents (work/rest requirements)
- The incident response is concluded and the incident responsibility is transferred back to the home agency

The transfer of command process always includes a briefing, which may be oral, written, or a combination of both; however, a face-to-face transfer of command is the preferred method.

12. Accountability

During incident operations, accountability at all jurisdictional levels and within individual functional areas is essential. Individuals must abide by their agency policies and guidelines and any applicable local, state, and federal rules and regulations.

To ensure individual accountability, the following principles must be adhered to:

- a. **Check-in** - All responders, regardless of agency affiliation, must check in to the incident and receive an assignment, following the procedures established by the IC.
- b. **Incident Action Plan** - Response operations must be directed and coordinated as outlined in the IAP.
- c. **Unity of command** - Each individual involved in incident operations is assigned to only one supervisor.
- d. **Span of control** - Supervisors must be able to effectively supervise their subordinates and manage all resources under their supervision.
- e. **Resource tracking** - Supervisors must record and report resource status changes as they occur.

13. Mobilization

Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

14. Information and Intelligence Management

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence. Unlike other ICS positions, the Intelligence function is flexible in its location and chain of command. Depending on the needs of the incident, Intelligence might operate as an Officer on the Command Staff, a Unit within the Planning Section, or a Branch within the Operations Section. In some cases it may even be established as a separate General Staff Section. (Staff sections and functions are described further in *Unit 4, General Staff Functions*).

Unit 3: Incident Commander and Command Staff Functions

Upon completion of this unit, you will be able to:

- Describe the role and function of the Incident Commander (IC)
- Describe the role and function of the Command Staff

Role and Function of the Incident Commander

Overall role

Each ICS-based response has a designated IC. The IC is responsible for the overall management of the entire incident, including developing objectives, planning strategies, and implementing tactics.

The IC must be fully briefed and should have a written delegation of authority—however, in simple, single-jurisdiction incidents this authority is established by the

employee's job description. Initially, assigning tactical resources and overseeing operations will be under the direct supervision of the IC.

An IC is always designated by the jurisdiction responsible for the incident.

Personnel assigned by the IC have the authority of their assigned positions, regardless of the rank they hold within their respective agency.

Responsibilities

In addition to having overall responsibility for managing the entire incident, the IC is specifically responsible for the following:

- Ensuring incident safety
- Providing information services to internal and external stakeholders
- Establishing and maintaining contact with other agencies participating in the incident

Selecting and Changing Incident Commanders

Rank, grade, and seniority *should not* be the primary factors used to select the IC. The IC is always a highly-qualified individual specifically trained to lead the response. The IC must be qualified at the level or complexity of the incident; that is, a Type 4 IC should not manage a Type 2 incident.

As an incident changes in size, complexity, or jurisdiction, it may be necessary to change command to meet these changing needs. Formal transfer of command at an incident always requires that the incoming IC is fully briefed and that all personnel are notified about the change.

Expanding the Organization

As incidents grow, the IC may delegate authority for performance of certain activities to the Command Staff and the General Staff. The IC may add positions as needed to accomplish the incident objectives.

In addition, the IC may appoint one or more Deputies, if applicable, from the same agency or from other agencies or jurisdictions. The Deputy ICs must be fully qualified at the IC level.

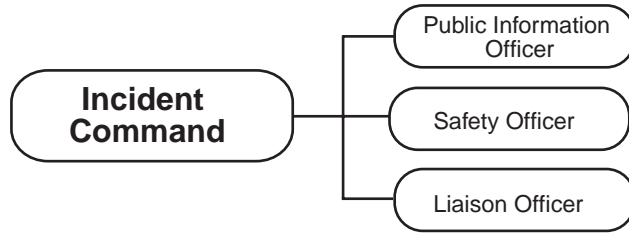
Role and Function of the Command Staff

Depending on the size and type of incident or event, it may be necessary for the IC to designate personnel to provide information, safety, and liaison services for the entire organization. In ICS, these personnel make up the Command Staff reporting directly to the IC.

