

Incident Command System (ICS) & National Incident Management System (NIMS) Training for the Water Sector

Incident Command System



(Adapted from FEMA IS-100 & IS-200)

- This course introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. It describes the history, features and principles, and organizational structure of the ICS. This course was developed in response to comments from the water sector that indicated that FEMA's ICS course was difficult to fully understand, as teaching examples used in the course were not relevant to the water sector. The following slides incorporate water sector relevant teaching examples developed by the U.S. Environmental Protection Agency (EPA). Instructor notes have been provided with most slides to help an instructor to provide additional information that is not contained on the slides themselves.
- Taking or facilitating this training helps the water sector to be better prepared for responding to emergencies. ICS is the national standard established by the National Incident Management System (NIMS) for managing domestic incidents. Learning ICS will not only help utilities to manage an incident and function in a response environment better, but it will also help them to be NIMS compliant, a precursor for jurisdictions wishing to receive federal preparedness funding. More information regarding ICS can be found in Appendix B of the newly revised NIMS document.
- These course materials are derived from the FEMA ICS training materials of September 2005 and were subsequently modified by the EPA. This course is mostly comprised of materials taken from FEMA's ICS-100 and ICS-200 courses, which can be downloaded from the Independent Study section of FEMA's website at <http://www.training.fema.gov/EMIWeb/IS/crslist.asp>.
- You must be qualified to instruct the water sector ICS-100 training. FEMA recommends that the ICS-100 Lead Instructor should have successfully completed ICS-100, ICS-200, and IS-700 (NIMS, An Introduction), and should have training and experience in adult education and have served as an Incident Commander or have experience in emergency response or in a command or general staff position. <http://www.fema.gov/pdf/emergency/nims/ICSInstructorGdl0106.pdf>

Introductions

- Name, job title, and organization
- Overall experience with emergency or incident response
- Incident Command System (ICS) qualifications?



- Ask the students to introduce themselves by providing:
 - o Their names, job titles, and organizations.
 - o A brief account of their overall experience with emergency or incident response.
 - o A short statement about their ICS qualifications and most recent ICS experience.

Course Logistics

- Course agenda
- Sign-in sheet
- Housekeeping:
 - Breaks
 - Cell phone policy
 - Facilities
 - Other concerns



Self-explanatory. EPA recommends taking a 5-10 minute break every hour when facilitating this training.

Instructor Expectations

- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time after breaks.
- Use what you learn in the course to perform effectively within an ICS organization under NIMS.

- Explain that similar to the participants, you, as the instructor, also have expectations for the course. You expect that everyone will:
 - o Cooperate with the group.
 - o Be open minded to new ideas.
 - o Participate actively in all of the training activities and exercises.
 - o Return to class at the stated time.
 - o Use what they learn in the course to perform effectively within an ICS organization, whether that is within their utility or a broader based community response.

Course Objectives

- Introduce the Incident Command System (ICS).
- Describe the ICS organization appropriate to the complexity of the incident or event.
- Enable the use of ICS to manage an incident or event.
- Define the five incident types.
- Explain how the modular organization expands and contracts.
- Define resource typing.
- Describe formal and informal communication.
- Describe transfer of command/briefings.
- Become FEMA certified in IS-100.

Self-explanatory.

What Is an Incident?

An incident is . . .

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



- Explain that an incident is an occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild-land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
- After presenting the above information, ask the students what the difference between an incident and an event is. The major difference between an incident and an event is that an event is planned, while an incident is unexpected. Inform the students that ICS is applicable to both incidents and events. The next slide will reinforce this message.

What Is ICS?

The Incident Command System:

- Is a standardized management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.
- May be used for planned events and other non-emergency situations.



- Present the following points:
 - o Given the magnitude of some incidents, it's not always possible for any one agency alone to handle the management and resource needs.
 - o Partnerships are often required among local, State, tribal, and Federal agencies. These partners must work together in a smooth, coordinated effort under the same management system.
- Explain that the Incident Command System (ICS):
 - o Is a standardized, on-scene, all-hazard incident management concept.
 - o Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.
- At its core, ICS is nothing more than a management system based on lessons learned.

Incident Command System (ICS)



Why Use ICS?

To ensure effective incident management.



ICS is a management system, not just an organizational chart.

- ICS ensures effective incident management as it is a time-tested and field proven emergency management system that has been used for over 30-years. ICS is based on best management practices.
- For humor, you can also tell the class that “ICS” also stands for “Induced Common Sense.” Stress that ICS, due to its flexibility, is more than an “org” chart. Although the management components of ICS are standardized, the way in which they can be arranged is not, allowing ICS to be adopted to manage any incident or event. This will become clearer to students as the day progresses.

How can ICS benefit me, a utility?

1. It is a proven system for managing incidents.
2. It is used for emergency response by all local, state, and federal agencies.
3. It allows all responders to communicate and work with one another.
4. It is flexible enough to manage incidents that only involve utility personnel to incidents that require response by several agencies or jurisdictions.
5. Using ICS is required for NIMS compliance.

- In particular:
 - o ICS is based on best practices. ICS was first developed in the 1970's by the wildland fire community, and therefore is time-tested and field proven.
 - o NIMS has made ICS the standard for managing all domestic incidents. Therefore, all first responder at all jurisdictional levels will be using ICS.
 - o Since all responders at all jurisdictional levels will be using ICS, utilities also must learn and use ICS.
 - o In order to qualify for federal preparedness funding all agencies and jurisdiction must adopt ICS as a part of NIMS compliance. See http://www.fema.gov/emergency/nims/nims_compliance.shtm for more information regarding NIMS compliance.

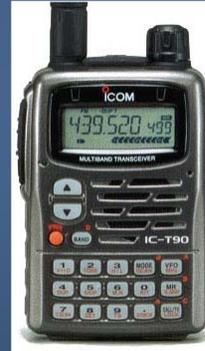
Basic Features Include (1 of 2):

- **Common terminology and clear text.**
- **Manageable span of control.**
- **Modular organization.**
- **Management by objectives.**
- **Reliance on an Incident Action Plan (IAP).**
- **Chain of command and unity of command.**
- **Information and intelligence management.**

- Tell the group that by the end of this course they should be able to describe the basic features of the Incident Command System (ICS), including:
 - o Common terminology.
 - o Manageable span of control.
 - o Modular organization.
 - o Management by objectives.
 - o Reliance on an Incident Action Plan (IAP).
 - o Chain of command and unity of command.
 - o Information and intelligence of management.
- This and the next slide is an exhaustive list of all the features of ICS (there are 14 all together).

Basic Features Include (2 of 2):

- Resource management.
- Mobilization procedures.
- Pre-designated incident locations and facilities.
- Integrated communications.
- Unified Command.
- Transfer of command.
- Accountability.



- Continue with the basic features of ICS. By the end of this course, participants will be able to describe the basic features of the Incident Command System (ICS), including:
 - o Resource management.
 - o Mobilization procedures.
 - o Pre-designated incident locations and facilities.
 - o Integrated communications.
 - o Unified Command.
 - o Information and intelligence management.
 - o Transfer of command.
 - o Accountability.
- Further explain to the students that some of these features will also be covered in the water sector NIMS training, typically conducted immediately following this course.

ICS Features and Principles

COMMON TERMINOLOGY

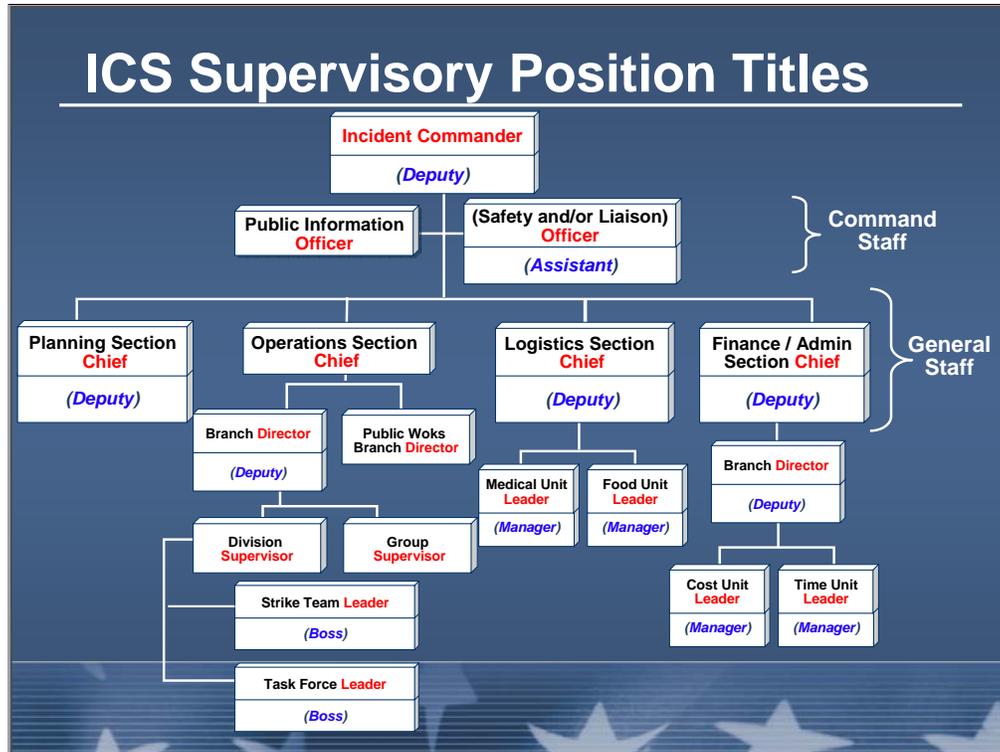
- Consistent organizational structure.
- Consistent position titles.

COMMON INCIDENT FACILITIES

INTEGRATED COMMUNICATIONS



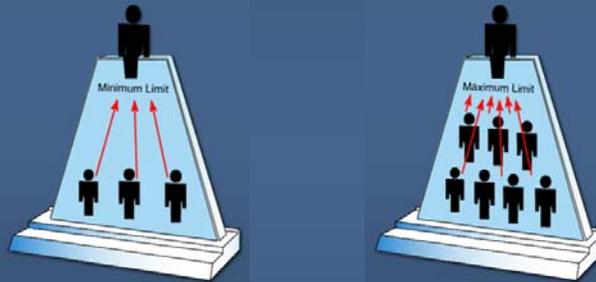
- A major benefit of common terminology is that it allows everyone to communicate within an ICS structure. This helps to establish a common operating picture.
 - o Organizational Functions: Major functions and functional units with incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent. For example, “Operations Section” or “Public Information Officer.”
 - o Position Titles: ICS management or supervisory positions are referred to by standardized titles, such as “Officer,” “Chief,” “Director,” “Supervisor,” or “Leader.”
 - o Common Incident Facilities: Common terminology is used to designate incident facilities. For example, “Incident Command Post” and “Base.”
 - o Integrated Communications: When working an incident site, all responders should be able to communicate with one another via a compatible radio system. Interoperability of communication systems continues to be a challenge today. The NIMS is working on correcting this issue.



- The titles given to certain roles within the ICS structure are standardized. This avoids confusion with a person's everyday job title and lets everyone know the responsibilities of the person holding a certain ICS position title. It also helps people to fill roles within an ICS structure, as everyone knows the skill set needed to fill a role and the performance expected of that individual.
- The support positions are also standardized. Let the students know that a Deputy is an individual who is qualified such that he/she could replace the person that he/she is supporting. An assistant is a lesser qualified person who could not replace the person he/she is supporting.

SPAN of CONTROL

- Effective span of control ranges from 3 to 7 reporting elements per supervisor

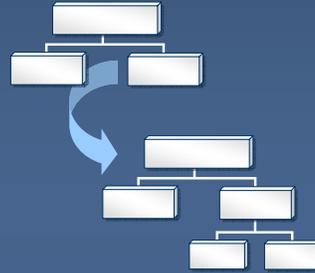


- If the number of reporting elements is not within this range, expansion or consolidation of the ICS organization may be needed

- “Span of control” refers to how many individuals a supervisor manages. Emphasize that the ICS span of control for any supervisor:
 - Is between 3 and 7 subordinates.
 - Optimally does not exceed 5 subordinates.
- Note that the ICS modular organization can be expanded or contracted to maintain an optimal span of control.
- Instruct the class that span of control is extremely important in incidents or events where safety and accountability are top priorities. Also, the class should be made aware that FEMA strongly recommends a ratio of 1 supervisor to 5 reporting elements. There are exceptions, especially in lower-risk assignments or where resources work on close proximity to each other. Point out that the terms “elements” and “resources” can refer to people.

MODULAR ORGANIZATION (1 of 2)

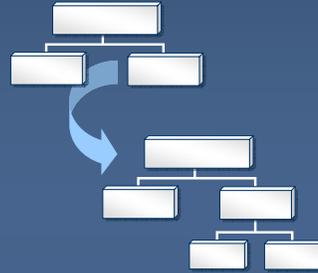
- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident.
- Is based on the hazard environment created by the incident.



- Tell participants that another important ICS feature is modular organization, which means that the Incident Command System:
 - o Develops in a top-down, modular fashion.
 - o Is based on the size and complexity of the incident.
 - o Is based on the hazard environment created by the incident. For example, the ICS organizational structure to manage a chlorine leak will look different than one for a water main break, as chlorine is a much more hazardous material than water.
- “Modular” refers to the fact that an ICS organizational structure is essentially constructed or created out of “building blocks” (i.e., the organizational components such as the Incident Commander and the Operations Section). When needed, separate functional elements can be established, each of which may be further subdivided to enhance internal organizational management (i.e. span of control) and external coordination.
- You may find it helpful to tell the students that ICS is a lot like a toolbox, and you only use the tools needed to get the job done. If your job is to hammer a nail into a wall, you are only going to take your hammer and safety goggles out of your toolbox. Likewise, if your incident is a broken residential water line, only one person (who by default is the Incident Commander) is needed to turn off that customer’s water service at the street. Another analogy is that ICS is like a set of “Legos.” Although the pieces are of set colors, sizes, and functions, the way in which they can be arranged is infinite. In ICS, this arrangement is dictated by the incident.

MODULAR ORGANIZATION (2 of 2)

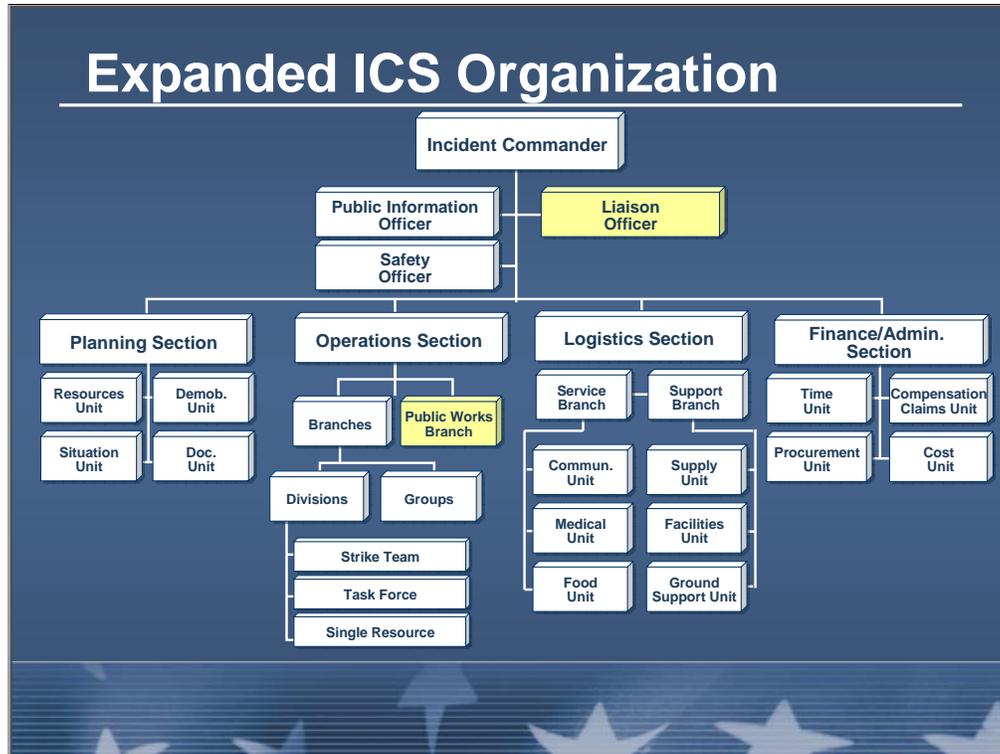
- Incident objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.



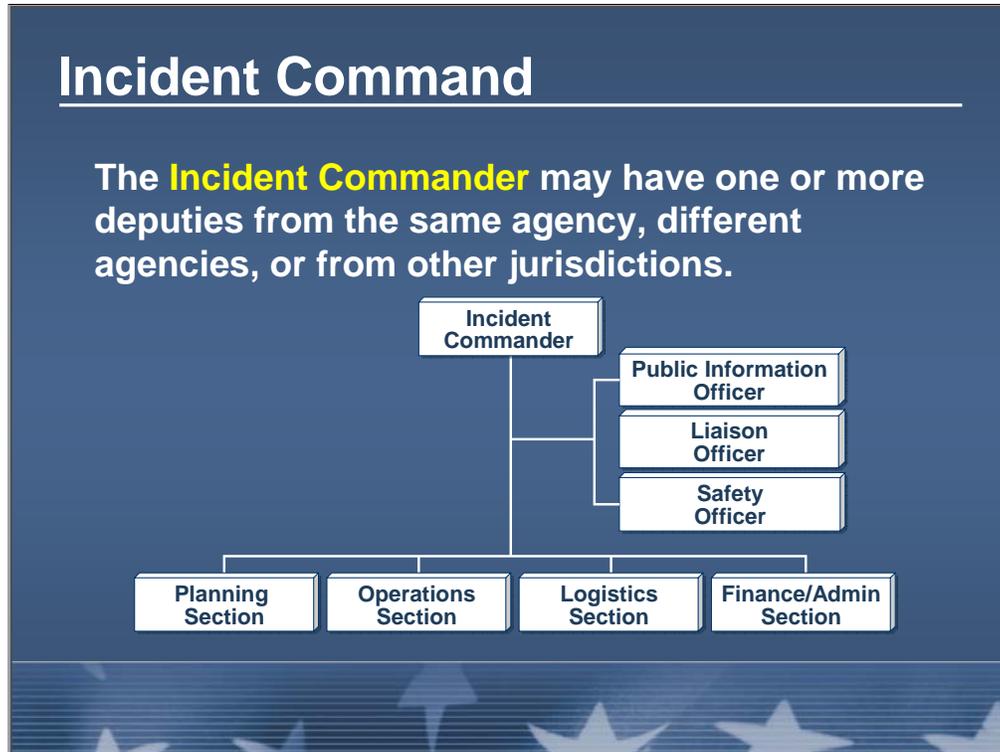
- Explain that employing a modular organization means that:
 - o Incident objectives determine the organizational size.
 - o Only functions/positions that are necessary will be filled.
 - o Each element must have a person in charge.
- As noted earlier, ICS is more than just an “org” chart. It is a flexible, modular system that is staffed according to the needs of the incident.
- Optional: Distribute examples of organizational charts from recent incidents that demonstrate how the ICS organization adjusts to fit the requirements of the incident.



- It should be pointed out that the ICS organization does not match the administrative structure of any single agency or jurisdiction. This was done on purpose to ensure that incident management would not be compromised by or confused with existing agency structures.
- The above five management functions are the foundation of ICS and apply to a routine emergency, organizing for a major non-emergency event, or managing a response to a major disaster:
 - Incident Command: Sets incident objectives, strategies and priorities and has overall responsibility.
 - Planning: Prepares Incident Action Plan to meet incident objectives, collects and evaluates information, and maintains both resource status and incident documentation.
 - Operations: Develops tactical objectives, conducts tactical operations to carry out the plan and directs all tactical resources.
 - Logistics: Provides support, resources, and all services to meet operational objectives.
 - Finance/Administration: Monitors costs, provides accounting, procurement, time recording, and cost analyses.
- A convenient mnemonic to remember the major management functions is “POLF” (**P**lanning, **O**perations, **L**ogistics, **F**inance/Admin), which can be remembered via the sentence “Penguins Only Like Fish.”



- Several points should be brought up in conjunction with this slide:
 - o During an emergency, it is important for water utilities to get involved. Approaching the Liaison Officer and identifying yourself as a water utility with a role to play in the larger response effort is the best way to get included in an expanded ICS structure. A logical location for water utilities to appear in an expanded ICS structure is under the Operations Section.
 - o The Operations Section develops from the bottom up. For example, at the start of the incident, the Operations Section may consist of a few single resources. As the incident grows and the single resources reporting to the Operations Chief expands beyond five, a group or division may be formed. Branches may be necessary when there are too many groups or divisions.
 - o Groups and divisions are at an equal level in the ICS organization; one does not supervise the other. Remember, groups form based on function, and divisions form based on geography.
 - o Point out the Command Staff (Public Information, Liaison, and Safety Officers) and the General Staff (the Chiefs who lead the Planning, Operations, Logistics, and Finance/Administration Sections) who report directly to the Incident Commander.
- Also point out that this chart shows all the organizational components or the full “toolkit”. Not every component or tool is needed for every incident.



- Stress that a basic concept of ICS is that the person at the top is responsible until he or she delegates this authority. For example, in a small incident, the Incident Commander may perform all five major management functions. *In fact, the Incident Commander is the only position that is always staffed under ICS.* For larger incidents, the Incident Commander may choose to delegate authority, such as for Logistics, to another person.
- You should note that as incidents grow, the Incident Commander may elect to designate certain command responsibilities to command staff (who are also classified as single resources):
 - o Public Information Officer: Provides information to internal and external stakeholders (e.g. media).
 - o Safety Officer: Monitors safety conditions and develops safety protocols.
 - o Liaison Officer: Primary contact for agencies supporting the incident.
- More details regarding the command staff will follow shortly.

Incident Commander Responsibilities

- **Ensure the safety and welfare of incident personnel**
- **Assess the situation and ensure all notifications have been made**
- **Establish the incident objectives**
- **Review critical resource requests and releases**
- **Authorize release of information to media**
- **Establish the level of planning and ensure that planning meetings are conducted**

- These are some of the responsibilities of the Incident Commander. His or her primary responsibility is ensuring the safety and welfare of incident personnel. Establishing the incident objectives is another important responsibility of the Incident Commander, as these objectives drive all incident operations for the next operational period. It is also important that the Incident Commander review all press releases or public notifications to ensure that a consistent message is being disseminated to all citizens affected by the incident.
- A complete Incident Commander position checklist is available at FEMA's ICS Resource Center at <http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>.

