
Incident Command Overview

100,200,700,800

Sherry Adams
Southwestern District Health Unit



FEMA

Info needed for Certification Classes

- **FEMA SID number**
 - <https://cdp.dhs.gov/femasid/>
- **FEMA Independent Study Courses**
 - <https://training.fema.gov/is/crslist.aspx>
 - **IS 700B**
 - **IS100C**
 - **IS200C**
 - **IS800D**



FEMA

Homeland Security Presidential Directives (HSPDs)

HSPD-5

- **Management of Domestic Incidents**
- **National Preparedness**

HSPD-8

Mandates

- **National Preparedness Goal**
- **National Incident Management System (NIMS)**
- **National Response Framework (NRF)**



FEMA

What is NIMS?

- **National Incident Management System**
- **A *comprehensive, systemic* national approach to incident management; command and coordination of incidents, resource and information management**
- **Applicable at all jurisdictional levels and across disciplines; and for all incidents**
- **A set of concepts and principles for all threats, and hazards--To prevent, protect against, mitigate, respond to and recover from incidents**
- **Improve coordination and cooperation among all response organizations—private and public**



FEMA

NIMS Concepts and Principles

NIMS is: *****

- **Flexible to enable all responding organizations to work together.**
 - **At any type of incident . . .**
 - **Regardless of size, location, or complexity**
- **Standardized to improve overall response and interoperability.**
- **Unity of Effort – coordinating activities among various organizations to achieve common objectives.**
- **Key Phase—take actions to prevent, mitigate, respond and to recover**



FEMA

NIMS Components & ICS



National Incident Management System

Third Edition
October 2017



- **Command and Coordination**

Resource Management

Communications and Information Management

- **Multi-Agency Coordination Systems (MACS)**

Incident Command System (ICS)

Emergency Operations Centers (EOC)

MAC Group (Multi-agency Coordination Group)

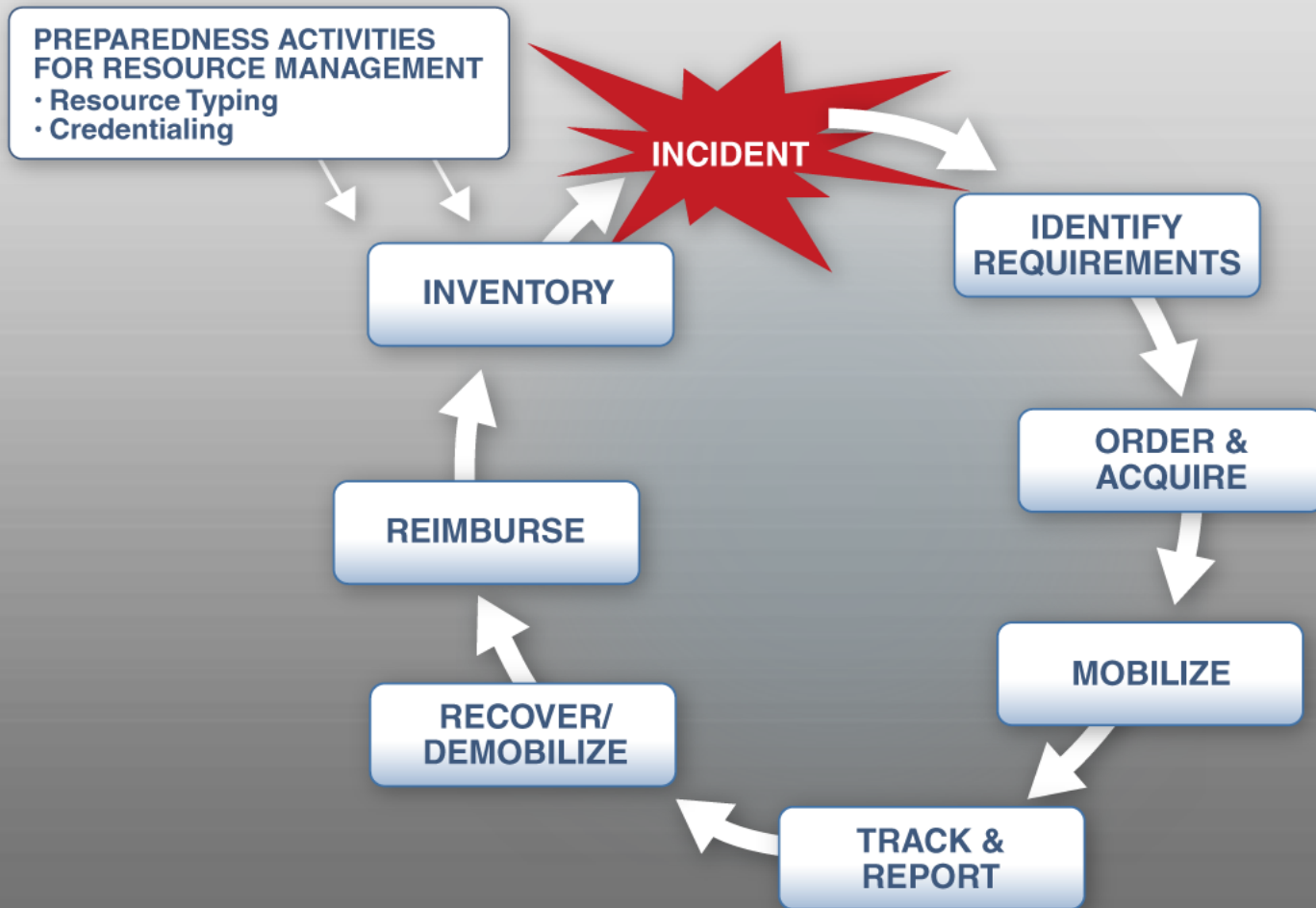
Joint Information System (JIS)