The ICS Command Staff consists of the following personnel:

- Public Information Officer
- Safety Officer
- Liaison Officer

Figure 1: ICS Command Staff



Public Information Officer

The Public Information Officer is responsible for the following:

- Advising the IC on issues related to information sharing and media relations
- Serving as the primary contact for anyone needing information about the incident and the response
- Serving the interests of both an external audience (through the media) and an internal audience (incident staff and agency personnel)
- Coordinating with other public information staff to ensure that confusing or conflicting information is not released
- Obtaining information from the incident's Planning Section (the Planning Section is responsible for gathering intelligence and other information pertinent to the incident)
- Providing information to the community, the media, and others, and then sharing that information with the Planning Section Chief and the IC

Safety Officer Role

The Safety Officer is responsible for the following:

- Ensuring the safety of all incident personnel
- Advising the IC on incident safety issues
- Minimizing employee risk by promoting safe driving, eliminating tripping hazards, ensuring safe food handling, etc.
- Halting operations due to unsafe procedures (halting operations due to safety issues does *not* require the approval of the IC)

In the end, the IC will approve all information that the Public Information Officer releases. During a complex incident, several Assistant Public Information Officers will assist the lead Public Information Officer.

Liaison Officer

The Liaison Officer is responsible for the following:

- Serving as a point of contact for any agency representatives supporting the incident
- Briefing incoming agencies and answering any questions they may have about the operation
- Responding to requests from incident personnel for inter-organizational contacts

- Monitoring incident operations for current or potential inter-organizational problems
- Participating in planning meetings providing the current resource status, limitations, and capabilities of other agency resources

Unit 4 – General Staff Functions

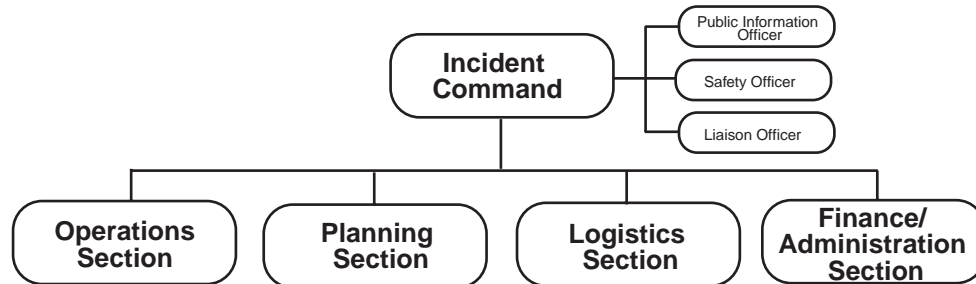
Upon completion of this unit, you will be able to:

- Describe the role and function of the Operations Section
- Describe the role and function of the Planning Section
- Describe the role and function of the Logistics Section
- Describe the role and function of the Finance/Administration Section

The General Staff

The four sections the General Staff supervises are Operations, Planning, Logistics, and Finance/Administration. The IC determines which of these sections, if any, are required to meet the needs of the incident. If a section is deemed necessary, the IC designates a section chief who reports directly to the IC. It is then up to the section chief to activate any additional staffing, including a deputy (who must be as qualified as the section chief). If the IC determines that a particular section is not necessary, the IC carries out the functions of that section.

Figure 2: General Staff



Operations Section

The Operations Section is where the tactical fieldwork is done and requires a majority of incident resources. Because the most hazardous activities are often carried out in Operations, it is important to carefully monitor its span of control.

The IC determines the need for a separate Operations Section at an incident or event, based on span-of-control issues. The IC has direct control of all tactical resources until Operations is established as a separate section.

The Operations Section usually develops from the bottom up. The IC or Operations Section Chief at an incident may initially work with only a few resources or staff members. The organization will then expand as more resources are assigned. These expansions can result in hundreds of resources being assigned to the Operations Section.

