

Incident Command System Overview



FEMA



FEMA Emergency Management Institute

IS-100 Introduction to Incident Command System, I-100

<http://training.fema.gov/EMIWeb/IS/Is100.asp>

NIMS Compliance: This course is NIMS compliant and meets the NIMS Baseline Training requirements for I-100.

Prerequisites: N/A.

CEUs: 0.3

Course Length: Approximately 3 hours.

What Is an Incident?

An incident is . . .

. . . an occurrence, either caused by human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.



What Is ICS?

The Incident Command System:

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS Purposes

Using management best practices, ICS helps to ensure:

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



History of ICS

Weaknesses in incident management were due to:

- **Lack of accountability.**
- **Poor communication.**
- **Lack of a planning process.**
- **Overloaded Incident Commanders.**
- **No method to integrate interagency requirements.**

The identification of these areas of management weakness resulted in the development of ICS.

Homeland Security Presidential Directives (HSPDs)

HSPD-5

Management of Domestic Incidents

HSPD-8

National Preparedness

Mandates

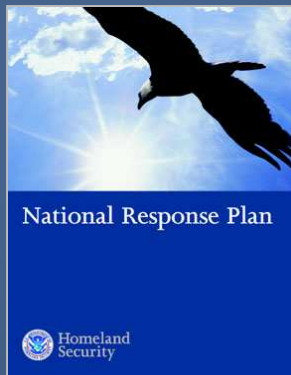
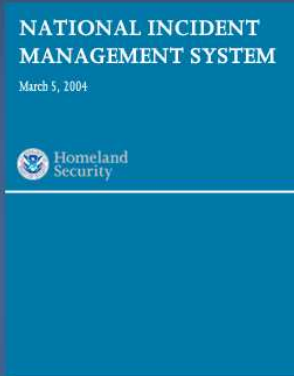
- **National Preparedness Goal**
- **National Incident Management System (NIMS)**
- **National Response Plan (NRP)**

National Preparedness Goal

To engage Federal, State, local, and tribal entities, their private and nongovernmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events to minimize the impact on lives, property, and the economy.



NIMS & NRP



- **NIMS:** Standardizes incident management processes, protocols, and procedures for use by all responders. **Mandates use of ICS.**
- **NRP:** Establishes . . .
 - Federal coordination structures/mechanisms.
 - Direction for incorporation of existing plans.
 - Consistent approach to managing incidents.

ICS Benefits

- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.



Basic Features of ICS

- **Common terminology**
- **Modular organization**
- **Integrated Communications**
- **Management by objectives**
- **Reliance on an Incident Action Plan (IAP)**
- **Chain of command and unity of command**
- **Unified Command**
- **Manageable span of control**
- **Designated Incident Facilities**

Common Terminology

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



Why Plain English?

What does EMT mean?

EMT = Emergency Medical Treatment

EMT = Emergency Medical Technician

EMT = Emergency Management Team

EMT = Eastern Mediterranean Time (GMT+0200)

EMT = Effective Methods Team

EMT = Effects Management Tool

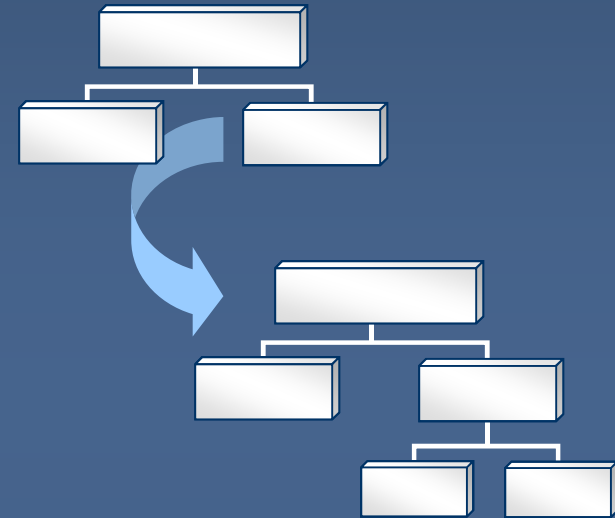
EMT = El Monte, CA (airport code)