Additional Information: www.fema.gov/NIMS



FEMA

Incident Resource Management Process



FEMA

Comprehensive Resource Management

- **Involves Collaboration and coordination across all jurisdictions**
- **Four Key components**
 - **Identifying and Typing Resources**
 - **Qualifying, Certifying, and Credentialing Personnel**
 - **Planning for Resources**
 - **Acquiring, storing, Identifying, and Tracking Resources**
 - **Maintains accurate inventories of personnel, equipment etc.**



FEMA



Three common EOC organizations:

- ICS or ICS-like structure
- Incident Support Model structure
- Departmental structure

EOC Activation and Deactivation: based on needs of the incident **Coordinates plans/info**
Full activation can include assisting agencies

MAC Groups – policy-level, support resource, decision-makers—doesn't replace

Joint Information Systems (JIS) – integrates incident information and public affairs **PIO in JIC under JIS**



FEMA

EOC Configuration

- ICS/ICS Like Structure
- Incident Support Model Structure
- Departmental Structure—**minimal prep**
- ESF's



FEMA

Whole Community

- **Ensures Solutions that serve the whole Community**
- **All Jurisdictions**



FEMA

Mutual Aid Agreements and Compacts

- **Agreements between two or more entities:**
 - **Neighboring Communities**
 - **All State Jurisdictions**
 - **Between State, Territories, and Tribal Governments (EMAC)**
 - **Between federal agencies**
 - **Internationally**
 - **Between Government and NGO/Private Sector**
 - **Among NGO/Private Sector**



FEMA

ICS Features

- **Common terminology—reduces confusion from day to day position**
- **Incident Facilities and Locations**
- **Manageable span of control (1:5 Guideline but allows for best judgement)**
- **Reliance on an Incident Action Plan—Who, What, When, Where**
- **Managed by Objectives**
- **Integrated communications/ **Interoperability****
- **Resource Management**
- **Information and Intelligence Management**
- **Accountability—Check-In/ Initial Briefing/Record Keeping/ Demobilization**