The Operations Section Chief cannot manage hundreds of resources directly. Trying to do so would be extremely inefficient and might even put individuals at risk. While there are a number of ways to manage tactical resources, the Operations Section Chief may decide to organize incident resources into Branches, Divisions, Groups, Strike Teams, or Task Forces to maintain the recommended span of control (one supervisor to five resources).

As progress is made achieving the incident objectives, the need for tactical resources decreases. The Operations Section and the rest of the ICS organization will contract in response to the reduced resource requirements.

Roles of the Operations Section Chief

- Developing and managing the Operations Section to accomplish the incident objectives and strategies set by the IC
- Developing and implementing tactics to achieve the incident objectives, including organizing, assigning, and supervising all of the tactical field resources assigned to an incident (this includes air operations and staging area resources)
- Working closely with other members of the Command and General Staff to coordinate tactical activities
- Working with the Planning Section Chief and the Safety Officer to develop the Operational Planning Worksheet, (ICS-215) and Incident Safety Analysis (ICS-215A) portions of the IAP

Major functions of the Operations Section

- Implementing tactics to achieve incident objectives
- Assigning resources to implement tactics and monitoring the progress of those resources
- Reporting information about special activities, events, and occurrences

Operations Section Resources

Staging Area Manager

- Manages all activities within the Staging Area
- Establishes check-in function, as needed, and reports resource status

Operations Branch Director

- Implements the portion of the IAP applicable to the assigned branch, assigning specific work tasks to Division/Group Supervisors
- Develops alternatives for Branch control operations
- Resolves logistic problems reported by staff

Division/Group Supervisor

- Ensures personnel and equipment assigned to that division perform incident tactics in a safe, timely, and orderly manner

Task Force/Strike Team Leader

- Performs tactical missions as assigned by the Division/Group Supervisor

- Reports work progress, resource status, and other important information to the supervisor
- Maintains work records on assigned personnel

Single Resources

- Performs tactical missions and reports all activities to the Task Force/Strike Team Leader

Planning Section

The Planning Section is responsible for tasks related to planning and tracking an incident's development and resources. In smaller incidents, the IC is often responsible for planning, but for larger-scale incidents the IC establishes a Planning Section and designates a Planning Section Chief.

Roles of the Planning Section Chief

- Managing the planning process, including establishing information requirements and reporting schedules for all ICS organization elements to use in preparing the IAP
- Supervising the preparation of the IAP and ensuring its distribution
- Conducting planning meetings and operational briefings
- Advising the IC, Command, and General Staff of any significant changes in incident status and assembling information on alternative strategies
- Ensuring the demobilization plan and schedule is developed and coordinated with Command, General Staff, and agency dispatchers

Major Function of the Planning Section

- Gathering, analyzing, and distributing intelligence and information
- Preparing, distributing, and documenting the IAP
- Conducting long-range and/or contingency planning
- Developing demobilization plans
- Maintaining incident documentation
- Checking in, tracking, and demobilizing resources assigned to the incident

Planning Section Units

If necessary, the Planning Section can be expanded into additional units, such as:

Resources

- Establishes all incident check-in activities, prepares and processes resource status information
- Prepares and maintains visuals that reflect the current status and location of incident resources
- Maintains a master check-in list of resources assigned to the incident

Situation

- Collects and organizes incident status and information
- Evaluates, analyzes, and displays incident status information for use by incident personnel

Documentation

- Maintains accurate and complete incident files
- Provides duplication services to incident personnel
- Packs and stores incident files

Demobilization

- Prepares the Demobilization Plan and schedule
- Assists the Command and General Staff in the orderly, safe, and efficient demobilization of incident personnel and equipment

Depending on the unique needs of the incident, Technical Specialists may also be assigned to work in the Planning Section (as well as other Sections in the organization). Examples of Technical Specialists would include Structural Fire Protection Specialists, Resource Advisors, Relief Specialists, etc.

Logistics Section

The Logistics Section is responsible for the incident's services and support needs. The IC determines the need for a Logistics Section based on the size of the incident, the complexity of its support needs, and the length of the response.

