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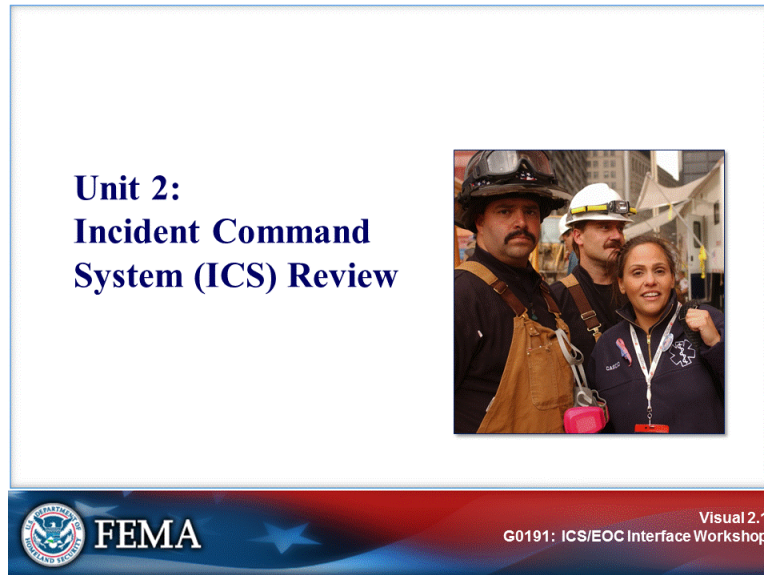
## **UNIT 2. INCIDENT COMMAND SYSTEM (ICS) REVIEW**

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**INTRODUCTION**

**Visual 2.1**



**Key Points**


This lesson presents a brief review of Incident Command System (ICS) concepts and principles.


**INTRODUCTION**

**Visual 2.2**

**Unit 2 Objectives**

- Define ICS.
- Identify concepts and principles of ICS.
- Identify functional elements of ICS.



 **FEMA** Visual 2.2  
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**Key Points**

The unit objectives are listed on the visual.


### ICS OVERVIEW


#### Visual 2.3

### What Is ICS?

**The Incident Command System:**

- Is a standardized, on-scene, all-threats/hazards incident management concept.
- Allows its users to adopt an integrated organizational structure that matches the complexities and demands of incidents.
- Permits seamless integration of responders from all jurisdictions.
- Can be used for incidents of any type, scope, and complexity.



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Visual 2.3  
G0191: ICS/EOC Interface Workshop

#### Key Points

**ICS Concept:** The Incident Command System is a **standardized, on-scene, all-threat/hazard** incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of incidents.

**ICS Flexibility:** ICS has considerable internal flexibility. It can grow or shrink to meet the needs of single or multiple incidents of any type, scope, and complexity. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations. It also supports a multijurisdictional approach, allowing responders to work together without being hindered by jurisdictional boundaries.

**ICS Origins:** ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics.

(Continued on next page)

### ICS OVERVIEW

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#### Visual 2.3 (Continued)

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Surprisingly, studies found that response **problems were far more likely to result from inadequate management** than from any other single reason. Weaknesses in incident management were often due to:


- Lack of accountability, including unclear chains of command and supervision.
- Poor communication due to both inefficient uses of available communications systems and conflicting codes and terminology.
- Lack of an orderly, systematic planning process.
- Having no common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently.
- Having no predefined methods to integrate interagency requirements into the management structure and planning process effectively.

**A poorly managed incident response can be devastating to our economy and our health and safety.**

### ICS OVERVIEW


#### Visual 2.4

### ICS Purposes



By using management best practices, ICS helps ensure:

- Safety of responders and others.
- Achievement of tactical objectives.
- Efficient use of resources.

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Visual 2.4  
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#### Key Points

By using management best practices, ICS helps to ensure:

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

**Discussion Question:** What resources and plans do you have for ensuring the safety and welfare of your responders?

### MANDATES

#### Visual 2.5



#### Key Points

Complex 21st century threats demand that all Americans share responsibility for homeland security. All levels of government, the private sector, nongovernmental agencies, and individuals and households must be prepared to prevent, protect against, mitigate the effects of, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These threats and hazards require a unified and coordinated national approach to planning and to domestic incident management.

The following directives are linked to national preparedness:

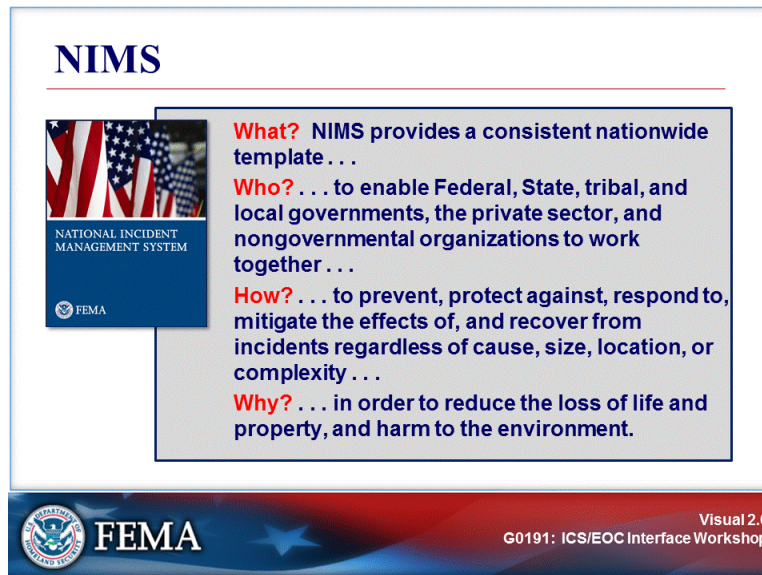
- **Homeland Security Presidential Directive 5 (HSPD-5)**, Management of Domestic Incidents, identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a **National Incident Management System (NIMS)**.
- **Presidential Policy Directive 8 (PPD-8)** describes the Nation's approach to preparedness—one that involves the whole community, including individuals, businesses, community- and faith-based organizations, schools, tribes, and all levels of government (Federal, State, local, tribal and territorial).

PPD-8 links together national preparedness efforts using the following key elements: National Preparedness System: How We Get There; National Planning System: What We Deliver; Annual National Preparedness: How Well We Are Doing; and Whole Community Initiative: Who We Engage.



### MANDATES

#### Visual 2.6



**NIMS**

**What?** NIMS provides a consistent nationwide template . . .

**Who?** . . . to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

**How?** . . . to prevent, protect against, respond to, mitigate the effects of, and recover from incidents regardless of cause, size, location, or complexity . . .

