Emergency Planning

Why Am I Here?

Introductions

- Name

- Where you work

- Your job title/what you do

- Name an emergency you have witnessed at work

- Identify your biggest concern as an employee related to emergency preparedness

Does Your Organization Have an Emergency Plan?

- If yes, what does your plan say?

- Who is in charge?

- When is the plan activated?

- Who does what?

- How do you integrate assistance?

- *Does your plan integrate your experience and/or area of concern?*

Typically Emergency Plans Provide what to do in the event of...

◦ Fire

◦ Flood

◦ Active Assailant

◦ Robbery

◦ Significant public health event

◦ Planned events

◦ *What else?*

How do you ensure...

▸ Staff is trained to know your plan(s)

▸ Staff is capable to implement plan(s)

▸ Concepts are established that allow staff to be competent

▸ "Baseline" training (Basic NIMS) is provided

▸ **Remember, It's the same process that everyone uses;**
  ◦ Police
  ◦ Fire
  ◦ EMS
  ◦ OEM
  ◦ Dispatch

Today We Will Learn…

▸ Introduction of NIMS,

▸ Describe history, features and principles and structure of ICS/NIMS,

▸ Discuss National Response Framework, and

▸ As a supervisor your role within ICS.

Next Steps

▸ Upon completing orientation class you can;

◦ Go online and take test(s) x 4 (You can use your handouts to take the test)
◦ Go online and review material and then take the test
◦ On line information is located at the end of this presentation

Overview/Orientation of...
National Incident Management System, Incident Command System, and Other Important Information

BASIC NIMS 100, 200, 700, 800

National Incident Management System (NIMS),

An Introduction

National Mandates

HSPD-5

NATIONAL INCIDENT MANAGEMENT SYSTEM
FEMA

National Response Framework
Homeland Security
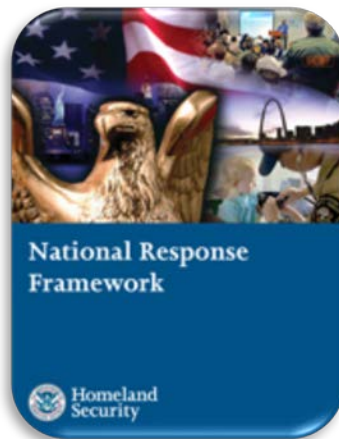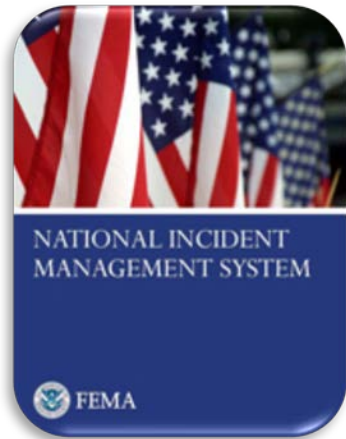
Mandates

Management of Domestic Incidents

National Preparedness

HSPD 5

- Calls for single, comprehensive system to enhance ability of United States to manage domestic incidents.
  - Requires Department of Homeland Security to coordinate with Federal departments/agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS) and National Response Framework (NRF)

HSPD-5 Requirements

- Requirements

  - Federal departments/ agencies to adopt & use NIMS in incident management programs and activities

  - Make adoption of NIMS by State, Tribal and local organizations a condition for Federal preparedness assistance (through grants, contracts, and other activities)

HSPD – 8 National Mandates

Mandates

Describes the way federal departments and agencies will prepare.

Requires Department of Homeland Security to coordinate with other Federal agencies and State, local, and tribal governments to develop national preparedness guidelines.
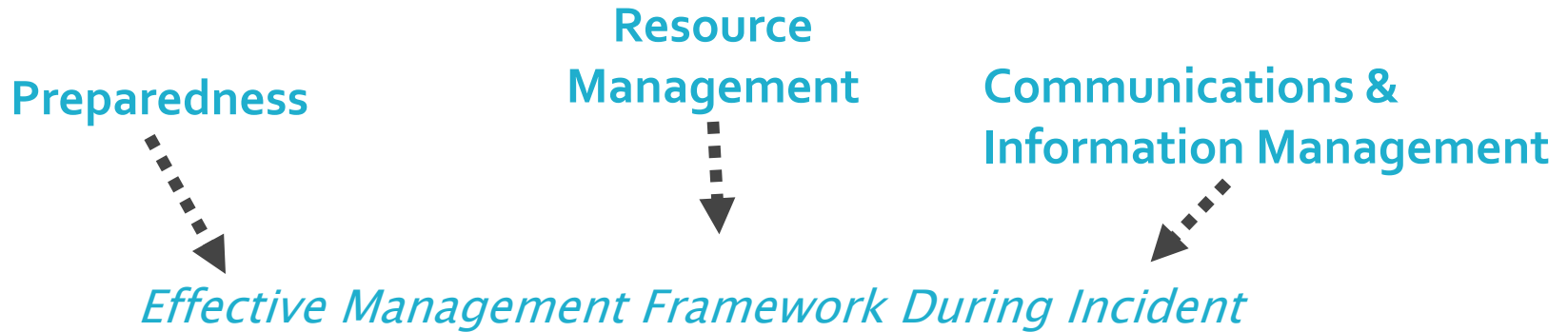
National Incident Management System (NIMS)

What is it?

NIMS

- Provides comprehensive framework ensuring responders across country are organized, trained, and equipped in a manner allowing them to work together seamlessly.

  - Based on best practices collected at all levels of responders
  - Integrates best practices into a comprehensive, standardized framework
  - Applicable across full spectrum of potential incidents, regardless of cause, size, location, or complexity.

    - Originally published in 2004, republished in 2008

NIMS Command & Management Elements

Preparedness

Resource Management

Communications & Information Management

Effective Management Framework During Incident

Command and Management

Fundamental Elements of Incident Management

Incident Command System

Multiagency Coordination Systems

Public Information

National Response Framework "NRF"

NIMS and NRF

*The National Response Framework (NRF):*

- Guides how nation conducts all-hazards response,
- Builds upon NIMS coordinating structures to align key roles and responsibilities,
- Links all levels of government, nongovernmental organizations, and private sector,
- Provides structure and mechanism to ensure effective federal Support of State, Tribal, and local related activities, and
- *Provides basic premise that incidents be handled at lowest jurisdictional level possible.*

Framework Purpose
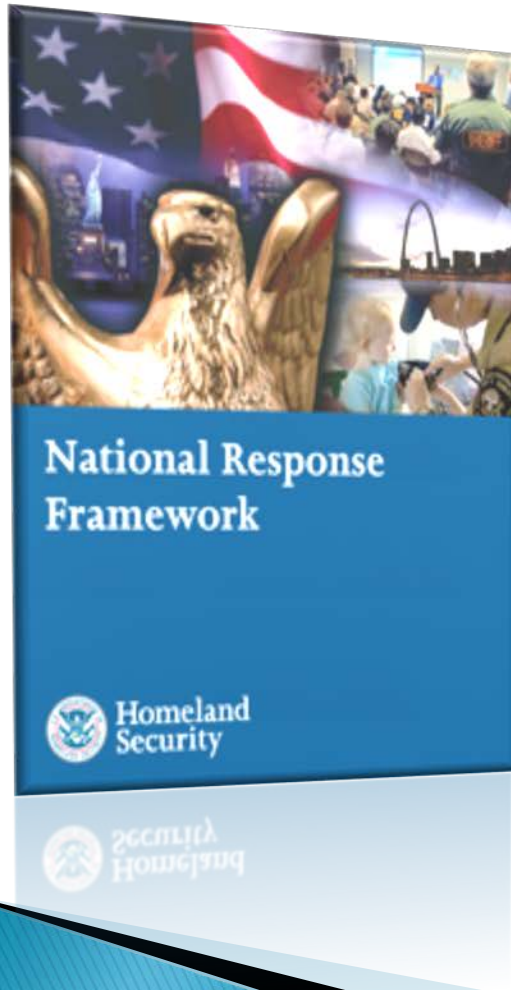
▸ Purpose of NRF is to ensure all response partners:

○ Understand domestic incident response roles, responsibilities, and relationships.

○ Respond effectively to any type of incident.

National Response Framework

Homeland Security

NRF Key Concept: Always in Effect
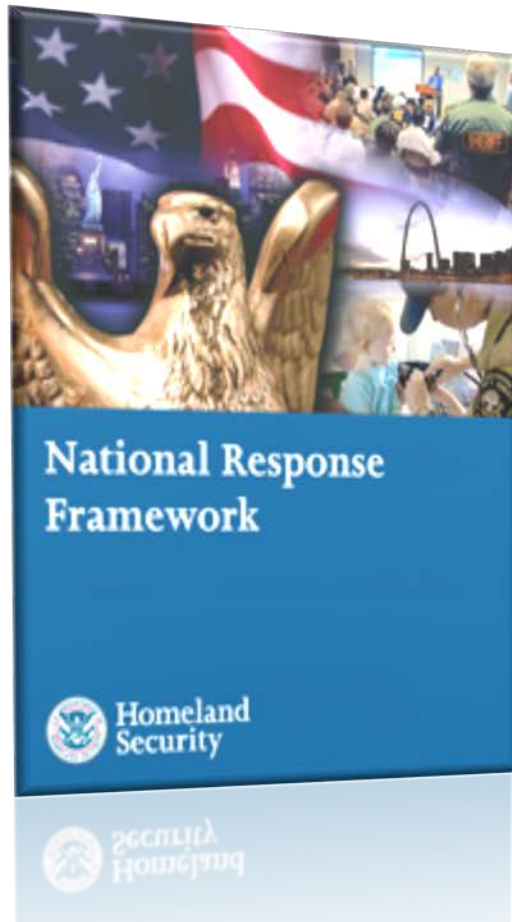
- NRF presents guiding principles enabling all response partners to:
  - Prepare for all incidents, and
  - Provide unified national response to all incidents.

- NRF is always in effect:
  - Elements implemented as needed,
  - Scalable to need,
  - Flexible to improve response.

NRF Focus

- The Framework:
  - Focuses on response & short-term recovery instead of all phases of incident management.

  - Represents key component of broader National Homeland Security Strategy for integrating national efforts for:
    - **Prevention,**
    - **Protection,**
    - **Preparedness,**
    - **Response, and**
    - **Recovery.**

NRF component of larger National Strategy for Homeland Security

Homeland Security Goals

▶ Prevent and disrupt terrorist attacks,

▶ Protect Americans, critical infrastructure, key resources,

▶ Respond to and recover from incidents that occur,

▶ Continue to strengthen foundation ensuring long term success.

Planning – Inherent Responsibility

▶ Planning across full range of Homeland Security operations is an inherent responsibility of every level of government.

▶ Emergency Operation Plans (EOP's) written after 2005 must be consistent with NIMS

◦ Plans are "living documents" because they:
  · Anticipate actions.
  · Maximize opportunities.
  · Guide response operations.

Your Emergency Plans Should…

- Be developed using hazard identification and risk assessment methodologies – How?

- Include provisions for all persons, including special needs populations and those with household and/or service animals/pets.

- Be integrated, operational, and incorporate key government, private-sector and nongovernmental elements.

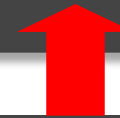# NRF Emphasizes Partnerships

Federal Government Supports State

County / State Supports Local Response

Local Government First Response!

| Individuals and Households | Private Sector | Nongovernmental Organizations |

Roles and Responsibilities

Individuals and Households

Individuals can contribute by:

- Reducing hazards in and around homes.

- Preparing emergency supply kit and household emergency plan.

- Monitor emergency communications carefully.

- Volunteering with established organizations.

- Enroll in emergency response training courses.

Elected and Appointed Officials

- Help establish relationships (including mutual aid agreements and assistance agreements) with other jurisdictions and, as appropriate, with nongovernmental organizations and the private sector.

- Provide guidance to their jurisdictions, departments, and/or agencies with clearly stated policies for NIMS implementation.

- Understand Laws and regulations in their jurisdiction pertaining to emergency management and incident response.

Local Roles

Examples of local roles include:

- Rescue and treatment
- Law enforcement
- Protection and restoration of critical infrastructure including utilities, transportation systems, etc.
- Sheltering evacuees
- Controlling hazards
- Managing resources (use mutual aid and assistance agreements)
- Developing incident action plans
- Determining needs and shortfalls

Tribal Roles

Tribal governments:

- Respond to same range of emergencies and disasters that other jurisdictions face.