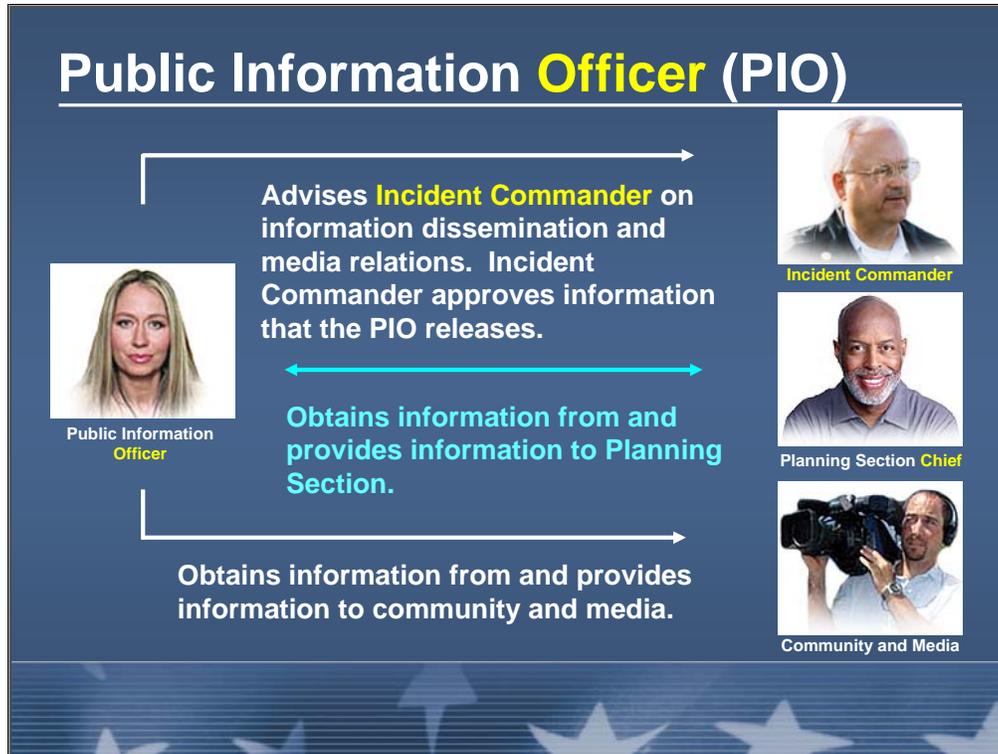
Incident Commander

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

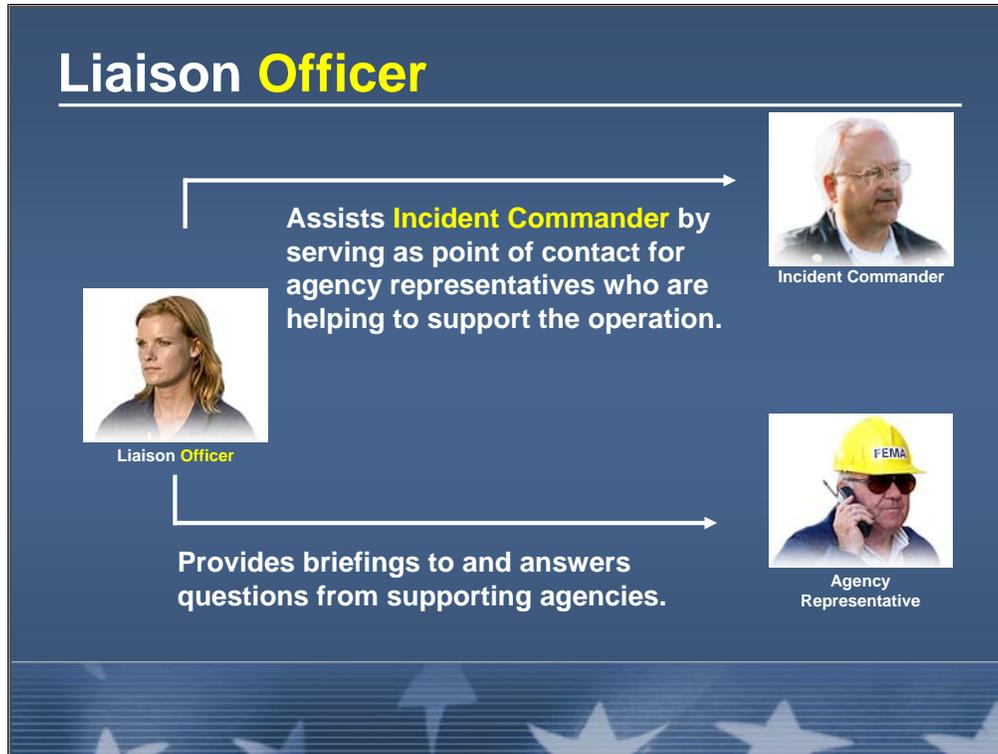


In some situations or agencies, a **lower ranking but more qualified person** may be designated as the **Incident Commander**.

- Emphasize that all incident responses begin by establishing command.
- Ask the participants the following question: Why is it critical to establish command from the beginning of the incident operations? If not mentioned by the participants, add the following key points:
 - Lack of command becomes a safety hazard for responders.
 - Size up and decision making is impossible without a command structure.
 - It is difficult to expand a disorganized organization if the incident escalates.
- It is important in ICS to realize that your seniority or your daytime position within your agency can mean little to where you will serve within an ICS organization. For example, the Arlington County Fire Chief responded to the Pentagon crash scene during 9/11. The Arlington County Assistant Fire Chief had already set up an Incident Command Post in the back of a Chevy Suburban near the southwest side of the Pentagon. Although the Chief was the ranking officer on scene, he chose to have the Assistant Chief remain in the position of Incident Commander. He decided to do this because he knew the demands that would be placed upon him by elected officials, politicians, and the media would hinder his abilities to effectively serve as Incident Commander. He also felt that his Assistant Chief had a better grasp of what field resources would be available to support the incident.
- A common expression used by first responders in regards to the ICS system is to “check your ego at the door.”



- Explain that the Public Information Officer (PIO) serves as the conduit for information to internal and external stakeholders. The PIO:
 - 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.
- Emphasize that the Incident Commander approves all information that the PIO releases.
- The PIO is one of the command staff positions, and may have an assistant. “Officer” is in yellow in the above slide indicating that this is the standard ICS position title for a member of the command staff.
- Ask the class if their utilities have a PIO (most larger utilities will). If not, who is in charge of this function during an incident?



- Point out that the Liaison Officer serves as the primary contact for supporting agencies assisting at an incident. The 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.
- Ask the participants to identify types of incidents that would warrant the assignment of a Liaison Officer.
- The Liaison Officer, also a member of the command staff, may serve as a valuable resource to a utility that feels they need a point-of-contact to help them tap into the flow of information from Incident Command. This is especially true if a utility feels “left out” of the ICS process or feels that their importance in the response to an incident has been overlooked.



- Explain that the Safety Officer monitors safety conditions. The Safety Officer:
 - Advises the Incident Commander on issues regarding incident safety.
 - Works with the Operations Section to ensure the safety of field personnel.
 - Ensures safety of all incident personnel.
- Ask the participants to identify types of incidents where it would be critical to assign a Safety Officer.
- The Safety Officer, another command staff position, has the ability to cancel any tactical operation, with or without Incident Command approval, that he or she deems unsafe. The Safety Officer also puts out general safety messages for all incident personnel, such as drive with your headlights on if it is raining.
- Many larger utilities already have a full-time safety officer.

Class Quiz (1 of 3)

Instructions: Identify which member of the Command Staff performs the following tasks.



Tasks:

- Serves as point of contact for assisting and cooperating agency representatives.
- Identifies problems between supporting agencies.
- Participates in planning meetings by providing the status on current resources, resource limitations, and resource capabilities of other agencies.

- Ask the participants to identify which member of the Command Staff performs the following tasks:
 - o Serves as point of contact for assisting and cooperating agency representatives.
 - o Identifies problems between supporting agencies.
 - o Participates in planning meetings by providing the status on current resources, resource limitations, and resource capabilities of other agencies.
- Allow the participants time to respond.
- If not mentioned, tell the participants that it is the Liaison Officer.

Class Quiz (2 of 3)

Instructions: Identify which member of the Command Staff performs the following tasks.



Tasks:

- Makes sure everyone does their job safely.
- Advises **Incident Commander** on issues regarding incident safety.
- Conducts risk analyses and implements safety measures.
- Promotes safe driving habits.
- Eliminates tripping hazards.

- Ask the participants to identify which member of the Command Staff performs the following tasks:
 - o Makes sure everyone does their job safely.
 - o Advises Incident Commander on issues regarding incident safety.
 - o Conducts risk analyses and implements safety measures.
 - o Promotes safe driving habits.
 - o Eliminates tripping hazards.
- Allow the participants time to respond.
- If not mentioned, tell the participants that it is the Safety Officer.

Class Quiz (3 of 3)

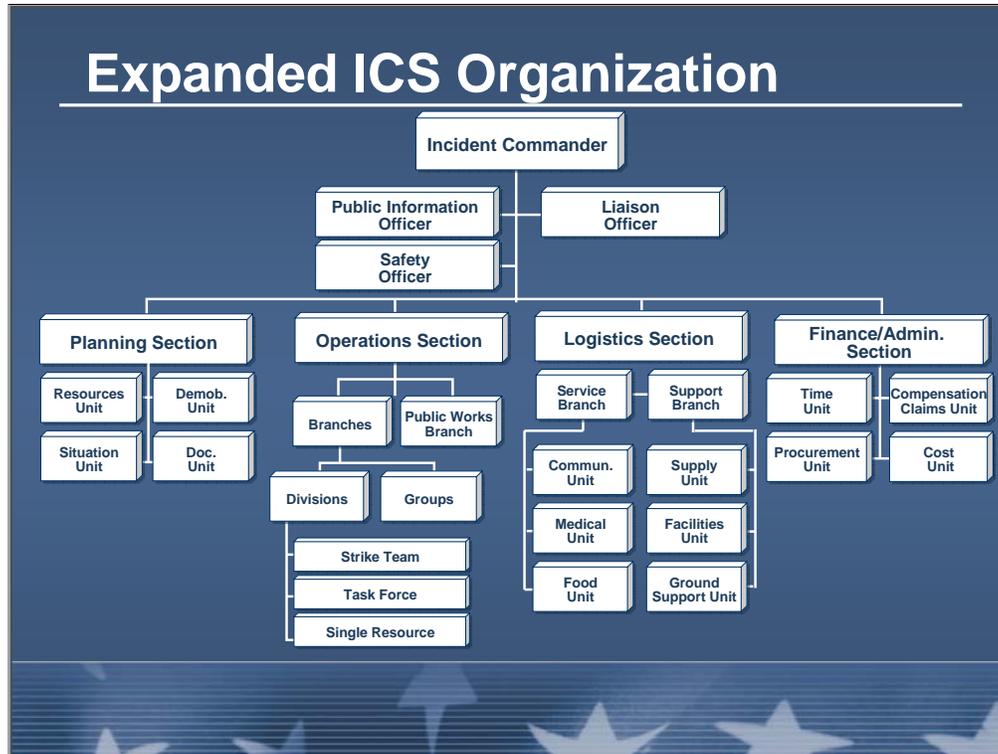
Instructions: Identify which member of the Command Staff performs the following tasks.



Tasks:

- Advises **Incident Commander** on issues related to information dissemination and media relations.
- Serves as primary contact for anyone who wants information about the incident.
- Serves external and internal audiences.
- Obtains information from Planning Section.

- Ask the participants to identify which member of the Command Staff performs the following tasks:
 - o Advises Incident Commander on issues related to information dissemination and media relations.
 - o Serves as primary contact for anyone who wants information about the incident.
 - o Serves external and internal audiences.
 - o Obtains information from Planning Section.
- Allow participants time to respond
- If not mentioned, tell the participants that it is the Public Information Officer.



- After having looked into the roles of the Incident Commander and the Public Information, Safety, and Liaison Officers, the following slides will look into each of the 4 Sections: Planning, Operations, Logistics, and Finance/Administration. Not all incidents will require or have every ICS component or tool activated.

Planning Section Chief



Planning Section Chief

The Planning Section Chief:

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

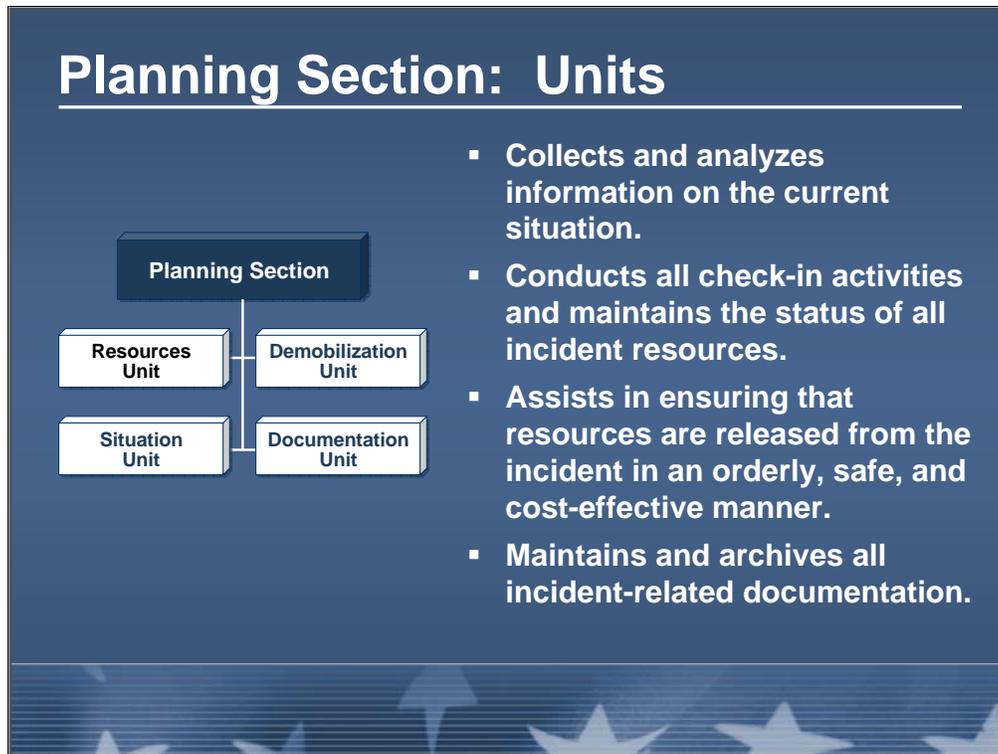
- If there is no designated Planning Section Chief, then the Incident Commander is responsible for all planning functions. Although the Planning Section Chief compiles the IAP, the Incident Commander must still approve it.

Planning Section

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



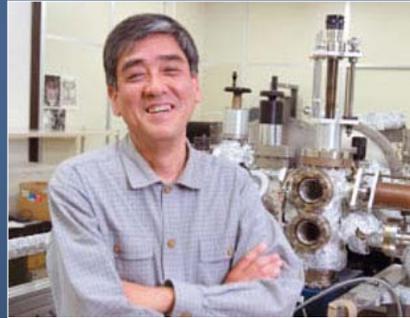
- Use this slide to introduce the planning section units, which are shown in the next slide. The duties above would be too much for the Planning Section Chief to manage during a large incident. So what tools are available to the Planning Section Chief? (go to the next slide for the answer)



- In the diagram above:
 - o The Resources Unit records the status of all resources committed to the incident and anticipates resource needs.
 - o The Situation Unit collects, organizes, and analyzes incident status and intelligence information.
 - o The Documentation Unit collects, records, and safeguards all documents related to an incident.
 - o The Demobilization Unit assures a orderly, safe, and efficient demobilization of incident resources.
- The Resources Unit also plays a major role in developing the IAP. The Situation Unit also develops maps of the incident. One function of the Documentation Unit is to duplicate the IAP for distribution throughout the ICS structure after the Incident Commander has approved it.

Planning Section: Technical Specialists

- Provide special expertise useful in incident management and response.
- May be assigned to work in the Planning Section or in other Sections.



- Explain that the Planning Section may also include Technical Specialists who provide special expertise. Point out that Technical Specialists may be assigned to work in the Planning Section or in other Sections.
- Technical Specialists have special skills and can be used anywhere within the ICS organization. Technical specialists can include water and wastewater system operators, engineers, surveyors, and bomb experts.

Operations Section **Chief**

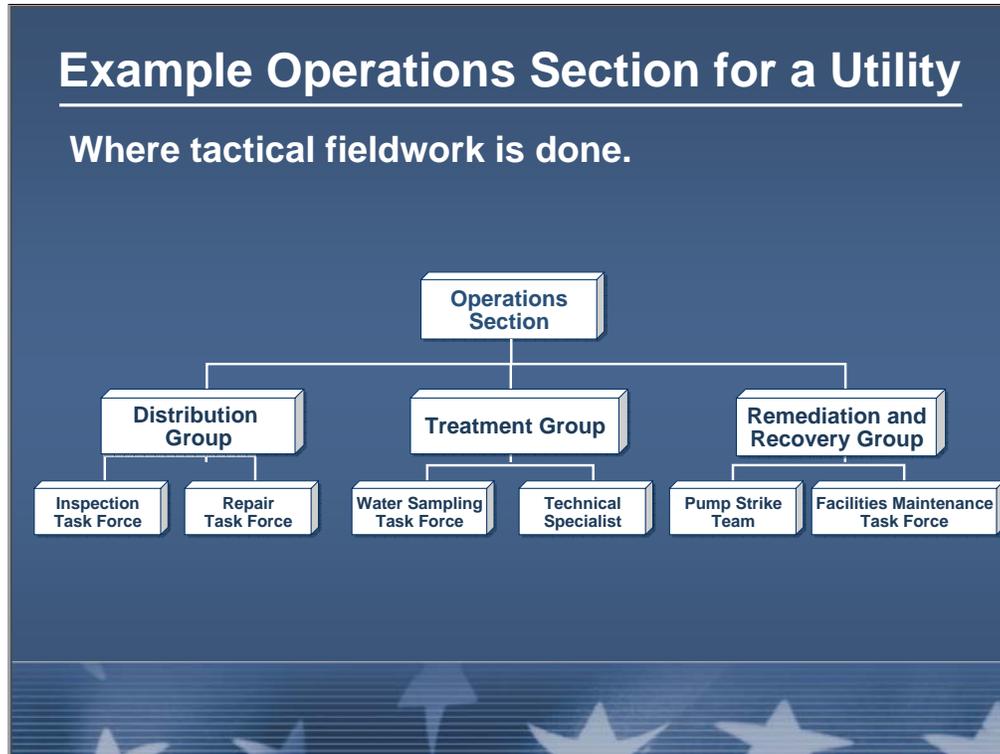


Operations Section **Chief**

The Operations Section Chief:

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

The Operations Section Chief usually manages the largest section at an incident as the “Ops” Section is where tactical resources are assigned. All field work is accomplished under this section.



- This slide has been added to show an example of how a utility may organize its own Operations Section.
 - The Ops Section directs and coordinates all incident tactical operations.
 - Is typically one of the first ICS sections to be activated at the incident.
 - Expands from the bottom up.
 - Has the most incident resources.
 - May have Staging Areas.
- The Operations Section is the one section where span of control is most critical. This is because the chance for death or injury is always greatest where tactical operations are being carried out. To maintain span of control, the Operations Section Chief will use a bottom-up approach.
- The Technical Specialist assigned to the Treatment Group could be an IT specialist, helping to restore or reprogram a damaged SCADA system or the Technical Specialist could be a representative from the state primacy agency who is advising the Treatment Group.
- In the example above, more than seven personnel were reporting directly to the Operations Section Chief. To maintain span of control, he or she formed three Groups (led by a Supervisor). Now, only three people report to the Operations Section Chief (the Distribution Group Supervisor, the Treatment Group Supervisor, and the Remediation and Recovery Group Supervisor).

Operations Section Challenges



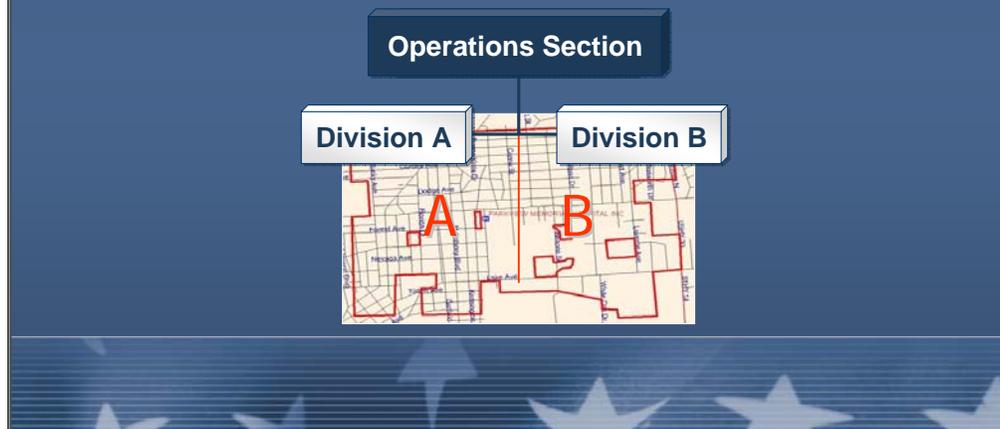
Operations Section **Chief**

- It is critical to organize field resources and maintain span of control by using Branches and Groups.
- In complex incidents, there may be a **Deputy** Operations Section **Chief**.
- The Operations Section **Chief** depends on the rest of the General Staff for support.

- Self explanatory. Remember, the Deputy must be just as qualified as the Ops Section Chief, as the Deputy may have to fill in for the Chief at some point.

Operations Section: Divisions

- Divided geographically based on the needs of the incident.
- Labeled using alphabet characters (A, B, C, etc.).
- Managed by a **Supervisor**.



- Tell the participants that Divisions are used to divide an incident geographically. Explain that:
 - o Divisions are usually labeled using alphabet characters (A, B, C, etc.). Other identifiers may be used as long as Division identifiers are known by assigned responders.
 - o A Division is always managed by a Supervisor.
- Emphasize that the important thing to remember about ICS Divisions is that they are established to divide an incident into geographical areas of operation.
- Divisions perform identical functions during an incident or event, but are formed based on geography. Because incidents can be widespread geographically, it sometimes makes sense to divide an incident into smaller, more manageable geographic areas. For example, a hurricane can cause severe damage over many counties or even states. It would make sense to establish debris clearing Divisions based on county or state lines so that debris can be cleared quickly over a large area.
- An example of Divisions that is applicable to water systems would be Divisions formed to inspect and repair water main breaks throughout a distribution system after an event such as wide-scale flooding. The distribution system could be divided into north, south, east and west quadrants each being managed by the North Division, South Division, East Division, and West Division, respectively.

Operations Section: Groups

- Established based on the needs of an incident.
- Labeled according to the job that they are assigned.
- Managed by a **Supervisor**.
- Work wherever their assigned task is needed and are not limited geographically.