**Why?** . . . in order to reduce the loss of life and property, and harm to the environment.

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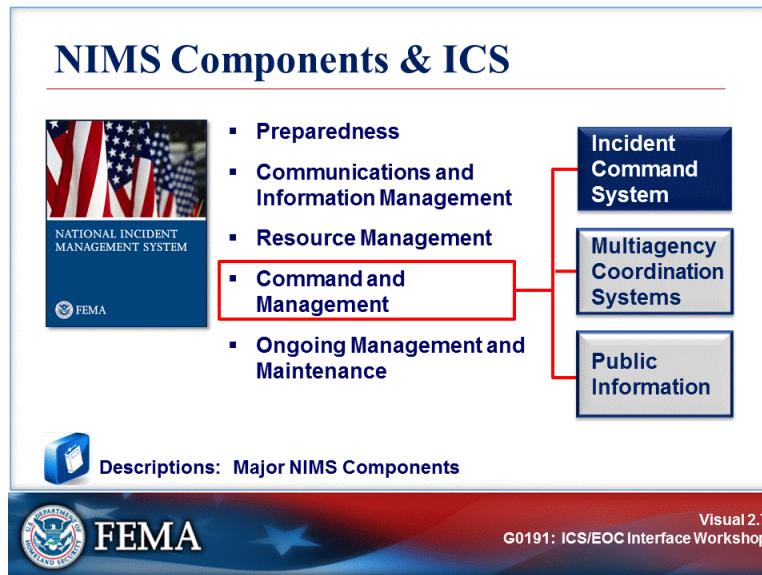
Visual 2.6  
G0191: ICS/EOC Interface Workshop

#### Key Points

**The National Incident Management System (NIMS)** provides a systematic, proactive approach guiding departments and agencies at all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prepare for, protect against, mitigate the effects of, respond to, and recover from incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property, and harm to the environment.

### MANDATES

#### Visual 2.7



### Key Points

NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-threats/hazards context.

The following is a summary of the major components of NIMS.

Additional information is available at: [www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims).

**Descriptions: Major NIMS Components**

<b>Component</b>	<b>Description</b>
<b>Preparedness</b>	Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualifications and certification, and equipment certification.
<b>Communications and Information Management</b>	Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.
<b>Resource Management</b>	Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.
<b>Command and Management</b>	The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.
<b>Ongoing Management and Maintenance</b>	DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.


### MANDATES


#### Visual 2.8

### Institutionalizing the Use of ICS (1 of 2)

To institutionalize the use of ICS, governmental officials:

- Adopt the ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system.
- Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS.



 **FEMA** Visual 2.8  
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#### Key Points

According to the National Integration Center, “Institutionalizing the use of ICS” means that government officials, incident managers, and emergency response organizations at all jurisdictional levels must adopt the Incident Command System. Actions to institutionalize the use of ICS take place at two levels: policy and organizational/operational.

**Policy Level:** At the policy level, institutionalizing the use of ICS means government officials (i.e., Governors, mayors, county and city managers, tribal leaders, and others) must:

- Adopt the ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system; and
- Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS in their response operations.


### MANDATES


#### Visual 2.9

### Institutionalizing the Use of ICS (2 of 2)

Incident managers and emergency response organizations:

- Integrate ICS into functional and system-wide emergency operations, policies, plans, and procedures.
- Conduct ICS training for responders, supervisors, and command-level officers.
- Conduct ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.



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Visual 2.9  
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#### Key Points


**Organizational/Operational Level:** At the organizational/operational level, evidence that incident managers and emergency response organizations are institutionalizing the ICS would include the following:

- ICS is being integrated into functional and system-wide emergency operations policies, plans, and procedures.
- ICS training is planned or underway for responders, supervisors, and command-level officers.
- Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.


### MANDATES

#### Visual 2.10

### Other ICS Mandates



- **Hazardous Materials Incidents:**
  - **Superfund Amendments and Reauthorization Act (SARA) of 1986**
  - **Occupational Safety and Health Administration (OSHA) Rule 29 CFR 1910.120**
- **State and Local Regulations**

 **FEMA** Visual 2.10  
G0191: ICS/EOC Interface Workshop

#### Key Points

In addition to the NIMS mandate, the following laws require the use of ICS:

- The **Superfund Amendments and Reauthorization Act (SARA)** of 1986 established Federal regulations for handling hazardous materials. SARA directed the Occupational Safety and Health Administration (OSHA) to establish rules for operations at hazardous materials incidents.
- **OSHA Rule 29 CFR 1910.120** requires all organizations that handle hazardous materials to use ICS. The regulation states: “The Incident Command System shall be established by those employers for the incidents that will be under their control and shall interface with other organizations or agencies who may respond to such an incident.”

The Environmental Protection Agency (EPA) requires States to use ICS at hazardous materials incidents.

### ICS BENEFITS


#### Visual 2.11

### ICS Benefits

- Meets the need 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 – avoids duplication of efforts.

Any others?



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Visual 2.11  
G0191: ICS/EOC Interface Workshop

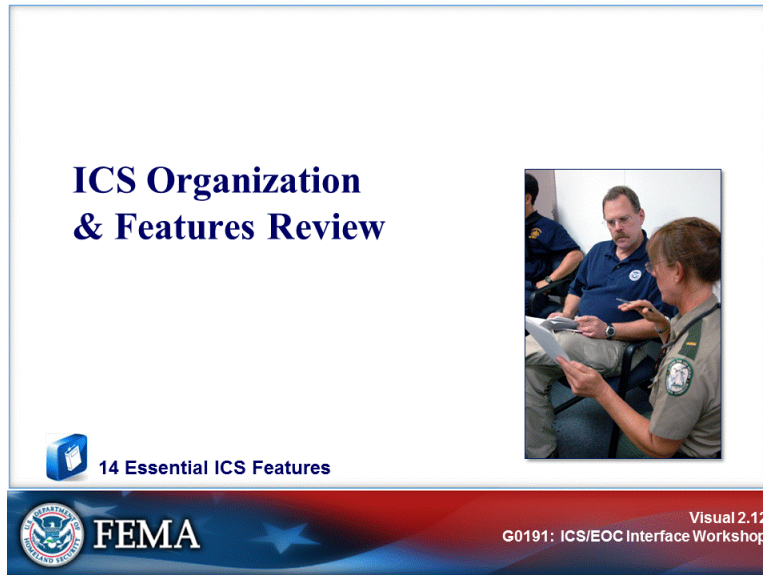
#### Key Points

Because ICS is designed to be interdisciplinary and organizationally flexible, it:

- 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 because it avoids duplication of efforts.

**ICS FEATURES**

**Visual 2.12**



**Key Points**

The next part of the lesson reviews the ICS organization and features.



### 14 Essential ICS Features

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- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(Continued on the next page)

### 14 Essential ICS Features (Continued)

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- **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 he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
  - **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
  - **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
    - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
    - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
    - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
    - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
    - **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.
  - **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.
  - **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.
-

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.13

**ICS Organization**

Differs from the day-to-day, administrative organizational structures and positions.

- Unique ICS position titles and organizational structures are designed to avoid confusion during response.
- Rank may change during deployment.

A “chief” may not hold that title when deployed under ICS.