- May request and provide assistance from neighboring jurisdictions under mutual aid and assistance agreements.
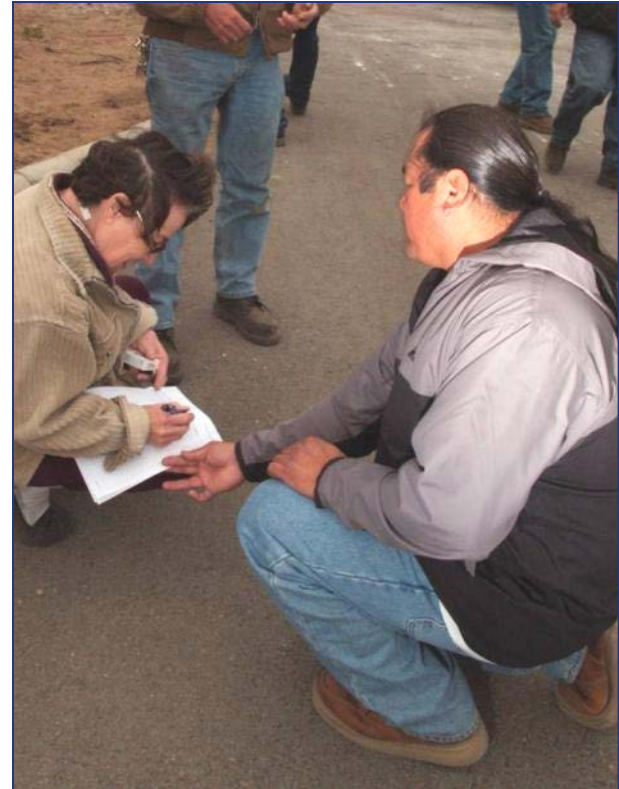
Nongovernmental Organizations

▸ Nongovernmental and voluntary organizations help provide:

- Shelter, emergency food supplies, counseling services, other vital services.

- Specialized services that help individuals with special needs.

Private Sector

The private sector:

- Responsible for most of the critical infrastructure and may be required to assist the response efforts.

- Provides critical goods and services to support response and recovery.

State Roles

- Supplement and facilitate local efforts before, during, and after incidents.
- Deploy State resources such as:
  - Food, ice, other emergency supplies
  - Law enforcement assets
  - Public works teams
  - Specialized technical assistance
  - National Guard assets
- Serve as a conduit for Federal assistance *(when requested).*

NIMS Key Organizations/ Players

State Coordinating Officer

Appointed by the Governor to coordinate State disaster assistance efforts with those of the Federal Government.

Federal Government

◦ Provide resources and capabilities to support State response.

◦ Serve as first responders for incidents involving primary Federal jurisdiction or authorities.

◦ Work with private sector and nongovernmental organizations who support response efforts.

Federal Response: Key Players

◦ Principal Federal Official (PFO) is the Secretary of Homeland Security for domestic incident management consistent with HSPD-5.

• FEMA Administrator is responsible for preparation of, protection against, response to, and recovery from all-hazards incidents.

• When DHS coordination is NOT required, Federal agencies may provide assistance consistent with their authorities.

PFO (Principal Federal Official) Responsibilities

▸ As the PFO for domestic incident management, the Secretary coordinates supporting federal operations.

- Activate emergency response plans
- Surge operation centers
- Coordinate activities through regional and national coordination centers

  - FEMA will deploy an Incident Management Team to the State EOC and begin establishing Joint Field Offices.

PFO Responsibilities Can Be Delegated

▸ Secretary of Homeland Security:

- May designate a delegated Principal Federal Official (PFO) role and that person will act as the field representative.

▸ If delegated, the PFO:

◦ **Serves as a member of the Unified Coordination Group.**

- Provides a primary point of contact and situational awareness locally for the Secretary.
- Does not direct or replace the incident command structure established.
- Promotes collaboration and works to resolve Federal interagency conflict that may arise

Unified Coordination Group

- Provides leadership within the JFO.

- Comprised of senior leaders representing State and Federal interests, and in certain circumstances tribal governments, local jurisdictions, private sector, or NGO's.

- Applies unified command principles to coordinating assistance being provided to support the local, tribal, and State response.

When Assistance is Needed

Requesting Assistance

Federal Government Support

Interstate Mutual Aid

County and State Government Support

Local (Intrastate) Mutual Aid

Local Resources

Needs Exceeding Resources & Capabilities

State Assistance to Local Governments

▶ States:

◦ Provide majority of external assistance to local jurisdictions.

◦ Request assistance from other States using interstate mutual aid and assistance agreements such as the Emergency Management Assistance Compact **(EMAC**).

Federal Assistance

▸ Federal support to States and local jurisdictions:

◦ Non-Stafford Act: Agencies responding under their own authorities.

Examples include the Sandy Hook School shooting, airplane crashes, oil spills, wildfires, and special events
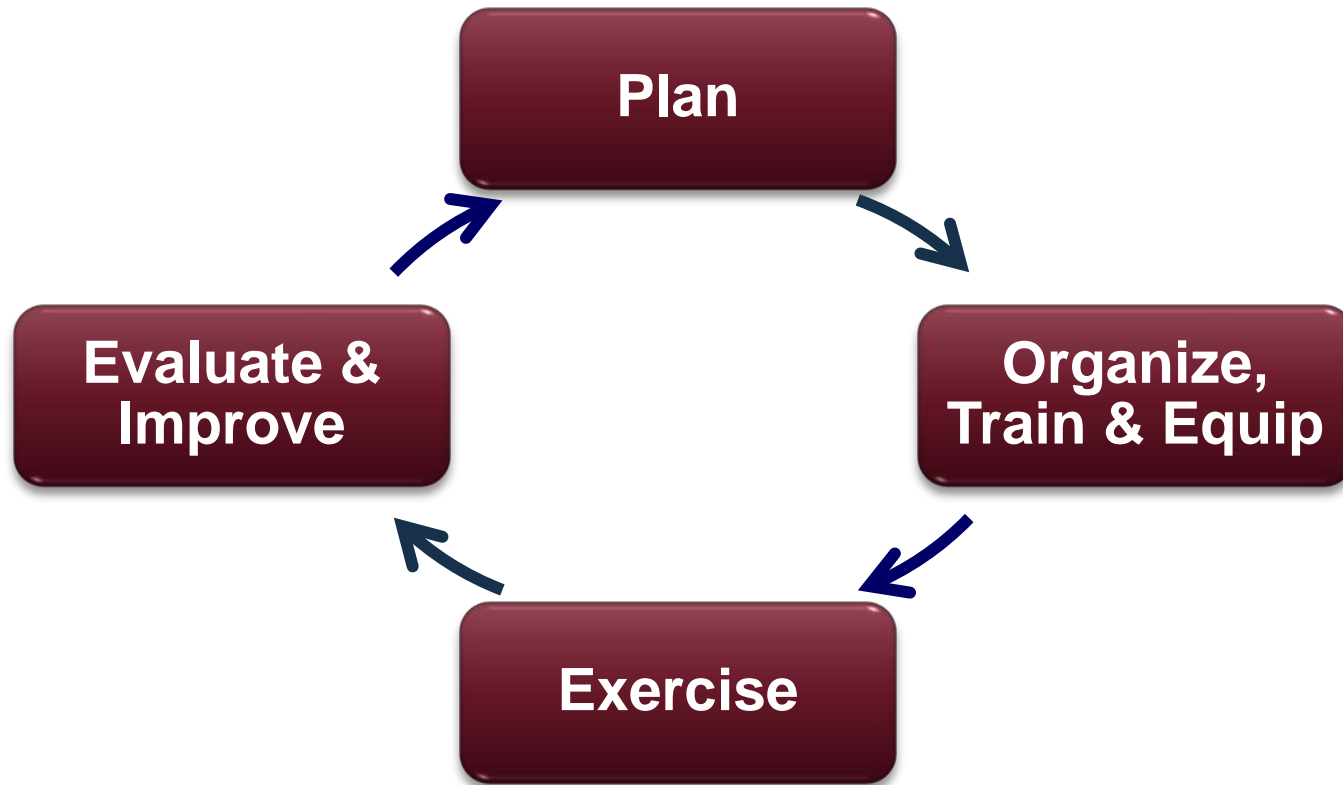
◦ Stafford Act: Most widely known authority/ support mechanism from the federal government.

Federal natural disaster assistance to carry out responsibilities to aid citizens. Examples include; natural disasters.

Preparedness

Preparedness Cycle

Plan

Organize, Train & Equip

Exercise

Evaluate & Improve

The Preparedness Cycle Builds Capabilities

Plan

National Planning Scenarios:

- #1 – Nuclear Detonation – IND
- #2 – Biological Attack – Aerosol Anthrax
- #3 – Biological Disease Outbreak – Pandemic Flu
- #4 – Biological Attack – Plague
- #5 – Chemical Attack – Blister Agent
- #6 – Chemical Agent – Toxic Industrial Chemical
- #7 – Chemical Attack – Nerve Agent
- #8 – Chemical Attack – Chlorine Tank Explosion
- #9 – Natural Disaster – Major Earthquake
- #10 – Natural Disaster – Major Hurricane
- #11 – Radiological Attack – RDD
- #12 – Explosive Attack – Bombing Using IED
- #13 – Biological Attack – Food Contamination
- #14 – Biological Attack – Foreign Animal Disease
- #15 – Cyber Attack

Organize, Train, & Equip

- **Organize:**

Executing response activities, strengthening leadership, and assembling well-qualified teams for essential response and recovery tasks.

- **Train:**

Train individual teams and organizations to meet baseline of performance & certification standards.

- **Equip:**

Acquire equipment for established standards, including interoperability with equipment used by others.

Exercise

Plan

Evaluate & Improve

Capability Building

Organize, Train & Equip

Exercise

Effective exercises:

- **Assess and validate proficiency levels.**

- **Clarify and familiarize personnel with roles and responsibilities.**

- **Improve interagency coordination and communications.**

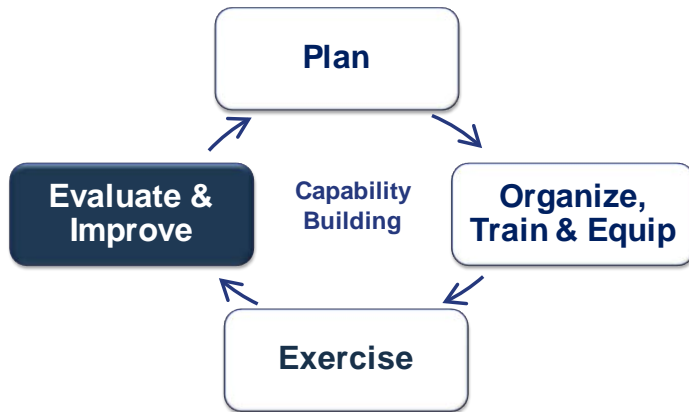# Criteria for Effective Exercises

▸ *Exercises should:*
  ◦ Include multidisciplinary, multijurisdictional incidents.
  ◦ Include participation of private-sector and NGO's.
  ◦ Cover preparedness plans, particularly the processes and procedures for activating local, intrastate, or interstate mutual aid and assistance agreements.
  ◦ Contain a mechanism for incorporating corrective actions.

Evaluate and Improve

```
        ┌──────────┐
        │   Plan   │
        └──────────┘
   ↗                    ↘
┌──────────┐        ┌──────────────┐
│ Evaluate │ Capability │ Organize,    │
│ &        │ Building   │ Train & Equip│
│ Improve  │        │              │
└──────────┘        └──────────────┘
   ↖                    ↙
        ┌──────────┐
        │ Exercise │
        └──────────┘
```

Corrective action programs are used to:

- Evaluate exercise participation and response.

- Capture lessons learned.

- Make improvements in response capabilities.

Response

Typical Problems During Response

▸ Poor Communication

▸ Inadequate Training

▸ Lack of Resources

▸ Poor SOPs

▸ Lack of Personnel

What are your identified problems during an incident in your work?

Situational Awareness

Situational awareness is ability to identify, process, and comprehend the critical elements of information about an incident.

When developing protocols for situational awareness, priority should be given to providing the right information at the right time. ***This is accomplished by:***

- ◦ Improving and integrating national (local) reporting
- ◦ Linking operations centers
- ◦ Tapping subject-matter experts
- ◦ Standardizing reporting

Recovery

Recovery includes:

◦ Assisting individuals and households.

◦ Restoring critical infrastructure.

◦ Returning communities to self-sufficiency.

The Fundamentals

Incident vs. Crisis

- Incidents = fires, medical and rescue emergencies.

- Crisis = incident which has grown beyond available resources and can disrupt the organization or community

Catastrophic Incidents

▸ For catastrophic incidents, State and Federal agencies:

◦ May proactively deploy and mobilize assets.