EMT = Electron Microscope Tomography

EMT = Email Money Transfer

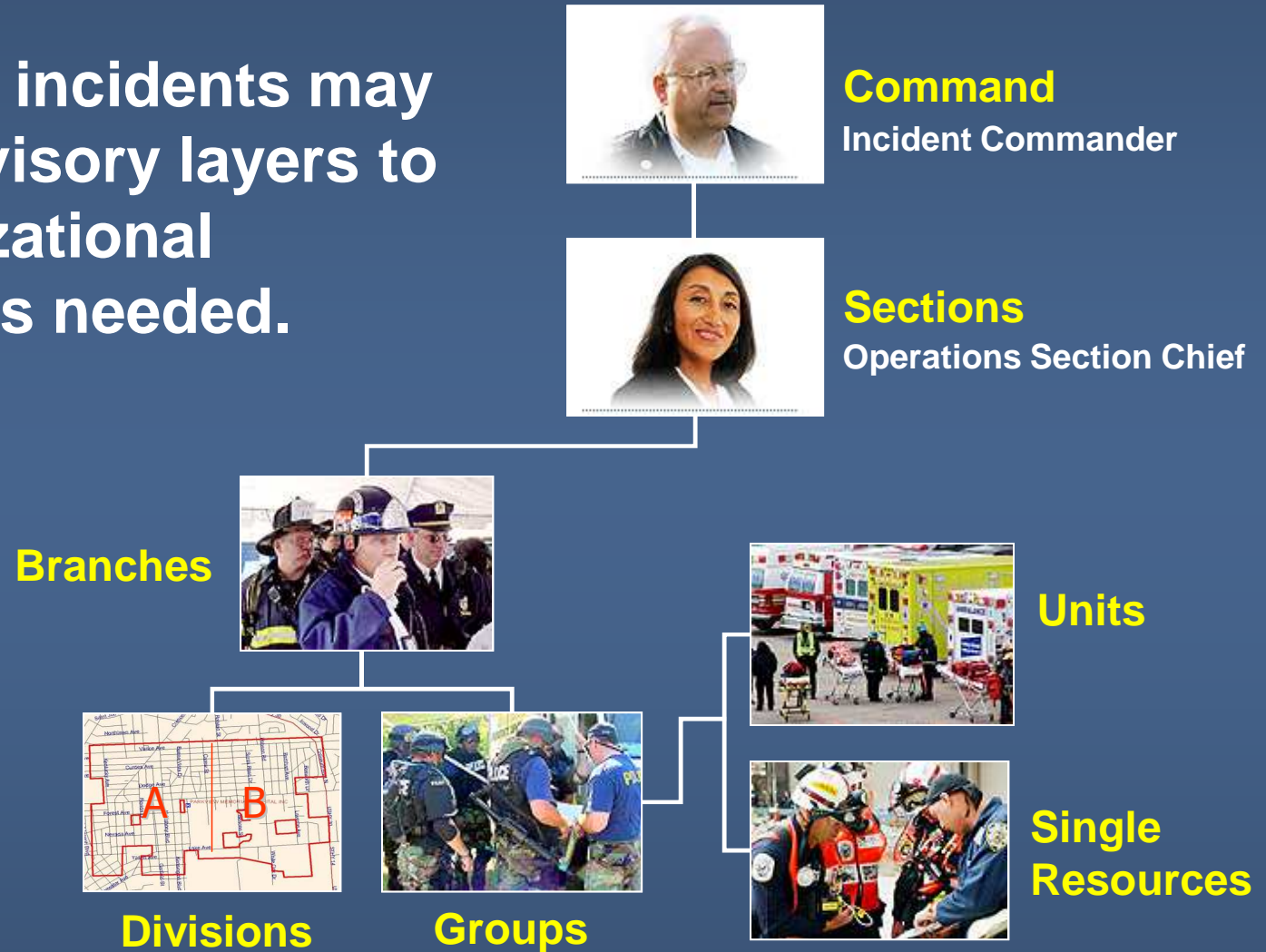
Modular Organization

- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident.
- Is based on the hazard environment created by the incident.



Expanding Incidents

Expanding incidents may add supervisory layers to the organizational structure as needed.



Management by Objectives

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization through the incident planning process.



Overall Priorities

Incident objectives are established based on the following priorities:

#1: Life Saving

#2: Incident Stabilization

#3: Property Preservation



Reliance on an Incident Action Plan

Every incident must have an Incident Action Plan (IAP) that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.



Elements of an Incident Action Plan

Every IAP must have four elements:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?



Unity of Command

Under unity of command, personnel:

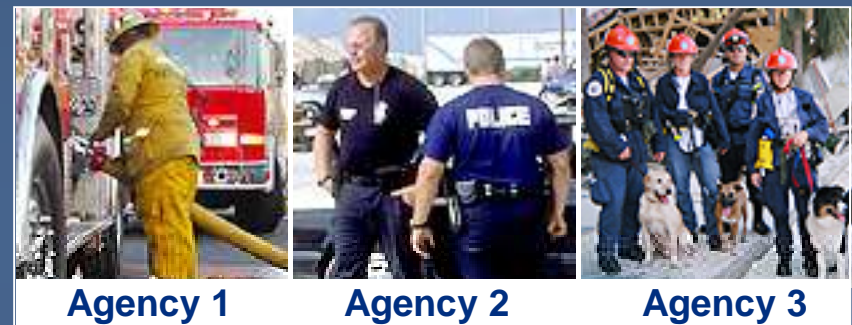
- Report to only one supervisor.
- Receive work assignments only from their supervisors.