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Visual 2.13  
G0191: ICS/EOC Interface Workshop

Key Points

The ICS organization differs from the day-to-day, administrative organizational structures and positions.

- **Unique ICS position titles and organizational structures are used.** There is **no** correlation with the administrative structure of any other agency or jurisdiction. This organization’s uniqueness helps to avoid confusion over different position titles and organizational structures.
- **Rank may change.** For example, someone who serves as a chief every day may not hold that title when deployed under an ICS structure.

### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

#### Visual 2.14

**Common Terminology**

ICS requires the use of common terminology. Common terminology helps to define:

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

Why is the use of common terminology essential to the ICS/EOC interface?

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Visual 2.14  
G0191: ICS/EOC Interface Workshop

#### Key Points

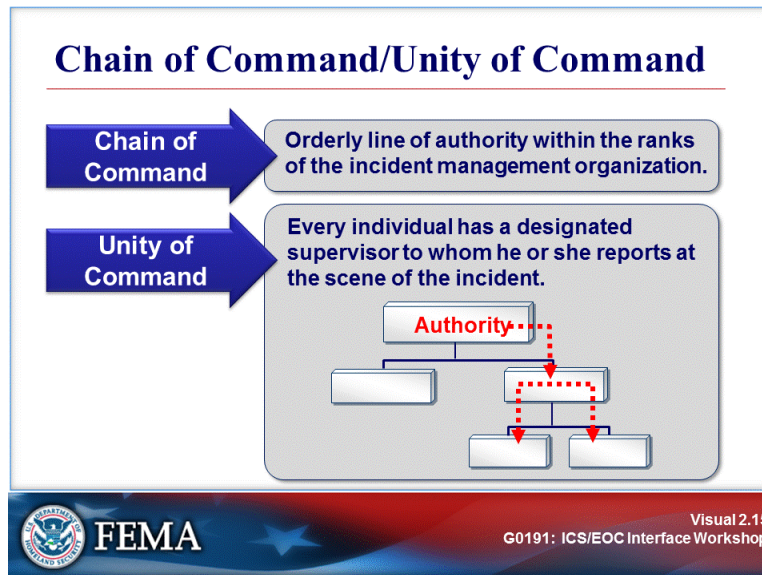
It is important to use plain English during incident response because often there is more than one agency involved in an incident. Ambiguous codes and acronyms have proven to be major obstacles in communication. When codes and acronyms are used on an incident, confusion is often the result. NIMS requires that all responders use plain language, referred to as “clear text.” Clear text means that radio codes, agency-specific codes, or jargon should not be used.

ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and threat/hazard scenarios. This common terminology covers the following:

- **Organizational Functions.** Major functions and functional units with domestic incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.
- **Incident Facilities.** Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.
- **Resource Descriptions.** Major resources—including personnel, facilities, and major equipment and supply items—used to support incident management activities are given common names and are “typed” with respect to their capabilities, to help avoid confusion and to enhance interoperability.
- **Position Titles.** At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel. ICS titles often do NOT correspond to the titles agencies use on a daily basis.

### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

#### Visual 2.15



#### Key Points

Within the ICS organization, chain of command and unity of command are maintained.

- **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 he or she reports at the scene of the incident.

These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Chain of command must be followed at the incident site and by those not deployed to the incident. After being deployed and receiving an incident assignment, personnel may be assigned by someone who is not their day-to-day supervisor. In this situation, the responders must take direction from their on-scene ICS supervisors only. In addition, someone who is a day-to-day supervisor may not be assigned or qualified to serve as an on-scene supervisor.

**CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS**

**Visual 2.16**



**Key Points**

**Discussion Question: What is the difference between unity of command and Unified Command?**


### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS


#### Visual 2.17

### Incident Commander

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

The **most qualified** person is designated as the Incident Commander independent of rank.



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Visual 2.17  
G0191: ICS/EOC Interface Workshop

#### Key Points

All incident responses begin by establishing command. 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, a lower ranking person may be the Incident Commander if he or she is the most qualified person.

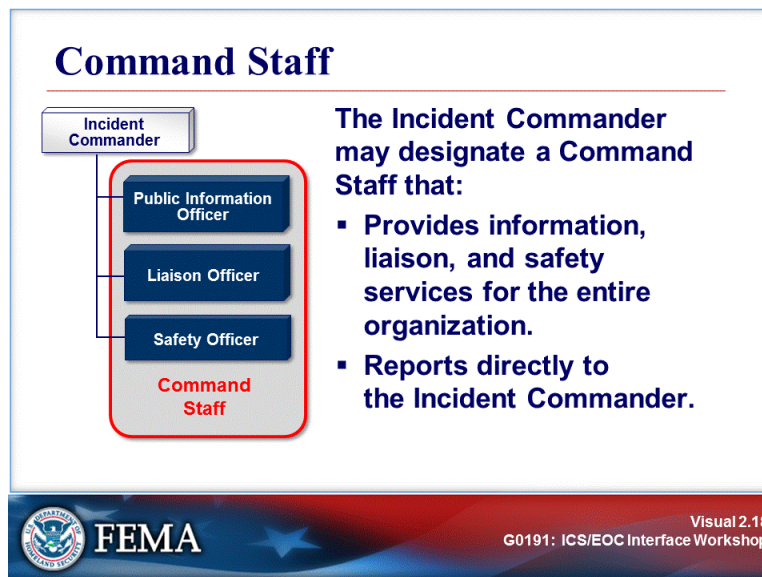
The process of moving responsibility for incident command from one Incident Commander to another is called **transfer of command**. A transfer of command occurs when:

- 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 responsible agency.

Transfer of command must include a **transfer of command briefing**—which may be oral, written, or a combination of both.

### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

#### Visual 2.18



#### Key Points

**Incident Command** is comprised of the Incident Commander and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

The **Command Staff** is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information. The Command Staff includes the following positions:

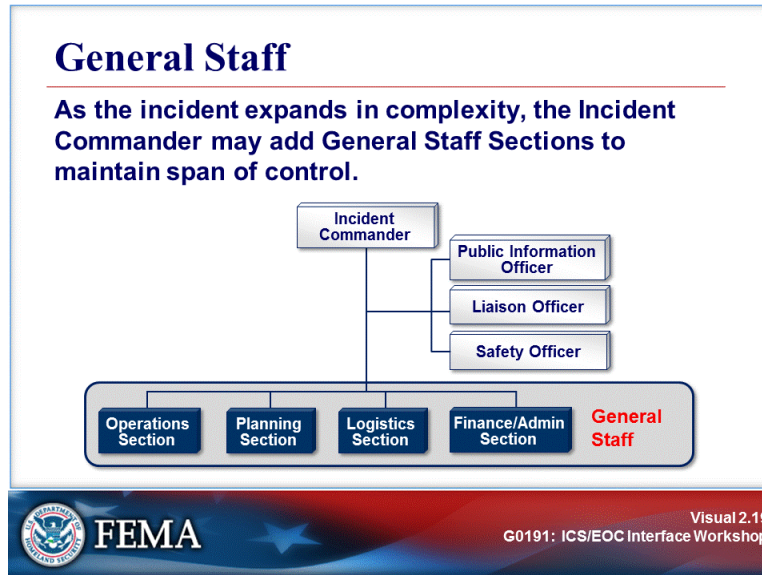
- **Public Information Officer:**
  - Advises the Incident Commander on information dissemination and media relations.
  - Obtains information from and provides information to the Planning Section.
  - Obtains information from and provides information to the community and media.
- **Liaison Officer:**
  - Assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation.
  - Provides briefings to and answers questions from supporting agencies.
- **Safety Officer:**
  - Advises the Incident Commander on issues regarding incident safety.
  - Works with the Operations Section to ensure the safety of field personnel.