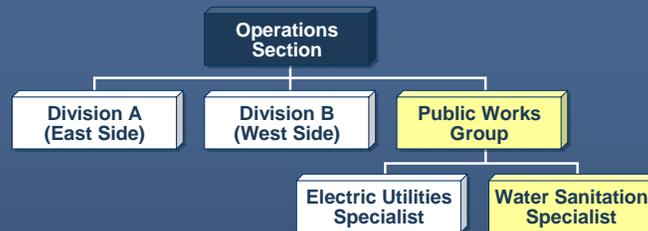


- Groups form based on the function that they provide, and they are not limited geographically. In the example above, a Public Works Group has been established within the Operations Section. This is another example of how a water utility might fit into a larger ICS structure.

Operations Section: Divisions & Groups

Divisions and Groups:

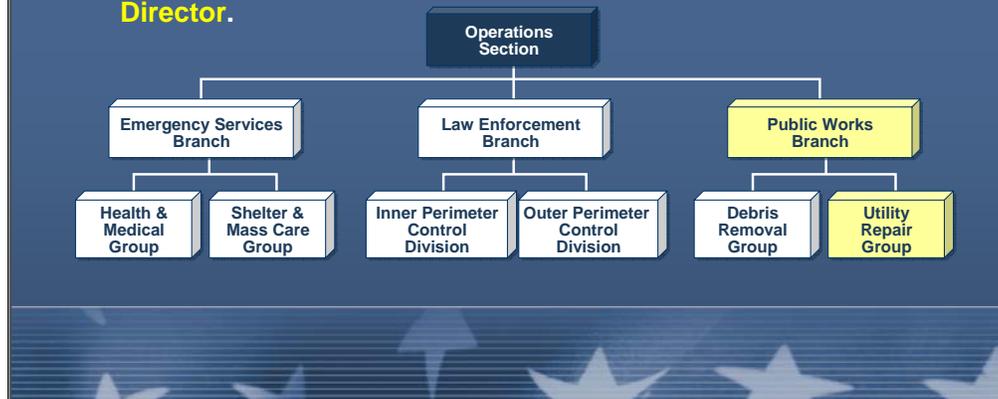
- Can be used together on an incident.
- Are at an equal level in the organization. One does not supervise the other.



- Explain that Divisions and Groups:
 - o Can be used together on an incident.
 - o Are at an equal level in the organization. One does not supervise the other.
- Emphasize that when a Group is working within a Division on a special assignment, Division and Group Supervisors must closely coordinate their activities.
- Point out to the students that **Technical Specialists** (a single resource) now appear under the public works group. In this scenario, one of these specialists is a water utility staff member, which is often the case in a water-related emergency – utility staff will play a key operations role in addressing water quality and/or quantity. Technical specialists are personnel with special skills that can appear anywhere within the ICS organization. Often they are in the Planning Section, but do not have to be, as in this example.

Operations Section: Branches

- Established if the number of Divisions or Groups exceeds the span of control.
- Have functional or geographical responsibility for major parts of incident operations.
- Identified by Roman numerals or functional name.
- Managed by a Branch **Director**.



- Explain that if the number of Divisions or Groups exceeds the span of control, it may be necessary to establish another level of organization within the Operations Section called Branches.
- Point out that the chart on the visual above shows the Operations Section being divided into 3 Branches, each Branch managing two Groups.
- Branch Directors may also have deputies. Sometimes Branches are arranged on jurisdictional lines, but branches can also form based on function. The highlighted boxes show where a utility could fit into this ICS structure, and that they play a direct Operations role.

Operations Section: Task Forces



Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Task Force **Leader**.



- Explain that Task Forces:
 - Are a combination of mixed resources with common communications operating under the direct supervision of Leader.
 - Can be versatile combinations of resources and their use is encouraged. The combining of resources into Task Forces allows for several resource elements to be managed under one individual's supervision, thus lessening the span of control of the Supervisor.
- As the chart on the visual shows, Task Forces are part of the Operations Section.
- Task Forces may also appear under Divisions or Groups. An example could be a Sampling Task Force. In the photo above, one team may have equipment to test for and take biological samples while the other team has equipment to test for and take chemical samples.

Operations Section: Strike Teams

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



- Explain that Strike Teams are:
 - A set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.
 - Highly effective management units. The foreknowledge that all elements have the same capability and the knowledge of how many will be applied allows for better planning, ordering, utilization, and management.
- As the chart on the visual shows, Strike Teams are part of the Operations Section.
- An example of a Strike Team that may be formed by a water utility could be the Notification Strike Team. This group of individuals, which could be organizationally under a Division or Group, would be responsible for going door-to-door to post BOIL WATER or any other notices that residents and business owners need to be aware of. Another example could be a Pump Strike Team (pictured above). In this example, pumps and their personnel complements could be grouped to mitigate problem flood areas around town.
- Strike Teams may also appear under Divisions or Groups.

Operations Section: Single Resources

Operations Section

Task Force

Strike Team

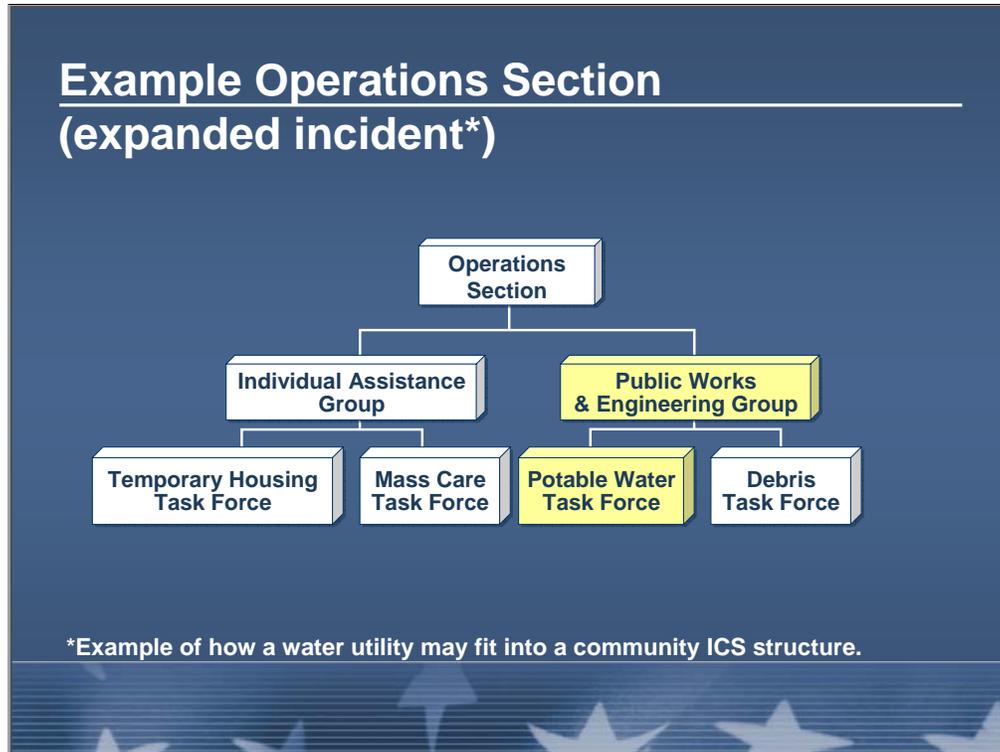
Single Resource



Single Resources may be:

- Individuals.
- A piece of equipment and its personnel complement.
- A crew or team of individuals with an identified supervisor.

- An example of a single resource is a generator, a pickup truck or a portable pump. Remember, in ICS “resources” refers to personnel as well as equipment.



- In the above Operations Section example, ICS has been established to deal with a natural disaster that has affected an entire community. The Individual Assistance Group of the Operations Section is providing individual assistance to victims, and the Public Works & Engineering Group is working to restore infrastructure. A water utility's staff would probably be members of the Potable Water Task Force, helping to provide drinking water to those who lost their water supply during the natural disaster. This may be in the form of bottled water or some other alternate source.
- Stress that there are literally hundreds of ways an Operations Section can be structured, based on the type and needs of an incident. That is the beauty of ICS- it is adaptable and flexible, but standardized at the same time so that everyone knows what everyone else is doing or is responsible for.

Logistics Section Chief

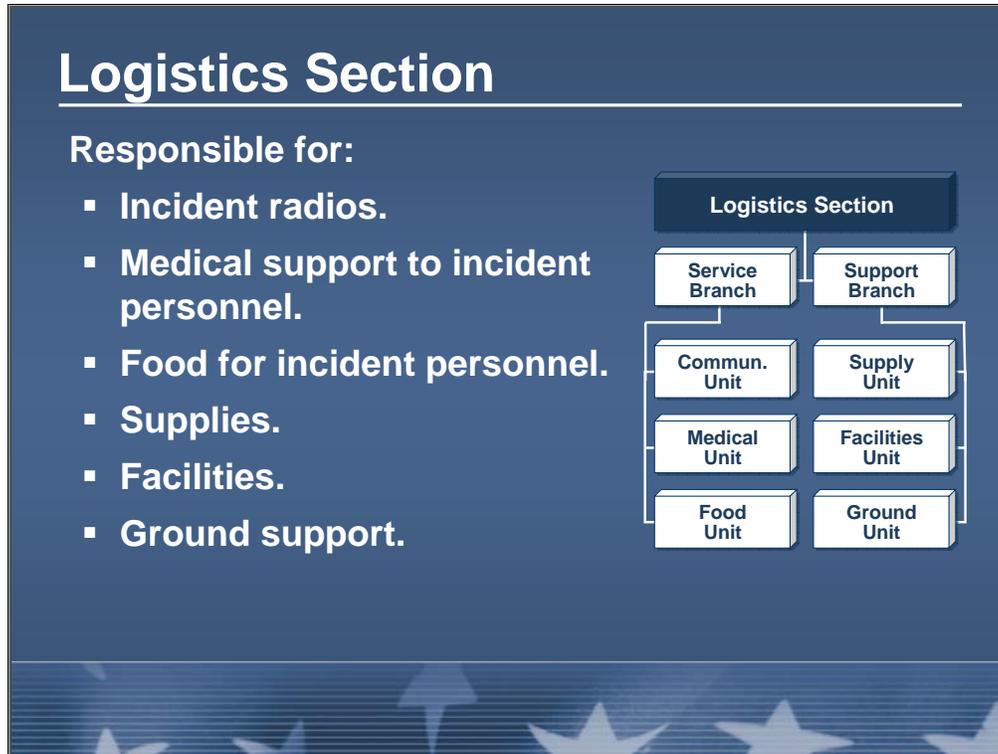


Logistics Section Chief

The Logistics Section Chief:

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

- Again, if the Incident Commander does not appoint a Logistics Section Chief, he or she retains all the responsibilities of that Section.



- Let the students know that the above graphic depicts a fully staffed Logistics Section. The majority of incidents will never require this level of logistics support. Also, the Logistics Section supports incident personnel, not incident victims.
 - o Communications Unit: Responsible for providing communication services at an incident. A Communication Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.
 - o Medical Unit: Responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.
 - o Food Unit: Responsible for providing meals for incident personnel.
 - o Supply Unit: Responsible for ordering equipment and supplies required for incident operations.
 - o Facilities Unit: Provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.
 - o Ground Unit: Responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

Finance/Administration Section Chief



Finance/Administration
Section Chief

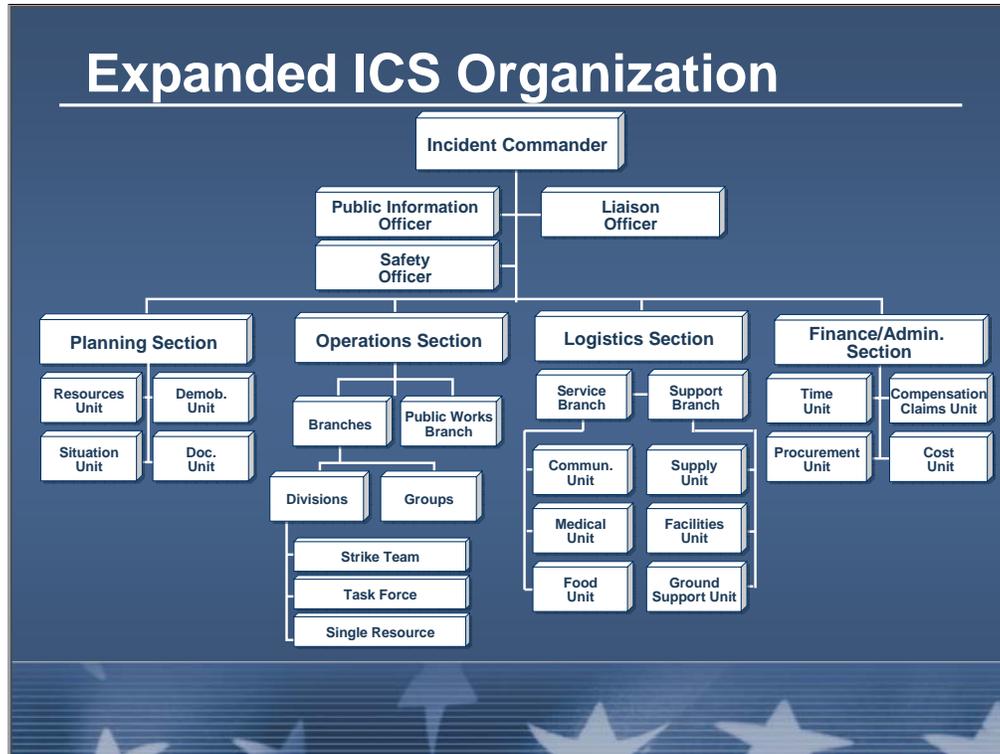
The Finance/Admin Section Chief:

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

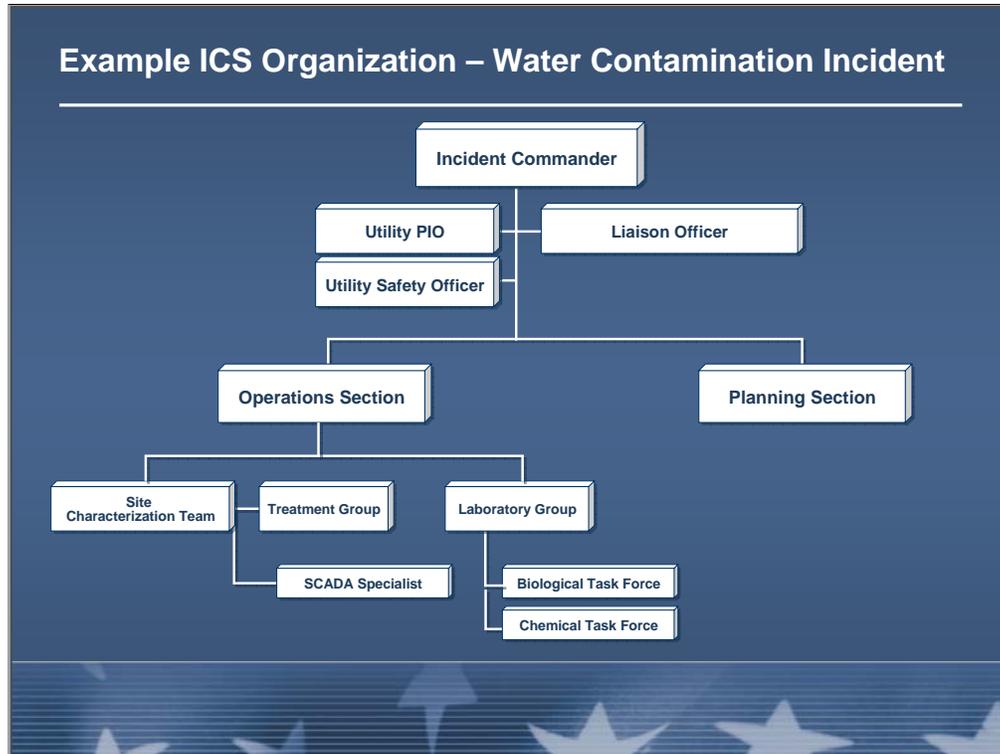
- If the Incident Commander does not appoint a Finance/Administration Section Chief, he or she retains all the responsibilities of that Section. This section has an important function as much of the documentation kept by this section is useful when seeking reimbursement from FEMA.



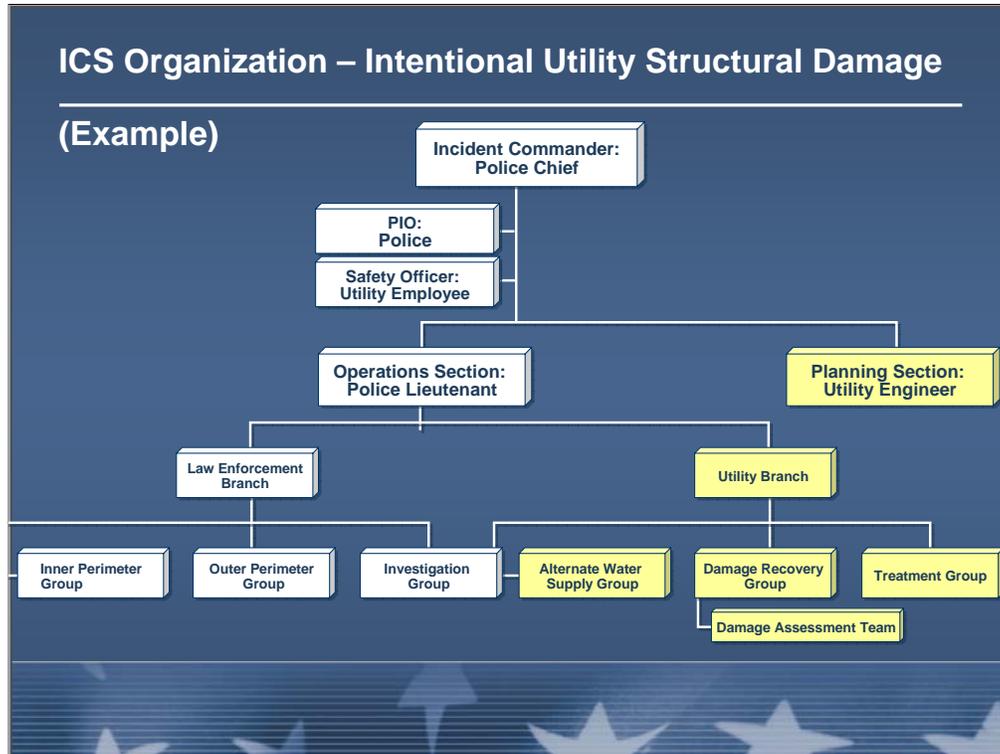
- Tell the participants that the Finance/Administration Section is responsible for:
 - o Timekeeping.
 - o Compensation for injury or damage to property.
 - o Contract negotiation and monitoring.
 - o Cost analysis.
- Point out that as the chart on the visual shows, the Finance/Administration Section may include the following Units:
 - o Time Unit: Responsible for recording time for incident personnel and hired equipment.
 - o Compensation/Claims Unit: Responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.
 - o Procurement Unit: Responsible for financial matters related to vendor contracts.
 - o Cost Unit: Responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.
- In major incidents that injure many people and cause large amounts of property damage, the compensation and claims unit can be quite busy. For 9/11, the compensation process ran until June of 2004 (997 days after the incident).
- During exercises or training events that involve Finance/Administration roles, be sure you practice completing forms and paperwork just like you would for a real incident.



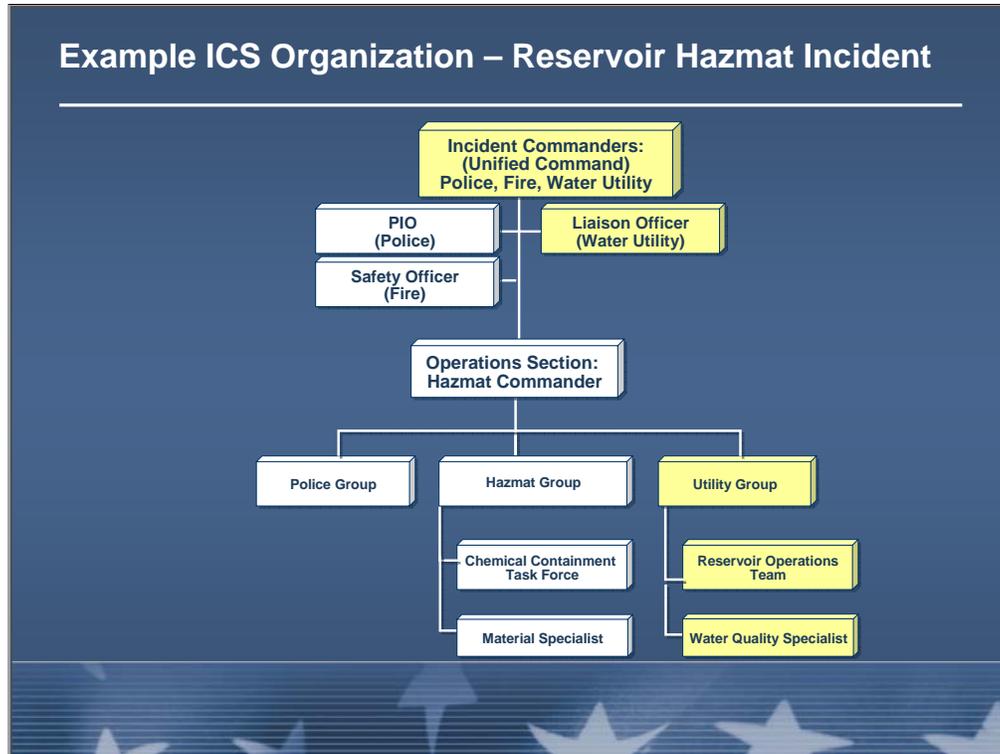
- Now that you have presented the roles and responsibilities of the Incident Commander, all Command Staff, the General Staff and their subordinate components, the following slides will begin focusing on some examples.