Don't confuse unity of command
with Unified Command!

Unified Command

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.



Agency 1
Incident
Commander



Agency 2
Incident
Commander

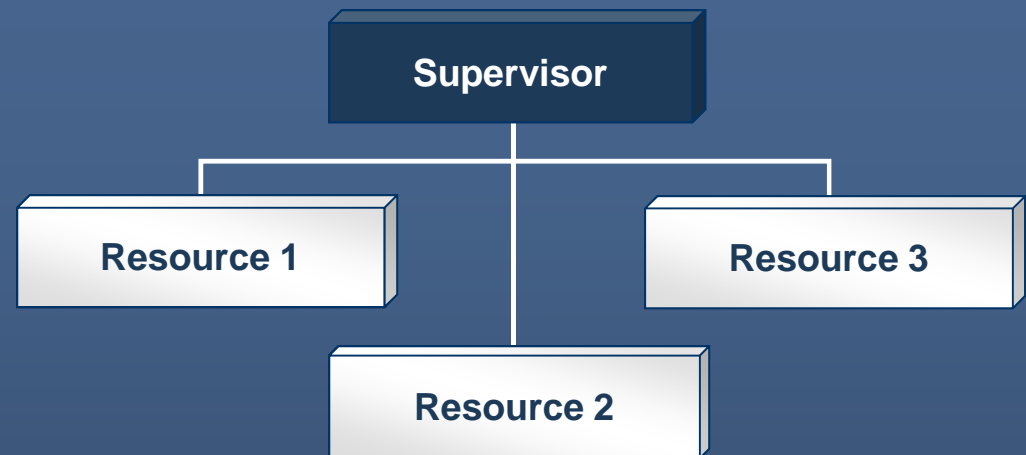


Agency 3
Incident
Commander

Manageable Span of Control

Span of control:

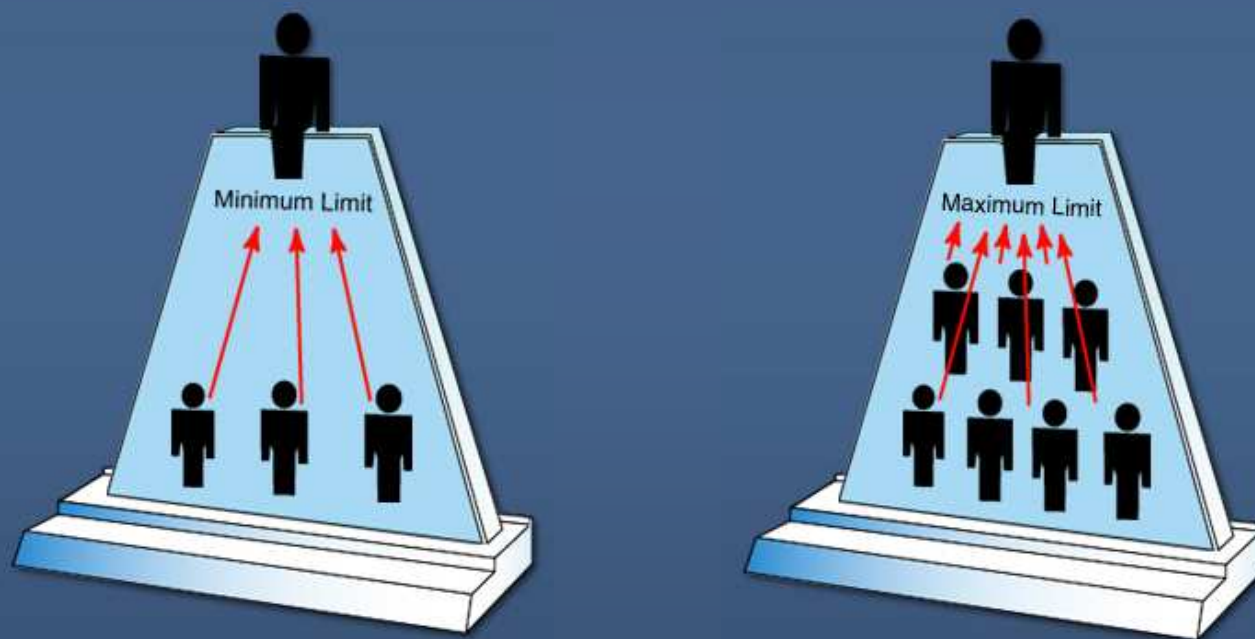
- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.