The Command Staff may include additional positions as required and assigned by the Incident Commander.



### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

#### Visual 2.19



#### Key Points

The **General Staff** represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

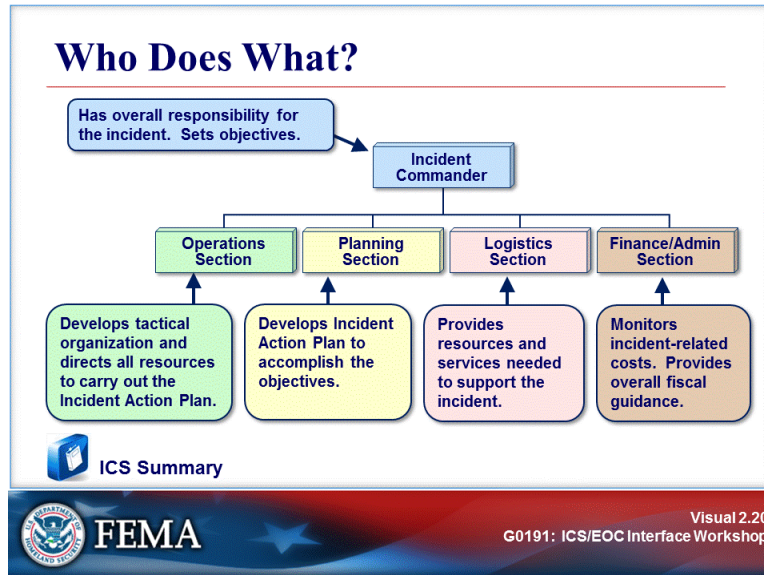
As the number of operational responders (tactical resources) increases, the need for support resources (e.g., food, communications equipment, or supplies) increases.

**General guidelines** related to General Staff positions include the following:

- 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.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff Section Chiefs and Operations Section Branch Directors. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This strategy allows for greater interagency coordination.
- **General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command.** This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a “Planning and Logistics Section,” it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made more easily.

**CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS**

**Visual 2.20**

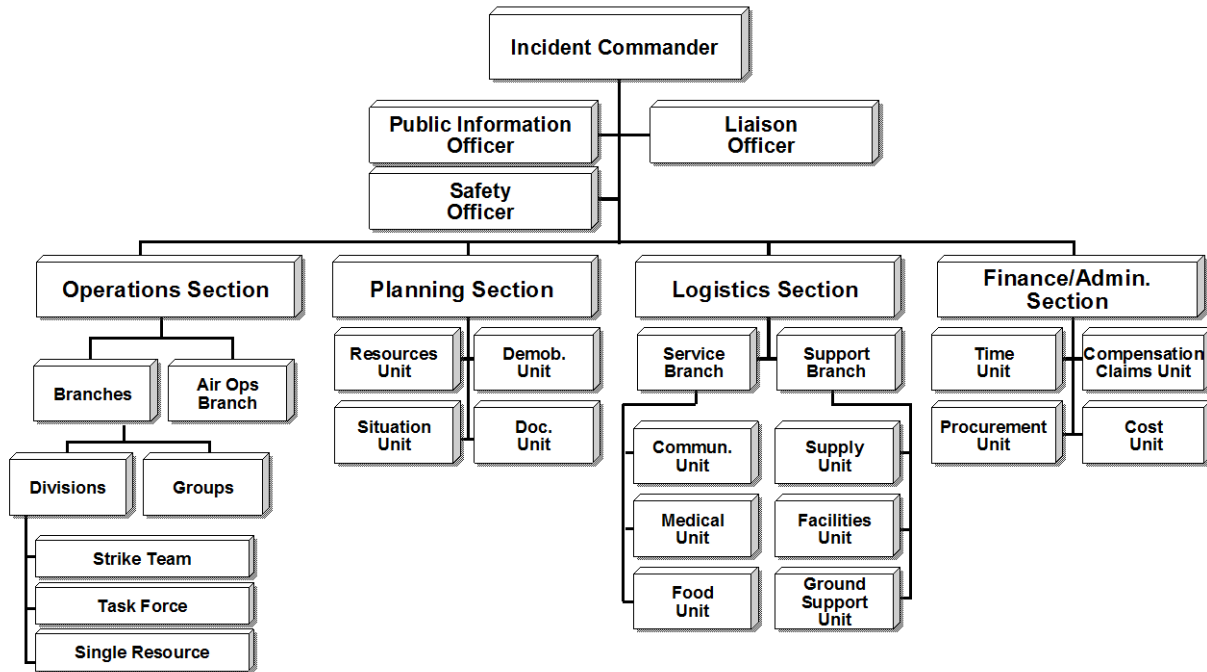


**Key Points**

**Position Responsibilities**

Position	Responsibility
<b>Incident Commander</b>	<b>Establishing incident objectives.</b>
<b>Operations Section Chief</b>	<b>Managing all tactical operations at an incident.</b> The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.
<b>Planning Section Chief</b>	<b>Providing planning services for the incident.</b> Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, in formal briefings, or through map and status board displays.
<b>Logistics Section Chief</b>	<b>Providing all incident support needs</b> with the exception of logistics support to air operations.
<b>Finance/Admin. Section Chief</b>	<b>Managing all financial aspects of an incident.</b> Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.

ICS Summary



ICS Organization Descriptions

- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **General Staff:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals, by function, or by jurisdictional name.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

### ICS Summary

#### ICS Organization Descriptions (Continued)

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- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- **Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

#### Overall Organizational Functions

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ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were to:

- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for both current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- Promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- Provide a safe operating environment within all parts of the incident organization.
- Ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

#### Incident Commander

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The Incident Commander is technically not a part of either the General or Command staff. The Incident Commander is responsible for overall incident management, including:

- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities, and determining incident objectives and strategies to be followed.
- Establishing ICS organization needed to manage the incident.
- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Authorizing information release to the media.

### ICS Summary

#### Incident Commander (Continued)

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- Approving resource requests and use of volunteers and auxiliary personnel.
- Ordering demobilization as needed.
- Ensuring after-action reports are completed.

#### Command Staff

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The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander.

Responsibilities of the Command Staff are summarized in a subsequent table.