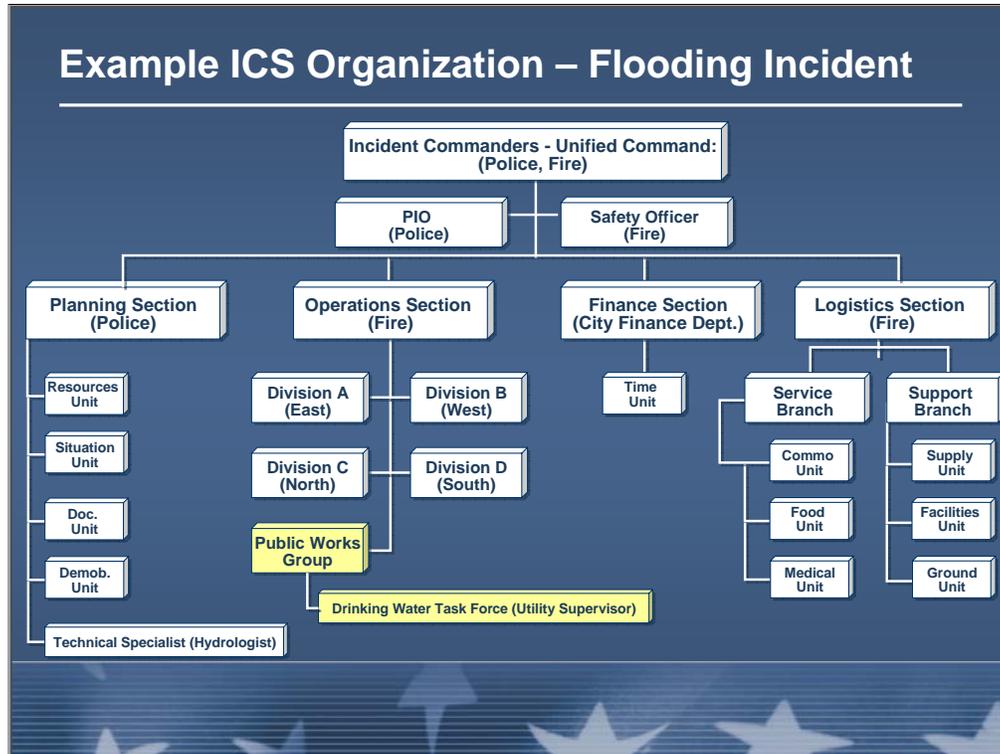
- This example has been taken and modified from Module 1 of EPA's Response Protocol Toolbox, page 27. Notice that in a complex incident such as this, the Planning Section Chief has been activated to develop an Incident Action Plan (IAP). The Incident Commander must still approve the IAP. Stress that in the event of an actual intentional contamination incident, the water utility will most likely not retain command as a single entity. Unified Command would be established of which the utility would serve on as a member, or, as a technical specialist to Unified Command



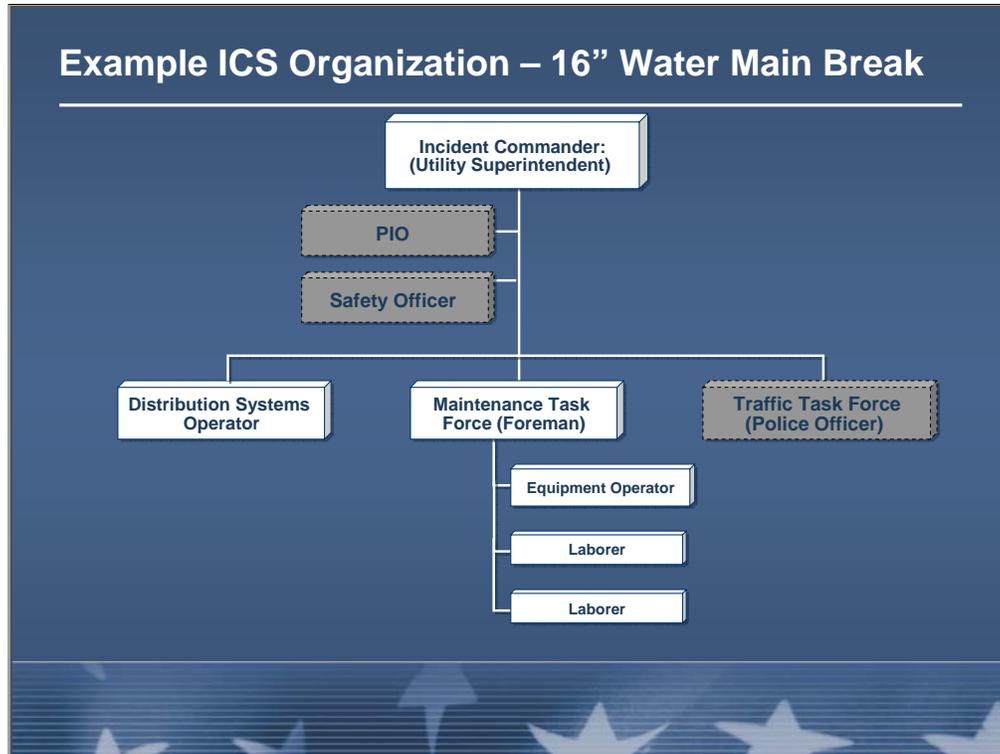
- Notice that in an incident involving a potential criminal/terrorist act, law enforcement (police/FBI) will often serve as Incident Commander. In this particular example the water utility leads the Planning Section. After all, no one will have more detail about the utility or know more about getting it back on-line than the utility itself. Notice that the Operations Section includes a Utility Branch to get the utility back up and running, and a Law Enforcement Branch to manage the evidence gathering and investigatory aspects of this incident. Unified Command (with an Incident Commander from both law enforcement and the water utility) could be another command option in an incident such as this.
- Of chief concern in an incident such as this will be the utility's ability to access portions of their water system while law enforcement conducts its investigations. Tell the participants that they will want to have this discussion with their local law enforcement agencies prior to an incident occurring.



- This is how the IC structure may look in an incident where a truck hauling liquid hazardous waste has run off the highway and overturned. The waste from the truck is running into a reservoir that serves as a water supply.
- Since this is a traffic accident, police have statutory authority over this aspect of the incident. Since this is also a hazmat incident, the fire department has statutory authority over this aspect of the incident. And, since the waste has entered a drinking water supply, the water department is also legally obligated to take action. To keep all actions coordinated, Unified Command has been established. More detail regarding Unified Command can be found in EPA's Water Sector National Incident Management System (NIMS) course, the companion course to this ICS course.



- This slide shows how a water utility personnel may fit into to a larger ICS structure during a natural disaster – a flood. The flood has affected the entire city; therefore, many other city departments are also involved. In the above example, some water utility personnel have been incorporated into the larger ICS structure as the Drinking Water Task Force under the Public Works Group. It would be logical for the city mayor to be concerned with providing affected citizens with drinking water during an event such as this, and Unified Command has set an objective to provide potable water to city residents with no water pressure at designated distribution points (residents with pressure could be under a boil order). The Ops Section Chief has decided to task this objective to the Public Works Group. The Group Supervisor has subsequently formed a Drinking Water Task Force comprised of water utility personnel to determine the best way to provide alternate drinking water (after all, utilities have plans for providing alternate water in emergencies).
- Stress to the students that this only one example of how water utility personnel may be incorporated into a broader ICS structure. Other communities may have other ways or arrangements to incorporate utility personnel in a response. Much will depend on the incident.
- Also stress that although some utility personnel are participating in the broader ICS structure pictured here, the utility can still use ICS to manage their own incident consequences. For example, the utility’s internal ICS structure may have a Sampling Task Force activated to determine if water quality in the system has been compromised due to the flood. The utility would also have its own Incident Commander, separate from the Unified Command Team pictured above. However, that utility Incident Commander will probably keep in close contact with the city’s Unified Command team so that the utility’s efforts support the larger, community efforts to recover from the flood. That Commander or his/her designee would also stay in close contact with the Drinking Water Task Force to ensure their success in supporting the broader ICS structure.



- This is how the IC structure may look when a water utility manages a 16” water main break. Note that even if the Incident Commander chose to activate the PIO, Safety Officer, and Traffic Task Force Leader positions, he or she would still be maintaining an effective span of control.

How might ICS work at my utility?

<u>Utility Size</u>	<u>ICS Positions Supported</u>
Very Small (< 3,300 customers)	Incident Commander (IC)
Small (3,300 – 49,999 customers)	IC, some Command and General Staff
Medium (50,000 – 99,999 customers)	IC, most Command and General Staff
Large (> 100,000 customers)	IC, full Command and General Staff, other positions

- Use this slide as a way to get participants talking about the internal ICS structures that their utilities can support. For example, very small utilities may only be able to designate an IC. This is perfectly acceptable as ICS only requires that there be an IC, no other position is necessary. Small systems can probably pre-designate more ICS positions, such as the IC and an Operations Section Chief for example. Medium systems can designate even more, and Public Information Officers will probably start to appear in this size category. Large systems cannot only pre-designate the IC and all Command and General Staff, but also designate additional positions such as Supervisors and Leaders.
- It's O.K. that a utility cannot support every ICS position. In the case of a very small system, if an emergency were to arise such that outside help were needed, the IC only needs to know who to call for help. If the responding agency takes over control of the incident, a transfer of command takes place and the outgoing IC assists the incoming IC as directed or if the arriving agency does not take over command, the IC now has personnel to help him or her manage the incident under ICS.

Activity #1: ICS Structure

Instructions:

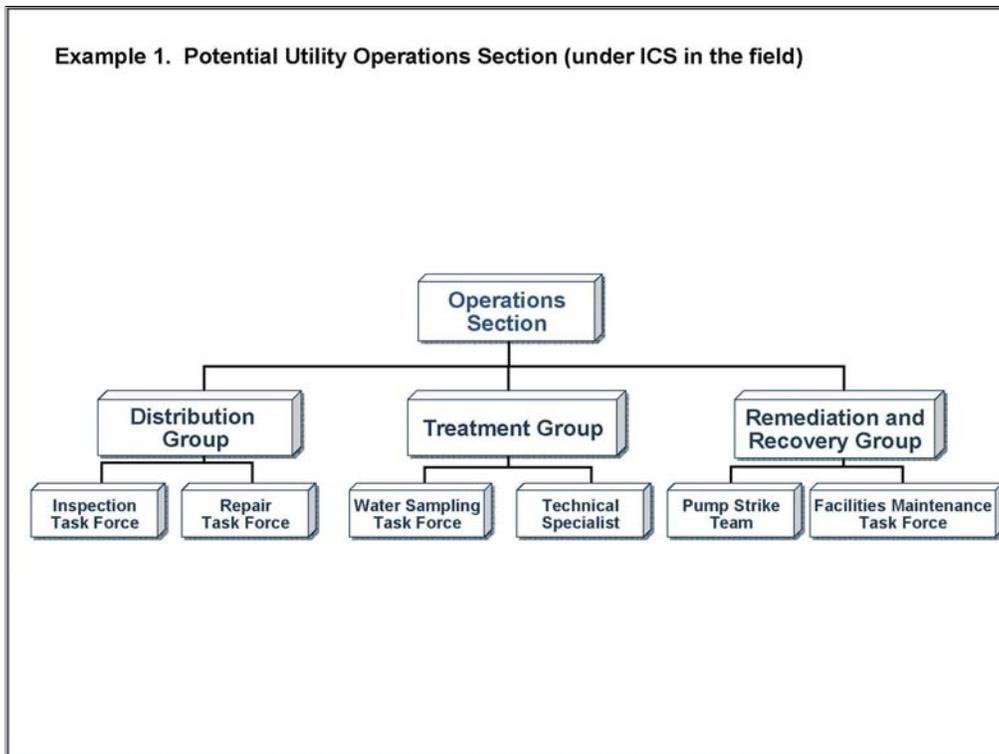
- 1. This activity will help you to create your own draft ICS structure within your organization.**
- 2. Within your group, you will each now have 10 minutes to diagram your utility's basic ICS structure.**
- 3. Select one group member to present his or her utility's ICS structure to the class.**

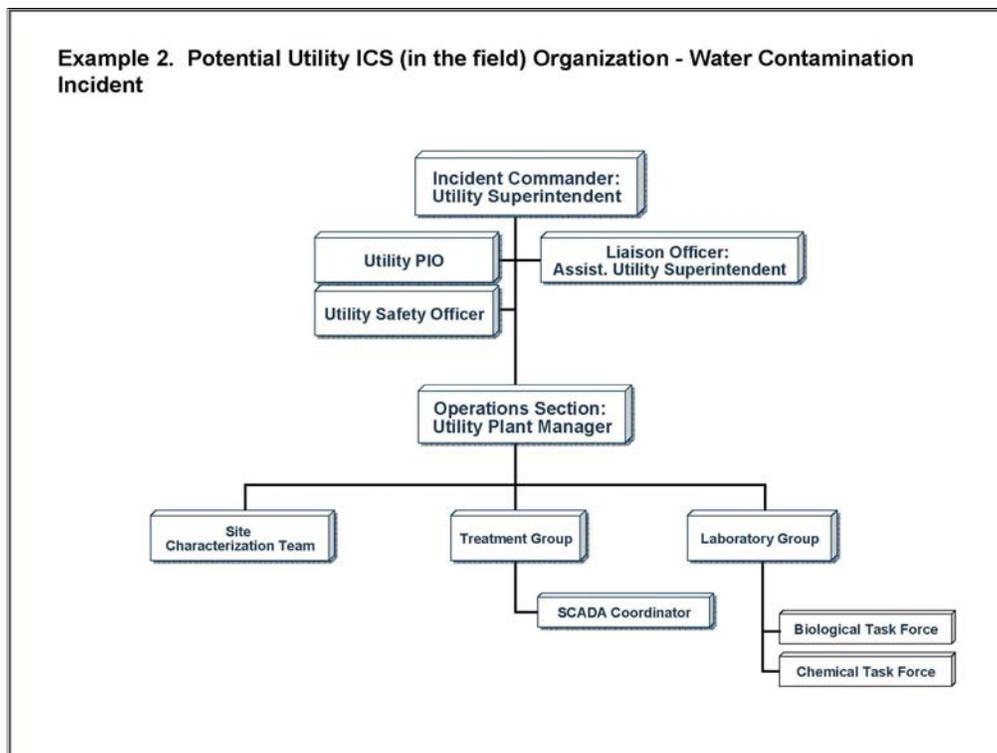
- If you have not done so already, break the class into groups of 5-6 people each. If people brought their utility's ICS structure with them, they can share this information with the group as it will help others to diagram their utility's ICS structure. Be sure and leave enough time at the end of the activity so that a representative from each group can present their utility's ICS structure. The following slides contain the blank organizational chart needed to complete this activity as well as several ICS organizational examples that may be helpful to the students as they complete this activity. These slides should be printed in hard copy format for the students to use during this activity. Note that on the students' organizational chart there is only a blank box for the Incident Commander, as this is the only position that is required at every incident.
- It may helpful to tell the class that they can diagram their utility's potential ICS structure while thinking about a specific incident, such as a water main break or a flood. On the other hand, students may wish to diagram their ICS structure based on which job positions at their utility best match the position descriptions within ICS. Small utilities may need to think of who can assist them. For example, a small utility may not have a PIO. However, their community may have a PIO who can assist them with media relations during an incident, if necessary.

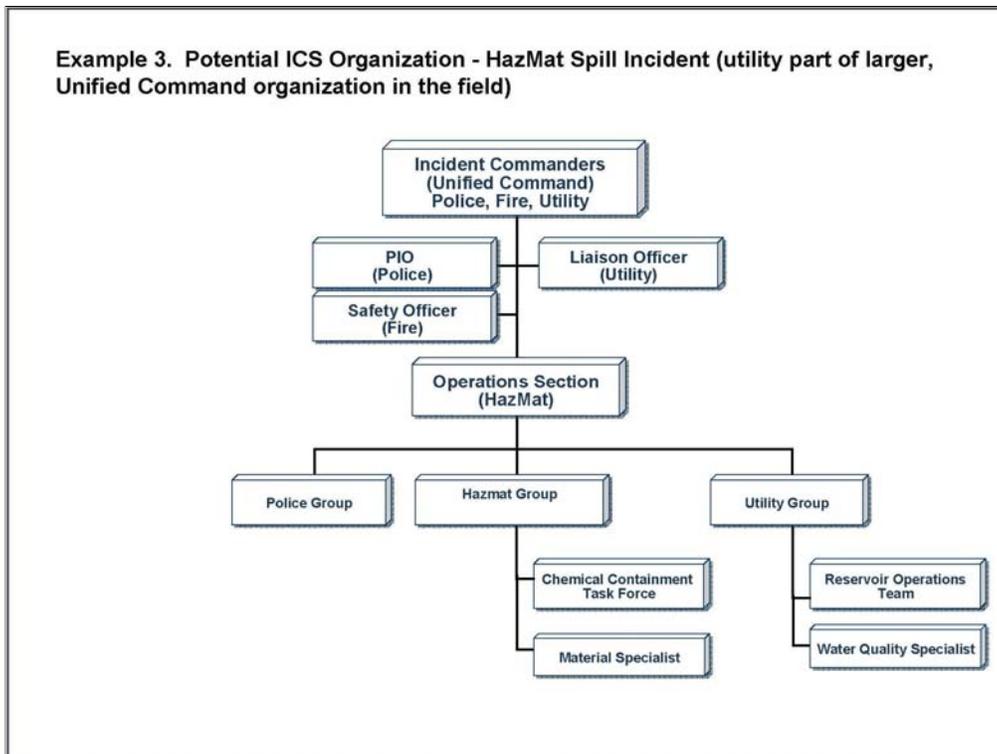
Activity #1

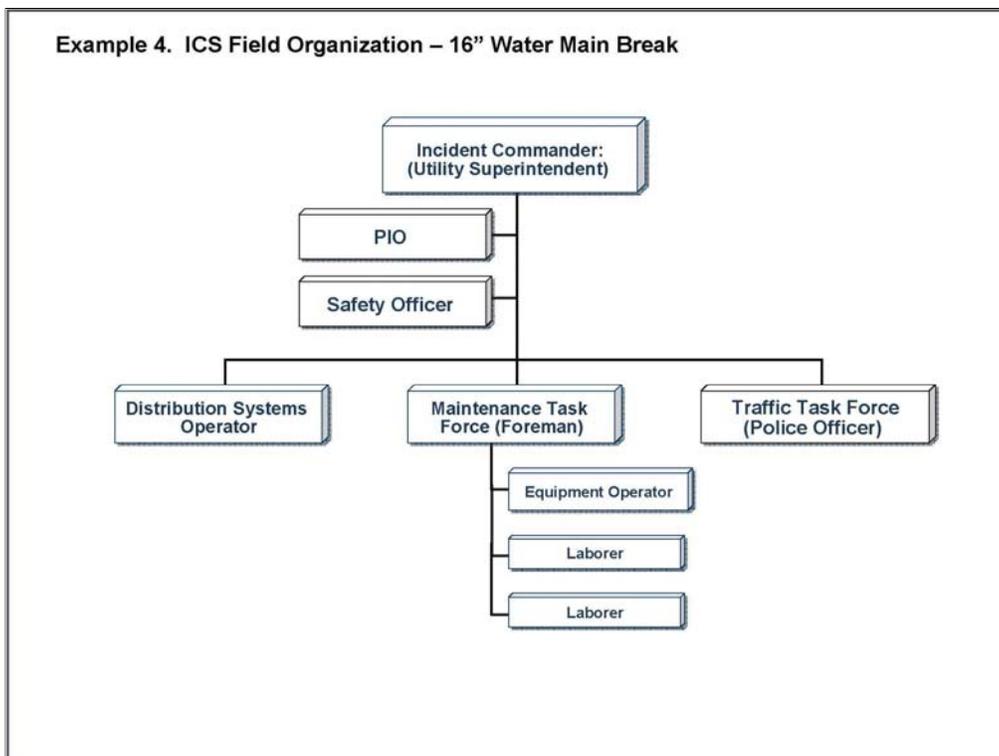
Incident Commander

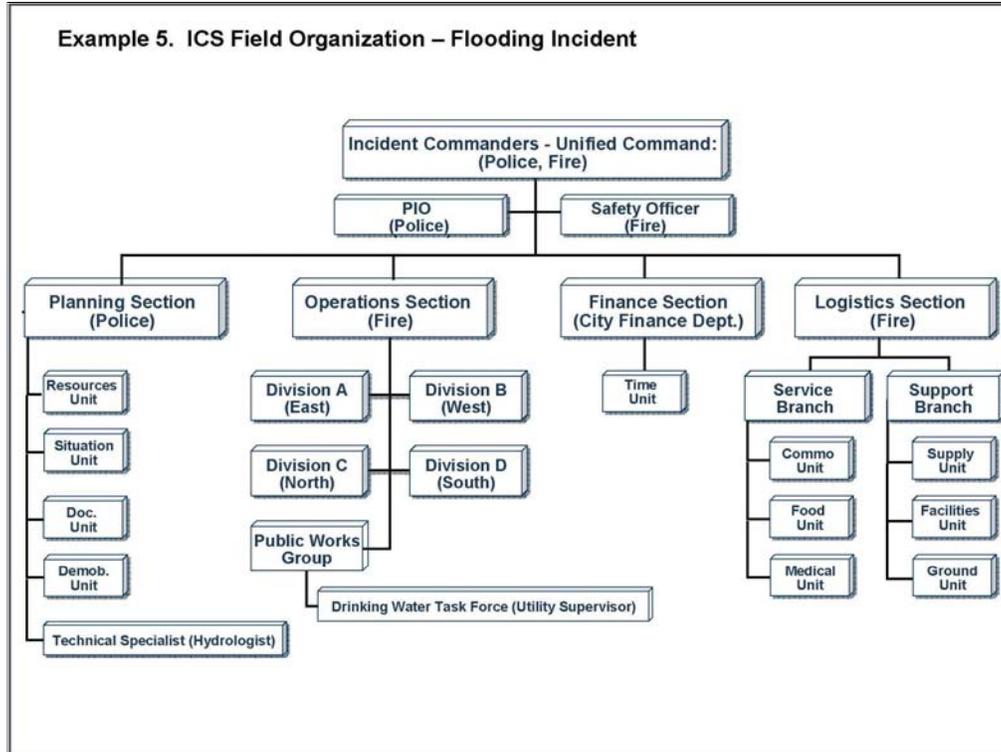
Instructions: Diagram your utility's potential ICS structure in response to a specific incident, such as a water main break or a flood. If you prefer, you may diagram your utility's potential ICS structure based on the job positions at your utility that best match the ICS components/positions. If you are from a small utility, you may need to think of who can help you during an incident. For example, your utility may not have a Public Information Officer (PIO). However, your community may have a PIO or spokesperson who can assist you with media relations during an incident, if necessary. If you are working as part of a group, you may elect to diagram an ICS structure for just one of the utilities represented in your group.