ICS Management: Span of Control

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



Predesignated Incident Facilities

Established by the Incident Commander based on the requirements and complexity of the incident.



Incident
Command
Post



Base



Staging
Area



Camp

Resource Management

Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.



It also includes processes for reimbursement for resources, as appropriate.

Resources: Tactical & Support

ICS resources include:

- **Tactical Resources:** Personnel and major items of equipment used in the operation
- **Support Resources:** All other resources required to support the incident (e.g., food, communications equipment, or supplies)



Operations Section Chief



Integrated Communications

Incident communications are facilitated through:

- **The development and use of a common communications plan.**
- **The interoperability of communication equipment, procedures, and systems.**

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).



Transfer of Command

Transfer of command occurs when:

- **A more qualified person assumes command.**
- **The incident situation changes over time, resulting in a legal requirement to change command.**
- **There is normal turnover of personnel on extended incidents.**
- **The incident response is concluded and responsibility is transferred to the home agency.**



Accountability (1 of 2)

The following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.
- **Unity of Command.** Each individual will be assigned to only one supervisor.



Visual 2.29

Accountability (2 of 2)

- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- **Resource Tracking.** Supervisors must record and report resource status changes as they occur.



Visual 2.30

Incident Commander (1 of 2)

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.



In some situations or agencies, a **lower ranking but more qualified person** may be designated as the Incident Commander.

Incident Commander Role

The Incident Commander:

- Provides overall leadership for incident response.
- Delegates authority to others.
- Takes general direction from agency administrator/official.



Incident Commander

Incident Commander Responsibilities

The Incident Commander is specifically responsible for:

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



Incident Commander Responsibilities

The Incident Commander:

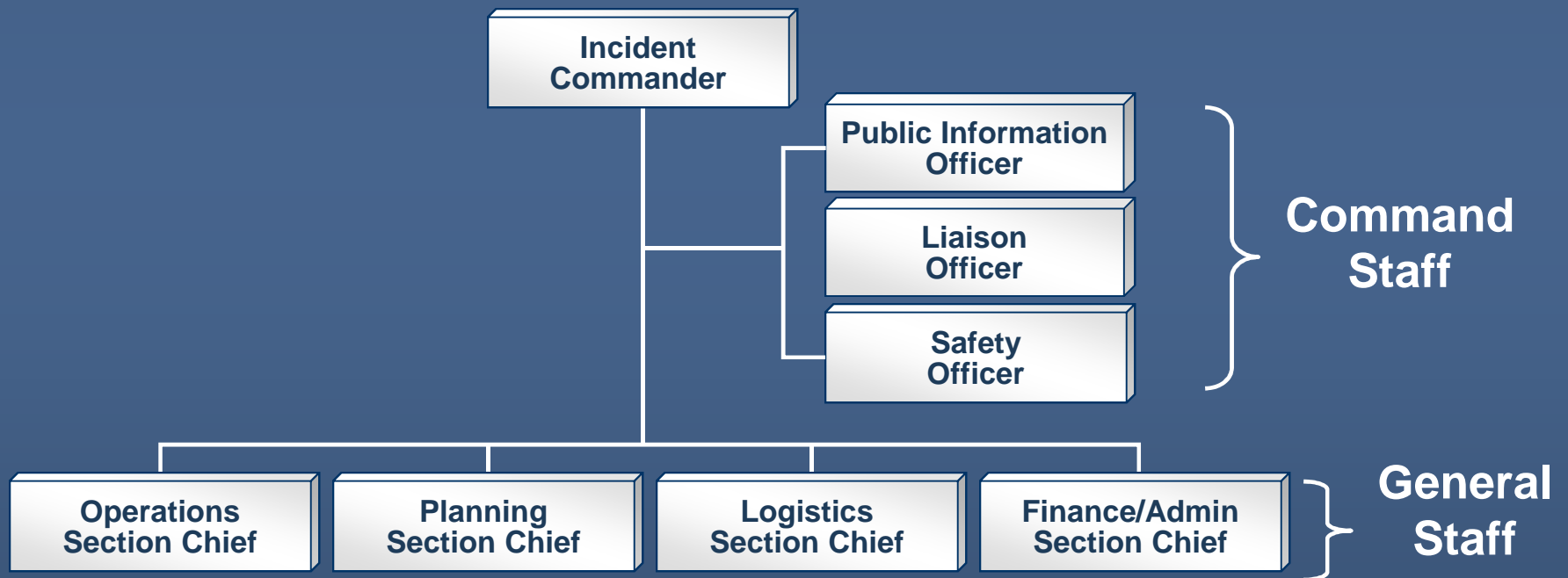
- **Is responsible for all activities and functions until delegated and assigned to staff.**
- **Assesses need for staff.**
- **Establishes incident objectives.**
- **Directs staff to develop the Incident Action Plan.**



Incident Commander

Incident Commander (2 of 2)

The Incident Commander performs all major ICS command and staff responsibilities unless the ICS functions are delegated and assigned.