◦ Do not need to wait for a formal request for assistance.
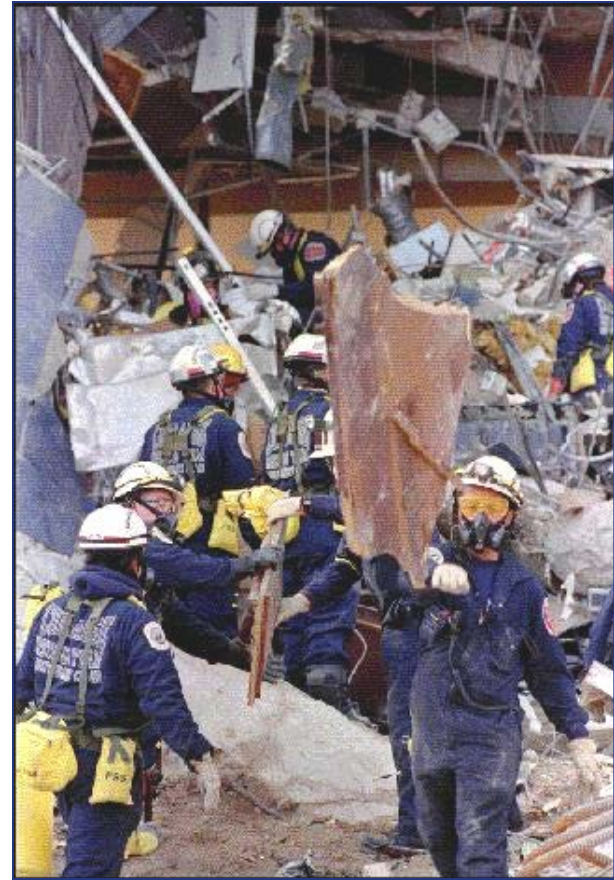
Incident Typing: Overview

◦ Incidents are categorized by five types based on complexity.

• Type 5 incidents are the least complex and Type 1 the most complex.

◦ Incident typing is used to order Incident Management Teams (IMTs).

Type 1

Complexity
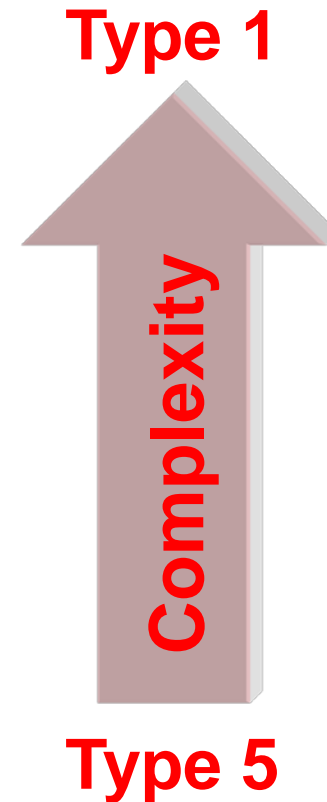
Type 5

Incident Management Teams (IMTs)

◦ An IMT may be used to response to an incident. IMTs include Command and General Staff members.

◦ IMT types correspond to incident type and include:

- Type 5: Local Village and Township Level
- Type 4: City, County, or Fire District Level
- Type 3: State or Metropolitan Area Level
- Type 2: National and State Level
- Type 1: National and State Level (Type 1 Incident)

◦ Team members are certified as having the necessary training and experience to fulfill IMT positions.

- Information Source: www.usfa.fema.gov

Incident Typing: Overview

95% of all incidents
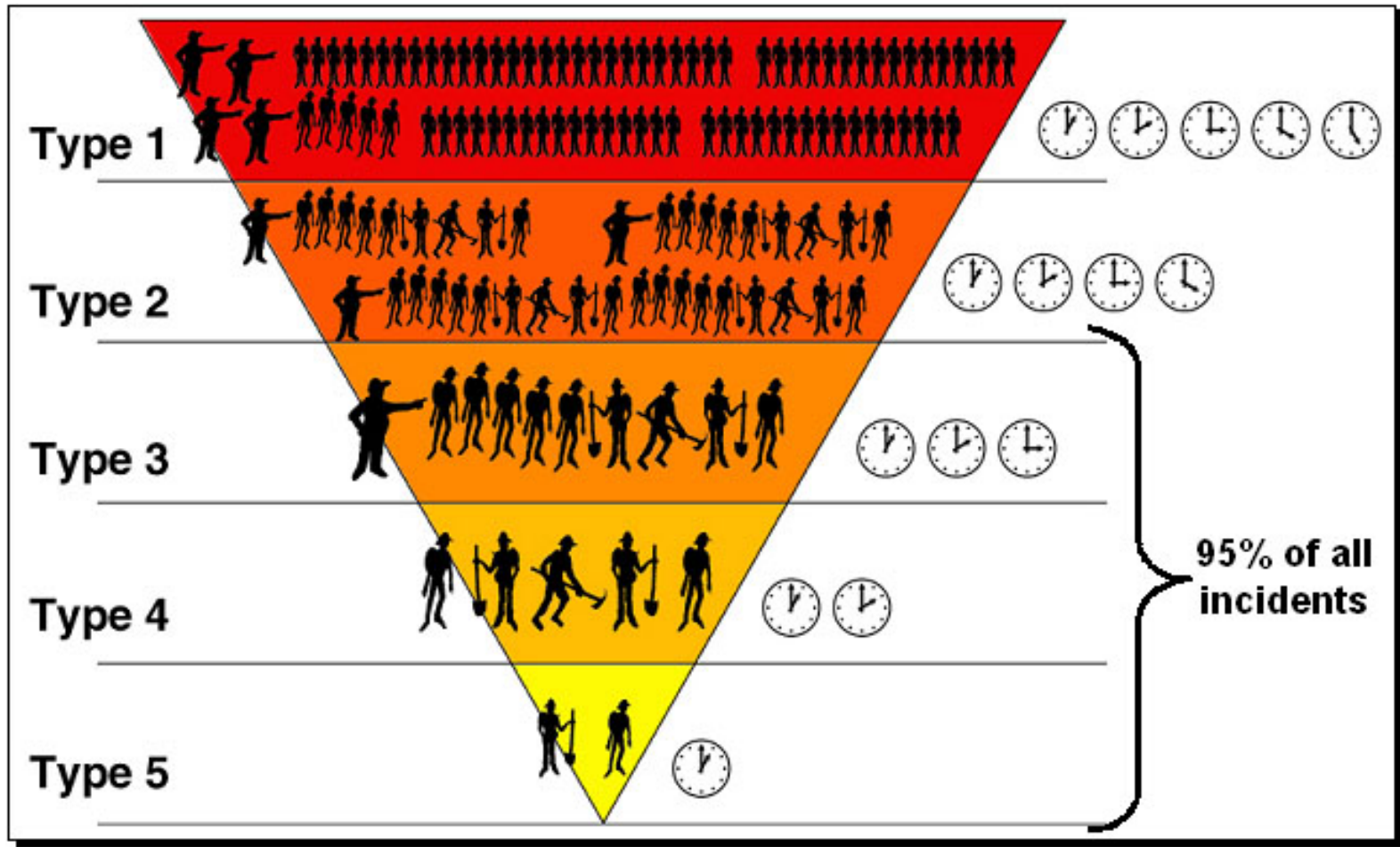
Initial Federal Response Assets

- Examples of initial Federal response assets include:

  - Incident Management Assistance Teams (IMATs)

  - Hurricane Liaison Team (HLT)

  - Urban Search and Rescue (US&R) Task Forces

  - Mobile Emergency Response Support (MERS)

Communications: Formal and Informal

Integrated Communications

Incident communications are facilitated through:

Development and use of common communications plan.

Interoperability of communication equipment, procedures, and systems.

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

Integrated Communications Elements

◦ Modes: The "hardware" system(s) that transfer information.

◦ Planning: Planning for use of all available communications resources.

◦ Networks: Procedures and processes for transferring information internally/externally.
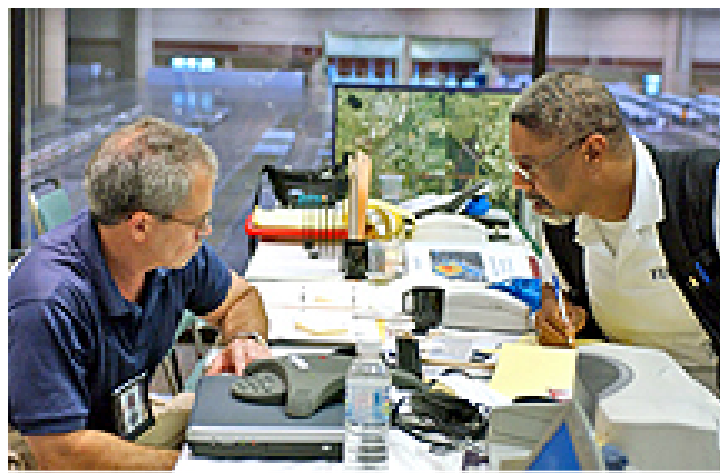
Communications Must Be:

- **Interoperability:** communicate in and across agencies
- **Reliable:** able to function in context of any emergency
- **Portable:** built on standardized radio technologies, protocols, and frequencies
- **Scalable:** use for small or large scale
- **Resilient:** able to perform despite damaged or lost infrastructure
- **Redundant:** able to use alternate methods when primary goes out

More on Interoperability

▶ Defined: Ability of emergency management/ response personnel to interact and work well together.

▶ Emergency Communication systems should:

◦ Be same or linked to same system used for non-emergency procedures
◦ Effectively interface with national standards
◦ Allow data sharing among key players

How to communicate

Formal Communication

▶ Use formal communication when:

◦ Receiving and giving work assignments.
◦ Requesting support or additional resources.
◦ Reporting progress of assigned tasks.

Informal Communication

◦ Used to exchange incident or event information only.

◦ Is NOT used for:
  • Formal requests for additional resources.
  • Tasking work assignments.

Within the ICS organization, critical information must flow freely!

Use of Plain English

◦ Communications should be in plain English or clear text.

- Do not use radio codes, agency-specific codes, or jargon.

- ICS requires the use of common terminology.

Communication Responsibilities

▶ To ensure sharing of critical information, all responders must:

◦ Brief others as needed.

◦ Debrief actions.

◦ Communicate hazards to others.

◦ Acknowledge messages.

◦ Ask, if they don't know or understand.

Mobilizing and Demobilizing Resources

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:** **R**esources required to support incident (e.g., food, communications equipment, or supplies)

Mobilization

▸ *At any incident:*

◦ Situation must be assessed and response planned.

◦ Managing resources safely and effectively is most important consideration.

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

• Ensure you receive complete deployment briefing.

Check-In at the Incident: Purpose

▸ The check-in process helps to:

◦ Ensure personnel accountability.

◦ Track resources.

◦ Prepare personnel for assignments and reassignments.

◦ Locate personnel in case of an emergency.

Check-In at the Incident: Procedures

▸ Check in <u>only once</u> at an authorized location:

◦ Incident Command Post
◦ Base or Camp(s)
◦ Staging Areas
◦ Heli-base
◦ With the Division/Group Supervisor

▸ Check-in information is usually recorded on ICS Form 211: Check-In List.

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:	2. Incident Number:	3. Check-In Location (complete all that apply):					4. D Ti
		☐ Base	☐ Staging Area	☐ ICP	☐ Helibase	☐ Other	

Check-In Information (use reverse of form for remarks or comments)

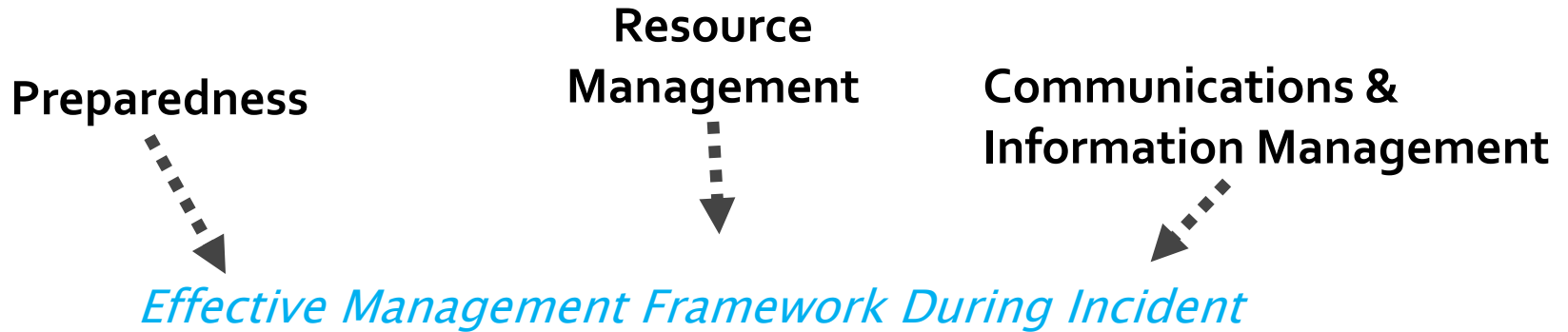| 5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:							6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF								

Demobilization while responding

▸ Demobilization is the orderly, safe, and efficient return of a resource to its original location and status.

When should planning for demobilization occur?

When they are requested!