FEMA

Command/Control

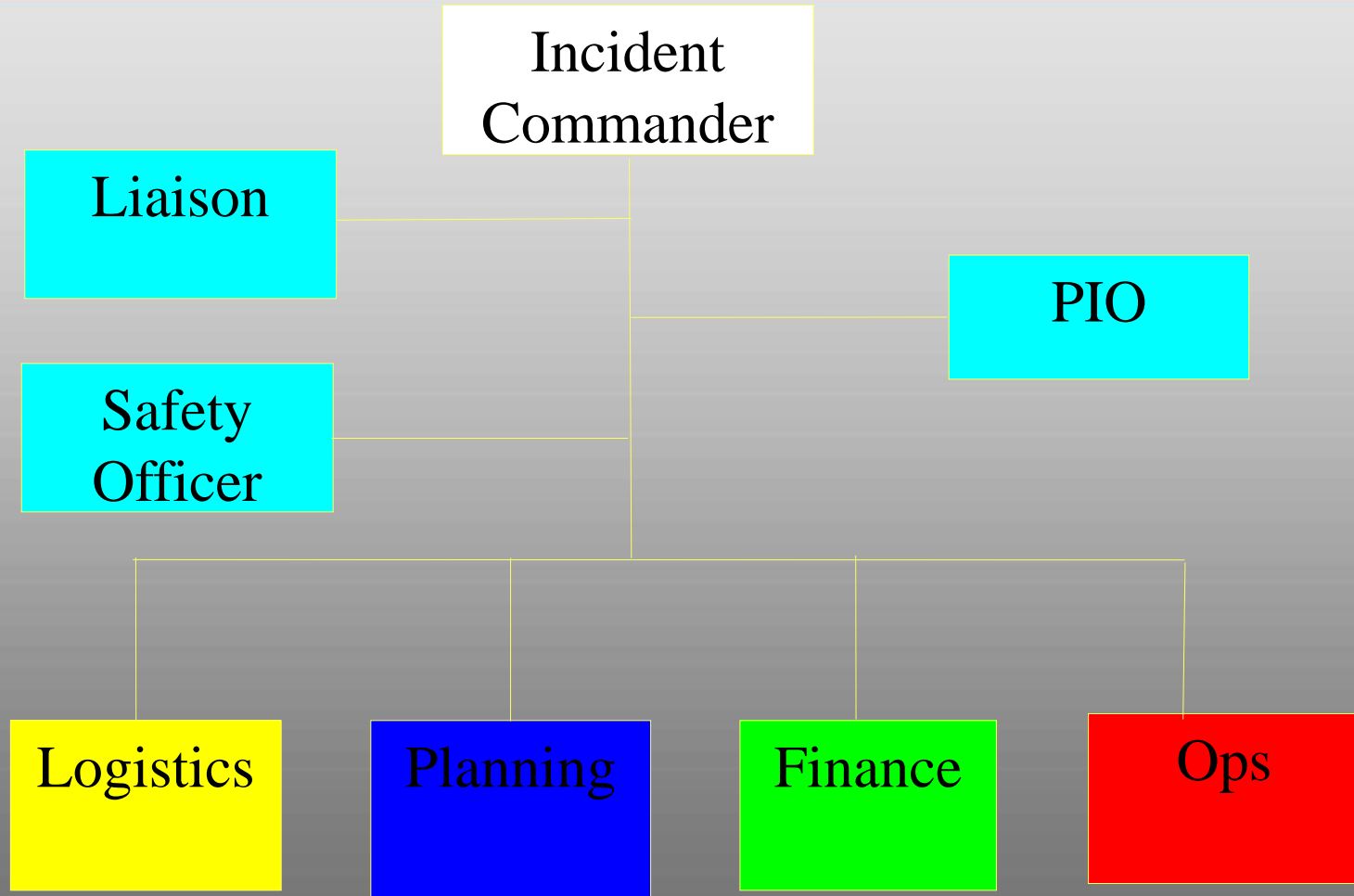
- **Process of Directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority**
- **Describes recommended org structure at the operational and incident level**