Transferring Incident Commanders

Transfer of command requires:

- **A transfer of command briefing for the incoming Incident Commander.**
- **Notification to all personnel that a change in command is taking place.**



Visual 2.36

Command Staff

It may be necessary for the Incident Commander to designate a Command Staff who:

- Provide information, liaison, and safety services for the entire organization.
- Report directly to the Incident Commander.



Public Information Officer (PIO)



Public Information
Officer

Advises Incident Commander on information dissemination and media relations. Incident Commander approves information that the PIO releases.



Obtains information from and provides information to Planning Section.

Obtains information from and provides information to community and media.



Incident Commander



Planning Section Chief



Community and Media

Safety Officer

Advises Incident Commander on issues regarding incident safety.



Incident Commander



Safety Officer

Works with Operations to ensure safety of field personnel.



Operations Section Chief

Ensures safety of all incident personnel.



Incident Personnel

Liaison Officer

Assists Incident Commander by serving as point of contact for agency representatives who are helping to support the operation.



Liaison Officer



Incident Commander

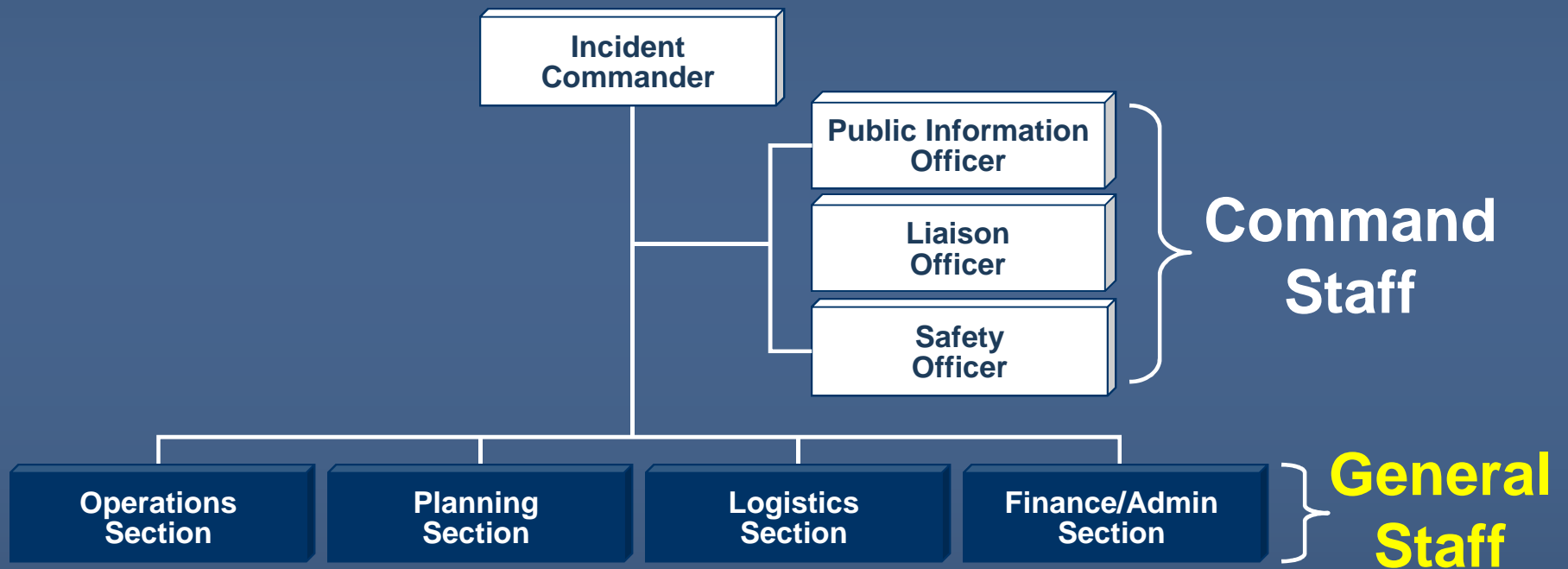


Agency Representative

Provides briefings to and answers questions from supporting agencies.

General Staff

General Staff in the ICS organizational structure.