Key points about the Incident Command System (ICS)

Command & Management Elements

Preparedness

Resource Management

Communications & Information Management

Effective Management Framework During Incident

Command and Management

Fundamental Elements of Incident Management

Incident Command System

Multiagency Coordination Systems

Public Information

Overall Priorities

▸ Incident objectives are established based on the following priorities:

◦ **#1:** Life Saving

◦ **#2:** Incident Stabilization

◦ **#3:** Property Preservation

Accountability (1 of 2)

▸ The following principles must be adhered to:

Check-In:
All responders must report in to receive assignments in accordance with procedures established by Incident Commander.

Incident Action Plan:
Response operations must be coordinated as outlined in IAP.

Unity of Command:
Each individual will be assigned to only one supervisor.

Accountability (2 of 2)

Span of Control:
Supervisors must be able to adequately supervise and control subordinates, as well as communicate with and manage resources under their supervision.

Resource Tracking:
Supervisors must record and report resource status changes as they occur.

Command vs. Coordination

Command

Act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Coordination

Process of providing support to command structure and includes;

- *Incident prioritization*
- *Critical resource allocation*
- *Communications systems integration, and*
- *Information exchange.*

Using management best practices, ICS helps ensure:

- The safety of responders and others.

- The achievement of tactical objectives.

- The efficient use of resources.

▶ Why Use ICS
  ◦ Ensures effective incident management.
    • ICS is a management system, not just an organizational chart.

Definition: Incident Command System (ICS)

▸ An organized system of roles, responsibilities, and SOP's used to manage and direct emergency operations.

▸ System is tactical by definition.

What Is ICS?

Standardized, on-scene, all-hazard incident management concept.

Allows users to adopt integrated organizational structure matching complexities and demands of incidents.

Permits seamless integration of responders from all jurisdictions.

Can be used for incidents of any type, scope, and complexity.

ICS Benefits

- Meets needs of incidents, any kind or size.

- Allows personnel from variety of agencies to meld rapidly into common management structure.

- Provides logistical and administrative support to operational staff.

- Cost effective avoiding duplication of effort.

- Standardized approach for management of all-hazards incidents.

ICS Features

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

- Predestinated incident locations and facilities
- Resource management
- Information and intelligence management
- Integrated communications
- Transfer of command
- Accountability
- Deployment

Flexibility and Standardization

- Standardization does NOT limit flexibility.

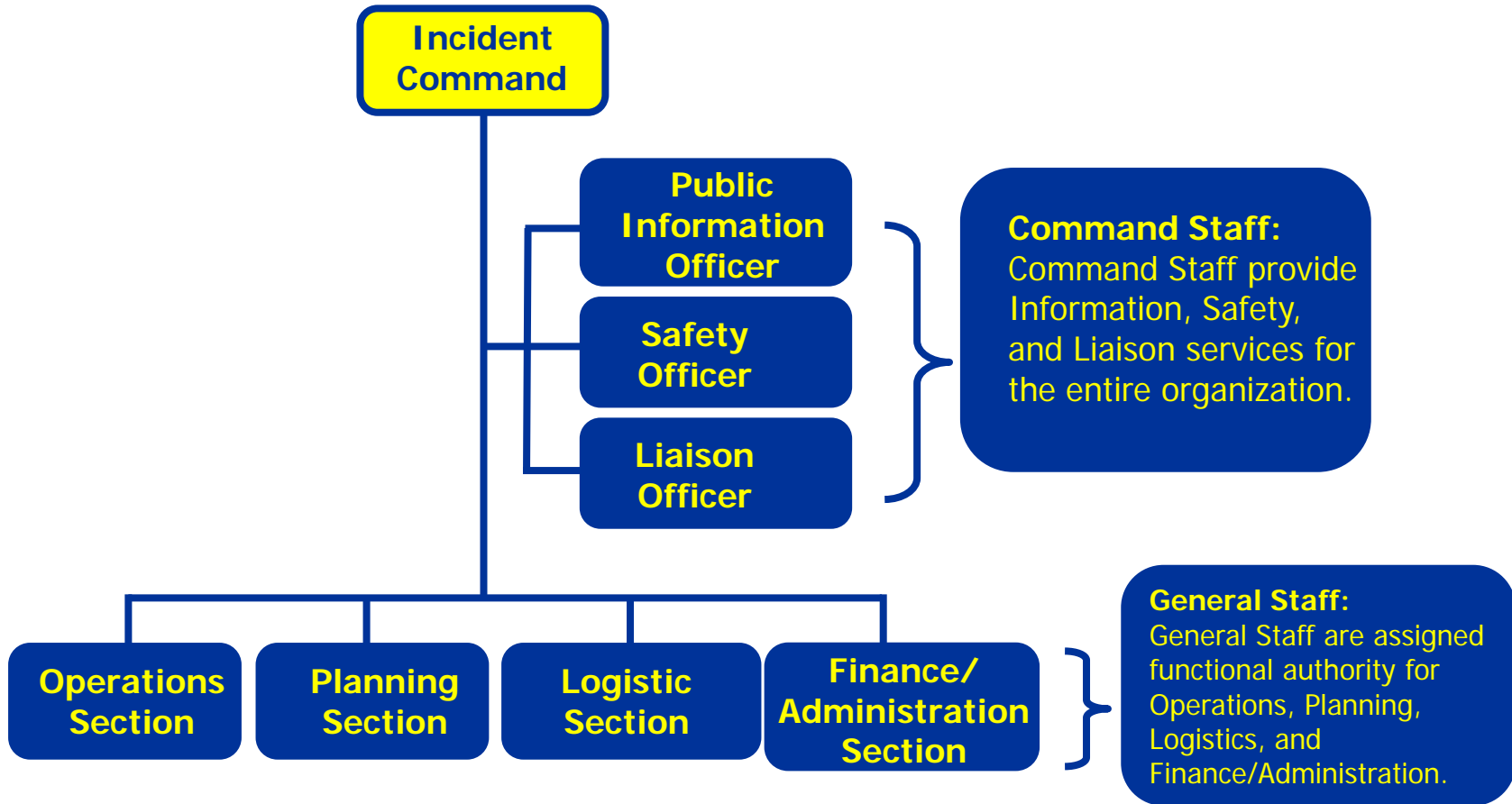- ICS works for small, routine operations as well as catastrophic events.

A key principle of ICS is its flexibility

Credentialing:

▸ Includes the evaluation and documentation of an individuals:

◦ Current certifications, license, or degree

◦ Training and experience
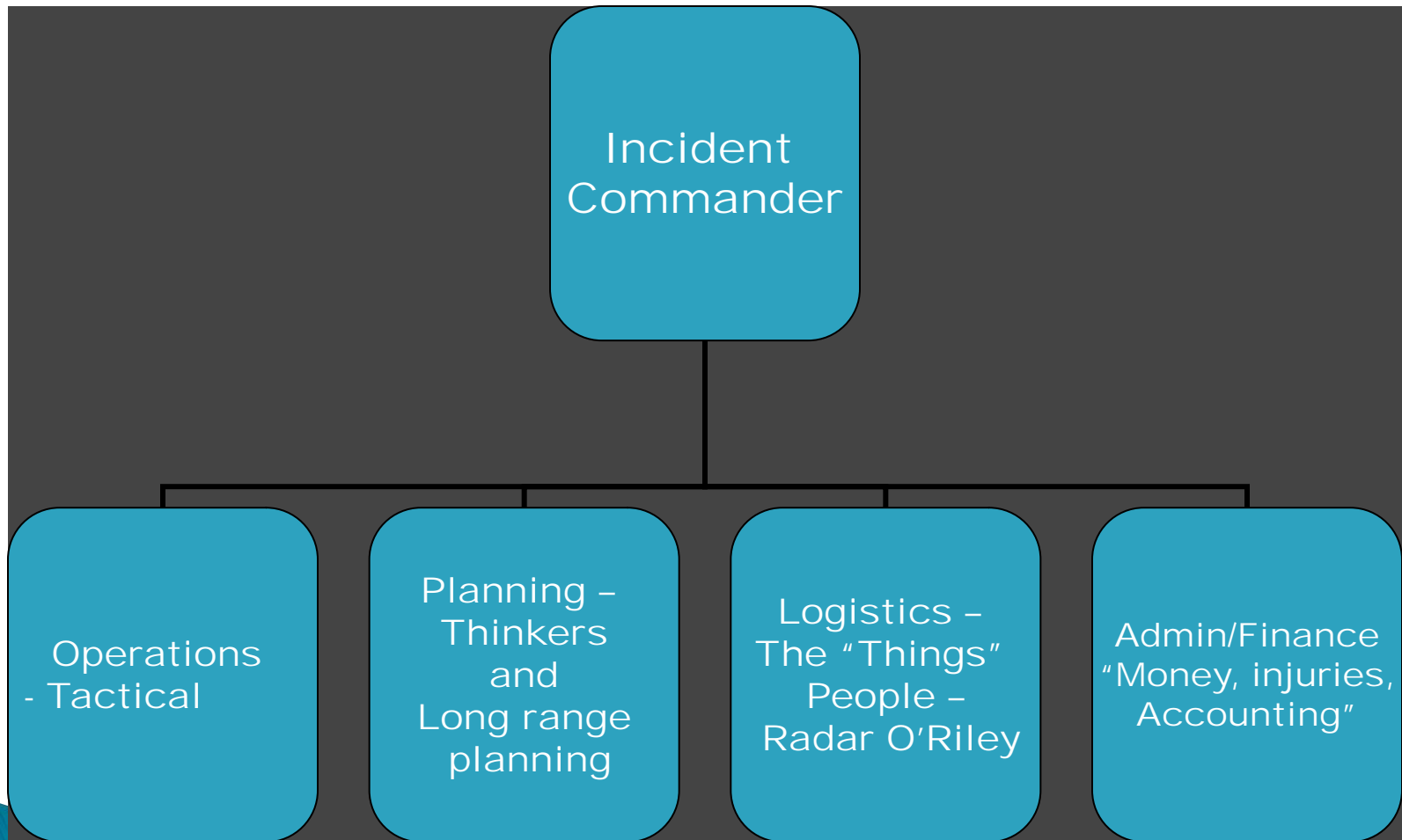
◦ Competence or Proficiency

ICS Basics

Basic Organization

Incident Command

Public Information Officer

Safety Officer

Liaison Officer

Command Staff: Command Staff provide Information, Safety, and Liaison services for the entire organization.

Operations Section

Planning Section

Logistic Section

Finance/ Administration Section

General Staff: General Staff are assigned functional authority for Operations, Planning, Logistics, and Finance/Administration.

Four Major Functional Sections

▸**Planning/Intelligence** – What do we need to do – what is happening now?

▸**Operations** – How are we going to do it?

▸**Logistics** – How are we going to support it?

▸**Finance**/**Admin** – How are we going to document it and who is going to pay for it?

Who Does What?

Incident Commander

Operations - Tactical

Planning – Thinkers and Long range planning

Logistics – The "Things" People – Radar O'Riley

Admin/Finance "Money, injuries, Accounting"

Intel Section

▸ Intel: can be placed under the Planning section or any other place that makes operational sense
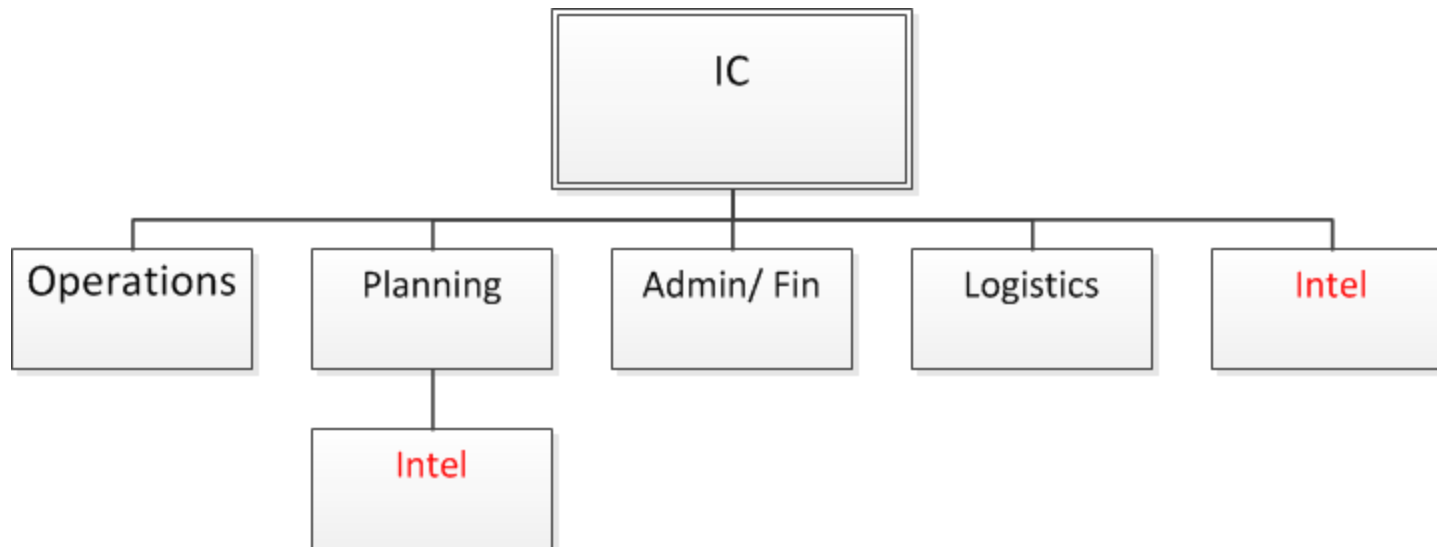
To establish the basics, we must have authority…

Authority

▶ Authority is . . .