#### General Staff

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The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be assigned to each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

Responsibilities of the General Staff are summarized in a subsequent table.

### ICS Summary

#### Agency Representatives

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An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staffs on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

#### Technical Specialists

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Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

### ICS Summary

#### Intelligence/Investigations Function

---

The collection, analysis, and sharing of incident-related intelligence are important elements of ICS. Normally, operational information and situational intelligence are management functions located in the Planning Section, with a focus on three incident intelligence areas: situation status, resource status, and anticipated incident status or escalation (e.g., weather forecasts, location of supplies, etc.). This information and intelligence is utilized for incident management decisionmaking. In addition, Technical Specialists may be utilized in the Planning Section to provide specific information that may support tactical decisions on an incident.

Incident management organizations must also establish a system for the collection, analysis, and sharing, as possible, of information developed during Intelligence/Investigations efforts. Some incidents require the utilization of intelligence and investigative information to support the process. Intelligence and investigative information is defined as information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individuals(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure:

- **Within the Planning Section:** This is the traditional placement for this function and is appropriate for incidents with little or no investigative information requirements, nor a significant amount of specialized information.
- **As a Separate General Staff Section:** This option may be appropriate when there is an intelligence/investigative component to the incident or when multiple investigative agencies are part of the investigative process and/or there is a need for classified intelligence.
- **Within the Operations Section:** This option may be appropriate for incidents that require a high degree of linkage and coordination between the investigative information and the operational tactics that are being employed.
- **Within the Command Staff:** This option may be appropriate for incidents with little need for tactical information or classified intelligence and where supporting Agency Representatives are providing real-time information to the Command Element.

The mission of the Intelligence/Investigations Function is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:

- Prevent/Deter additional activity, incidents, and/or attacks.
- Collect, process, analyze, and appropriately disseminate intelligence information.
- Conduct a thorough and comprehensive investigation.
- Identify, process, collect, create a chain of custody for, safeguard, examine/analyze, and store all situational intelligence and/or probative evidence.

**ICS Summary**

**Intelligence/Investigations Function (Continued)**

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The Intelligence/Investigations Function has responsibilities that cross all departments' interests involved during an incident, but there are functions that remain specific to law enforcement response and/or mission areas. Two examples of these are expeditious identification and apprehension of all perpetrators, and successful prosecution of all defendants.

Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained and information will be transmitted to Command, Operations, and Planning. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance and/or need to know.



**ICS Summary**

<b>Responsibilities of Command Staff</b>	
<b>Position</b>	<b>Responsibilities</b>
<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>• Determine, according to direction from the Incident Commander (IC), any limits on information release.</li> <li>• Develop accurate, accessible, and timely information for use in press/media briefings.</li> <li>• Obtain IC's approval of news releases.</li> <li>• Conduct periodic media briefings.</li> <li>• Arrange for tours and other interviews or briefings that may be required.</li> <li>• Monitor and forward media information that may be useful to incident planning.</li> <li>• Maintain current information summaries and/or displays on the incident.</li> <li>• Make information about the incident available to incident personnel.</li> <li>• Participate in the planning meeting.</li> </ul>
<b>Safety Officer</b>	<ul style="list-style-type: none"> <li>• Identify and mitigate hazardous situations.</li> <li>• Ensure safety messages and briefings are made.</li> <li>• Exercise emergency authority to stop and prevent unsafe acts.</li> <li>• Review the incident action plan for safety implications.</li> <li>• Assign assistants qualified to evaluate special hazards.</li> <li>• Initiate preliminary investigation of accidents within the incident area.</li> <li>• Review and approve the Medical Plan.</li> <li>• Participate in planning meetings.</li> </ul>
<b>Liaison Officer</b>	<ul style="list-style-type: none"> <li>• Act as a point of contact for agency representatives.</li> <li>• Maintain a list of assisting and cooperating agencies and agency representatives.</li> <li>• Assist in setting up and coordinating interagency contacts.</li> <li>• Monitor incident operations to identify current or potential interorganizational problems.</li> <li>• Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.</li> <li>• Provide agency-specific demobilization information and requirements.</li> </ul>
<b>Assistants</b>	<p>In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.</p>

**ICS Summary**

<b>Responsibilities of Command Staff (Continued)</b>	
<b>Position</b>	<b>Responsibilities</b>
<b>Additional Command Staff</b>	<p>Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander.</p> <p>For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.</p> <p>Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.</p>

Source: NIMS

<b>Responsibilities of General Staff</b>	
<b>Position</b>	<b>Responsibilities</b>
<b>Operations Section Chief</b>	<p>The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.</p> <p>Major responsibilities of the Operations Section Chief are to:</p> <ul style="list-style-type: none"><li>• Assure safety of tactical operations.</li><li>• Manage tactical operations.</li><li>• Develop the operations portions of the IAP.</li><li>• Supervise execution of operations portions of IAP.</li><li>• Request additional resources to support tactical operations.</li><li>• Approve release of resources from active operational assignments.</li><li>• Make or approve expedient changes to the IAP.</li><li>• Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.</li></ul>

**ICS Summary**

<b>Responsibilities of General Staff (Continued)</b>	
<b>Position</b>	<b>Responsibilities</b>
<b>Planning Section Chief</b>	<p>The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, in formal briefings, or through map and status board displays.</p> <p>Major responsibilities of the Planning Section Chief are to:</p> <ul style="list-style-type: none"> <li>• Collect and manage all incident-relevant operational data.</li> <li>• Supervise preparation of the IAP.</li> <li>• Provide input to the IC and Operations in preparing IAP.</li> <li>• Incorporate traffic, medical, and communications plans and other supporting material into the IAP.</li> <li>• Conduct/Facilitate Planning Meetings.</li> <li>• Reassign personnel within ICS organization.</li> <li>• Compile and display incident status information.</li> <li>• Establish information requirements and reporting schedules for units (e.g., resources, situation units).</li> <li>• Determine need for specialized resources.</li> <li>• Assemble and disassemble task forces and strike teams not assigned to Operations.</li> <li>• Establish specialized data collection systems as necessary (e.g., weather).</li> <li>• Assemble information on alternative strategies.</li> <li>• Provide periodic predictions on incident potential.</li> <li>• Report significant changes in incident status.</li> <li>• Oversee preparation of the Demobilization Plan.</li> </ul>
<b>Logistics Section Chief</b>	<p>The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:</p> <ul style="list-style-type: none"> <li>• Facilities.</li> <li>• Transportation.</li> <li>• Communications.</li> <li>• Supplies.</li> <li>• Equipment maintenance and fueling.</li> <li>• Food services (for responders).</li> <li>• Medical services (for responders).</li> <li>• All off-incident resources.</li> </ul>