Operations Section Chief



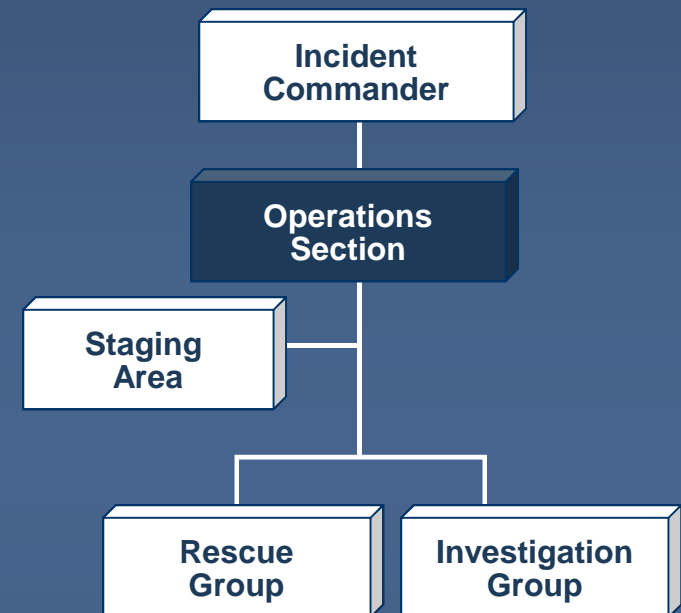
Operations Section Chief

The Operations Section Chief:

- Develops and implements strategy and tactics to carry out the incident objectives.
- Organizes, assigns, and supervises the tactical field resources.
- Supervises air operations and those resources in a Staging Area.

Operations Section

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.



Planning Section Chief



Planning Section Chief

The Planning Section Chief:

- **Gathers, analyzes, and disseminates information and intelligence.**
- **Manages the planning process.**
- **Compiles the Incident Action Plan.**
- **Manages Technical Specialists.**

Planning Section

- Maintains resource status.
- Maintains and displays situation status.
- Prepares the Incident Action Plan.
- Develops alternative strategies.
- Provides documentation services.
- Prepares the Demobilization Plan.
- Provides a primary location for Technical Specialists assigned to an incident.



Logistics Section Chief



Logistics Section Chief

The Logistics Section Chief:

- Provides resources and services required to support incident activities.
- Develops portions of Incident Action Plan and forwards them to Planning Section.
- Contracts for and purchases goods and services needed at the incident.

Logistics Section

Responsible for:

- **Communications.**
- **Medical support to incident personnel.**
- **Food for incident personnel.**
- **Supplies.**
- **Facilities.**
- **Ground support.**



Finance/Administration Section Chief

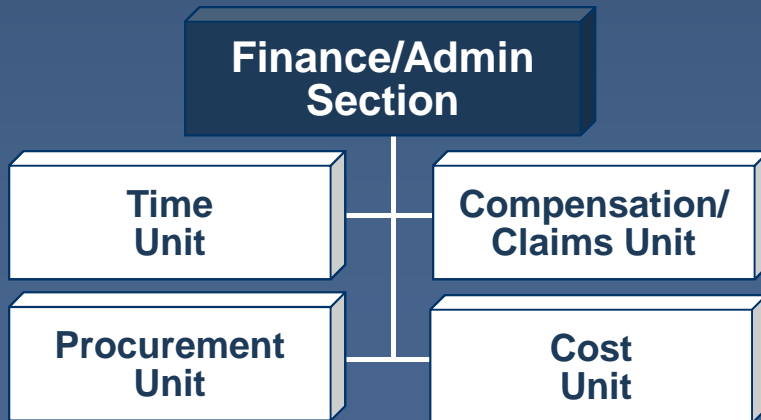


Finance/Administration
Section Chief

The Finance/Admin Section Chief:

- Is responsible for financial and cost analysis.
- Oversees contract negotiations.
- Tracks personnel and equipment time.
- Processes claims for accidents and injuries.
- Works with Logistics to ensure resources are procured.

Finance/Administration Section



- **Contract negotiation and monitoring**
- **Timekeeping**
- **Cost analysis**
- **Compensation for injury or damage to property**



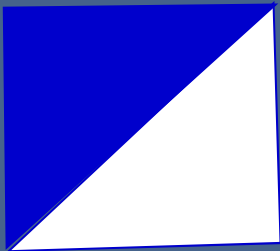
Predesignated Incident Facilities

Incident facilities are:

- **Established by the Incident Commander depending on the requirements and complexity of the incident or event.**
- **Activated only when needed. Some incidents may require facilities not included on the standard list.**



Incident Facilities: Incident Command Post



Symbol

Incident Command Post (ICP):

- Is the location from which the Incident Commander oversees all incident operations.
- May change locations during the event.
- May be located in a vehicle, trailer, tent, or within a building.
- Should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

Every incident must have some form of an Incident Command Post.