Roles of the Logistics Section Chief

- Providing the resources and services required to support incident activities and responders
- Coordinating activities with other members of the Incident Command and General Staff
- Providing the Planning Section with updates for the Communication, Medical, and Transportation portions of the IAP
- Working with the Finance/Administration Section to contract/purchase incident supplies and services

Major Functions of the Logistics Section

- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies
- Providing communication planning and resources
- Setting up food services
- Setting up and maintaining incident facilities
- Providing support transportation
- Providing medical services to incident personnel

Logistics Section Branches and Units

The Logistics Section can be expanded into additional Services and Support Branches. Branches in Logistics are usually only activated on large incidents to maintain proper span of control. Not all of the branches and units may be required; they are established based on need. The titles of the units are descriptive of their responsibilities.

Services Branch

- Communications Unit
 - Prepares and implements the Incident Communications Plan (ICS-205)
 - Establishes adequate communications over the incident
 - Distributes and maintains the communications equipment
 - Supervises the Incident Communications Center
- Medical Unit
 - Develops a Medical Plan (ICS-206)
 - Prepares procedures for major medical emergency
 - Provides medical aid, supplies, and transportation
- Food Unit
 - Supplies food and water for all incident facilities and personnel on the incident
 - Obtains the necessary equipment, supplies, and personnel to operate food services at Base and Camps

Support Branch

- Supply Unit
 - Determines the type and amount of supplies needed to support the incident
 - Orders, receives, stores, and distributes supplies and equipment
 - Maintains inventory and accountability of supplies and equipment
- Facilities Unit
 - Prepares layout of incident facilities
 - Provides facility maintenance services (sanitation, lighting, clean-up)
- Ground Support Unit
 - Prepares transportation plan
 - Arranges for, activates, and documents fueling, maintenance, and repair of ground resources
 - Arranges for the transportation of personnel, supplies, food, and equipment

Finance/Administration Section

The Finance/Administration Section is responsible for tasks that involve incident costs and reimbursements. This section plays an important role in incidents that involve numerous resources and expenses. The IC will determine if there is a need for a Finance/Administration Section at the incident and, if so, designate an individual to fill the position of the Finance/Administration Section Chief.

Roles of the Finance/Administration Section Chief

- Reviewing contracts, memoranda of understanding, and cooperative agreements for incident impact and application
- Maintaining time records for incident personnel and equipment
- Documenting and processing claims for accidents and injuries occurring at the incident
- Keeping a running tally of the costs associated with the incident
- Coordinating with all members of the Command and General Staff (especially Logistics) to ensure that incident resources are contracted/purchased
- Participating in demobilization planning

Major Functions of Finance/Administration Section

- Negotiating and monitoring contracts
- Timekeeping
- Analyzing costs
- Handling injury compensation and property damage compensation

Finance/Administration Section Units

Because of the large scope of some incidents, the number of agencies involved, and the amount of financial activity they generate, the Finance/Administration Section Chief might need to activate any or all of the following four units:

Time Unit

- Responsible for incident personnel time recording

Procurement Unit

- Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements

Compensation/Claims Unit

- Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activities kept for the incident.

Cost Unit

- Responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations

Unit 5 – Facilities

Upon completion of this unit, you will be able to:

- Describe the six basic ICS facilities
- Identify facilities that may be located together
- Identify facility map symbols

Understanding Incident Facilities

It is important to know and understand the names and functions of the principal ICS facilities—which is why common terminology is used to define all facilities and the activities that take place there.

Incident activities may be accomplished from a variety of facilities. Facilities will be established depending on the type and complexity of the incident or event. Only those facilities needed for any given incident are activated. Some incidents may require facilities not included in the standard list.

Basic Incident Facilities

There are six basic ICS facilities:

1. The Incident Command Post
2. Base
3. Camps
4. Staging areas
5. Helibase
6. Helispots

Again, some incidents may require facilities not included here, and only those facilities needed for any given incident are activated.