**ICS Summary**

<b>Responsibilities of General Staff (Continued)</b>	
<b>Position</b>	<b>Responsibilities</b>
<b>Logistics Section Chief (Continued)</b>	<p>Major responsibilities of the Logistics Section Chief are to:</p> <ul style="list-style-type: none"> <li>• Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel, and all off-incident resources.</li> <li>• Manage all incident logistics.</li> <li>• Provide logistics input to the IAP.</li> <li>• Brief Logistics Staff as needed.</li> <li>• Identify anticipated and known incident service and support requirements.</li> <li>• Request additional resources as needed.</li> <li>• Ensure and oversee the development of the communications, medical, and traffic plans as required.</li> <li>• Oversee demobilization of Logistics Section and associated resources.</li> </ul>
<b>Finance/ Administration Section Chief</b>	<p>The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</p> <p>Major responsibilities of the Finance/Administration Section Chief are to:</p> <ul style="list-style-type: none"> <li>• Manage all financial aspects of an incident.</li> <li>• Provide financial and cost analysis information as requested.</li> <li>• Ensure compensation and claims functions are being addressed relative to the incident.</li> <li>• Gather pertinent information from briefings with responsible agencies.</li> <li>• Develop an operation plan for the Finance/Administration Section and fill Section supply and support needs.</li> <li>• Determine the need to set up and operate an incident commissary.</li> <li>• Meet with assisting and cooperating agency representatives as needed.</li> <li>• Maintain daily contact with agency(s) headquarters on finance matters.</li> <li>• Ensure that personnel time records are completed accurately and transmitted to home agencies.</li> <li>• Ensure that all obligation documents initiated at the incident are properly prepared and completed.</li> <li>• Brief agency administrative personnel on all incident-related financial issues needing attention or followup.</li> <li>• Provide input to the IAP.</li> </ul>

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.21

### Incident Management Roles

Incident Commander	Senior Officials at the EOC
<ul style="list-style-type: none"><li>• Manages the incident at the scene.</li><li>• Keeps the EOC informed on all important matters pertaining to the incident.</li></ul>	<p>Provide the following to the Incident Commander:</p> <ul style="list-style-type: none"><li>• Policy</li><li>• Mission</li><li>• Strategic direction</li><li>• Authority</li></ul>

**To maintain unity of command and safety of responders, the chain of command must NOT be bypassed.**



Key Points

Compare the incident management roles of the Incident Commander with those of senior officials at the EOC.

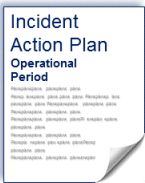
CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS


Visual 2.22

**Reliance on an Incident Action Plan**

The Incident Commander creates an Incident Action Plan 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.
- Takes into account legal and policy considerations and direction.



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Visual 2.22  
G0191: ICS/EOC Interface Workshop

Key Points

Every incident, large or small, requires some form of an **Incident Action Plan (IAP)**. For most small incidents, the IAP is developed by the Incident Commander and verbally passed on to subordinates and assigned resources.

The **operational period** is the period of time scheduled for completion of a given set of actions called for in the IAP. The length of the period is determined by the Incident Commander and may be as short as 1 hour or as long as 24 hours, or even multiple days.

As incidents grow in size or complexity and/or as other agencies and resources are added, it is important to document vital information pertaining to the plan of action for the incident.

On large incidents, preparation of a written IAP is accomplished within the Planning Section. The Incident Commander establishes the objectives and strategy, based on needs of the incident and policy and guidance from the Executive/Senior Official at the EOC.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.23

**Discussion**

How can an effective IAP and planning process facilitate the interface between the on-scene command and EOC?



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Visual 2.23  
G0191: ICS/EOC Interface Workshop


Key Points

**Discussion Question:** How can an effective IAP and planning process facilitate the interface between the on-scene command and EOC?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS


Visual 2.24

**ICS Expansion and Contraction**



Although there are no hard-and-fast rules, remember that:

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.

 **FEMA** Visual 2.24  
G0191: ICS/EOC Interface Workshop

**Key Points**

There are no hard-and-fast rules for incident expansion and contraction. However, it is important to remember that:

- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.
- The ICS organization is expanded and contracted to maintain an optimal span of control. With an ICS organization, span of control for any supervisor:
  - Is between 3 and 7 subordinates.
  - Optimally does not exceed 5 subordinates.

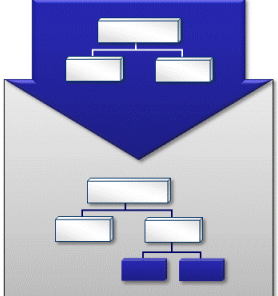


**CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS**

**Visual 2.25**

**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.



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Visual 2.25  
G0191: ICS/EOC Interface Workshop

**Key Points**

The ICS organization adheres to a “form follows function” philosophy. The size of the current organization and that of the next operational period are determined through the incident planning process.

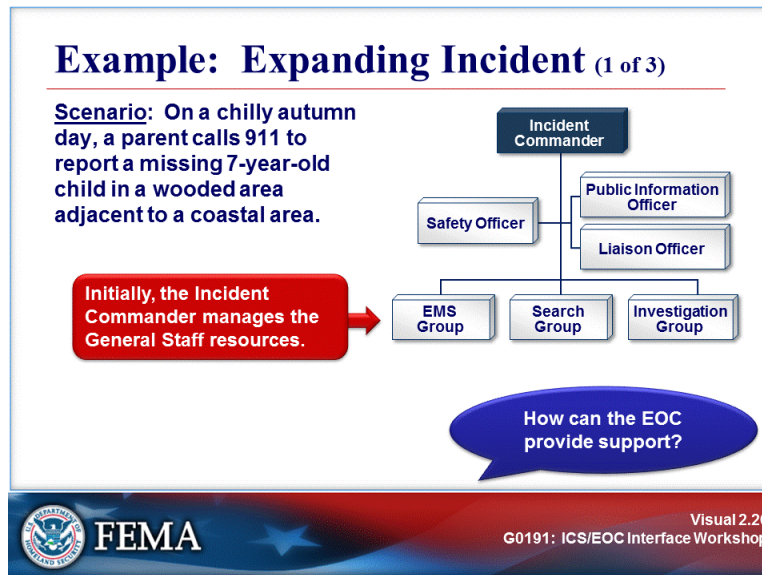
An ICS organization is a modular organization, which means that it:

- 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.

Incident objectives (contained in the IAP) determine the organizational size.

### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

#### Visual 2.26



#### Key Points

Review the following scenario:

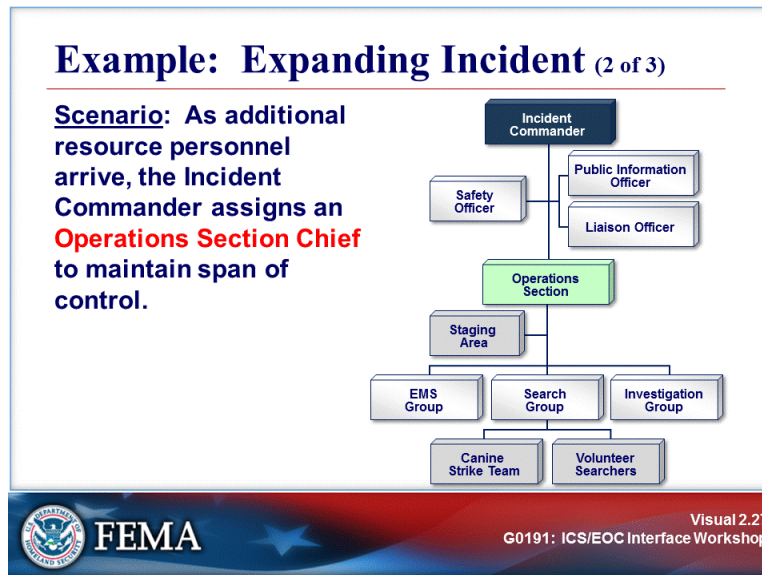
#### Scenario

- At 4:30 p.m. on a chilly autumn day, a parent calls 911 to report a missing 7-year-old child. The child was outside playing and may have wandered off into a vast wooded area adjacent to a coastal area.
- The initial ICS organization includes:
  - Safety Officer to ensure the well-being of all responders and volunteers.
  - Public Information Officer to handle the increasing numbers of media arriving at the scene.
  - Liaison Officer to coordinate the different response groups.
- The Incident Command is managing the following tactical resources: Emergency Medical Technician, Search Group, and Investigation Group. The Search Group and Investigation Group each has a Supervisor who reports to the Incident Commander.

**Discussion Question:** What can the EOC do to support the on-scene command?

### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

#### Visual 2.27



#### Key Points

##### Continuing Scenario:

- As resources continue to expand, the Incident Commander assigns an **Operations Section Chief** to manage the tactical operations and resources.
- The initial Operations Section includes a Staging Area where available resources wait for assignments.
- Within the Search Group, resources are being organized into teams (canine strike team and volunteer searchers).
- If the incident expands more, then the Operations Section Chief may add:
  - Divisions, which are used to divide an incident geographically.
  - Branches, which are used when the number of Divisions or Groups exceeds the span of control, and which can be either geographical or functional.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.28

**Example: Expanding Incident** (3 of 3)

**Scenario:** With hundreds of responders and volunteers arriving, there is a need for on-scene support of the planning and logistics functions.

The Incident Commander adds a **Planning Section Chief** and **Logistics Section Chief**.

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

Remember . . . Not all Sections need to be activated!

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Visual 2.28  
G0191: ICS/EOC Interface Workshop

Key Points

Continuing Scenario:

- After the first hour, the Incident Commander establishes the following additional Sections to support the operation:
  - **Planning Section** to develop the Incident Action Plan and track the status of resources on the scene.
  - **Logistics Section** to provide resources and all other services needed to support the incident. The Logistics Section will order needed resources, set up communications systems, and establish feeding areas for searchers.
- In this incident the Finance and Administration functions are not needed. Sections are only established if needed.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

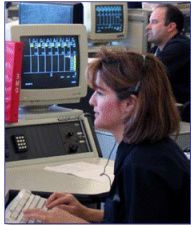
Visual 2.29

**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.



How can the EOC help?



Visual 2.29  
G0191: ICS/EOC Interface Workshop

Key Points

In ICS, resources are defined as personnel, teams, equipment, supplies, and facilities. ICS identifies resources as:

- **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, supplies).

Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering (including reimbursement for) resources.

Resources are tracked as:

- **Assigned** - Currently working on an assignment under the direction of a supervisor.
- **Available** - Ready for immediate assignment; has been issued all required equipment.
- **Out-of-Service** - Not available or ready to be assigned (e.g., maintenance issues, rest periods).

**Discussion Question:** What roles can the EOC play in helping with resource management?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.30

**Mobilization**

At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment **should not be dispatched unless requested by the on-scene incident command.**



Why?



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Visual 2.30  
G0191: ICS/EOC Interface Workshop

Key Points

Another key feature of ICS is the importance of managing resources to adjust to changing conditions. At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment should be dispatched when requested by the on-scene incident command.

**Discussion Question:** What's the issue with the EOC dispatching resources to an incident without being requested by incident command?

### CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

#### Visual 2.31

### Integrated Communications

Incident communications are facilitated through:

- Development and use of a common communications plan.
- 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).

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Visual 2.31  
G0191: ICS/EOC Interface Workshop

#### Key Points

Another important feature of ICS is the use of integrated communications. Incident communications are facilitated through:

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

Effective ICS communications include the following three elements:

- **Modes:** The “hardware” systems that transfer information.
- **Planning:** Planning for the use of all available communications resources.
- **Networks:** The procedures and processes for transferring information internally and externally.

**CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS**

**Visual 2.32**

**Discussion**



Why are integrated communications important to the ICS/EOC interface?

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Visual 2.32  
G0191: ICS/EOC Interface Workshop

**Key Points**

**Discussion Question: Why are integrated communications important to the ICS/EOC interface?**




CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS


Visual 2.33

**Interoperability Saves Lives** (1 of 2)

**Jan. 13, 1982** 70 people lost their lives when Air Florida Flight 90 crashed in Washington, DC.

Police, fire, and EMS crews responded quickly but couldn't coordinate their efforts because they couldn't talk to each other by radio.



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Visual 2.33  
G0191: ICS/EOC Interface Workshop

Key Points

**January 13, 1982:** Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire, and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.

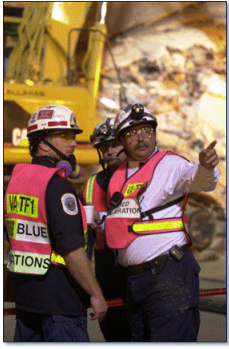
CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.34

**Interoperability Saves Lives** (2 of 2)

**Sept. 11, 2001** When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

**Interoperability makes sense.**  
It's a cost saver, a resource saver, and a lifesaver.



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Visual 2.34  
G0191: ICS/EOC Interface Workshop

Key Points

**September 11, 2001:** When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy. Washington-area agencies had instituted a formal Incident Command System for large emergencies before the attack, so the chain of command was clear.

The Public Safety Wireless Network Program, a joint effort sponsored by the U.S. Departments of Justice and the Treasury, issued a report titled, “Answering the Call: Communications Lessons Learned from the Pentagon Attack.” The report noted that:

“During the initial response, the majority of local public safety responders experienced no difficulty in establishing interoperable communications on the scene. This was because of the high level of regional coordination and agreements previously established. However, as the number of State and Federal agencies (secondary responders) increased at the site, interoperability presented new challenges. No means of direct interoperability was immediately available to these secondary response agencies.”

### INCIDENT MANAGEMENT TEAM

#### Visual 2.35

### Incident Management Team (IMT)

A comprehensive resource to either:

- Augment ongoing operations through provision of infrastructure support, or
- When requested, transition to an incident management function to include all components/ functions of a Command and General Staff.