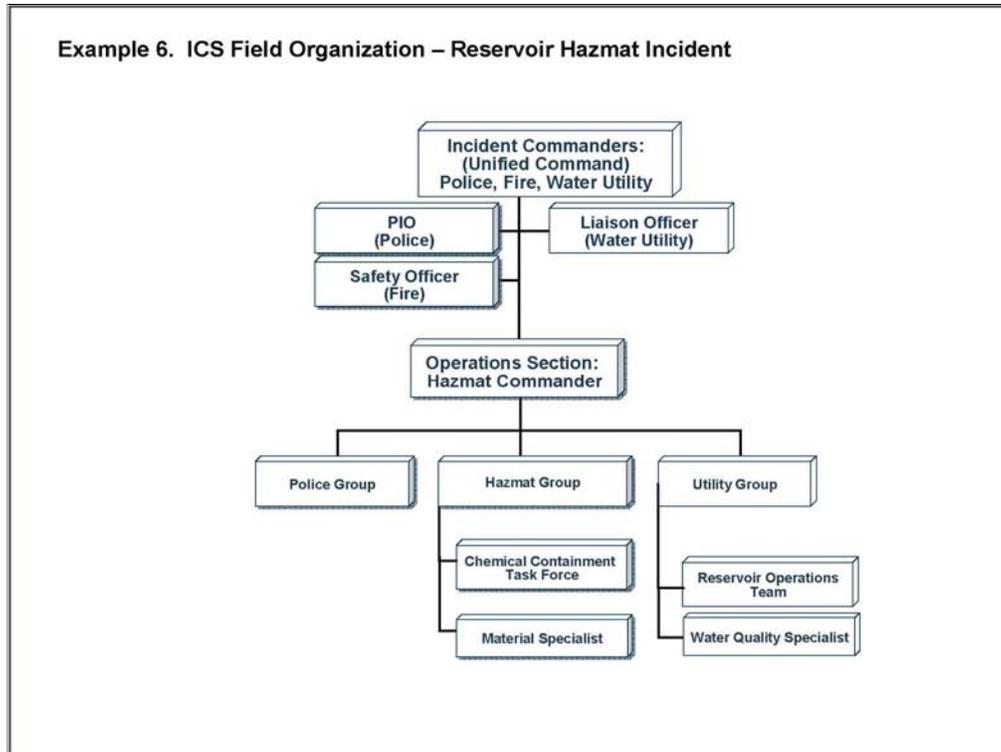


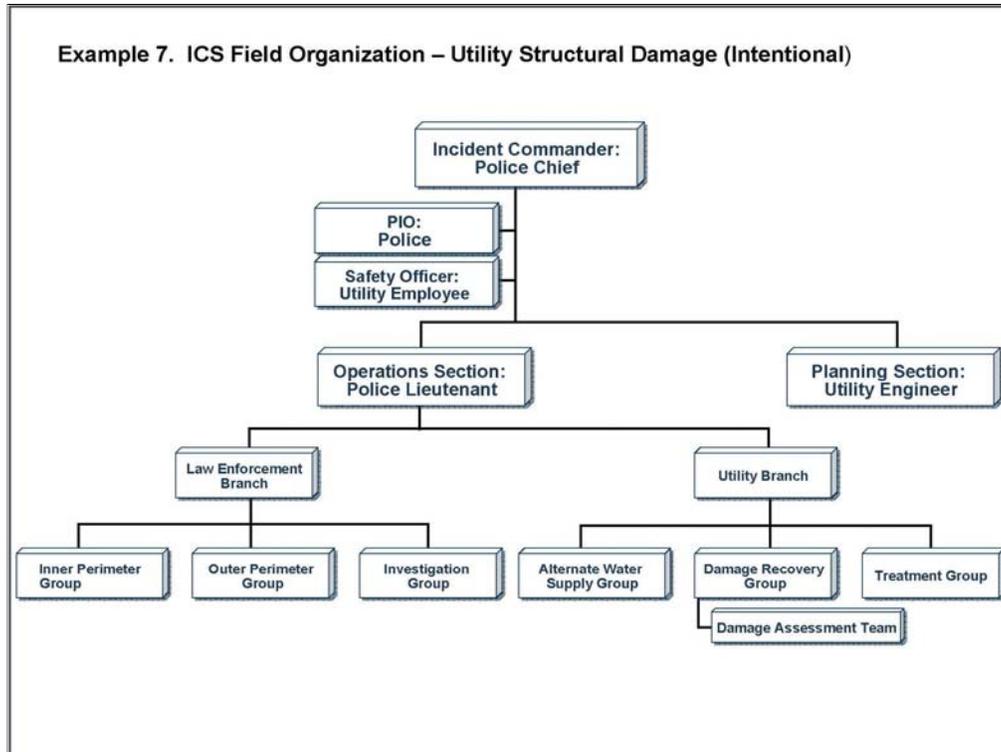






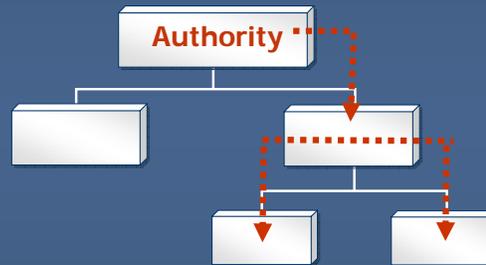






CHAIN of COMMAND

Chain of command is an orderly line of authority within the ranks of the incident management organization.



- Explain that chain of command is an orderly line of authority within the ranks of the incident management organization.
- This concept is taken from the military. Essentially, chain of command means you know who your ICS boss is and, therefore, who you take orders from during an incident. This may be a different individual than your day-to-day boss. Also, chain of command helps make sure communication and coordination happens in an organized way.

UNITY of COMMAND

Under unity of command, personnel:

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



Don't confuse unity of command with Unified Command!

- Tell the group that under unity of command, another key ICS feature, personnel:
 - o Report to only one supervisor.
 - o Maintain formal communication relationships only with that supervisor.
- Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident.
- Emphasize that together the principles of chain of command and unity of command help to 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.
- Emphasize that the participants should not confuse unity of command with Unified Command.
- Essentially, unity of command means that you only have one boss. It's a proven management concept that any individual who has more than one boss will probably not perform well.
- Unified Command is a feature of ICS that allows multiple Incident Commanders to manage an incident through a team or unified approach. More detail regarding Unified Command is provided in EPA's Water Sector National Incident Management System (NIMS) course, the companion course to this course.

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.

- Note that as mentioned in the previous unit, resources at an incident must be managed effectively. Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resource management includes processes for:
 - o Categorizing resources.
 - o Ordering resources.
 - o Dispatching resources.
 - o Tracking resources.
 - o Recovering resources.
- Explain that in ICS, resources are defined as personnel, teams, equipment, supplies, and facilities.
- Point out that resource management also includes processes for reimbursement for the use of resources as appropriate.
- Instruct the class that resource management will be looked at in more detail later in the day, when instruction will be given in regards to the National Incident Management System (NIMS).

Resources: Tactical & Support

ICS resources include:

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



- Explain that ICS identifies resources as tactical or support resources. Provide the following definitions:
 - o Tactical Resources: Personnel and major items of equipment used in the operation.
 - o Support Resources: All other resources required to support the incident (e.g., food, communications equipment, or supplies).
- Water Utility Examples:
 - o Tactical Resource: Utility staff such as a foreman.
 - o Support Resource: 2-way Radio.

Tactical Resources Classifications



Assigned
Currently working on an assignment under the direction of a supervisor

Available
Ready for immediate assignment and has been issued all required equipment

Out-of-Service
Not available or ready to be assigned (e.g., maintenance issues, rest periods)

- Explain that ICS classifies tactical resources into one of three categories. These categories include:
 - o Assigned: Currently working on an assignment under the direction of a supervisor.
 - o Available: Ready for immediate assignment and has been issued all required equipment.
 - o Out-of-Service: Not available or ready to be assigned (e.g., maintenance issues, rest periods).
- For example:
 - o If you are out in the field repairing a water main break, you are assigned. If you are in the staging area but have no job assignment, you are available. If you are at home sleeping because you just worked a 12 hour shift, you are out-of-service.
 - o In ICS terms, assigned personnel may be working in the Operations Section, available personnel might be at a staging area waiting for an assignment, and out-of-service personnel may be at the incident base or camp getting food, resting, or seeking medical attention.

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 respond only when requested or when dispatched by an appropriate authority.



- Point out that another key feature of ICS is the importance of managing resources to adjust to changing conditions.
- Emphasize that 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 respond only when requested or when dispatched by an appropriate authority.
- It is highly recommended that personnel do not “self-dispatch” to an incident. When you self-dispatch, you become part of the problem (you are not needed and now someone has to watch over you) and not part of the solution. During 9/11, the amount of self-dispatched personnel that showed up created an incident-within-an-incident.

Check-In at the Incident: Purpose

The check-in process helps to:

- Ensure personnel accountability.
- Track resources.
- Locate personnel in case of an emergency.
- Establish personnel time records and payroll documentation.
- Plan for releasing personnel.
- Organize the demobilization process.

Tip: After check-in, report to your incident supervisor for your initial briefing

- Check-in is a very important process as it essentially alerts everyone at the incident to your presence and allows you to be tracked from the time you arrive on-scene until the time you are demobilized. Also, if you don't check-in, you can make life miserable for whoever is heading up the logistics function. After all, how can you order food for people if you don't know how many people are on-scene?

PREDESIGNATED INCIDENT FACILITIES

Incident facilities are:

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



- The only required Incident Command facility is the Incident Command Post (ICP)! If activated, the Logistics Section will set-up and support the incident facilities.

Incident Facilities: Incident Command Post



Symbol

Incident Command Post (ICP):

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

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

- Every incident must have some form of an Incident Command Post. There is generally only one ICP for each incident or event. The ICP will be designated by the name of the incident (e.g., Trail Creek ICP).
- Ask the participants what considerations are important when deciding where to locate the Incident Command Post.
- If not mentioned by the participants, add that the Incident Command Post should be upwind from any hazardous materials releases, easily accessible to responders, and likely to have sustained communications systems and power.
- The green and white symbol shown on the slide is the map symbol for an ICP. The ICP should not be confused with the Emergency Operations Center (EOC), which is a permanent facility often established by a government entity (local or state) to provide resources to the Incident Commander when local agency resources are overwhelmed and to provide overall goals for managing the incident.
- Class Question: What might serve as an ICP for your utility?
- Answer: In general, unoccupied schools make good ICPs, as they are usually stocked with food and have bathrooms, showers, phones, internet, copiers, and faxes. Note: permission from the school superintendent may be required so as to not “commandeer” the school building during the academic year. Remember, an ICP could also be as simple as the back of a pick-up truck or the hood of a car. In addition, ICPs should be upwind and uphill of hazards.

Incident Facilities: Staging Area



Symbol

Staging Areas:

- Are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. The resources in the Staging Area are always in available status. There may be more than one Staging Area at an incident.
- Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone.
- May be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

- Emphasize that resources in the Staging Area are always in available status. Therefore, resources that are resting or sleeping would NOT be in the Staging Area.
- The symbol shown above is the map symbol for a Staging Area.
- Class Question: What might your utility use for a Staging Area?
- Remember, staging areas should be upwind and uphill of hazards. Staging areas should also be sited with some thought to incident expansion. At no time would you want your staging area to become a part of the incident should the incident's boundaries expand.

Incident Facilities: Base



Symbol

Base:

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

- Emphasize that resources in the Base are always out of service.
- Let the class know that the ICP, Staging Area, and Base are the most common types of incident facilities that they will encounter. Many incidents do not require a staging area or base, especially if they are resolved within one operational period with a few personnel. The symbol above is the map symbol for a Base.
- Class Question: Would their utility ever need to establish an incident Base?
- Again, collocating a base with an ICP that is at a school is a good idea. A school will also usually have a nurse's office with basic medical supplies, a gymnasium for setting up cots, bathrooms and showers as a part of locker rooms, and a cafeteria with some basic food supplies.

Incident Facilities: Camps



Symbol

Camps:

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

- Emphasize that not all incidents have camps. Point out that a hotel or feeding area can be a camp. A camp does not have to be a location with tents.
- One example of when a Camp may be used is if a storm has washed out a bridge, making it difficult for responders working on one side of a river to travel to the Base located on the other side of the river. The symbol above is the map symbol for a Camp.

Incident Facilities: Helibase/Helispots

H

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

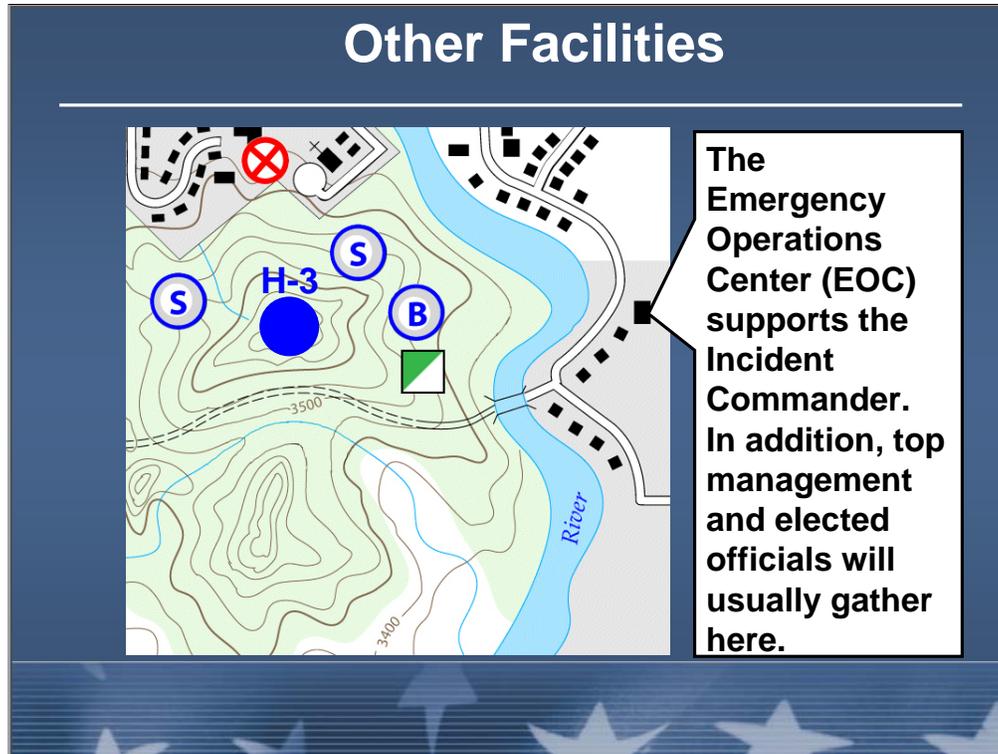
H-3

Symbols



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

- A good example of a helibase would be an airport.
- A good example of a helispot would be a large open field or parking lot. Many times helispots are pre-designated within a community for the purposes of landing air ambulance services.



- The EOC works to provide resources to the Incident Commander(s) that he or she cannot get because local resources are overwhelmed or because the needed resource is not owned by the jurisdiction. EOCs are brick-and-mortar facilities outfitted for long stays and usually equipped with communications equipment such as phone banks and computers. The EOC should not be confused with the Incident Command Post (ICP) or posts. The ICPs may be quite mobile during the course of an incident and change location more than once. This is because the ICPs need to be located close enough to the incident for the Incident Commanders to maintain control of their respective incidents. The EOC is at a permanent street address, and only works to support the Incident Commander(s). Command of an incident does not take place at an EOC, so you will not find the Incident Commander(s) at an EOC. Because the EOC will look for needed incident resources from several agencies, jurisdictions and organizations, it is an important component of a Multiagency Coordination System (MACS) under NIMS.
- In addition, EOCs usually develop the overarching goals or objectives for incident management or maintain the “big picture”. This is because chief elected officials and top supervisory personnel usually gather here. Also, EOCs may support multiple Incident Command structures. The Incident Commander(s) still develops the objectives for each operational period of the incident, but these objectives will be in accordance with the overarching goals/objectives or the “big picture” set by top management at the EOC.
- Stress that utilities need to participate in and take an active role in their local EOCs (such as appointing a utility representative to serve at the local EOC during an emergency). Utilities will want to be familiar with established emergency plans already in place at the city, county and state levels, and to understand how they can request needed resources when faced with a situation that overwhelms the utility’s on-hand resources.

Class Quiz: (1 of 2)

Instructions: Answer the question below.

**Where would you find
pickup trucks and DPW
personnel that are awaiting
tactical assignments?**

- If not mentioned, tell the participants that the correct answer is a Staging Area. Staging Areas are temporary locations at an incident where personnel and equipment are kept while awaiting tactical assignments.

Class Quiz: (2 of 2)

Instructions: Answer the question below.

You are working away from the main incident site at a remote water tower. A facility has been set up to provide you and other responders with water, food, and areas to nap. What is the ICS term for this facility?

- If not mentioned, tell the participants that the correct answer is a Camp. A Camp is a temporary location located within the general incident area. Camps are equipped and staffed to provide food, water, sleeping areas, and sanitary services.

Flexibility and Standardization

- Standardization does NOT limit flexibility (ICS is modular).
- ICS works for small, routine operations as well as catastrophic events.

A key principle of ICS is its **flexibility**.



- Standardization of the ICS organizational chart and associated terms does not limit the flexibility of the system.
- A key principle of the ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.
- Emphasize that flexibility does not mean that the ICS feature of common terminology is superseded. Note that flexibility is allowed only within the standard ICS organizational structure and position titles.

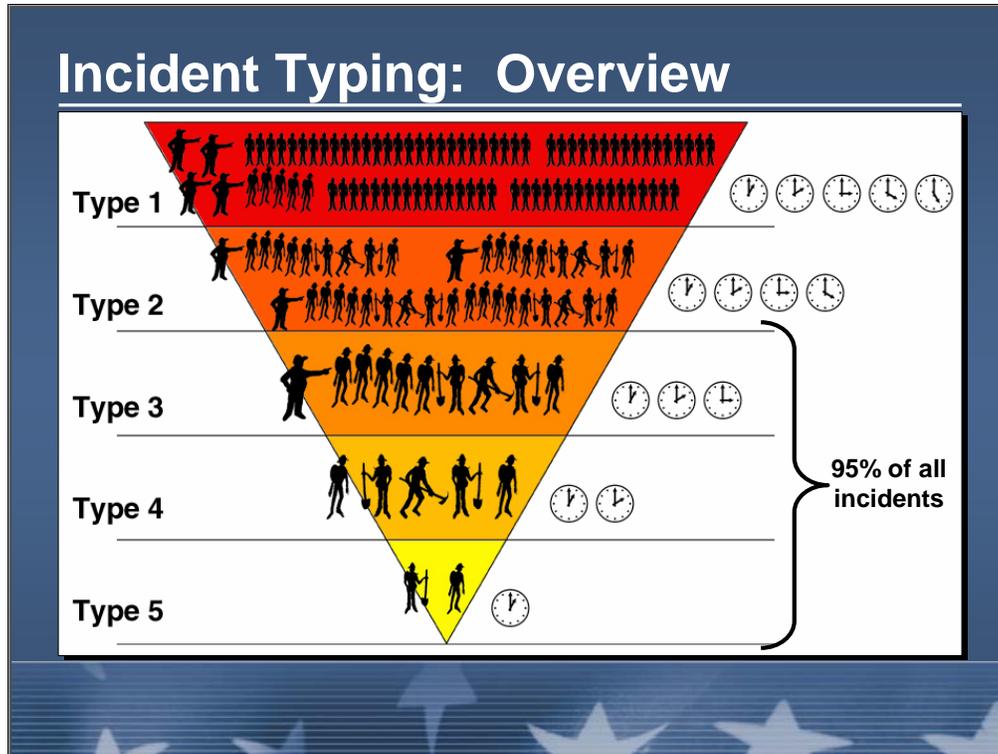
Incident Typing: Overview

- Incidents are categorized by five types based on complexity.
- Type 5 incidents are the least complex and Type 1 the most complex.



The diagram consists of a large, light gray arrow pointing upwards. The word 'Complexity' is written vertically inside the arrow. At the top of the arrow is the text 'Type 1', and at the bottom is the text 'Type 5'. This indicates that as the incident type number decreases from 5 to 1, the complexity increases.

- Incidents may be typed in order to make decisions about resource requirements. Incidents are categorized by five types based on complexity.
 - o Type 5 incidents are the least complex and Type 1 incidents are the most complex.



- Explain to the class that this graphic shows that as an incident increases in complexity, more resources and more time (operational periods) are needed to effectively manage the incident. The majority of incidents that most utilities will see will be Type 5 or Type 4. These incidents are typically handled by utility personnel in 24 hours or less. On a nationwide basis, 95% of incidents are Type 5 through 3.

Incident Typing

Incident Type	Resources	Time Span
1	National level	Multiple operational periods, written Incident Action Plan (IAP) is required
2	Up to 500 individuals	Multiple operational periods, written IAP is required
3	Staff positions activated, supervisors and leaders	Multiple operational periods, written IAP may be required
4	Several (e.g., task force/strike team)	1 operational period in control phase
5	1-6 individuals	1 operational period or less

- This table provides some quantitative parameters for typing incidents. An “IAP” is an Incident Action Plan.

Analyze Complexity

Analyzing incident complexity can help you to:

- Identify resource requirements.
- Determine if the existing management structure is appropriate.



- A complexity analysis (risk benefit analysis) is used to help you analyze elements of an incident. Developing a list of factors to consider can help you:
 - o Document and organize the issues of an incident.
 - o Determine if the existing management structure is appropriate for safe and effective management of an incident.

Complexity Analysis Factors

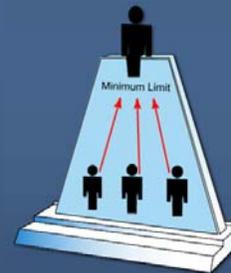
- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
-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

- A water main break in winter requires different considerations than a water main break in the summer (working with water in freezing conditions is more complex and presents more safety issues than working with water in above-freezing conditions). A water main break upstream of a major hospital could cascade into a public health emergency, whereas a water main break on a residential cul-de-sac most likely will not. In this example, the location of the water main break is a complexity analysis factor that needs to be considered.
- Are there other factors that should be added to this list?

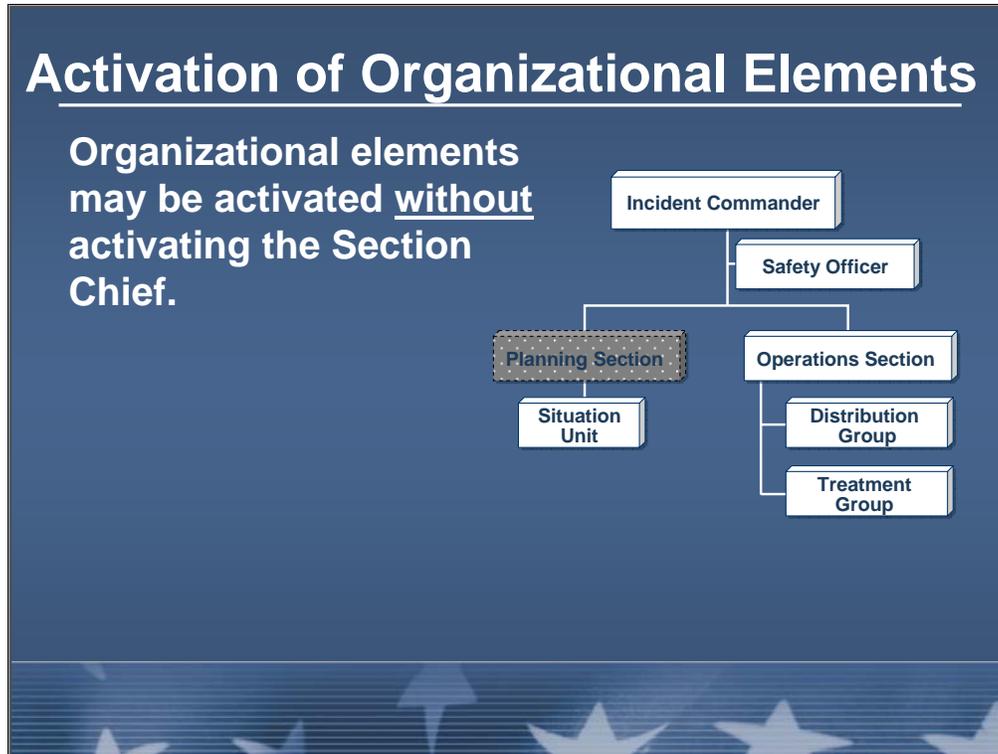
ICS Expansion and Contraction

Although there are no hard-and-fast rules, 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.