FEMA

IC Chart—CFLOP

Orderly Chain of Command



FEMA

Assistants

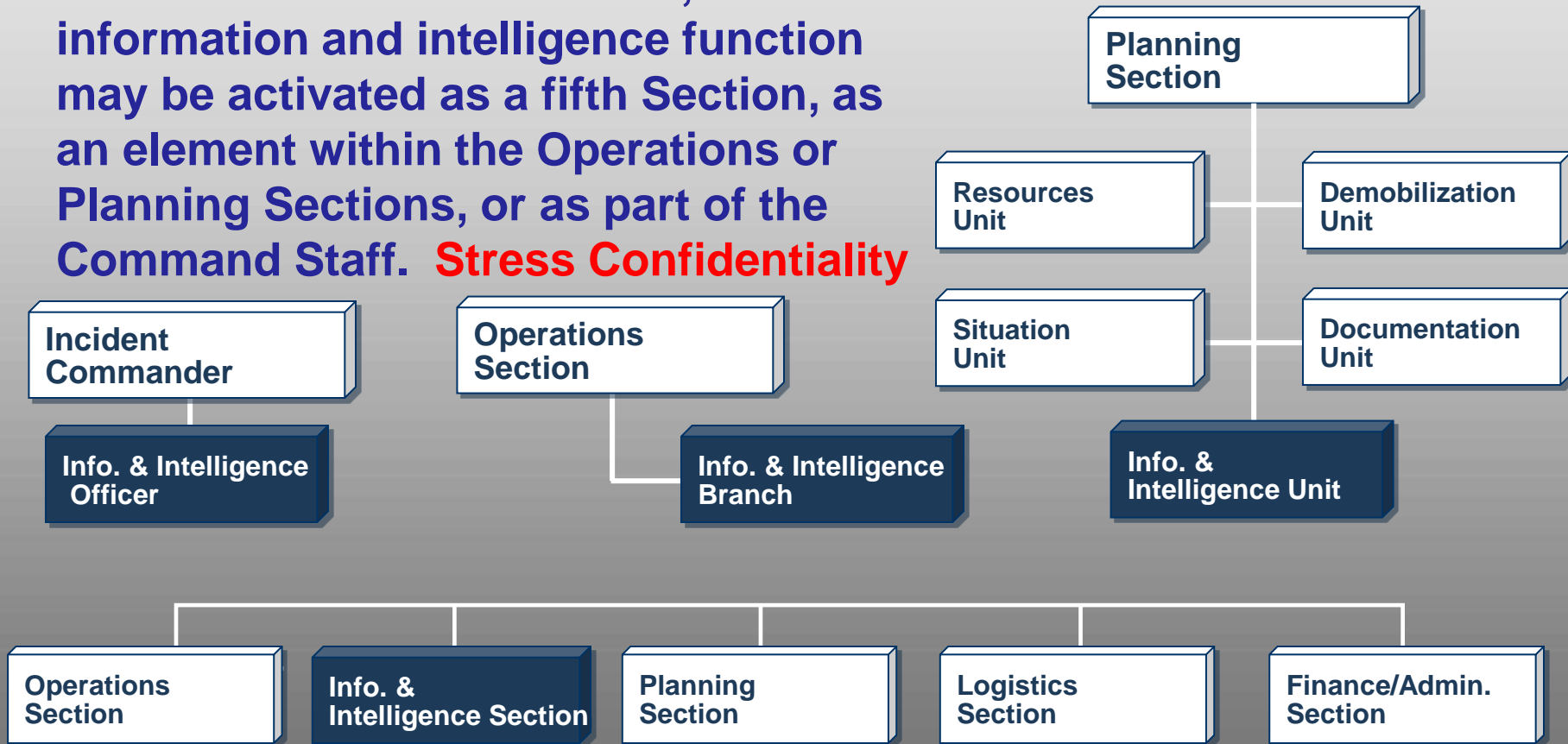
- **Are subordinates of principal Command Staff positions.**
- **Must have technical capability, qualifications, and responsibility subordinate to the primary position.**
- **May also be assigned to Unit Leaders.**



FEMA

Information and Intelligence

Based on the incident needs, the information and intelligence function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff. **Stress Confidentiality**



FEMA

ICS Supervisory Position Titles

- **Titles for all ICS supervisory levels are shown in the table below.**

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Sections)	Chief	Deputy
Branch	Director	Deputy
Division /Group	Supervisor	n/a
Unit	Leader	Manager
Strike Team/Task Force/Resource Team	Leader	Single Resource Boss



Predesignated Incident Facilities

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



Incident
Command
Post



Base



Staging
Area



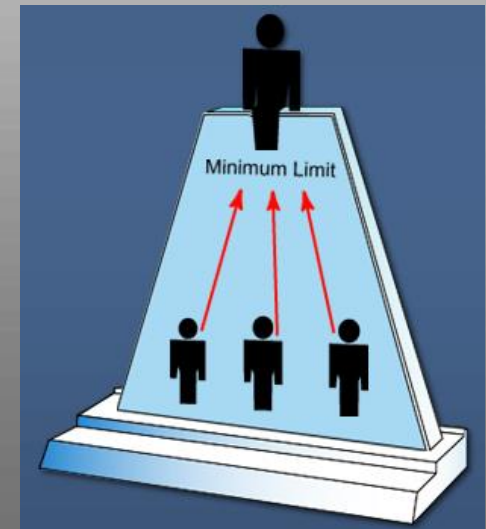
Camp



FEMA

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.**



FEMA

Unified Command

- **More than one responding agency within a jurisdiction**
- **Incidents cross political jurisdictions**
- **Agencies work together to:**
 - **Analyze intelligence.**
 - **Establish objectives and strategies.**