Incident Facilities: Staging Area



Symbol

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. There may be more than one Staging Area at an incident.
- Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone.
- May be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

Incident Facilities: Base

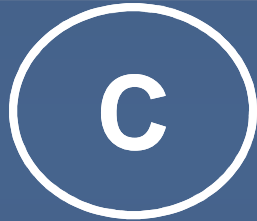


Symbol

Base:

- Is the location from which primary logistics and administrative functions are coordinated and administered. There is only one Base per incident, and it is designated by the incident name.
- May be collocated with the Incident Command Post.
- Is established and managed by the Logistics Section. The resources in the Base are always out of service.

Incident Facilities: Camps



Symbol

Camps:

- Are where resources may be kept to support incident operations if a Base is not accessible to all resources. Multiple Camps may be used, but not all incidents will have Camps.
- Are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services.
- Are designated by geographic location or number.

Incident Facilities: Helibase/Helisports



- A **Helibase** is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.



Symbols

- **Helispots** are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.



A Staging Area is where incident personnel await tactical assignment.

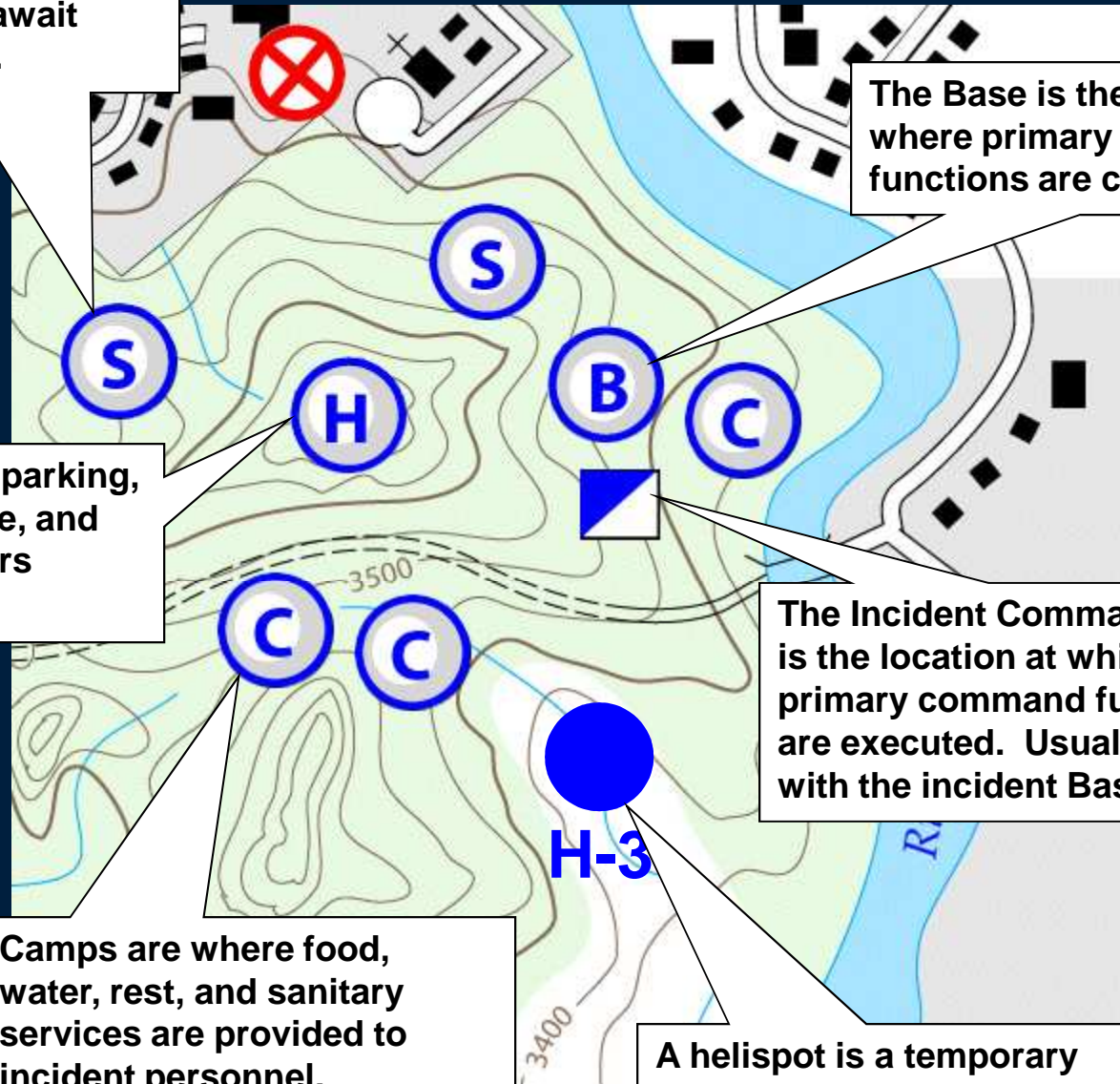
The Base is the location where primary logistics functions are coordinated.