 **FEMA**

Visual 2.35  
G0191: ICS/EOC Interface Workshop

#### Key Points

An **Incident Management Team (IMT)** is a comprehensive resource to either:

- Augment ongoing operations through provision of infrastructure support, or
- When requested, transition to an incident management function to include all components/functions of a Command and General Staff.

NIMS provides the following **definition** of IMTs:

An IMT is an incident command organization made up of the Command and General Staff members and appropriate functional units in an ICS organization and can be deployed or activated, as needed. National, State, and some local IMTs have formal certification and qualification, notification, deployment, and operational procedures in place. In other cases, ad hoc IMTs are formed at an incident or for specific events. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the “type,” or level, of IMT.

**Key aspects** of IMTs are that they:

- Include Command and General Staff members and support personnel.
- Have pre-designated roles and responsibilities.
- Are rostered and on-call (Types 1-4).
- Are identified and able to be contacted (Type 5).
- Are typed based on capability, the level of training and experience, and reasonably anticipated incident response requirements.
- Are delegated statutory authority and/or formal response requirements and responsibilities.
- Are available 24/7/365.

INCIDENT MANAGEMENT TEAM


Visual 2.36

**IMT Purposes**

- The vast majority of incidents can be handled at the local level with existing resources.
- Large-scale/complex incidents may overwhelm the incident management abilities of most emergency services organizations.
- Deployment of an IMT supports management by strengthening command, control, and coordination.



 Incident Management Teams

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Visual 2.36  
G0191: ICS/EOC Interface Workshop

**Key Points**

Large-scale/complex incidents, disasters, and preplanned events may overwhelm the incident management abilities of most emergency services organizations. Deployment of an IMT supports the management of such incidents by strengthening command, control, and coordination.

**Incident Management Teams**

<b>Basic IMT Functions</b>	
<b>Deployment</b>	<ul style="list-style-type: none"> <li>• Mobilization</li> <li>• Staff roster</li> <li>• Personnel accountability</li> <li>• Coordination with other units</li> <li>• Matching team to incident needs</li> <li>• Self-sufficiency for appropriate time period</li> </ul>
<b>Transfer of Command</b>	<ul style="list-style-type: none"> <li>• Jurisdiction established</li> <li>• Coordination with local agencies</li> <li>• Ongoing communication with local agencies</li> <li>• Delegation of authority</li> </ul>
<b>Coordination of On-Scene Operations</b>	<ul style="list-style-type: none"> <li>• Management and coordination of efforts</li> <li>• Procedures for assigned functional areas</li> <li>• Development and modification of an Incident Action Plan (IAP)</li> <li>• Oversight of planning process</li> </ul>
<b>Demobilization</b>	<ul style="list-style-type: none"> <li>• Demobilization requirements</li> <li>• Personnel accountability</li> <li>• Coordination with other units</li> <li>• Returning resources to service</li> </ul>
<b>Documentation</b>	<ul style="list-style-type: none"> <li>• Incident files</li> <li>• Financial claims</li> <li>• Workers compensation issues</li> <li>• Human resource, labor, and legal issues</li> </ul>

<b>IMT Types</b>	
<b>Type 1 IMT</b>	<ul style="list-style-type: none"> <li>• A self-contained, all-hazard team recognized at the national and State level, coordinated through the State, Geographic Area Coordination Center, or National Interagency Fire Center.</li> <li>• All personnel meet the National Wildfire Coordinating Group (NWCG) training regimen at the Type 1 level for their specific position.</li> <li>• Deployed as a team of 35 to 50 to manage incidents requiring a large number of local, regional, State, national, and Federal resources. This includes incidents where Operations Section personnel may exceed 500 per operational period and total incident personnel may exceed 1,000.</li> </ul>
<b>Type 2 IMT</b>	<ul style="list-style-type: none"> <li>• A self-contained, all-hazard or wildland team recognized at the national and State level, coordinated through the State, Geographic Area Coordination Center, or National Interagency Fire Center.</li> <li>• All personnel meet the NWCG training regimen at the Type 2 level for their specific position.</li> <li>• Deployed as a team of 20 to 35 to manage incidents of regional significance and other incidents requiring a large number of local, regional, State, and national resources. This includes incidents where Operations Section personnel approach 200 per operational period and total incident personnel approach 500.</li> </ul>

**Incident Management Teams (Continued)**


<b>IMT Types (Continued)</b>	
<b>Type 3 IMT</b>	<ul style="list-style-type: none"><li>• A multiagency/multijurisdiction team for extended incidents formed and managed at the State, regional, or metropolitan level.</li><li>• Deployed as a team of 10 to 20 trained personnel to manage major and/or complex incidents requiring a significant number of local, regional, and State resources, and incidents that extend into multiple operational periods and require a written IAP.</li><li>• May be utilized at incidents such as a tornado touchdown, earthquake, flood, or multiday hostage/standoff situation, or at planned mass-gathering events.</li><li>• May initially manage larger, more complex incidents prior to arrival of and transition to a Type 2 or Type 1 IMT.</li></ul>
<b>Type 4 IMT</b>	<ul style="list-style-type: none"><li>• A single and/or multiagency team for expanded incidents, typically formed and managed at the city or county level or by a predetermined regional entity.</li><li>• Responds as a team of 7 to 10 trained personnel to incidents that are typically contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.</li><li>• May be dispatched to manage or help manage incidents requiring a significant number of local and mutual aid resources, such as a major structure fire, a multivehicle crash with multiple patients, an armed robbery, or a hazmat spill. May also be used at public events.</li><li>• May initially manage larger, more complex incidents prior to arrival of a Type 3, Type 2, or Type 1 IMT.</li></ul>
<b>Type 5 IMT</b>	<ul style="list-style-type: none"><li>• A Command and General Staff team, formed at a major or complex incident that requires local and mutual aid resources.</li><li>• Typically formed from a “pool” of trained personnel from various departments and agencies.</li><li>• May be established at a major structure fire, a multivehicle crash with multiple patients, an armed robbery, a hazmat spill, or any other incident requiring an expanded incident organization. This includes large, complex incidents prior to notification and arrival of Type 4, Type 3, Type 2, or Type 1 IMT.</li></ul>

Source: U.S. Fire Administration


INCIDENT MANAGEMENT TEAM

Visual 2.37

**Discussion**



What procedures should be used to ensure an effective interface between an IMT and the EOC?

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G0191: ICS/EOC Interface Workshop

Key Points

**Discussion Question:** What are some procedures that should be used to ensure an effective interface between an IMT and the EOC?

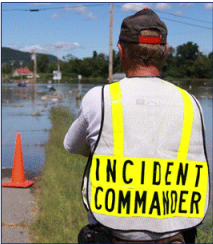
### UNIT SUMMARY


#### Visual 2.38

### Unit Summary

This unit presented:

- ICS definition.
- Concepts and principles of ICS.
- Functional elements of ICS.



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Visual 2.38  
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#### Key Points

This unit presented the following topics:

- ICS definition.
- Concepts and principles of ICS.
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