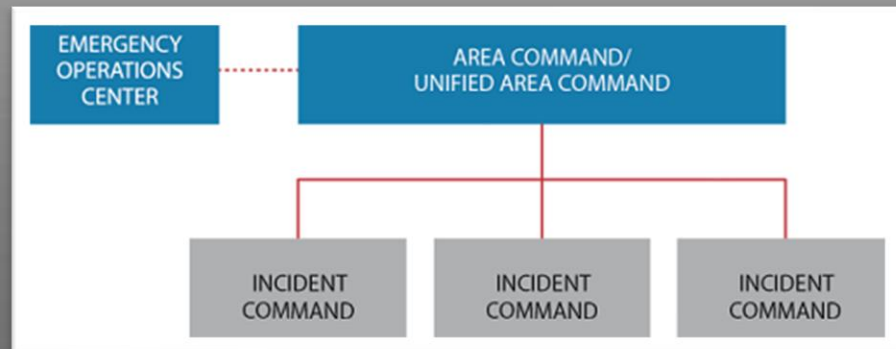
Unified Command does not change other features of ICS



FEMA

Area Command

- **Multiple incidents within a jurisdiction—vying for same resources**
- **Large incidents that cross jurisdictions**
- **Sets overall strategy and priorities**
- **Allocates resources**
- **Ensures proper management**
- **Ensures objectives are met**
- **Ensure strategies are followed**



FEMA

Unity of Command/ Chain of Command

- Under unity of command, personnel:
 - Report to only one supervisor.
 - Receive work assignments only from their supervisors.
 - Helps eliminate confusion



Don't confuse unity of command
with Unified Command!



FEMA

Formal Communication

- **Use formal communication when:**
 - **Receiving and giving work assignments.**
 - **Requesting support or additional resources.**
 - **Reporting progress of assigned tasks.**



FEMA

Informal Communication

- **Is used to exchange incident or event information only.**
- **Is NOT used for:**
 - **Formal requests for additional resources.**
 - **Tasking work assignments.**
 - **Doesn't affect the incident *****

Within the ICS organization,
critical information must flow
freely!



FEMA

Assisting Agency

- **An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.**



FEMA

Cooperating Agency

- **An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.**



FEMA

Incident Commander

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



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



FEMA

Incident Commander Role

- **The Incident Commander:**



Incident Commander

- Provides overall leadership for incident response.
- Delegates authority to others.
- Takes general direction from agency administrator/official.
- Is responsible for all activities and functions until delegated and assigned to staff.
- Assesses need for staff.
- Establishes incident objectives.
- Directs staff to develop the Incident Action Plan.



FEMA

Deputy Incident Commander

- **A Deputy Incident Commander may be designated to:**
 - **Perform specific tasks as requested by the Incident Commander.**
 - **Perform the incident command function in a relief capacity.**
 - **Represent an assisting agency that shares jurisdiction.**



FEMA

Command Staff

- It may be necessary for the Incident Commander to designate a Command Staff who:
 - Provide information, liaison, and safety services for the entire organization.
 - Report directly to the Incident Commander.



FEMA

Liaison Officer

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



Incident Commander



Liaison Officer

Provides briefings to and answers questions from supporting agencies.



Agency Representative



FEMA

Public Information Officer (PIO)



Public Information
Officer

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



Incident Commander



Obtains information from and provides information to Planning Section.



Planning Section Chief

Obtains information from and provides information to community and media.



Community and Media



FEMA

Safety Officer

Advises Incident Commander on issues regarding incident safety.



Incident Commander



Safety Officer

Works with Operations to ensure safety of field personnel.



Operations Section Chief

Ensures safety of all incident personnel.