. . . a right or obligation to act on behalf of a department, agency, or jurisdiction.

Delegation of Authority

- Grants authority to carry out specific functions.
- *Issued by chief elected official, chief executive officer, or agency administrator in writing or verbally.*
- Allows Incident Commander to assume command.
- *Does NOT relieve granting authority the ultimate responsibility for incident.*

Mayor

Incident Commander

Delegation of Authority: When Needed

◦ If the incident is outside the Incident Commander's home jurisdiction.

◦ When the incident scope is complex or beyond existing authorities.

◦ If required by law or procedures.

A plan is needed!

Reliance on Incident Action Plan

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

- Specifies incident **objectives**.

- States **activities to be completed**.

- Covers specified timeframe, called **operational period**.

- May be oral/written—except for hazardous materials incidents, which require a written IAP.

Incident
Action Plan
Operational
Period
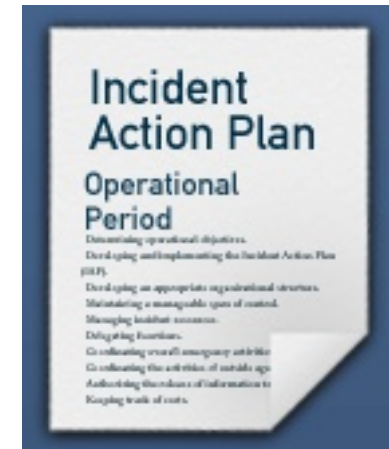
Elements of IAP

Every IAP has 4 elements:

1. What do we want to do?

2. Who is responsible for doing it?

3. How do we communicate with each other?

4. What is the procedure if someone is injured?

Creating IAP…

Incident Briefing

- Use ICS Form 201: Incident Briefing Form

- 8-part form providing IC/UC with status information used for:
  - Briefing incoming resources,
  - Incoming IC/team, or
  - Immediate supervisor.

- Basic information includes:
  - Incident situation (map, significant events).
  - Incident objectives.
  - Summary of current actions.
  - Status of resources assigned or ordered for the incident/event.

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):

5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

6. Prepared by: Name: _____ Position/Title: _____ Signature: _____
ICS 201, Page 1   Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

7. Current and Planned Objectives:

8. Current and Planned Actions, Strategies, and Tactics:

Time:	Actions:

6. Prepared by: Name: _____ Position/Title: _____ Signature: _____
ICS 201, Page 2   Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:

9. Current Organization (fill in additional organization as appropriate):

```
                    ┌──────────────────────┐        ┌──────────────────────┐
                    │ Incident Commander(s) │────────│   Liaison Officer    │
                    │                      │        └──────────────────────┘
                    │                      │        ┌──────────────────────┐
                    │                      │────────│   Safety Officer     │
                    │                      │        └──────────────────────┘
                    │                      │        ┌──────────────────────┐
                    └──────────────────────┘────────│ Public Information   │
                                                     │      Officer         │
                                                     └──────────────────────┘

  ┌──────────────┐   ┌──────────────────┐   ┌──────────────────────┐   ┌──────────────────┐
  │ Planning     │   │ Operations       │   │ Finance/Administration│   │ Logistics        │
  │ Section Chief│   │ Section Chief    │   │ Section Chief         │   │ Section Chief    │
  └──────────────┘   └──────────────────┘   └──────────────────────┘   └──────────────────┘
```

6. Prepared by: Name: _____	Position/Title: _____ Signature: _____
ICS 201, Page 3	Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:		2. Incident Number:				3. Date/Time Initiated: Date: Time:
10. Resource Summary:						
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)	
				☐		
				☐		
				☐		
				☐		
				☐		
				☐		
				☐		
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				☐		

6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 4   Date/Time: _____

Management by Objective

- *ICS is managed by objectives.*

- Objectives are communicated throughout entire ICS organization through incident planning process.

Management by Objectives

◦ <u>Step 1</u>: Understand agency policy and direction.

◦ <u>Step 2</u>: Assess incident situation.

◦ <u>Step 3</u>: Establish incident objectives.

◦ <u>Step 4</u>: Select appropriate strategy or strategies to achieve objectives.

◦ <u>Step 5</u>: Perform tactical direction.

◦ <u>Step 6</u>: Provide necessary follow-up.

Effective Incident Objectives

▸ Effective incident objectives must be SMART. . .

- **S**pecific: State what's to be accomplished.

- **M**easurable: Evaluated to determine effectiveness of strategies and tactics.

- **A**ttainable.

- **R**easonable: In accordance with IC's authorities.

- **T**ime Sensitive:

IAP Objectives...Strategies...Tactics

Incident Objectives

- State what will be accomplished.

Strategies

- Establish the general plan or direction for accomplishing the incident objectives.

Tactics

- Specify how the strategies will be executed.
  - The operation section, if established, is responsible for determining the appropriate tactics.

Leaders... create and implement the plan...

Common Leadership Responsibilities

A good operational leader will:

◦ ENSURE safe work practices.

◦ TAKE COMMAND of assigned resources.

◦ MOTIVATE with a "can do safely" attitude.

◦ DEMONSTRATE INITIATIVE by taking action.

Common Leadership Responsibilities

A good operational leader will:

◦ **COMMUNICATE** by giving specific instructions and asking for feedback.

◦ **SUPERVISE** the scene of action.

◦ **EVALUATE** effectiveness of plan.

◦ **UNDERSTAND and ACCEPT** need to modify plans or instructions.

Common Leadership Responsibilities - Stresses

▸ *Must remain flexible!*

▸ *A leader must hang their EGO at the door!*

◦ Planning Section Stresses:

- Resources/Situation Units very busy in initial phases of incident.
- Documentation/Demobilization Units very active final stages incident.

◦ Logistics Section Stresses:

- Supply and Communications Units very active in initial & final stages of the incident.

Types of Command

Unified Command

◦ Enables responsible agencies to manage incident together by establishing common set incident objectives and strategies.

◦ Allows IC's to make joint decisions by establishing single command structure.

◦ Maintains *unity of command*. Each employee only reports to one supervisor.

Incident Command Post

Agency 1   **Agency 2**   **Agency 3**

Agency 1 Incident Commander   **Agency 2 Incident Commander**   **Agency 3 Incident Commander**

Key Principles of Unified Command

▸ Unity of Effort through Unified Command:

   Provides command structure to enable agencies with different legal, jurisdictional, and functional responsibilities to coordinate, plan, and interact effectively on scene while maintaining their own authority, responsibility, and accountability.

Area Command

Area Command used to oversee management of:

◦ Multiple incidents that are each being handled by an ICS organization; or

◦ Very large incident with multiple IMT's assigned to it.

Area Commander

Incident #1 Incident Commander	Incident #2 Incident Commander	Incident #3 Incident Commander

Area Command: Primary Functions

◦ Provide agency or jurisdictional authority for assigned incidents.

◦ Ensure a clear understanding of agency expectations, intentions, and constraints.

◦ Establish critical resource use priorities between various incidents.

◦ Ensure IMT personnel assignments and organizations are appropriate.

◦ Maintain contact with officials in charge, and other agencies and groups.

◦ Coordinate the demobilization or reassignment of resources between assigned incidents.
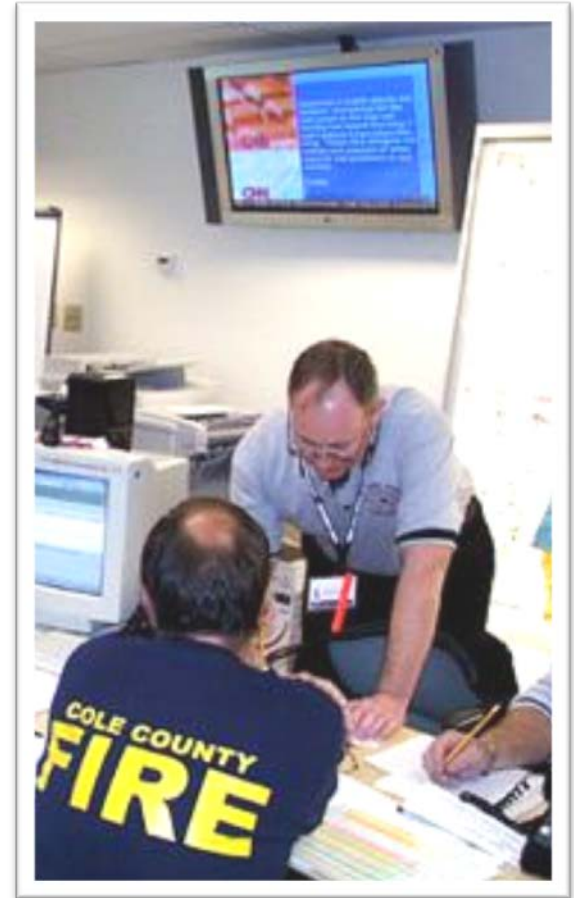
Who's in charge of who?

Chain of Command

…Is an orderly line of authority within the ranks of the incident management organization.
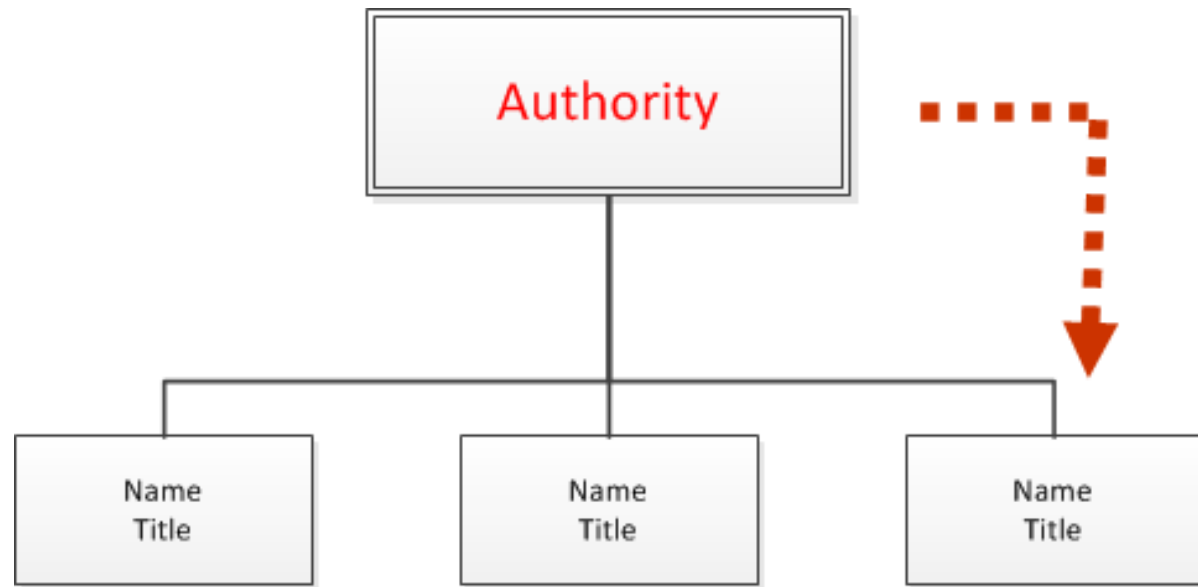
Daily Rank or Titles are not used

In the ICS organization:

◦ There is **no** correlation with administrative structure of any other agency or jurisdiction.
◦ ICS organization's uniqueness helps avoid confusion over different position titles and organizational structures.

- Someone who serves as chief every day may not hold that title when deployed under ICS structure.
- Exception: if daily role is synonymous with ICS structure.

Using specific ICS position titles:

◦ Provides a common standard for performance expectations.

◦ Helps to ensures that qualified individuals fill positions.

◦ Standardizes communication.

◦ Describes the responsibilities of the position.

Unity of Command

▶ Under unity of command, personnel:

◦ Report to only <u>one</u> supervisor.

◦ Receive work assignments only from their supervisors.

◦ **Don't confuse <u>unity</u> of command with <u>Unified</u> Command!**

How many can you supervise?

Gila River Indian Community Office of Emergency Management

130

Manageable Span of Control

Span of control:

◦ Pertains to number of individuals or resources one supervisor can manage effectively during an incident.