The Incident Command Post

The Incident Command Post (ICP) is the location from which the IC oversees all incident operations. There is only one ICP for each incident or event, but the location may change during the event if necessary. Every incident or event must have an ICP.

The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of any potential hazard zones but close enough to maintain effective management of the incident or event. The ICP is designated by (or named after) the incident name, for example, the Trail Creek ICP.

Base

The Base is established and managed by the Logistics Section. A Base Camp Manager is assigned and reports to the Logistics Section Chief. It is the location from which primary logistics and administrative functions are coordinated and administered. Out-of-Service resources are also located here.

There is only one Base per incident, and it is designated by the incident name. Base may be located with the ICP.

Camp

Camp is the location where resources are kept to support incident operations if a Base is not accessible to all resources. Camps are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services. Each Camp must have a Camp Manager, who reports to the Facilities Unit Leader.

Some incidents may require multiple camps, while others may not require a camp at all. Camps are designated by geographic location or number.

Staging Areas

Staging Areas are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. The resources in the Staging Area are always in available status, (with a three-minute response time). Each Staging Area will have a Staging Area Manager who reports to the Operations Section Chief or to the IC if an Operations Section has not been established.

Staging Areas are located close enough to the incident or event for timely response, but far enough away to be out of the immediate danger zone. There may be more than one Staging Area at an incident. Staging Areas can be located with ICP, Base, Camp(s), Helibase, or Helispot(s).

Helibase

Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include services like fueling and maintenance. The Helibase is managed by a Helibase Manager who reports to the Air Support Group Supervisor. The Helibase is usually designated by the name of the incident, for example, Ivan Helibase.

Helispots

Helispots are temporary locations at the incident where helicopters can safely land and take off. Helispots are managed by a Helispot Manager who reports to the Helibase Manager. Some incidents may require multiple Helispots. Helispots are usually designated by number.

Standard Map Symbols

The following are the standard map symbols for each of the six basic ICS facilities.



Incident Command Post



Staging Areas



Base



Camp



Helibase



Helispot

H-1

Establishing Facilities

The IC determines which facilities are needed. If the incident is large enough or complex enough to require Logistics and Operations, these two sections will work together to determine facility locations.

The IC and or Logistics and Operations will take the following steps to determine which facilities are required and where they should be located:

1. Consider the needs of the incident
2. Decide how the facility will be used and determine:
 - the cost to establish and demobilize the facilities
 - the length of time facility will be used
 - any environmental factors
3. Select preferred locations based on:
 - combined or separate facilities
 - positive/negative characteristics, such as
 - Potential hazards
 - Noise and confusion
 - Clearly identifiable
 - Flexibility (ability to expand or contract)
 - Cost
 - Environmental and cultural impact
 - Traffic (access and exits)
 - Arrangement (for example, generators near sleeping areas)
 - Infrastructure (electricity, water, etc.)
 - Security (controlled access, secure area)
 - Proximity to the incident or event

Unit 6 – Common Responsibilities

Upon completion of this unit, you will be able to:

- Describe common mobilization responsibilities
- Describe common responsibilities at an incident
- List individual accountability responsibilities
- Describe common demobilization responsibilities

Common Mobilization Responsibilities

General Guidelines

Many incidents last only a short time and may not require travel. Other incidents may require a lengthy assignment away from home.

The following are some general guidelines for incidents requiring extended stays or travel:

- Assemble a travel kit containing any special technical information (maps, manuals, contact lists, reference materials). Follow guidelines regarding weight limitations and carry-on items if air transportation is a possibility.
- Assemble any specialized supplies or equipment required for the assignment.
- Gather information about travel and transportation arrangements (including return mode of transportation) and payroll procedures.
- Prepare personal items needed for your estimated length of stay, including medications, cash, credit cards, etc.
- Ensure that your family knows your destination and how to get in touch.

In addition to preparing for your travel arrangements, it is important to complete the following steps to understand your role and authorities:

- Review your emergency assignment. Know who you will report to and what your position will be.
- Establish a clear understanding of your decision-making authority.
- Determine communications procedures for contacting your headquarters or home office (if necessary).
- Identify purchasing authority and procedures.
- Determine how food and lodging will be provided (incident, personal, and agency).