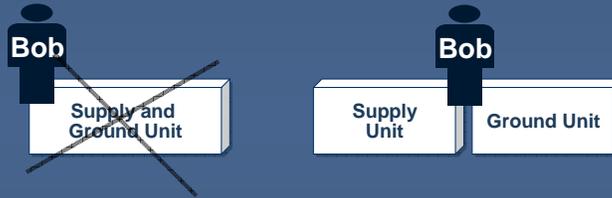
- Span of Control is what drives the expansion or contraction of the ICS organization. Span of control is linked to how many people an individual can successfully manage, and how many people are required to manage the incident. So, it is logical to assume that a Type 1 incident will have a large ICS structure or organizational chart with many activated organizational components (a span of control of 3-7 individuals reporting to any one supervisor must be maintained), while a Type 5 incident may only require an Incident Commander with one or two individuals assisting him or her.
- As the incident stabilizes and less people (and therefore less supervisory personnel) are needed at the incident, organizational components may be deactivated by the Incident Commander and others so that the ICS structure or organizational chart begins to “shrink” or contract.



- Many incidents will never require the activation of the entire Command or General Staff or the entire list of organizational elements within each Section. Others will require some or all members of the Command Staff and all sub-elements of each General Staff Section.
- The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on projected incident management and support needs.
- An important concept is that many organizational elements may be activated in various Sections without activating the Section Chief. For example, the Situation Unit can be activated without a Planning Section Chief assigned. In this case, the supervision of the Situation Unit will rest with the Incident Commander.

Things To Avoid

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



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

- There may be a temptation to combine ICS positions to save on staffing or achieve a higher level of efficiency. It is important to avoid combining positions.
- For example, while an individual can supervise multiple units, it is recommended that the position remain distinct. For example, J. Smith might supervise the Supply Unit and the Ground Unit, but not the Supply and Ground Unit. The reason becomes apparent if the incident were to grow and separation of supervision of the Units became necessary.
- The use of nonstandard titles or hybrid positions may be unrecognizable to assisting or cooperating personnel and will likely cause confusion.

Anticipate Incident Workload

Planning Section

- Resources and Situation Units will be very busy in the initial phases of the incident.
- Documentation and Demobilization Units will be very active in the final stages of the incident.

Logistics Section

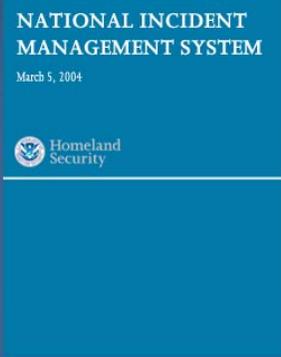
- Supply and Communications Units will be very active in the initial and final stages of the incident.

- Experience and training will help Incident Commanders and Section Chiefs predict workloads and corresponding staffing needs, regardless of the kind of incident.
- Incident workload patterns are predictable throughout the incident.
- Review the following examples:
 - In the Planning Section, the Resources and Situation Units will be very active in the initial phases of the incident, while the workload for the Documentation and Demobilization Units will be very active in the final stages of the incident.
 - In the Logistics Section, the Supply and Communications Units will be very active in the initial and final stages of the incident.
- Ask the participants for additional examples of predicting workload. Add any examples from your past experiences.

Getting the Right Resources

Getting the right resources is so critical that . . .

. . . the National Incident Management System (NIMS) requires that various kinds of resources be “typed” whenever possible.



See: www.fema.gov/emergency/nims/index.shtm

- Resources, including personnel, teams, facilities, equipment and supplies, are managed through the NIMS system by advance planning, resource identification and ordering, categorizing resources, use of agreements, acquisition management, management information systems, protocols for ordering, mobilization and dispatching. Typing, or describing a resource’s capability, is very important. For example, if you order a “tanker” (a kind of resource) during a wildfire, you may not get what you expect. On the west coast, a “tanker” is an aircraft that drops water on a fire. On the east coast, a “tanker” is a 3,000-gallon water truck. Imagine the miscommunications that can occur when firefighters from both the west and east coasts get together to fight a large wildfire –this is why typing is critical!
- Currently, there is a project underway to “type” water sector resources at the national level. This effort is being led by the American Water Works Association (AWWA) working in conjunction with the Department of Homeland Security’s NIMS Integration Center. FEMA has typed public works resources (May 2005), and many water resources are included, but this current typing is incomplete. The AWWA resource typing project should complete the effort. This water resource typing project is scheduled to be completed by the end of 2007.
- In addition to the NIMS link on the slide above, students may also wish to investigate the FEMA Independent Study Course entitled “IS-703 NIMS Resource Management” to learn more about resource management under NIMS.

Resource Kinds and Types

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

- **Kind:** Describes the resource's function.
(for example: **backhoe loader** or **generator**)
- **Type:** Describes the resource's capabilities
(for example: **tracked** backhoe loader or **1000 KW** generator).

- To ensure that responders get the right personnel and equipment, ICS resources are categorized by:
 - o Kinds of Resources: Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
 - o Types of Resources: Describe the size, capability, and staffing qualifications of a specific kind of resource.
- To simplify, “Kind” implies “What is it?”, and “Type” implies “What can it do?”

Why “Type” Resources?

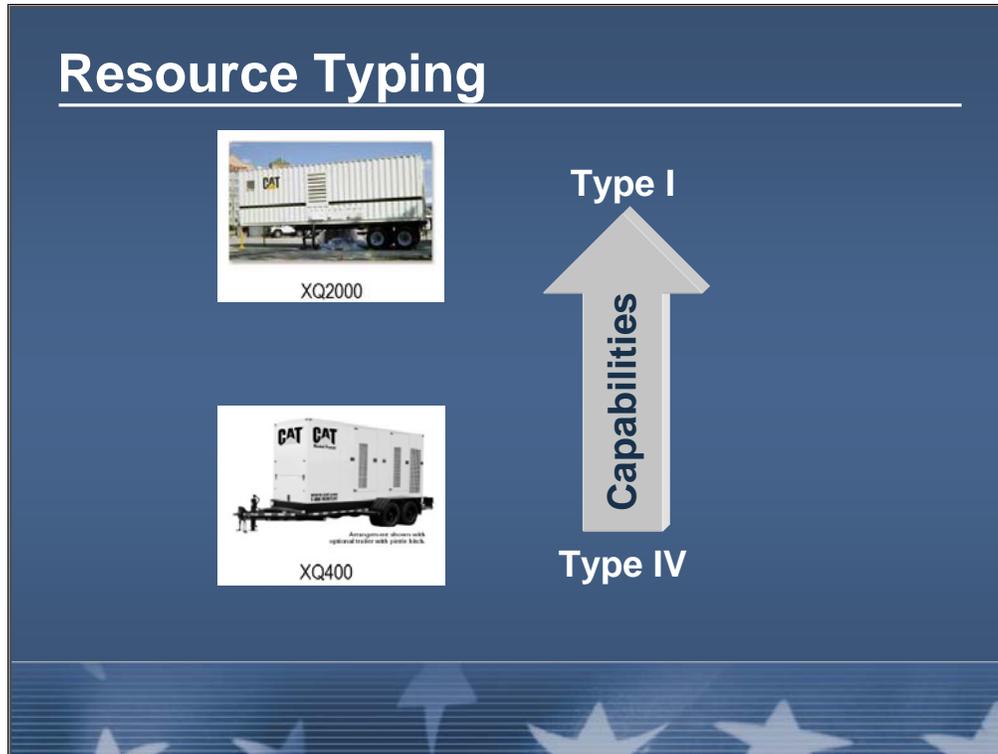
Resource Request: “We need fuel.”



What You Needed What You Got

The graphic illustrates the importance of specificity in resource requests. It shows a request for 'fuel' which could be interpreted as either a specific gasoline can or a general gas pump icon.

- This graphic should drive the point home why specificity is desirable when ordering resources.



- Much like incident typing, resource typing is also numeric, but roman numerals are used. Type IV would indicate a lower level of performance while Type I indicates a high level of performance. In the examples shown, which are taken from the NIMS “Typed Resource Definitions” for public works resources (May 2005), the kind of resource is a generator. The Type IV generator produces 400kW and the Type I produces 2000kW.

Mutual Aid and Assistance Agreements

- Provide the means for one utility to provide resources or other support to another utility during an incident
- The overall goal is to ensure timely assistance during incidents
- Examples include:
 - FlaWARN
 - CalWARN



- A Water and Wastewater Agency Response Network (WARN) is a network of utilities helping other utilities to respond to and recover from emergencies. The purpose of a WARN is to provide a method whereby water/wastewater utilities that have sustained or anticipate damages from natural or human-caused incidents can provide and receive emergency aid and assistance in the form of personnel, equipment, materials, and other associated services as necessary from other water/wastewater utilities. The mission of a WARN is to provide expedited access to specialized resources needed to respond to and recovery from natural and human caused events that disrupt public and private drinking water and wastewater utilities.
- AWWA has published a white paper entitled “Utilities helping Utilities.” In the paper are listed the 10 key steps to forming a WARN mutual aid and assistance network, a sample mutual aid and assistance agreement that is NIMS compliant, and a comparative assessment of existing WARNs. The paper can be downloaded at no charge from AWWA’s website at the following location:

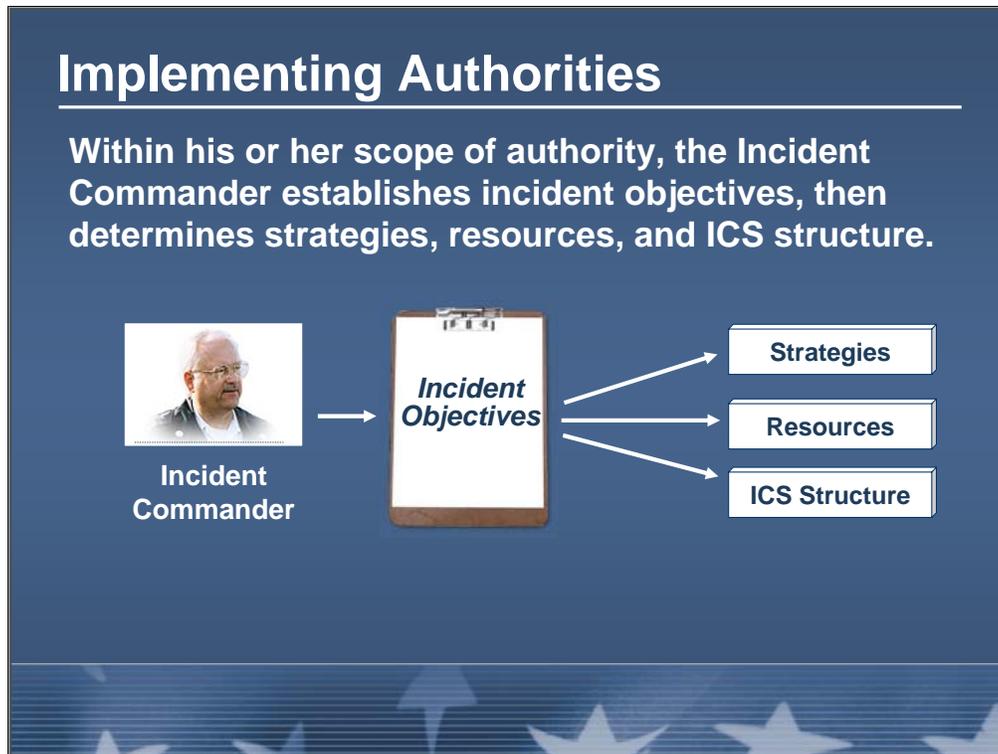
http://www.awwa.org/Advocacy/Govtaff/Documents/Utilities_Helping_Utilities.pdf

Mutual Aid and Assistance Agreements

Benefits:

- Increased planning & coordination for disaster response.
- Reduced administrative conflict in times of response & recovery.
- Standardized procedures for the response.
- Enhanced access to specialized resources.
- Improvements in the speed and effectiveness of response (no waiting for federal aid).

- Mutual aid can greatly assist utilities in getting the specialized resources they need in the least amount of time possible during an emergency.
- Mutual aid and assistance agreements are covered in greater detail in the U.S. EPA Water Sector National Incident management System (NIMS) IS-700 presentation.



- The Incident Commander must have the authority to:
 - Establish incident objectives.
 - Determine appropriate strategies.
 - Acquire appropriate agency or jurisdiction resources.
- The Incident Commander must also have the authority to establish an ICS structure adequate to protect the safety of responders and citizens, to control the spread of damage, and to protect the environment.
- Remember, the final responsibility for the resolution of an incident remains with the chief elected official, chief executive officer, or agency administrator. Therefore these individuals must remain an active participant, supporter, supervisor, and evaluator of the Incident Commander.

INCIDENT OBJECTIVES

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

Example: Inspect all fire hydrants on Main Street by 1800 hours.



- Management by objectives includes:
 - o Establishing overarching objectives (usually done at the community level, such as through an Emergency Operations Plan maintained at the local Emergency Operations Center). An example is to evacuate low-lying areas of a community during a flood.
 - o Developing and issuing assignments, plans, procedures, and protocols (usually done as a part of preparedness planning in advance of an incident). An example is to identify evacuation routes from low-lying areas.
 - o Establishing specific, measurable objectives for various incident management functional activities (established by the Incident Commander at the start of the incident and each successive operational period). An example would be to evacuate a nursing home in a low-lying area by a specified date and time.
 - o Directing efforts to attain objectives, in support of defined strategies. Strategies are usually developed by the Operations and Planning Sections, and the strategies are used to accomplish the Incident Commander's objectives. An example would be to have rescue units and ambulances evacuate the nursing home.
 - o Documenting results to measure performance and facilitate corrective action. An example would be a status report at the specified date and time to measure progress of the nursing home evacuation. Is the evacuation complete? If not, how many residents remain? What can be done to speed the evacuation process?

Overall Priorities

Incident objectives are established based on the following priorities:

- #1: Life Saving**
- #2: Incident Stabilization**
- #3: Property Preservation**



- Objectives are always established with these three priorities in mind. This makes it much easier when initially sizing up an incident and you feel overwhelmed about where to start. Always start with saving lives first then move on to other objectives.
- For example, in the event of a hurricane or tornado:
 - o #1 Evacuate people to safe areas (save lives).
 - o #2 Secure objects, such as dumpsters, and remove yard furniture, etc. (stabilize the incident, minimize damage and flying debris).
 - o #3 Board windows (property preservation).

Effective Incident Objectives

Effective incident objectives must be . . .

- Specific and state what's to be accomplished.
- Measurable.
- Action-oriented.
- Realistic.
- Timely.

- Incident objectives must describe what must be accomplished and provide substantive direction for work at the incident. For instance, “Ensure the safety of the residents” is a bad objective. Why?
 - o Answer: Not specific, not measurable, no timeframe, and no way to know if it is reasonable and attainable.
- It may help to remember the acronym **SMART** when writing objectives:
 - o Specific: Wording is precise and unambiguous.
 - o Measurable: It should be possible to conduct a final accounting as to whether objectives were achieved.
 - o Action oriented: The objective must have an action verb that describes the expected accomplishment.
 - o Realistic: Must be achievable with resources allocated to the utility and assisting agencies (it's O.K. if it still takes several operational periods to achieve the objective).
 - o Time sensitive: Timeframe should be specified, and it may have to be extended more than once.
- Objectives must also be in accordance with the Incident Commander's authorities.

Sample Incident Objectives

Incident: At noon a 4-foot water main breaks in the city's downtown financial district, flooding roadways and businesses. Traffic is gridlocked and many businesses have no water.

Incident Objectives:

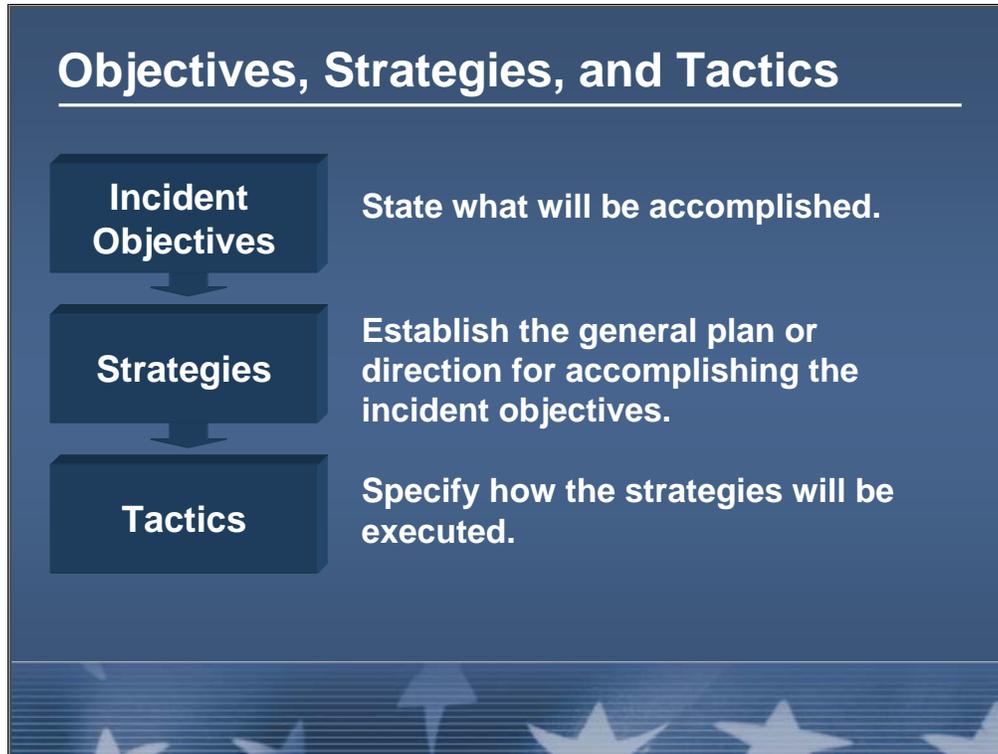
- Notify city fire department by 12:15 p.m. and all critical customers downtown by 12:45 p.m.
- Mitigate downtown flooding by the afternoon rush hour.
- **What other objectives would you add?**

- Ask the participants what other objectives they might add (e.g., establishing traffic control by a certain time).
- When the participants have thought about this for a minute, ask for volunteers to share their additional objectives. Provide constructive feedback on the quality of the incident objectives (i.e., are they SMART objectives?).

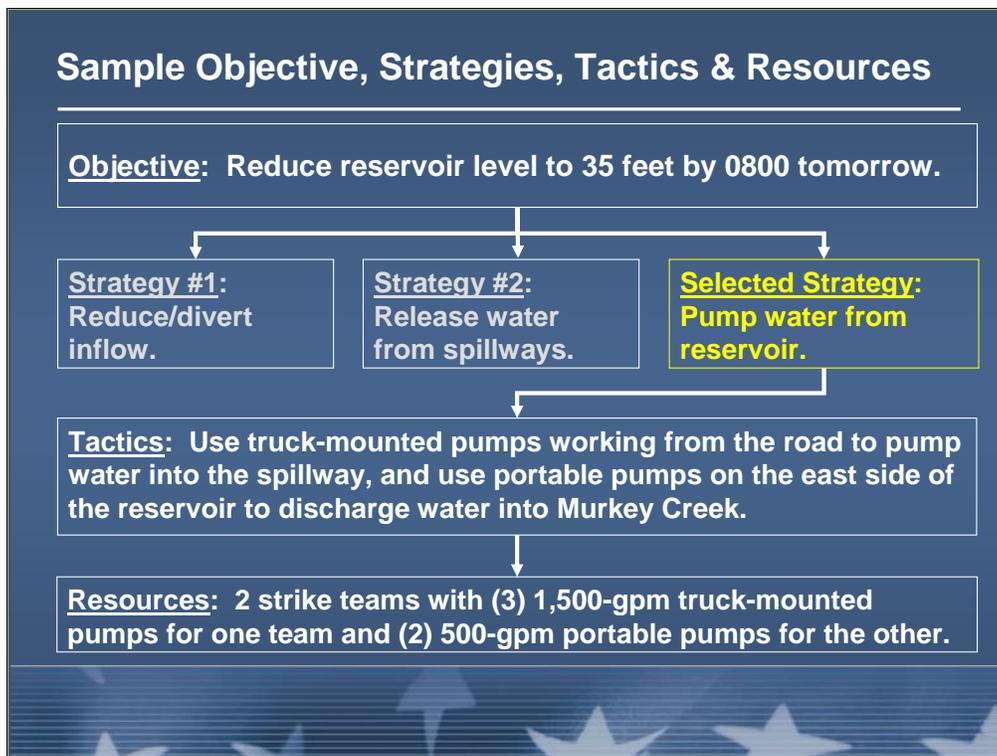
Establish Strategies to Achieve Objectives

- **Make good sense (feasible, practical, and suitable)**
- **Be within acceptable safety norms**
- **Be cost effective**
- **Be consistent with sound environmental practices.**
- **Meet political considerations**

- First, the Operational Section Chief generates alternative strategies to meet the incident objectives.
- Next, the Operational Section Chief selects a strategy or strategies that:
 - o Is within acceptable safety norms.
 - o Makes good sense (is feasible, practical, and suitable).
 - o Is cost effective.
 - o Is consistent with sound environmental practices.
 - o Meets political considerations.



- Incident objectives state what will be accomplished.
- Strategies are the general plan or direction selected to accomplish the incident objectives set by the Incident Commander. The Incident Commander is responsible for establishing goals and selecting strategies.
- Tactics specify how the strategies will be executed, including deploying and directing of resources. The Operations Section, if it is established, is responsible for determining appropriate tactics.