◦ Is key to effective and efficient incident management.
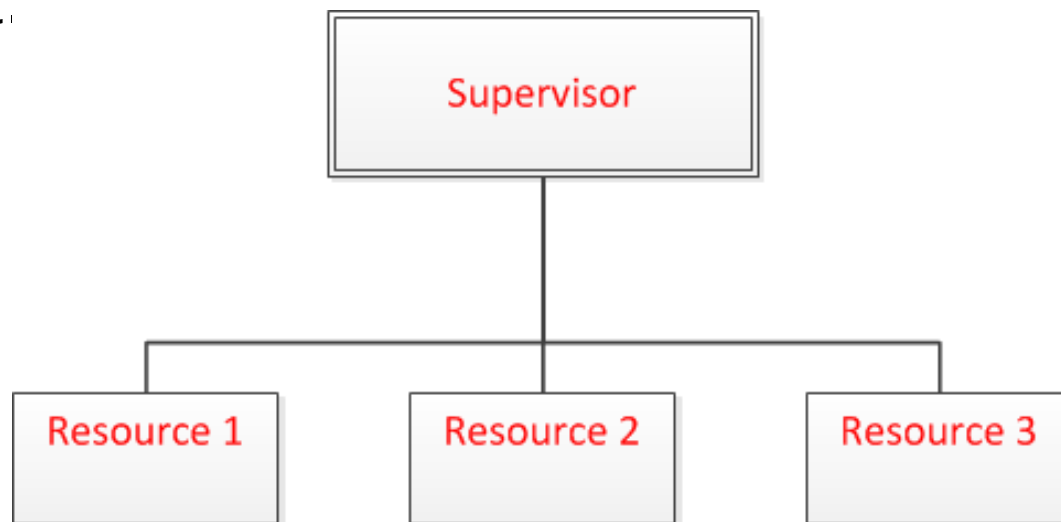
Span of Control Considerations

- Span of control considerations are influenced by the *Complexity Analysis Factors*

- Organizing resources into Sections, Branches, Groups, Divisions, Units, or Teams when the supervisory ratio will exceed 7.

- Reorganizing or demobilizing Sections, Branches, Groups, Divisions, Units, or Teams when the supervisory ratio falls below 3.
  - Nature of the task.
  - Hazards and safety factors.
  - Distances between personnel and resources.

Complexity Analysis Factors

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

Things To Avoid

◦ Do not combine ICS positions to save on staffing. Individuals may supervise multiple units, but the positions should remain distinct.

Bob

~~Supply and Ground Support unit~~

Supply Unit

Bob

Ground Support Unit
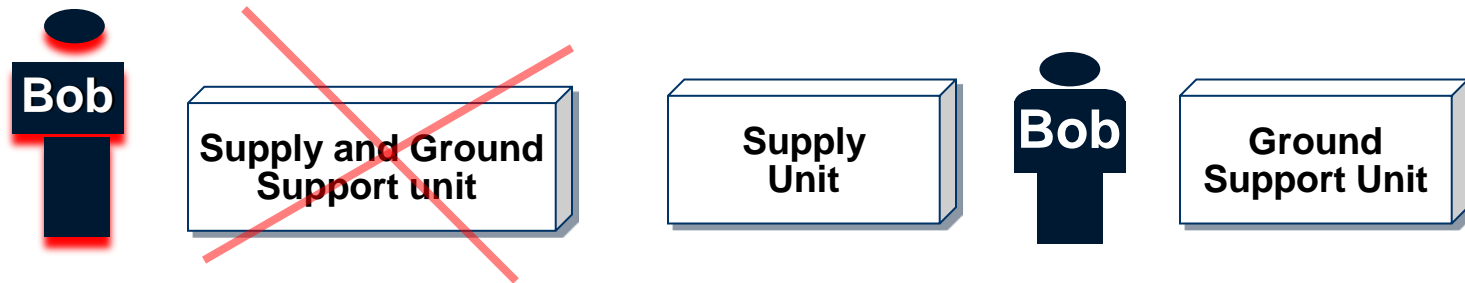
- Do not use nonstandard titles or hybrid positions. These titles may be unrecognizable to assisting or cooperating personnel.

Command and General Staff

Look Familiar?

Incident Command

PIO

Safety Officer

Liaison Officer

Command Staff: Provide Information, Safety, and Liaison services for the entire organization.

Operation Section

Planning Section

Logistic Section

Finance/ Adm. Section

General Staff: Assigned functional authority for Operations, Planning, Logistics, and Finance/Administration.
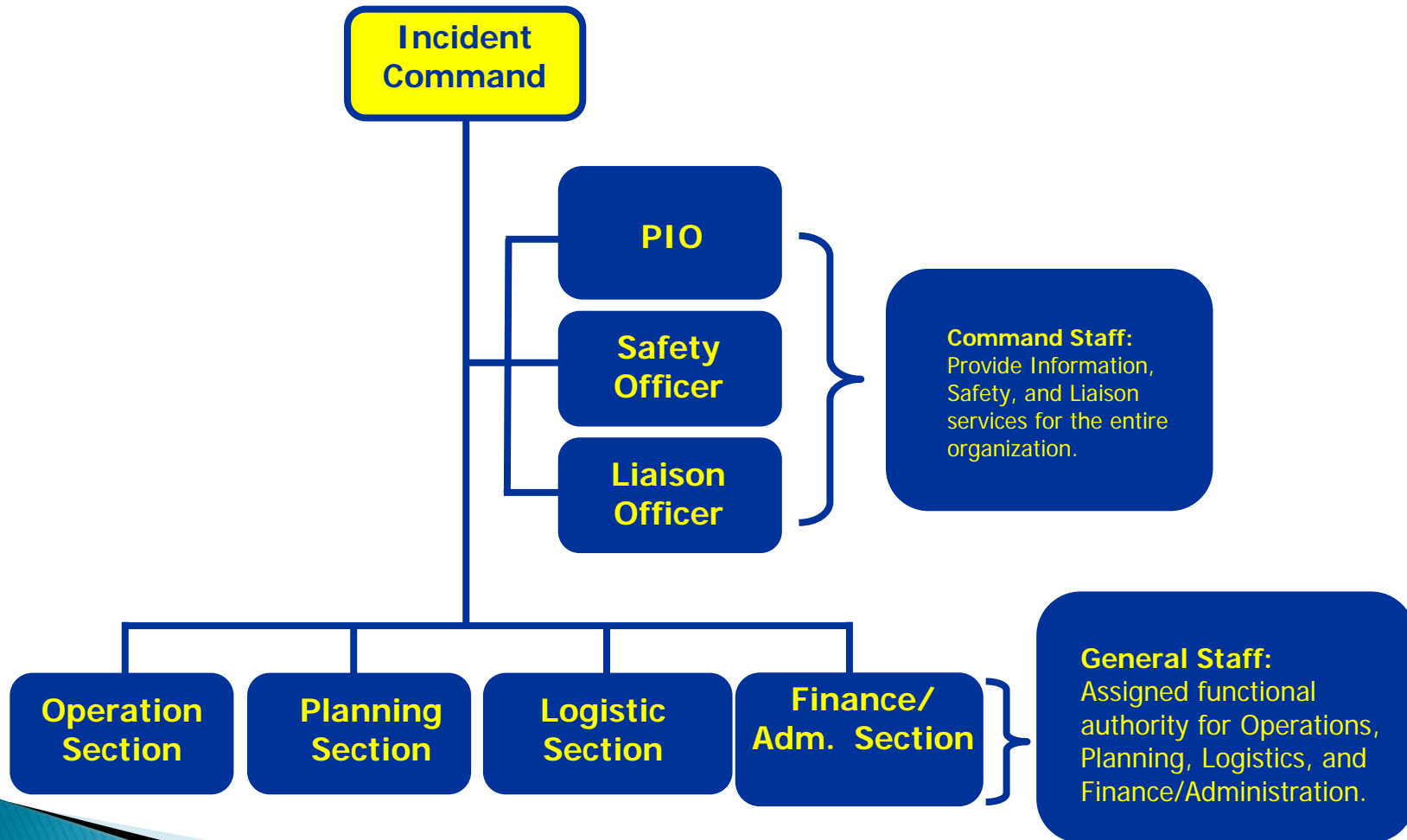
Command Staff Overview

▸ May be necessary for IC to designate Command Staff who:

- Provide information, liaison, and safety services for the entire organization.
- Report directly to IC.
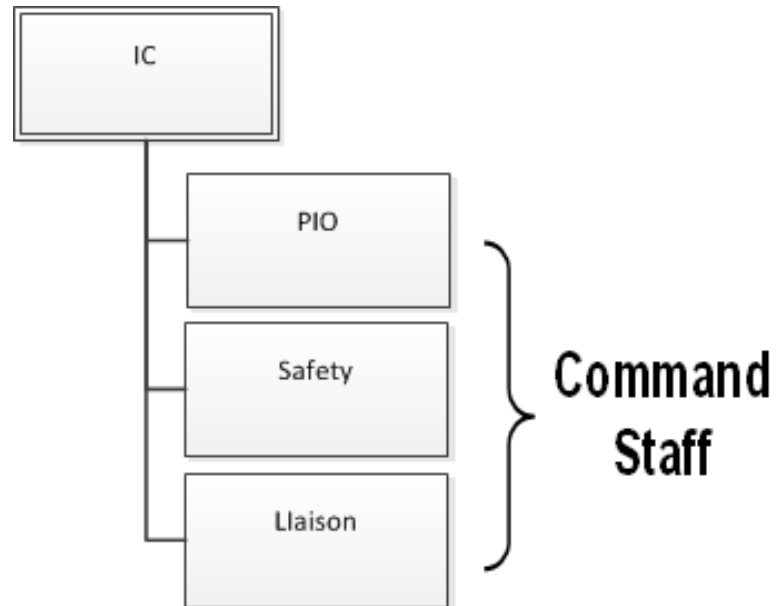
ICS General Staff Overview

▸ The role of the General Staff in an ICS organizational structure.
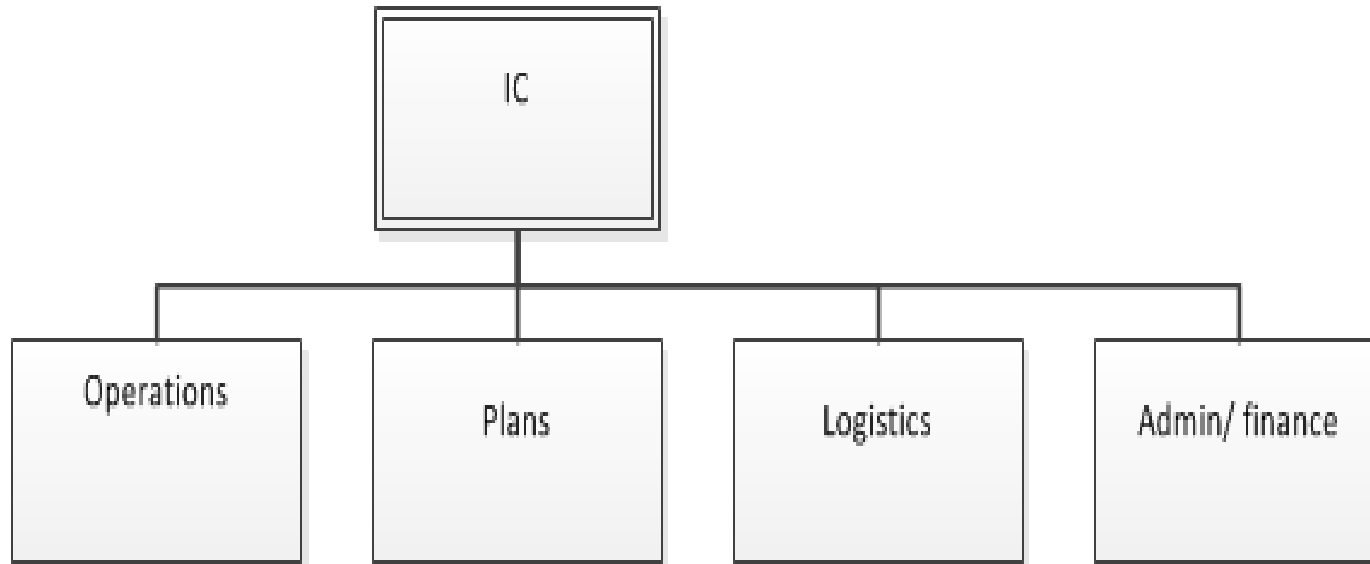
Incident Commander and Command Staff Functions

Scope of Authority

IC's scope of authority is derived...

- From existing laws and agency policies and procedures, and/or

- Through delegation of authority from the agency administrator or elected official.

Who Gives Guidance to IC?

Agency Representative:

Individual assigned to incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at incident.

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.

In some situations or agencies, a lower ranking but more qualified person may be designated as the IC through delegation of authority.

When a More Qualified Person Arrives

Arrival of more qualified person does NOT necessarily mean change in IC. The more qualified individual may:

1. Assume command according to agency guidelines.
2. Maintain command as is, monitor command activity and effectiveness.
3. Request a more qualified IC from the agency with higher level of jurisdictional responsibility.

IC Responsibilities

The IC 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.