Actions Prior to Departure

Upon receiving an incident assignment, your mobilization briefing should include, but may not be limited to, the following information:

- Incident/event name
- Descriptive location/response area
- Specific assignment, incident type
- Base phone number (contact information)
- Reporting date, time, and location
- Communications instructions (for example, incident frequencies)
- Special support requirements (facilities, equipment, transportation and off-loading, etc.).
- Transportation arrangements and routes
- Travel authorization for air, rental car, lodging, meals, and incidental expenses

Checking In at the Incident

You will formally check in as soon as you arrive at the incident. The check-in process serves to accomplish the following:

- Ensure personnel accountability and safety
- Track resources
- Prepare personnel for assignments and reassignments
- Locate personnel in case of an emergency
- Coordinate the establishment of personnel time records and payroll documentation
- Plan for demobilization
- Organize the demobilization process

You will check in only once using the ICS-211 form. On large incidents, Status Check-in Recorders may be found at several locations. Check-in may be located at any of the following locations:

- ICP
- Staging Area(s)
- Base or Camp(s)

- Helibase
- Division/Group Supervisor (for direct assignment)

Initial Incident Briefing

After check-in, you will need to locate your incident supervisor and obtain your initial briefing. Briefing information helps you plan tasks and communicate with others.

Briefings should include the following information:

- Current situation assessment
- Identification of your specific job responsibilities
- Communication procedures
- Identification of coworkers
- Location of work area
- Identification of eating and sleeping arrangements, as appropriate
- Procedural instructions for obtaining additional supplies, services, and personnel
- Operational periods/work shifts
- Required safety procedures and Personal Protective Equipment (PPE), as appropriate

Common Responsibilities at an Incident

Common Duties during Operational Period

Common duties and responsibilities during your shift include:

- Acquire materials needed to accomplish assigned tasks
- Set up work station, if applicable
- Organize and brief subordinates
- Use clear text for all communications
- Debrief subordinates prior to end of the operational period
- Brief replacement personnel at the end of your operational period

Incident Recordkeeping

All incidents require some form of recordkeeping. Requirements vary depending on the agencies involved and the nature of the incident. Detailed information on using ICS forms will be covered in other training sessions, or may be found in the ICS Forms Manual.

The following are some general guidelines for incident recordkeeping:

- All supervisors must maintain a daily Unit Log, ICS-214, containing the names of their assigned personnel and operational shift activities.
- Print or type all entries.
- Enter dates by month/day/year format.
- Enter date and time on all forms and records using local time.
- Fill in all blanks, using N/A as appropriate.
- Use military 24-hour time.

- Section Chiefs and above assign record keepers (scribes).

If you are serving as a supervisor, note the following:

- All supervisors must maintain a daily Unit Log, ICS-214 containing the names of personnel assigned to that operational period along with a list of their designated activities.
- As a supervisor you are expected to give briefings to your subordinates, adjacent forces, and replacement personnel.

Individual Accountability (Personal Conduct)

Sexual harassment, discrimination of any type, and the use of illegal drugs and/or alcohol are prohibited on all incidents. You should report all such activities to your supervisor.

Incident response often involves high-stress situations, and you may be required to interact with people negatively affected by the incident. It is important to be patient and act in a professional manner at all times.

Common Demobilization Responsibilities

Agency requirements for demobilization and demobilization plans may vary considerably. The following are some general demobilization guidelines for all personnel:

- Complete all work assignments
- Brief replacements, subordinates, and supervisor
- Evaluate performance of subordinates
- Follow incident and agency check-out procedures
- Provide adequate follow-up contact information
- Return any incident-issued equipment or other nonexpendable supplies
- Complete post-incident reports, critiques, evaluations, and medical follow-ups
- Complete all payment and/or payroll issues or obligations

Finally, upon your return to the home unit, you should notify the home unit of your arrival and prepare for your next assignment.