A helibase is where parking, fueling, maintenance, and loading of helicopters occur.

The Incident Command Post is the location at which primary command functions are executed. Usually located with the incident Base.

Camps are where food, water, rest, and sanitary services are provided to incident personnel.

A helispot is a temporary location at an incident where helicopters can safely land and take off.



Activity: Locate the ICS Facilities

Severe weather caused the collapse of the Belk Gymnasium.

More than 50 students are critically injured. Numerous resources are on scene or have been dispatched including rescue squads, ambulances, and MedEvac helicopters.

It is projected that the operations will continue for at least the next 15 hours.





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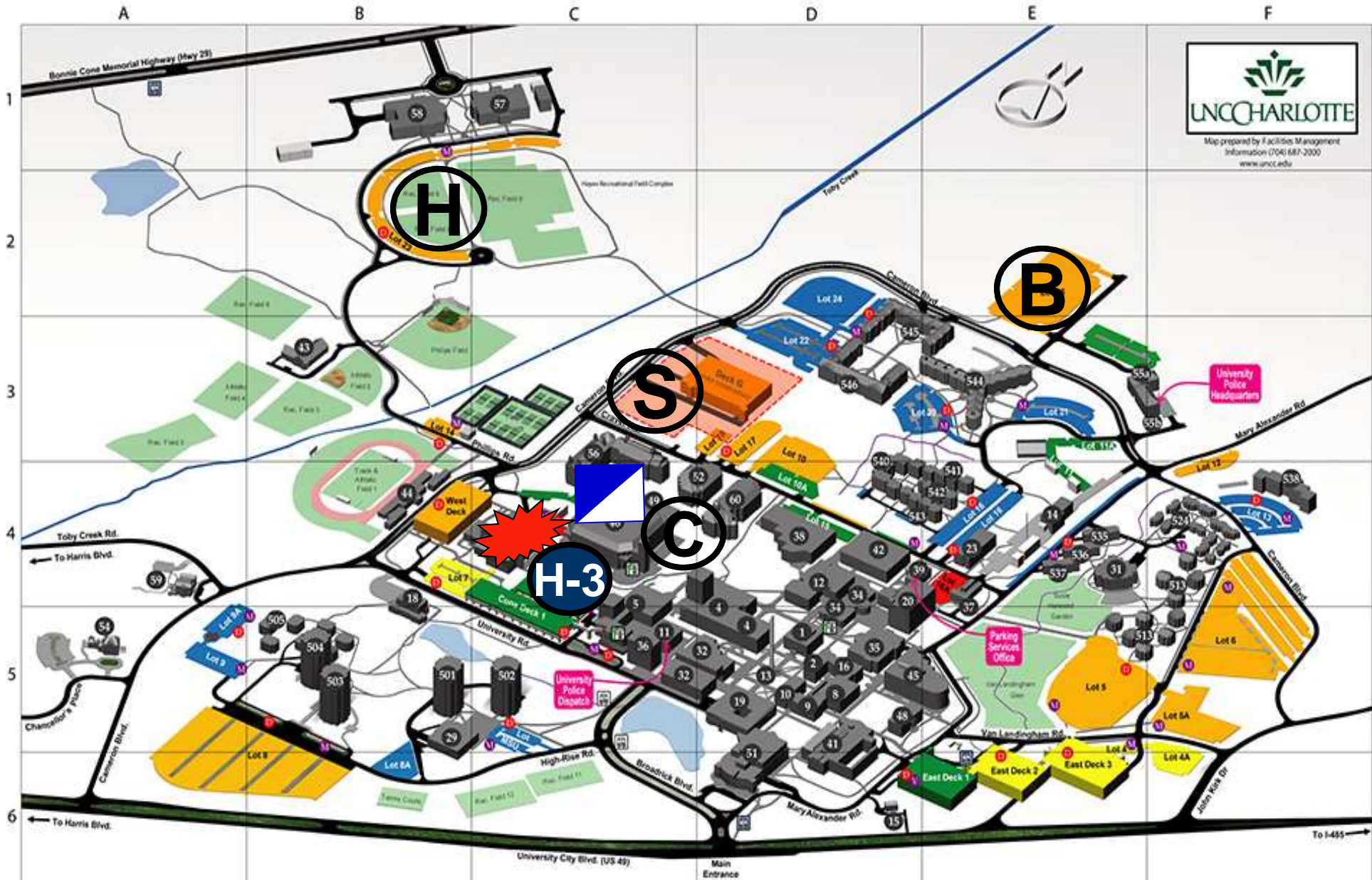
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H-3

C

Visual 2.58



Visual 2.59

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