IC Responsibilities...continued

▸ The IC:

- 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 IAP.

Incident Commander

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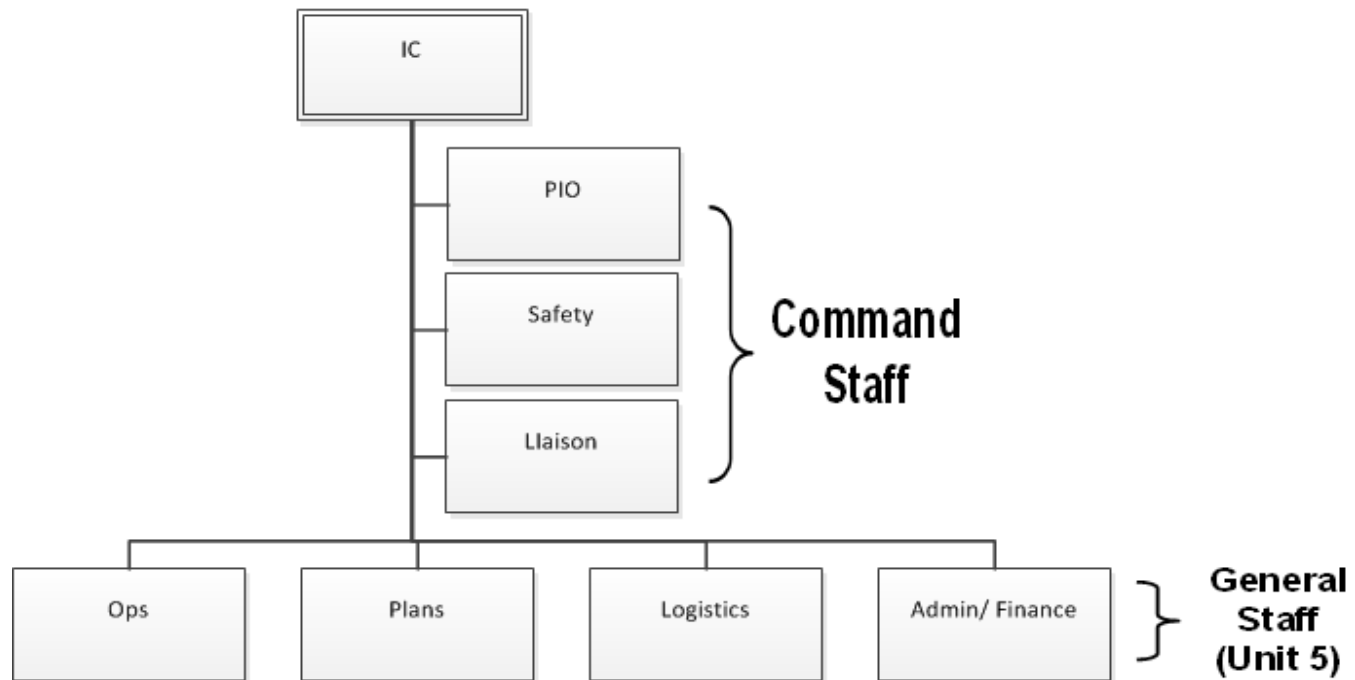
Deputy Incident Commander

Deputy IC may be designated to:

- Perform specific tasks as requested by IC.
- Perform the IC function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.
- Only requirement is must be equally capable of assuming role of IC.

Time for a change!

Transfer of Command

Moves responsibility from one IC to another IC.

Must include transfer of command briefing (which may be oral, written, or both).

There is delegation of authority to another person.

Transfer of Command

▸ **Transfer of command occurs when:**

◦ More qualified person assumes command.

◦ Incident situation changes over time, resulting in a legal requirement to change command.

◦ Normal turnover of personnel on extended incidents.

◦ Incident response is concluded, responsibility transferred to home agency.

• Personal emergencies (e.g., IC has family emergency).

• Agency administrator/official directs a change in command.

Command Staff

Public Information Officer (PIO)

- Advises IC on information dissemination and media relations. IC approves information PIO releases.

- Obtains information from and provides information to Planning Section

- Obtains information from scene and provides information to community and media

Speaking With One Voice

- ◦ Executives/Senior officials must coordinate and integrate messages with on-scene PIOs and other agencies.

- ◦ Joint Information System (established procedures and protocols) is used to help ensure coordination of messages.

Joint Information System (JIS)

- ◦ Helps organize, integrate, and coordinate information across multiple jurisdictions and/or disciplines with NGO's and private sector.

- ◦ Ensures timely, accurate, accessible, and consistent messaging.

- ◦ Includes plans, protocols, procedures, and structures used to provide public information.

Safety Officer

- Advises IC on issues regarding incident safety.

- Works with Operations Section to ensure safety of field personnel.

- Ensures safety of all incident personnel.

Liaison Officer

▶ Assists IC by serving as point of contact for agency representatives who are helping to support the operation

▶ Provides briefings to and answers questions from supporting agencies.

General Staff

Operations Section Chief

Operations Section Chief

- Develops and implements strategy and tactics to achieve the incident objectives.

- Directs tactical resources

- Supervises resources in a Staging Area.

Operations Section

- Directs, coordinates and conducts all tactical operations and resources.
- Develops tactical objectives and creates the organization.
- Typically one of the first organizations to be assigned
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.
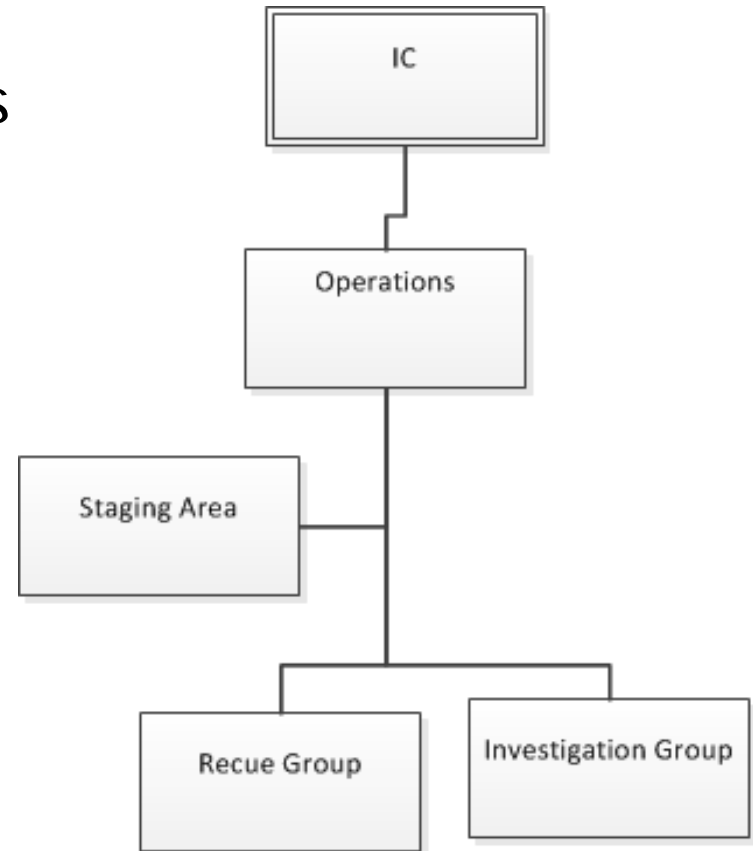
Maintaining Span of Control

▸ The following supervisory levels can be added to help manage span of control:

Divisions

Groups

Branches

Divide an incident geographically

Who's in Charge:
•**Supervisor**
   •**N/A**

Describe functional areas of operation

Who's in Charge:
•**Supervisor**
   • **N/A**

Used when # Divisions or Groups exceeds span of control. Can be geographical/functional

Who's in Charge:
•**Director**
   • **Deputy**

ICS Supervisory Position Titles

Organizational Level	Title	Support Position
Incident	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Boss

Staging Areas: Available Resources

- Set up at incident where resources can wait for operational assignment.

  ◦ Resources in Staging Area are available, ready for assignment.
  ◦ Out-of-service resources are **NOT** located at Staging Area.

- Staging area manager will be assigned and report to Ops.

  ◦ If Ops is not established will report directly to IC.

Planning Section Chief

Planning Section Chief

- Gathers, analyzes, and disseminates information and intelligence.

- Manages planning process.

- Compiles the IAP.

- Maintains resource status

- Maintains documentation

Planning Section

Maintains and displays situation status.

Prepares and documents IAP

Develops alternative strategies

Prepares Demobilization Plan

Planning Section: Common Units
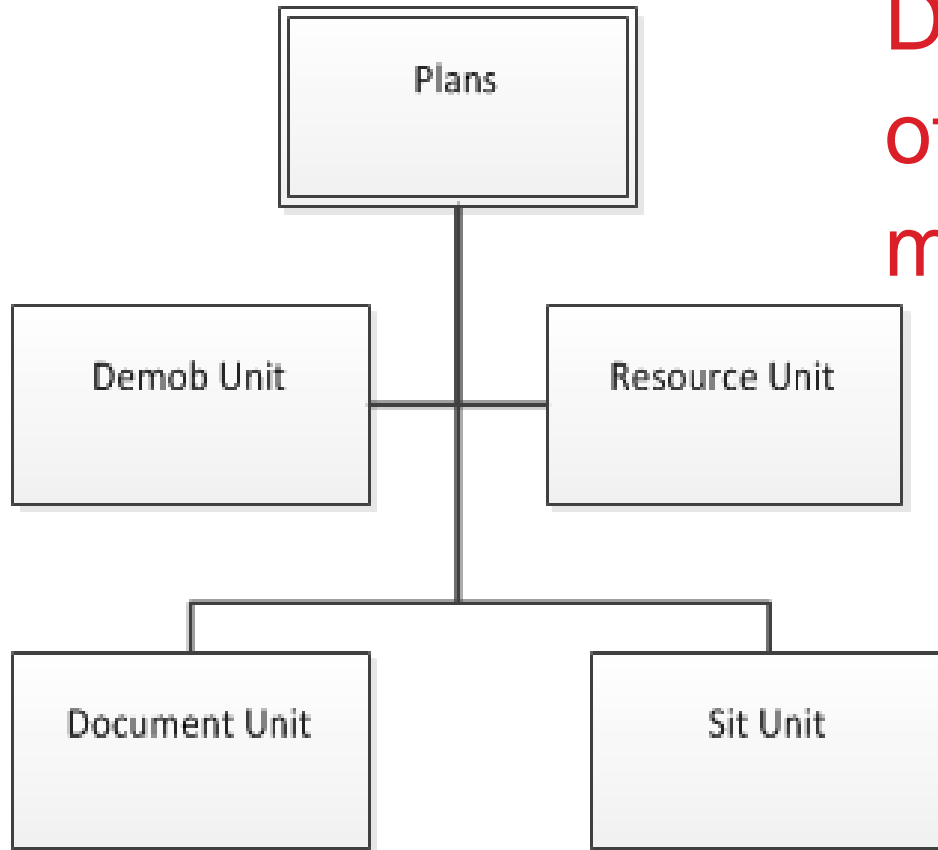
Depending on size of incident, units may be added.

Logistics Section Chief

Logistics Section Chief

◦ Provides resources and services required to support incident activities.

◦ Develops portions of IAP and forwards to Planning Section.

◦ Purchases goods and services needed at the incident.

Logistics Section Responsibilities

- Communications

- Medical support to incident personnel

- Incident personnel food

- Supplies

- Facilities

- Ground support
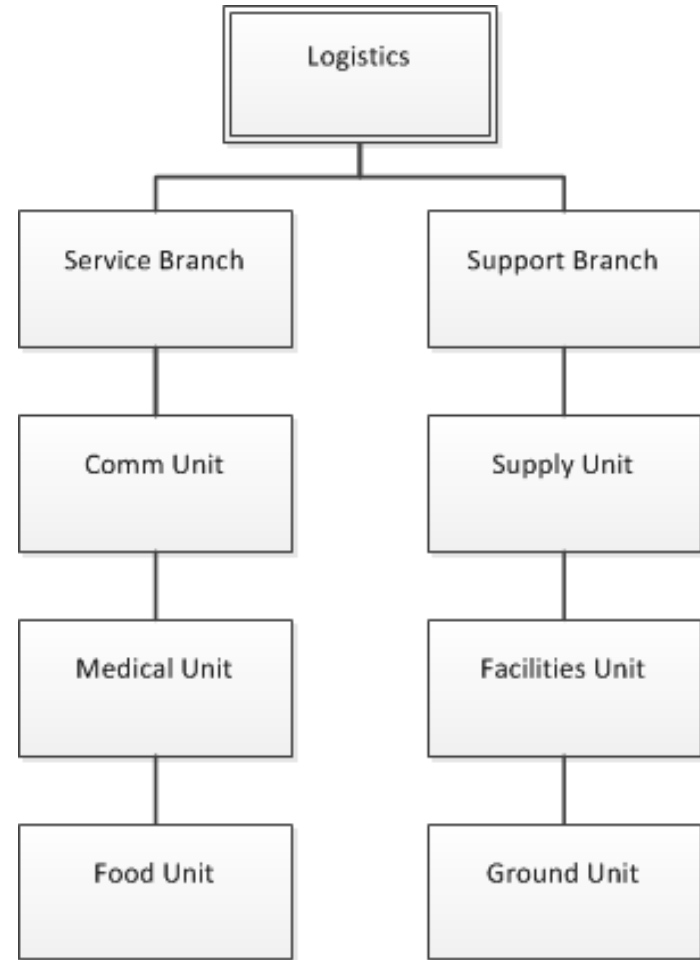
Resource Kinds and Types

- To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

Kinds of Resources:
Describe what resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).