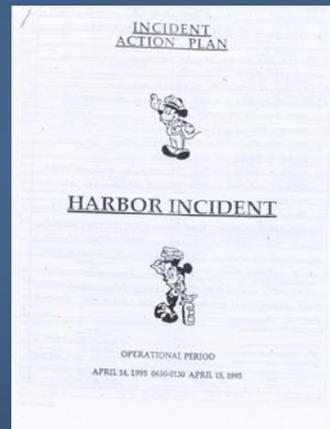


- This visual shows the differences between objectives, strategy, and tactics. It is possible to have an objective with several identified strategies to accomplish the objective.
 - o The objective is: Reduce reservoir level to 35 feet by 0800 tomorrow.
 - o Three possible strategies are identified and one is selected: Pump water from reservoir.
 - o The tactics for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

Incident Action Plan

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

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



- Every incident must have a verbal or written Incident Action Plan or IAP (the Incident Commander will develop the plan if a planning section has not been established). The plan provides direction for actions to be taken during the specific operational period that the plan covers. Many of the objectives in the IAP may be based on the utility's ERP, as response procedures and protocols are described in the ERP for a variety of incidents. It may be helpful to think of the IAP as the specific tailoring of a general procedure(s) or protocol(s) contained in an ERP. The IAP is entirely unique to one incident during one particular operational period.
- An operational period's timeframe can vary but usually it does not exceed 24 hours in duration, and is typically 12 hours long on most incidents, enabling an incident to be run in two shifts per day. Factors that affect the duration of an operational period include:
 - o Amount of time available/needed to accomplish tactical objectives.
 - o Resource availability.
 - o Future involvement of additional jurisdictions and/or agencies.
 - o Environmental considerations (e.g., daylight remaining, weather, etc.).
 - o Safety considerations.

Essential Steps In Incident Action Planning

- Understand the situation
- Establish incident objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan

- After determining the type of incident and the resources available, it is important to begin preparing for the response by taking these critical planning steps. These steps include the initial planning stages for incident response, including preparing an incident action plan that will guide all involved parties through the first operational period of the response.

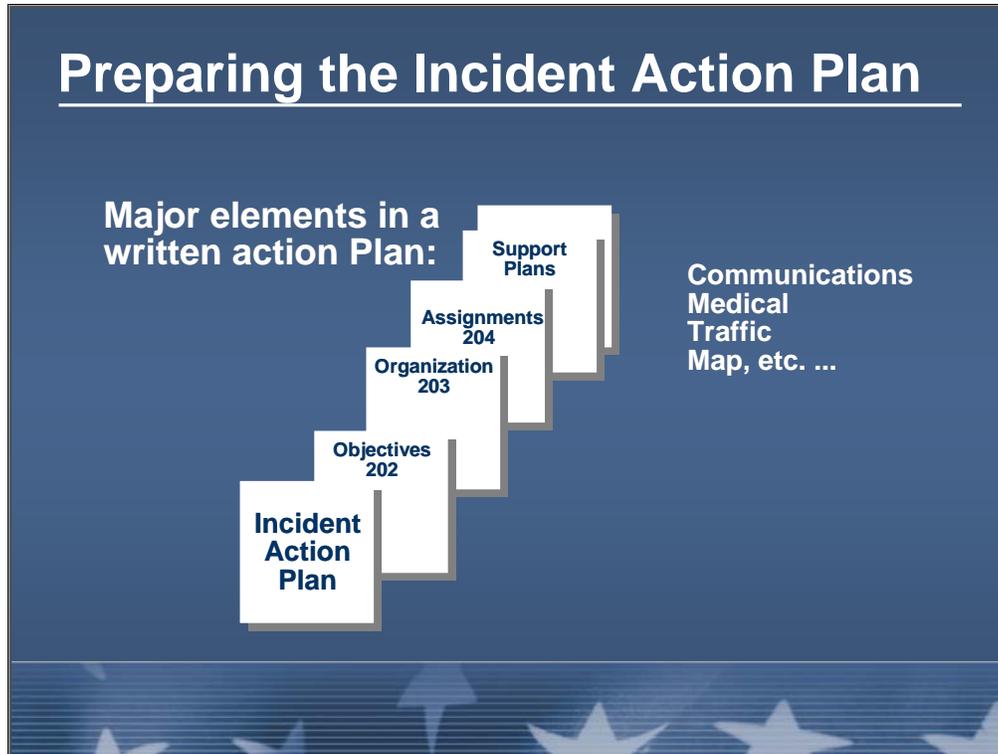
Elements of an Incident Action Plan

Every IAP must have four elements:

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



- Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities. An IAP covers an operational period which is the period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan.



- Preparing the IAP has been simplified by the development of several standard forms that can be completed by either the Incident Commander or the Planning Section. The ICS forms and supporting documents include:
 - o IAP Cover Sheet (not an ICS form).
 - o ICS 202, Incident Objectives.
 - o ICS 203, Organization Assignment List.
 - o ICS 204, Division or Group Assignment List.
 - o ICS 205, Incident Communications Plan.
 - o ICS 206, Incident Medical Plan.
 - o Safety Messages, Maps, Forecasts (not ICS forms).

Activity #2 : Developing an Incident Action Plan

Instructions:

- 1. Working as a team, review the scenario, scenario map, and resource list in your Student Manuals.**
- 2. Develop an Incident Action Plan (IAP) for the next 12 hours using the ICS forms provided in the workbook.**
- 3. Select a spokesperson and be prepared to present your IAP in 30 minutes.**

- Instruct the students to form into their previously identified groups to perform this learning activity. All materials necessary to complete this activity immediately follow this slide (the slides pertaining to the activity should be printed in hard copy format for the students). The main goal of this learning activity is to familiarize students with standard ICS forms and the necessary elements of an Incident Action Plan (IAP). Depending on time constraints, it may be necessary to have the students focus on completing the ICS Form 202 (incident objectives).

Activity 2 – Prepare Incident Action Plan (Reference 1 - Emerald City Flood Scenario)

Instructions: In this activity you will prepare an Incident Action Plan (IAP) for a flood in fictional Emerald City. This page and the next few pages will provide you with situational details about the flood, the resources available to Emerald City, and a diagram of the water treatment plant. Following those materials is an IAP checklist and blank ICS forms you may use to develop your IAP.

Situation:

- Heavy rains for the past 5 days, averaging 3-5 inches of rain each 24-hour period
- Rapid River is experiencing slow-rise flooding
- Flooding aggravated by debris catching on the low bridge downstream from lower Lake Emerald
- Basement flooding at least to the first floor level is expected
- Chemicals are stored at the Industrial Park
- Water plant draws from the Rapid River and uses conventional treatment
- Wastewater facility is tertiary treatment with primary settling, activated sludge treatment, clarification, nitrification/denitrification, clarification, chlorination, dechlorination, and discharge to the Rapid River
- It is 0830 hours

Weather:

- Current pattern continues through midnight, then partial clearing
- Highs in the mid 40's, lows in the high 30's
- Chance of precipitation 60% through midnight, then 40% after midnight
- Expected precipitation next 24 hours is 1.5 inches
- Winds are from the west at 10-15 mph
- 0800 hours - National Weather Service issued a flood warning; river level is at 7.5 feet and is expected to continue to rise
- Crest of the flood expected at 1800 hours

Resources:

- Department of Public Works:
 - Water Department
 - Supervisor
 - Operator
 - Distribution Technician
 - Laborer
 - Water Quality Specialist
 - Wastewater Department:
 - Supervisor
 - Foreman
 - Operator
 - Collection Technician
- Emerald City:
 - 6 dump trucks
 - 2 road graders
 - 4 front loaders
 - 2 backhoes
 - 6 pickup trucks
- Available mutual aid:
 - 20 dump trucks
 - 6 road graders
 - 6 front loaders
 - 8 backhoes
 - 22 pickup trucks
 - 2 Water Quality Specialists
 - 2 Wastewater Operators

Resources (continued):

Fire and EMS: The following resources are within close proximity and available for response:

- 3 engine companies (4 personnel each)
- 1 truck company (4 personnel each)
- 3 basic life support ambulances (2 EMTs)
- 1 advanced life support ambulance (2 paramedics)
- 1 Mobile Command Vehicle

Law Enforcement:

- Units within close proximity: 1 sergeant, 3 officers
- Other responding units: 1 captain, 2 lieutenants, 3 sergeants, 8 officers, mobile command post (6 officers remain in service elsewhere in the city)
- County Sheriff's Office: 1 lieutenant, 2 sergeants, 6 deputies
- State Troopers: 2 sergeants, 8 troopers
- 1 Tactical Mobile Command Vehicle

Shelters:

- Lawrence Senior High School
- Lafayette Middle School
- Gordon Elementary School

County Emergency Management:

- County Director
- Deputy Director
- Program Assistant

County Health Department:

- Public Health Director
- 4 Public Health Nurses
- 2 administrative staff
- Mutual-aid agreements in place with 6 neighboring counties could allow for an additional 14 public health staff.

American Red Cross (ARC):

- 3 full-time staff
- Approximately 45 trained volunteers
- 1 Emergency Response Vehicle

Mutual Aid:

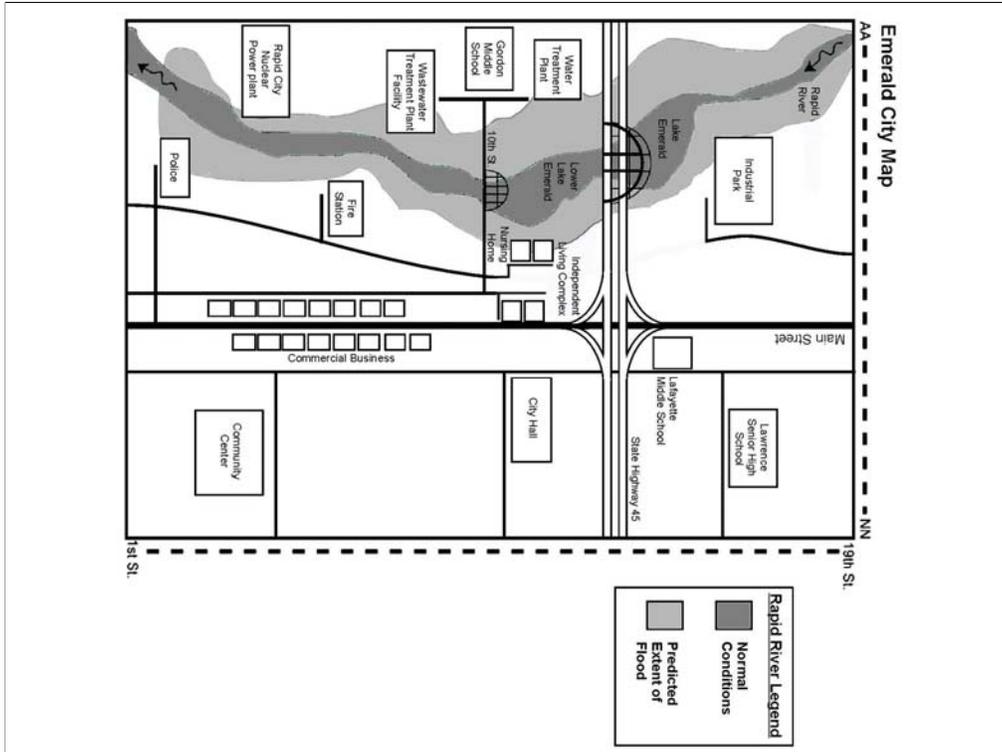
- State ARC resources
- Salvation Army
- Memorialites

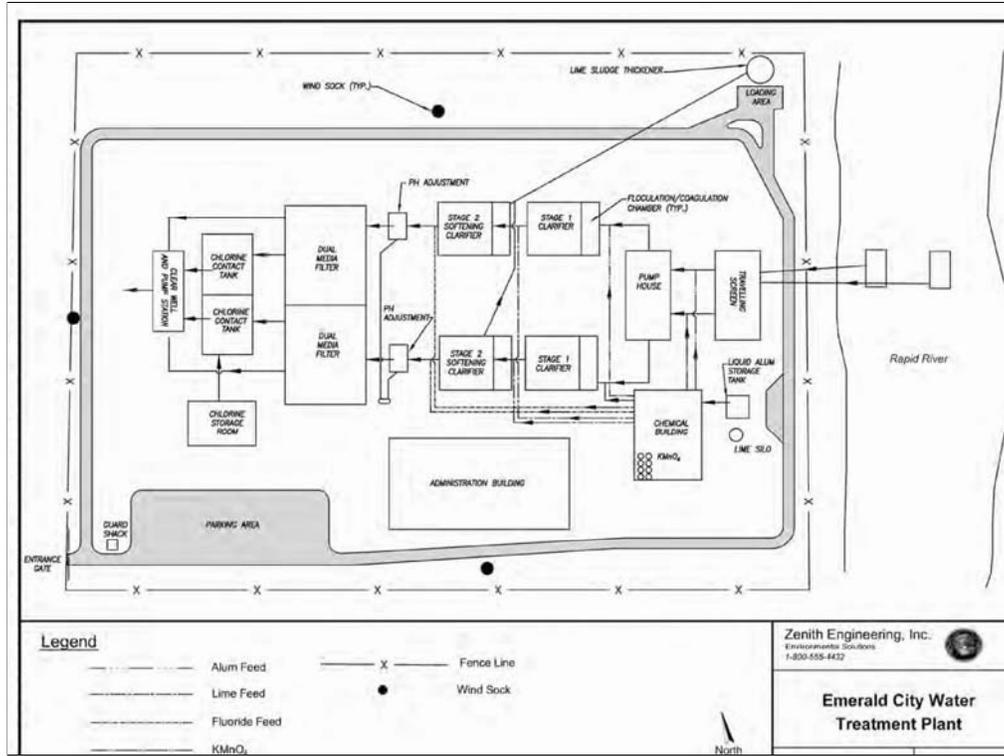
Other agencies that may or will respond:

- Emerald City Memorial Hospital (301 Main Street, 555-0987)
- Edison Electric
- Commonwealth Gas Company
- City Transit Authority
- County School District (buses available)
- State primary agency
- U.S. EPA Regional Office

Media:

- 3 (local) newspaper reporters
- 2 network reporters and crews
- 5 radio station news staff members
- 3 TV reporters and crews (WLOX, WEMM, WCSU)
- 1 TV helicopter (WEMM)





1. Incident Name	2. Operational Period to be covered by IAP (Date / Time) From: _____ To: _____	IAP COVER SHEET
3. Approved by: Incident Commander/Unified Command _____ Planning _____ Operations _____ Logistics _____ Finance/Administration _____		
INCIDENT ACTION PLAN <small>The items checked below are included in this Incident Action Plan:</small>		
<input type="checkbox"/> ICS 202-OS (Response Objectives)		
<input type="checkbox"/> ICS 203-OS (Organization List) - OR - ICS 207-OS (Organization Chart)		
<input type="checkbox"/> ICS 204-OS (Assignment List) One copy each of any ICS 204-OS attachments: Map _____ Weather Forecast _____ Hills _____ Threats _____ Incident Action Plan _____ Previous day's progress, problems for location _____		
<input type="checkbox"/> ICS 205-OS (Communications List)		
<input type="checkbox"/> ICS 206-OS (Medical Plan)		
<input type="checkbox"/> _____		
4. Prepared by: _____ Date / Time _____		
IAP COVER SHEET June 2000		
<small>Emergency version: NIOSHA 110 June 1, 2000</small>		

Special Note: This optional form acts as a cover sheet for the completed Incident Action Plan (IAP) described below. Two versions of this cover sheet are included, either can be used. One version includes check boxes for forms included in the IAP, while the other version leaves a large blank area for user comments or graphics.

Purpose: An Incident Action Plan (IAP) contains general control objectives reflecting the overall incident strategy and specific action plans for the next operational period. The United Command, Command Staff, and General Staff develop the IAP. When all attachments are included, the plan:

- specifies the objectives for the next operational period;
- defines the work assignments for the next operational period, including extracts of site-specific safety messages. (Note: the Site Safety Plan is generally a stand-alone document and is not included in the IAP);
- defines the resources needed to accomplish the work order;
- depicts how all response personnel are to be organized;
- lists radio and telephone communications for all incident personnel;
- specifies a medical plan to follow in case of a responder emergency;
- identifies resources at risk.

Preparation: The Planning Section Chief completes the IAP with key tactical input from the Operations Section Chief. The Plan is to be completed following each Planning Meeting. The plan should be approved and signed by the incident commander or each member of the United Command.

Distribution: Sufficient copies of the IAP will be reproduced and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit Leader levels. The original IAP MUST be given to the Documentation Unit.

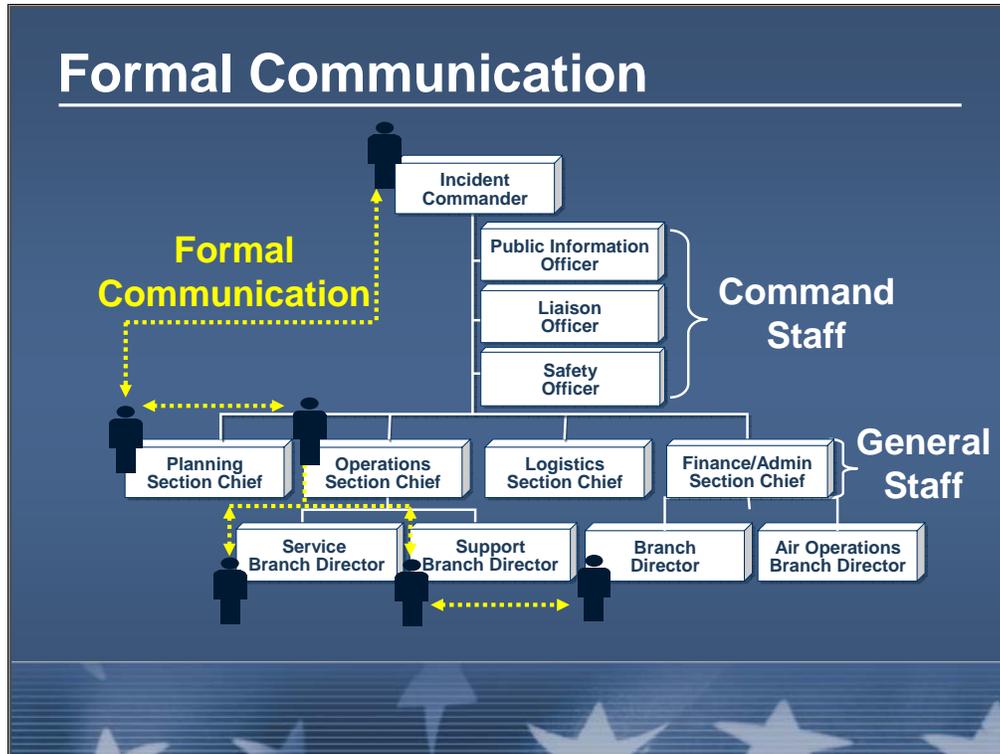
Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Approved by	Signatures of approval must be obtained from each United Commander.
4.	Inclusion List (if used) Prepared By Date/Time	Mark "X" for each item that is included in the Plan. Enter name and title of the person preparing the form. Enter date (month, day, year) and time prepared (24-hour clock).

INCIDENT OBJECTIVES		1. Incident Name	2. Code	3. Time
4. Operational Period				
5. General Control Objectives for the Incident (includes attachments)				
6. Weather Forecast for Period				
7. General Safety Message				
8. Attachments (mark if attached)				
<input type="checkbox"/> Organization List - ICS 203 <input type="checkbox"/> Div. Assignment Lists - ICS 204 <input type="checkbox"/> Communications Plan - ICS 205		<input type="checkbox"/> Medical Plan - ICS 206 <input type="checkbox"/> Incident Map <input type="checkbox"/> Traffic Plan		<input type="checkbox"/> (Other)
9. Prepared by (Planning Section Chief)			10. Approved by (Incident Commander)	
ICS 202				

ORGANIZATION ASSIGNMENT LIST	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Operational Period (Date/Time):			
5. Incident Commander and Staff			
FEDERAL STATE RFP(s) Safety Officer Information Officer Liaison Officer		PRIMARY DEPUTY	
6. Agency Representatives			
Agency Name			
7. PLANNING SECTION			
Chief Deputy Resources Unit Situation Unit Documentation Unit Demobilization Unit Technical Specialists			
8. LOGISTICS SECTION			
Chief Deputy A. SUPPORT BRANCH Director Supply Unit Facilities Unit Transportation Unit B. SERVICE BRANCH Director Communications Unit Medical Unit Food Unit			
9. OPERATIONS SECTION			
Chief Deputy A. BRANCH I - DIVISION / GROUPS Branch Director Deputy Division / Group Division / Group Division / Group Division / Group Division / Group B. BRANCH II - DIVISION / GROUPS Branch Director Deputy Division / Group Division / Group Division / Group Division / Group Division / Group C. BRANCH III - DIVISION / GROUPS Branch Director Deputy Division / Group Division / Group Division / Group Division / Group Division / Group D. AIR OPERATIONS BRANCH Air Ops. Br. Director Air Tactical Supervisor Air Support Supervisor Helicopter Coordinator Fixed-wing Coordinator			
10. FINANCE SECTION			
Chief Deputy Time Unit Procurement Unit Compensation Unit Demobilization Unit Cost Unit			
ICS 203 8.96		11. Prepared By: (Resource Unit)	

INCIDENT RADIO COMMUNICATIONS PLAN		1. Incident Name		2. Date/Time Prepared		3. Operational Period Date/Time	
4. Basic Radio Channel Utilization							
Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks		
King NIFC							
King NIFC							
King NIFC							
King NIFC							
King NIFC							
King NIFC							
King NIFC							
King NIFC							
King NIFC							
5. Prepared by (Communicator's Unit)							

ICS 205 NFES 1330



- The yellow dotted lines on the ICS chart represent the formal lines of communication. These lines of formal communication provide for the exchange of information involving task assignments and resources requests. Formal communication allows the Incident Commander and other supervisors to manage the incident or event more efficiently due to a decrease in time spent directing and communicating people outside their direct authority.

When To Use Formal Communication

Use formal communication when:

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



- Self-explanatory.

Informal Communication

- Is 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!**

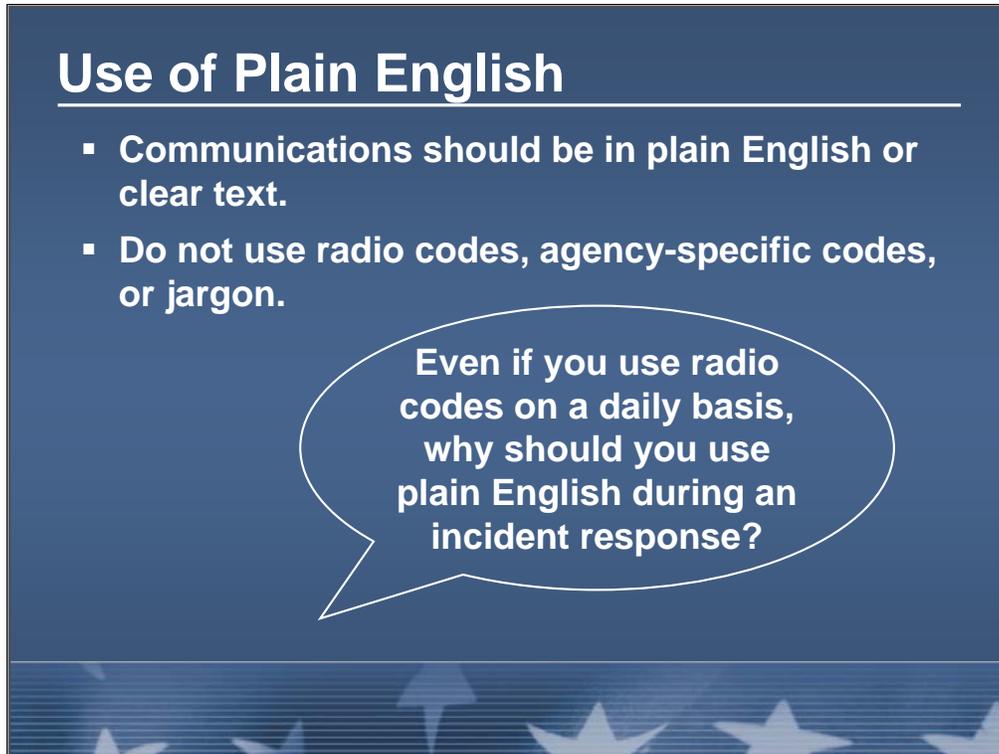


- Other information concerning the incident or event can be passed horizontally or vertically within the organization without restriction. This is known as informal communication.

Use of Plain English

- Communications should be in plain English or clear text.
- Do not use radio codes, agency-specific codes, or jargon.

Even if you use radio codes on a daily basis, why should you use plain English during an incident response?



- It is important to use plain English during an 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 communications. Often agencies have a variety of codes and acronyms that they use routinely during normal operations. Not every ten code is the same nor does every acronym have the same meaning. When these codes and acronyms are used on an incident, confusion is often the result. The National Incident Management Systems (NIMS) requires that all responders use “plain English,” referred to as “clear text,” and within the United States, English is the standard language.
- In preparation for the next slide, ask the class what EMT stands for.

Why Plain English?

EMT = Emergency Medical Treatment

EMT = Emergency Medical Technician

EMT = Emergency Management Team

EMT = Eastern Mediterranean Time (GMT+0200)

EMT = Effective Methods Team

EMT = Effects Management Tool

EMT = El Monte, CA (airport code)

EMT = Electron Microscope Tomography

EMT = Email Money Transfer

- This slide should drive the point home why jargon and acronyms are not allowed within ICS.

Transfer of Command

Transfer of command is . . .

. . . the process of moving the responsibility for incident command from one Incident Commander to another.



- Self-explanatory.

When Command Is Transferred

May take place when:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies (e.g., Incident Commander has a family emergency).
- Agency administrator/official directs a change in command.

- Examples:
 - o You are first on-scene at a car accident and you phone 911. The police assume command when they arrive, as they are legally required to do so at traffic accidents.
 - o You have been Incident Commander for 24 hours and you are tired. Someone else must take over command in order for incident management to continue to be effective and efficient.
 - o President Bush directed a transfer of command during Hurricane Katrina by relieving FEMA Director Mike Brown of command and replacing him with Vice Admiral Allen of the U.S. Coast Guard.

Transfer of Command Procedures

Whenever possible, transfer of command should:

- Take place face-to-face.
- Include a complete briefing.

The effective time and date of the transfer should be communicated to personnel.



- One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change.

Transfer of Command Briefing Elements

The transfer of command briefing should include:

- Situation status.
- Incident objectives and priorities based on the IAP.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff members.



- A good way to ensure that all the above points are covered is to use ICS Form 201, the Incident Briefing Form. The next slides introduce the ICS Form 201 and show a completed ICS Form 201.

Documentation: ICS Form 201

The image shows a thumbnail of the ICS Form 201, Incident Briefing. The form is titled 'INCIDENT BRIEFING' and includes fields for 'INCIDENT NAME', 'DATE PREPARED', and 'TIME PREPARED'. The text 'Useful Tool for Initial Incident Commander' is overlaid on the form. The form also includes a section for 'PREPARED BY NAME AND POSITION' and a section for 'DATE'.

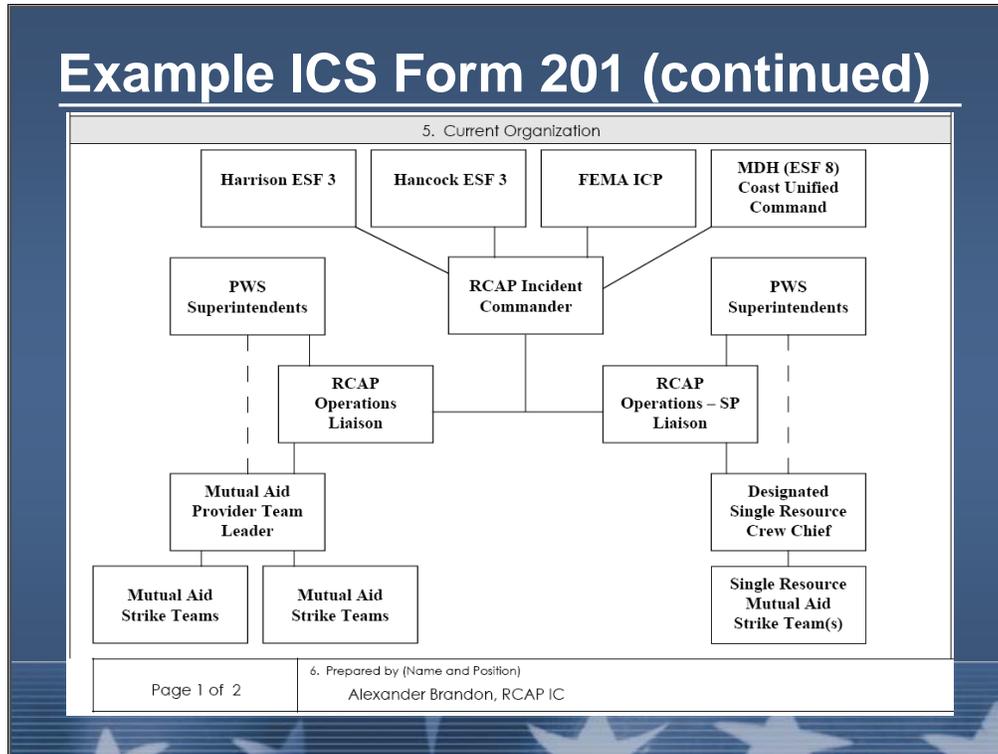
- The initial Incident Commander can use the ICS 201 to document actions and situational information required for transfer of command.
- For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing.

- One useful tool for documenting the change of command is ICS Form 201, the Incident Briefing. The primary intent is for this document to be used by the initial Incident Commander to document actions and situational information quickly while staff is limited and the incident is dynamic. The form can be used to document items for the transfer of command briefing.
- For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing. It is vital that important information does not get lost.

Example ICS Form 201 from Katrina

INCIDENT BRIEFING RCAP/ESF-3	1. Incident Name Hurricane Katrina (MS)	2. Date 16 OCT 05	3. Time 2030
4. Map Sketch			

- This is an example of a filled out ICS Form 201. This is an actual ICS Form 201 from Hurricane Katrina, filled out by the Rural Community Assistance Partnership (RCAP) Incident Commander. RCAP coordinated utility mutual aid in southern Mississippi. This form was provided by Homer Emery of the San Antonio Water System (SAWS). SAWS responded to Mississippi after Hurricane Katrina and provided mutual aid in Bay St. Louis, Hancock County.
- This form has been filled out by computer. This is not necessary, and many of these forms are filled out by hand with a sketched map. Note that standard ICS map symbols are being used to denote the locations of the RCAP Incident Command Post and Base.



- This section of the ICS Form 201 diagrams the ICS structure in place on October 16, 2005. This diagram does not show the entire ICS structure established at that time to manage the response to Hurricane Katrina. Rather, it shows the ICS structure established by the RCAP Incident Commander to manage one aspect of the response to Katrina: utility mutual aid in southern Mississippi. However, it can be seen in the diagram that the RCAP Incident Commander was linked to the larger ICS management structure by virtue of his reporting to Emergency Support Function 3 (public works) at both the Harrison and Hancock County EOCs, the FEMA Incident Command Post, and to Mississippi's drinking water primacy agency (MDH) located at Coast Unified Command. These organizational components in turn would be linked to even higher organizational components of the overall Katrina ICS structure (for example, the county EOCs were probably reporting to the state EOC which was coordinating with other state EOCs and the federal-level Joint Field Office).

Example ICS Form 201 (continued)

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
CRG-RCAP Equipment	2 Backhoes		√	Bay St. Louis
RCAP Staff	3 (IC, 2OC)		√	
SAWS (6 ST)	21 personnel / 4 BHs		√	Bay St. Louis,
HUNT (2 ST)	8 personnel / 2 BHs		√	Pass Christian
MS Single Resource	1 personnel		√	Bay St. Louis

- Block 6 of the ICS Form 201 is where resources can be summarized for the incoming Incident Commander. In the above Block 6:
 - o CRG: Community Resource Group
 - o RCAP: Rural Community Assistance Partnership
 - o SAWS: San Antonio Water System
 - o HUNT: Huntsville, AL
 - o MS: Mississippi

Example ICS Form 201 (continued)

7. Summary of Current Actions (See Next Page)

Situation:

USACE (Corps of Engineers) debris removal contractors continue to damage water distribution infrastructure while using heavy equipment on or near water service lines as well as water mains. There is significant damage to wastewater lift stations and water well control panels caused by salt water storm surges from Katrina. Bay St. Louis, Pass Christian, and Long Beach municipal water / wastewater utilities have significant staff shortages due to personnel who have not returned from evacuation due to the fact that many have lost their homes (temporary housing for municipal and emergency personnel are receiving priority from FEMA). At present, Bay St. Louis has 6 crews for up to one month. Pass Christian has 2 crews for up to three weeks.

Mutual Aid Recovery Operations to Date(ROD): Cumulative ROD in Bay St. Louis: 243 Leaks Repaired, 361 Additional Service Calls, 20 lift stations repaired, 6 valves repaired, and 3 fire hydrants replaced . Cumulative ROD in Pass Christian: 59 Leaks Repaired, 96 Additional Service Calls, 3 Main Valves replaced, 5 curb stops replaced, and 5 fire hydrants repaired / replaced.

Mutual Aid Recovery Operations Today:

5 SAWS strike teams in addition to 1 MS Single Resource returned to work in Bay St. Louis for the ninth day. 16 service leaks were repaired, 2 valves replaced, and 30 additional service calls were completed. Work was also performed on 1 lift station control.

In Pass Christian, 2 HUNT (Huntsville, AL) strike teams returned to work in Pass Christian for the seventh day. 4 service leaks were repaired and 22 additional service calls were made.

Additional Activities:

The RCAP IC traveled to Gulfport to deliver test result cards to Mississippi Department of Health Officials. (EOC did not conduct an operational briefing meeting today).

John Moriarty (RCAP OC) continued coordinating the SAWS crew and meeting with Bay St. Louis officials. He also joined Sharon Ostrander in conducting several onsite water /wastewater assessments at the FEMA EGS sites in Harrison County.

Sharon Ostrander (RCAP OC) continued coordinating with the Huntsville crews and Pass Christian . She also conducted several onsite water /wastewater assessments at the FEMA EGS sites in Harrison County.

Tommy Ricks, RCAP SC deployed back to the area and was briefed by Alexander Brandon before being transferred command. He also coordinated with Joe Aylor (Hancock FEMA Housing Coordinator) regarding the theft of home well pumps in the Pearlinton area and advised Mr. Aylor of WMI's contact in South Carolina and the fact that they would be redeployed by Wednesday of this week.

- The outgoing Incident Commander's summary of the actions taken over the preceding operational period will be helpful to the incoming Incident Commander.

Other Types of Briefings/Meetings



Staff-Level Briefings: Delivered to resources assigned to non-operational and support tasks at the Incident Command Post or Base.



Field-Level Briefings: Delivered to individual resources or crews assigned to operational tasks and/or work at or near the incident site.



Section-Level Briefings: Delivered to an entire Section (e.g., the operational period briefing).

- Briefings are an essential element to good supervision and incident management. These short, concise meetings are intended to pass along vital information that will be used specifically by the recipient in the completion of his or her job. Typically, these briefings do not include long discussions or complex decision-making. Rather, they allow for the individual manager or supervisor to pass along specific information and expectations for the upcoming work period and to field questions from subordinates related to that information and the supervisor's expectations.
- In the ICS, these briefings occur at various levels in the organization, with topics that tend to be unique to that level. The ICS uses various levels of organizational briefings/meetings. Examples of the three levels of briefings include:
 - o Staff-Level Briefings: Delivered to resources assigned to non-operational and support tasks at the Incident Command Post or Base.
 - o Field-Level Briefings: Delivered to individual resources or crews assigned to operational tasks and/or work at or near the incident site.
 - o Section-Level Briefings: Delivered to an entire Section (for example, the operational period briefing).

Operational Period Briefing

The operational period briefing:

- May be referred to as the shift briefing.
- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan to supervisors within the Operations Section.
- Should be concise.



- A unique section-level briefing is the operational period briefing or shift briefing. Here, the Ops Section Chief presents the plan for all operational elements for the specific operational period. The briefing is performed at the beginning of each operation shift prior to resources being deployed. The meeting is to the point; loads of details are not presented. Other members of the Command and General Staff as well as specific support elements (e.g., communications unit) can provide important information also if needed.
- Roles, Meeting Agenda (In Order):
 - o Planning Section Chief: Develops the agenda, reviews the agenda and facilitates the briefing.
 - o Incident Commander: Presents incident objectives or confirms existing objectives. (Note: Objectives may be presented by the Planning Section Chief.)
 - o Current Operations Section Chief: Provides current assessment and accomplishments.
 - o In-Coming Operations Section Chief: Covers the work assignments and staffing of divisions and groups for the upcoming operational period.
 - o Technical Specialists: Presents updates on conditions affecting the response (weather, fire behavior, environmental factors).
 - o Safety Officer: Reviews specific risks to operational resources and the identified safety/mitigation measures.
 - o Specific Section Chief/Unit Leaders: Presents information related to ensuring safe and efficient operations.
 - o END OF MEETING: Incident Commander Reiterates his or her operational concerns and directs resources to deploy, and the Planning Section Chief announces next planning meeting and briefing, and adjourns the meeting.

Briefing Those Outside the Incident

The **Public Information Officer (PIO)** will:

- Schedule regular news briefings with media
- Receive requests and answer questions from the public
- Contact media to correct any erroneous information being provided to the public
- Coordinate for door-to-door notification as needed with Operations
- Assess the need for special alert and warning efforts



- In addition to the briefings internal to the ICS structure, external briefings may be needed to keep the public and others informed of any special measures that they need to be taking. In addition, based on the size and type of incident, outside interest in the incident could be very high.
- Door-to-door notification may need to occur if the public absolutely must be informed of certain event information in a timely manner, or, if other methods of communication (radio, TV) are not functioning. For example, a contamination event may require door-to-door notification to ensure that all customers in a service area take proper precautions. (Maricopa Co. AZ example).
- Special alerts and warnings includes considering the hearing impaired, non-English speaking customer base, and industries susceptible to a particular hazard. (Fluoride-Dialysis example).

ICS Summary (1 of 2)

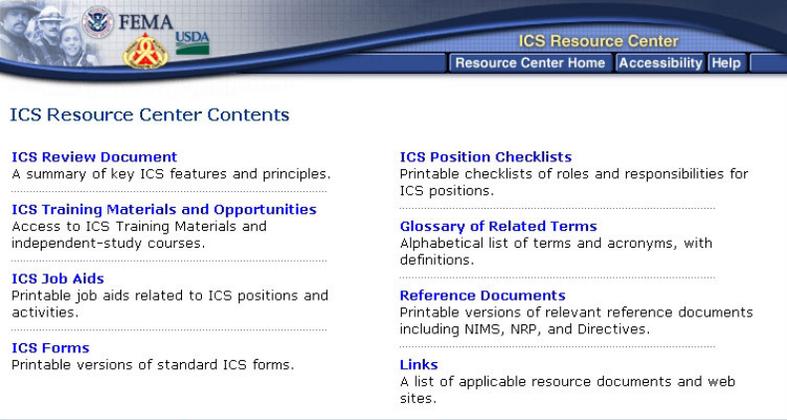
- **Common terminology and clear text.**
- **Manageable span of control.**
- **Modular organization.**
- **Management by objectives.**
- **Reliance on an Incident Action Plan (IAP).**
- **Chain of command and unity of command.**
- **Information and intelligence management.**

- Use this and the next slide to perform a brief review of the features of ICS that were covered during this course to help prepare students for FEMA's IS-100 exam.

ICS Summary (2 of 2)

- Resource management.
- Mobilization procedures.
- Pre-designated incident locations and facilities.
- Integrated communications.
- Unified Command.
- Transfer of command.
- Accountability.

For Additional ICS Resources:



ICS Resource Center Contents

ICS Review Document
A summary of key ICS features and principles.

ICS Training Materials and Opportunities
Access to ICS Training Materials and independent-study courses.

ICS Job Aids
Printable job aids related to ICS positions and activities.

ICS Forms
Printable versions of standard ICS forms.

ICS Position Checklists
Printable checklists of roles and responsibilities for ICS positions.

Glossary of Related Terms
Alphabetical list of terms and acronyms, with definitions.

Reference Documents
Printable versions of relevant reference documents including NIMS, NRP, and Directives.

Links
A list of applicable resource documents and web sites.

<http://www.training.fema.gov/emiweb/IS/ICSResource/index.htm>

- Self-explanatory.

On-Line Exam Instructions

1. Go to the following website to download final exam questions. <http://training.fema.gov/EMIWeb/IS/is100PW.asp>
2. Scroll down webpage and click on “Download Final Exam Questions”. Print the exam questions.
3. Read through the exam questions and mark the appropriate answers on the exam.
4. Hit the “Back” button on your browser to the first webpage.
5. Scroll down webpage and click on “Take Final Exam”.
6. Fill in the appropriate letters for each corresponding exam question number.
7. Fill in your student information at the bottom of the exam webpage and click the “Send” button when done.

- If you will administer the exam to the students, be sure and print/copy enough hard copies of the exam for everyone in the class. Use the graphic on the next slide to inform the students as to where on-line they can submit their exam answers.

Emergency Management Institute

EMIS Courses & Schedules | Programs & Activities | How to Apply | **EMIS Independent Study** | Student Information | Contact Us

FEMA Independent Study
 Course Brochure
 Our Courses
 How to Take IS Courses
 College Credits
 Military Reserve Retirement Points
 IS Transcript Request
 OIG's 60 Form Request
 Frequently Asked Questions
 Technical Information
 Independent Study Inquiries

NIMS INFORMATION
 • ICS Resource Center
 • NIMS Information Center
 • NIMS ICS Training Information
 • NIMS FAQs

SPECIAL NOTICES

FEMA Independent Study Program:
IS-100PW Introduction to the Incident Command System, I-100, for Public Works Personnel

Note: If you have already completed the course IS 100 for Federal Disaster Workers or any equivalent ICS 100 course, you do NOT have to take this new course.

Incident Command training is being developed and offered for a variety of disciplines, including Federal Disaster Workers, Public Works, Law Enforcement, and Public Health. All of the ICS training offered through these courses is consistent. However, the various versions include examples and exercises specific to each of these disciplines.

COURSE OVERVIEW
 ICS 100, Introduction to the Incident Command System for Public Works Personnel, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).

The Emergency Management Institute developed ICS 100, Introduction to ICS (IS-100PW) course, in collaboration with:

- National Wildfire Coordinating Group (NWCG)
- U.S. Department of Agriculture
- USFA's National Fire Programs Branch

Audience
 Persons involved with emergency planning, response or recovery efforts.

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

Please Note:

- Before You Begin:** [Click here for Technical Information](#)
- How to Take the course and receive credits:**
 - Review course materials by choosing any one of the options below.
 - You will enroll in this course when you complete the online answer sheet for the final exam and will be notified by Independent Study Office via email.
- For any questions related to the course materials, please send an e-mail to trainwebmaster@fhe.gov and for all other questions please send an e-mail to independent.study@fhe.gov.
- Option 1: Interactive Web-based Course - EMI Learning Site**
- Option 2: Interactive Web-based Course - Host Site**
- Option 3: Interactive Web-based Course - NERC Virtual Campus**
- Option 4: Printable version of IS-100PW Self-Study Guide, Summary Only)**
- Download Final Exam Questions - PDF**
- Take Final Exam**

Last Updated: October 23, 2006

<http://training.fema.gov/EMIWeb/IS/is100PW.asp>

- This is the webpage address where students will need to go to individually submit their IS-100 exam answers to FEMA. FEMA usually grades the exam within 24 hours and let's the student know, via e-mail, whether they have passed or failed (a 75% is needed to pass). If the student has passed, FEMA will attach that student's PDF certificate to the e-mail.

DEPARTMENT OF HOEHLAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

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FEMA Independent Study

Course Brochure
Our Courses
College Credits
Military Reserve Retirement Points
IS Transcript Request
OpScan Form Request
Frequently Asked Questions
Contact Us

FEMA Independent Study Program: IS-200 ICS for Single Resources and Initial Action Incidents

Important Notice: You may experience email problems on Tuesday, March 21, 2006 while we are implementing system changes. If you do experience problems, please access the system later.

Note: FEMA's Emergency Management Institute, the United States Fire Administration's National Fire Programs Branch, the National Wildfire Coordinating Group and the United States Department of Agriculture developed common course objectives and content for the 100, 200, 300, and 400 level ICS courses. The partner agencies and departments recognize these courses as equivalent.

ICS 200 is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.

IS-100 is a pre-requisite to the IS-200 course.

NIMS INFORMATION

- ICS Resource Center
- NIMS Integration Center
- NIMS ICS Training Information
- NIMS FAQs

<http://www.training.fema.gov/EMIWeb/IS/is200.asp>

- Use this slide to encourage students to take the follow-up course to IS-100, which is ICS for Single Resources and Initial Action Incidents (IS-200). This course may be taken online at FEMA's independent study website or in-person via their state emergency management agency.

Contact for additional information

US EPA:

**John Whitley – whitley.john@epa.gov
(202) 564-1929**

- For more information regarding EPA's Water Sector ICS course, please contact Mr. John Whitley of the U.S. EPA.