Types of Resources:
Describe size, capability, and staffing qualifications of a specific kind of resource (for example: Type III IMT).

Medical Unit Responsibility

▸ Development of Medical Plan (ICS Form 206)

▸ Obtaining medical aid for workers, and

▸ Transportation of injured and ill personnel

MEDICAL PLAN (ICS 206)

1. Incident Name:		2. Operational Period: Date From: Date To: Time From: Time To:			

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

4. Transportation (indicate air or ground):

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time Air	Travel Time Ground	Trauma Center	Burn Center	Helipad
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No

6. Special Medical Emergency Procedures:

☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

7. Prepared by (Medical Unit Leader): Name: _____ Signature: _____
8. Approved by (Safety Officer): Name: _____ Signature: _____

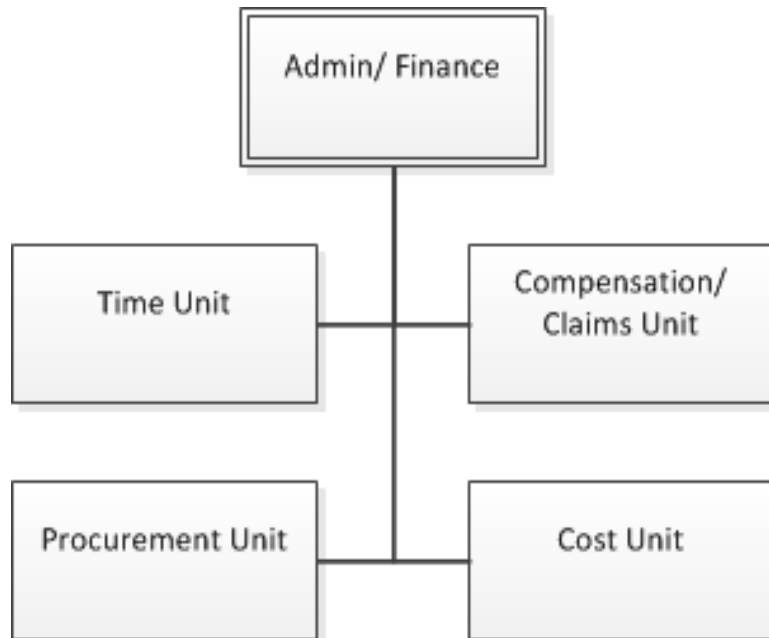| ICS 206	IAP Page _____	Date/Time: _____

Finance/Admin. Section Chief
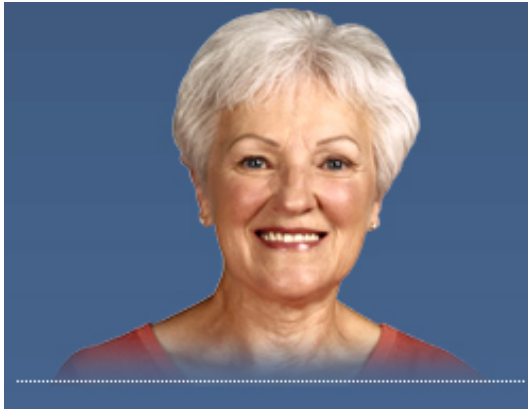
Finance/Administration Section Chief

◦ 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/Admin. Section

- ◦ Contract negotiation and monitoring

- ◦ Timekeeping

- ◦ Helps procure items

- ◦ Cost analysis

- ◦ Handling claims for injury, death, or damage to property

Briefings and Meetings

Types of Briefings/Meetings

- **Staff-Level Briefings:** Delivered to resources assigned to nonoperational and support tasks at ICP or Base.

- **Field-Level Briefings:** Delivered to individual resources or crews assigned to operational tasks and/or work at or near incident site.
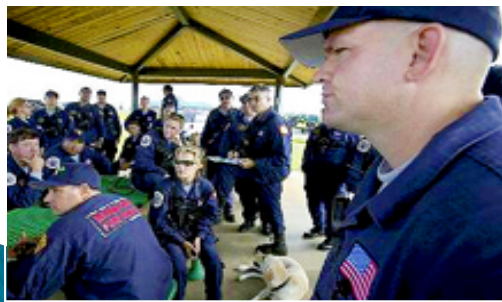
- **Section-Level Briefings:** Delivered to an entire Section (e.g., the operational period briefing).

Deployment Briefing

- Descriptive location and response area

- Incident check-in location

- Specific assignment (e.g., position, team designation, etc.)

- Reporting time

- Communications instructions (e.g., incident frequencies)

- Special support requirements (e.g., facilities, equipment transportation and off-loading, etc.)

- Travel arrangements (if needed)

Operational Briefing

- May be referred to as shift briefing.

- Is conducted at beginning of each operational period.

- Presents the IAP to supervisors within the Operations Section.

- Should be concise.

Briefing Elements

▸ Provide complete briefings that include clearly stated objectives and the following elements:

Task	**Purpose**	**End State**
What is to be done	**Why it is to be done**	**How it should look when done**

Typical Operational Briefing Order

- Planning Section Chief opens;
- IC or Planning Section Chief states objectives;
- Off-going Operations (updates status);
- On-coming Operations (Work assignments for new operational period);
- Technical Specialists (updates issues affecting response; weather, other conditions, etc.);
- Safety Officer (Reviews risks);
- Special Operations (Briefs Air Ops if applicable);
- Section Chiefs (anything for the good of the order);
- IC ends the meeting;
- Planning Section Chief (announces next Op period and adjourns).

Demobilization

Before leaving:

▸ Complete all tasks and documents

▸ Brief subordinates, replacements, supervisors

▸ Return incident equipment or non-expendable items

ICS Facilities

Incident Command Post (ICP)

▸ Location where primary command functions are performed

▸ Normally not relocated
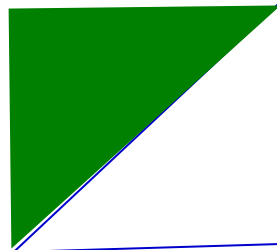
ICP Characteristics:

- There is only one ICP per incident

- Communications center is often located with or adjacent to the ICP

- IC function is carried out at the ICP

- ICP may be located with other incident facilities such as the Incident Base

ICP Characteristics (cont.):

- The planning function is normally done at the ICP

- The ICP should be large enough to provide adequate working room for assigned personnel

- The ICP should contain situation and resource status displays necessary for the incident

- Agency Representatives are normally located at the ICP

Guidelines for Establishing ICP

- Position away from general noise and confusion normally associated with the incident

- Position outside of the present and potential hazard zone

- Position within view of the incident

- Have the ability to expand as the incident grows

- Have the ability to provide security, and to control access to the ICP as necessary

- Identify location with distinctive banner or sign

- Announce ICP activation and location via radio or other communication so all appropriate personnel are notified

Staging Area Description

▶ Temporary locations for resources awaiting tactical assignments

▶ Incidents may have several Staging Areas

▶ Resources are on a 3 minute available status

▶ May include fueling & sanitation

▶ Staging Area Manager is required

S

▶ May be designated for certain kinds of resources
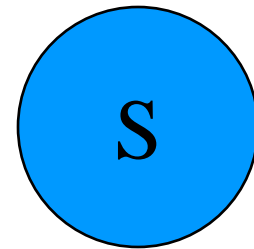
Characteristics of a Staging Area

- ▸ Located out of any possible line of direct hazard effects to minimize risk

- ▸ Relocated if necessary

- ▸ Different access routes for incoming and outgoing resources

- ▸ Large enough to accommodate available resources and have room for growth

- ▸ Clearly marked

- ▸ Located to minimize environmental damage

- ▸ Have necessary security controls

S
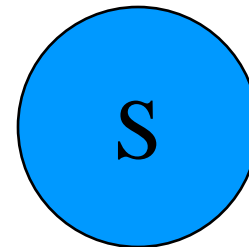
Primary Characteristics of Incident Base

- Location for primary administrative support activity

- Logistics section located at Base, if activated

- Out-of service equipment and personnel normally located here

- Only one Base per incident, pre-designate Base locations if feasible
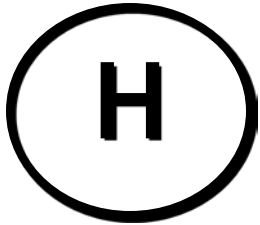
- Base Manager will always be designated
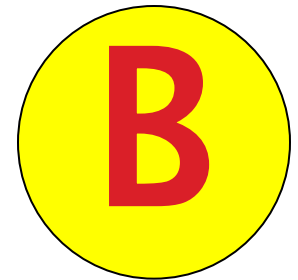
Primary Characteristics of Camps

▸ Temporary locations to keep resources if a base is not accessible to all resources

▸ May be moved–several may be required

▸ All Base activities may be performed at Camps

C

▸ Camp Manager will always be assigned
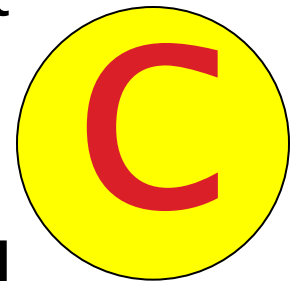
Incident Facilities: Helibase/Helispots

H

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

H-3

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

Emergency Operations Center (EOC)

Central location that supports IC by:

- Making executive/policy decisions.
- Coordinating interagency relations.
- Dispatching and tracking requested resources.
- Collecting, analyzing, and disseminating information.

EOC does <u>not</u> Command on-scene level of incident.

Joint Information Center (JIC)

▸ May be established to coordinate public affairs functions.

▸ Serves as focal point for coordinated and timely release of incident–related information to public and media.

Regional Response Coordination Centers

"RRCC"s coordinate regional response efforts, including:

- Establishing initial Federal objectives.

- Providing Federal support to affected States.

- Deploying teams to establish the Joint Field Office (JFO) that will assume these functions.

National Response Coordination Center

Organization that serves as FEMA's primary operations management center, as well as focal point for national resource coordination.

National Integration Center

▸ "NIC" serves as asset for:

Government Agencies, Private Sector, and NGO's that are implementing NIMS.

- *Presidential Directive 5 requires the Secretary of Homeland Security to establish a mechanism for ensuring the ongoing management and maintenance of NIMS*

Multiagency Coordination Systems

▸ Command and Management

Multiagency Coordination Systems

(MACS)

Principal Functions & Responsibilities of MAC Entities

▸ Ensures each agency involved is providing appropriate situational awareness and resource status information;

▸ Establishes priorities between incidents and/or Area Commands with IC's or a UC;

▸ Acquires/allocates resources required in concert with priorities established by IC or UC;

▸ Anticipates and ID's future resource requirements;

▸ Coordinates and resolves policy issues arising from incident(s); and

▸ Provides strategic coordination as required.

Website Information for Taking the NIMS Test Online

1. Log onto: http://training.fema.gov/is/nims.aspx . This will take you to the Nation Incident Management System Courses.

2. Select the appropriate list to the course/test you wish to take?

   a. Select 100.b course OR website directly to course is:
      http://training.fema.gov/is/courseoverview.aspx?code=IS-100.b
   b. Select 200.b Course OR website directly to course is:
      http://training.fema.gov/is/courseoverview.aspx?code=IS-200.b
   c. Select 700.a Course OR website directly to course is:
      http://training.fema.gov/is/courseoverview.aspx?code=IS-700.a
   d. Select 800.b Course OR website directly to course is:
      http://training.fema.gov/is/courseoverview.aspx?code=IS-800.b

3. Using the link on the ride side under TAKE FINAL EXAM tab, click on "take final exam online".

   a. As of April 1, 2015, the Emergency Management Institute (EMI) no longer accepts Social Security Numbers (SSN) for exam submission. FEMA has implemented the use of a Student Identification (SID) number. You will be required to obtain and use the SID to take the exam. If you do not yet have a SID, there will be a link to click on to register for a SID Number.
   b. You must accept that you are doing the test on your own.
   c. Before taking the exam, you will be asked to fill out information about yourself then continue on to the exam.

NOTE: Once you have completed your test, please send the proof of completion to Beckilyn Gonzales at beckilyn.gonzales@gric.nsn.us or you can call for further information 520-796-3768.

Thank you!

Robert DeLeon
Office of Emergency Management
520-796-3755