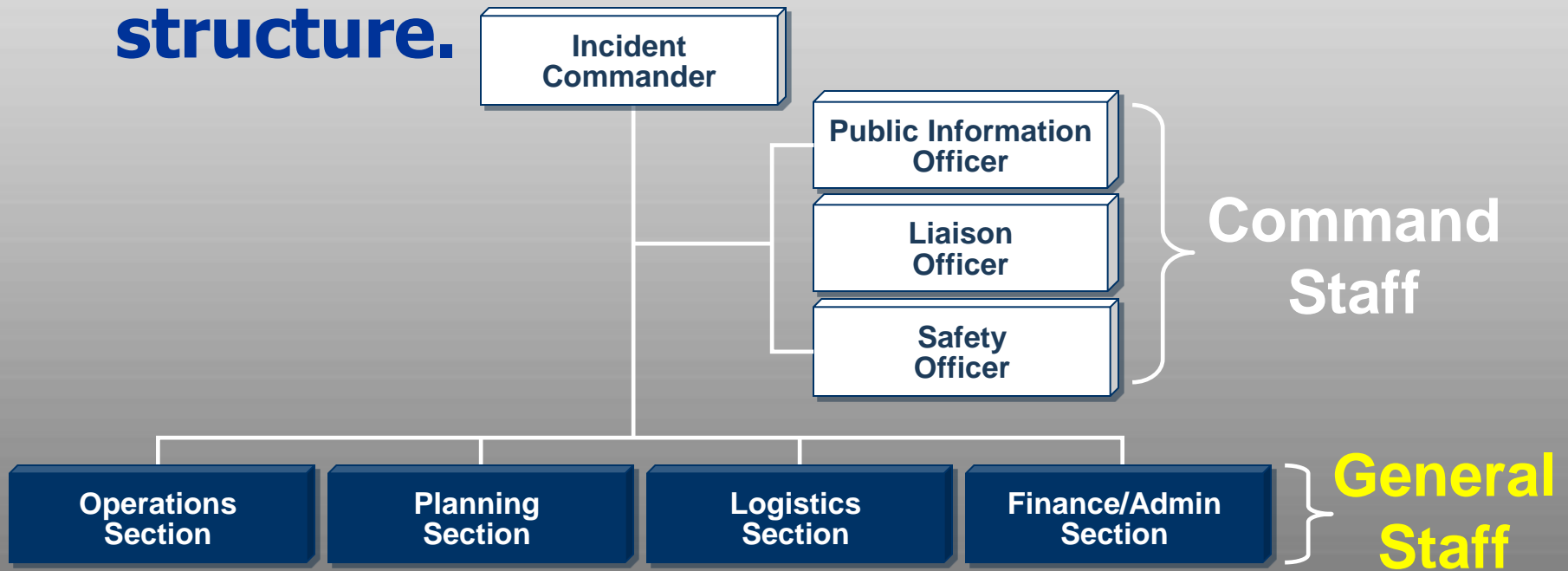
Incident Personnel



FEMA

General Staff

- This unit focuses on the role of the **General Staff in the ICS organizational structure.**



FEMA

Role of Operations Section Chief



Operations Section Chief

The Operations Section Chief:

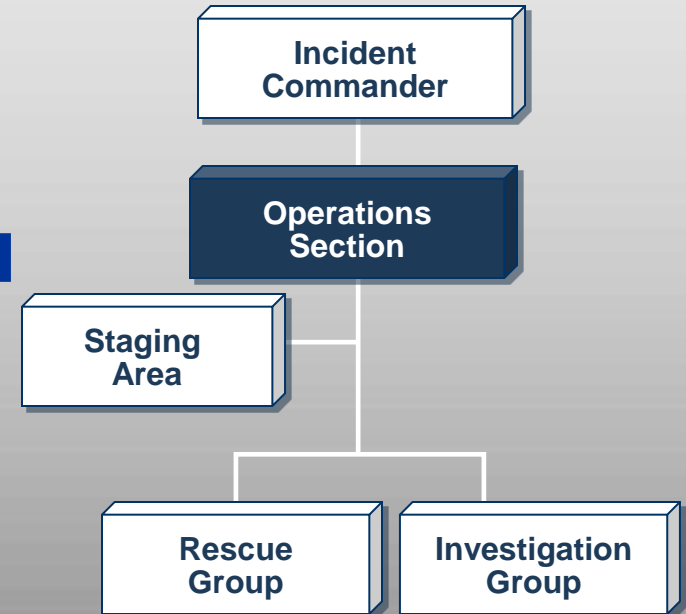
- **Develops and implements strategy and tactics to carry out the incident objectives.**
- **Organizes, assigns, and supervises the tactical field resources.**
- **Supervises air operations and those resources in a Staging Area.**
- **It is critical to organize field resources and maintain span of control by using Branches and Groups.**
- **The Operations Section Chief depends on the rest of the General Staff for support**



FEMA

Operations Section--DOERS

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



FEMA

Maintaining/Managing Span of Control

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

Divisions

Divide an incident geographically.

Groups

Describe functional areas of operation.

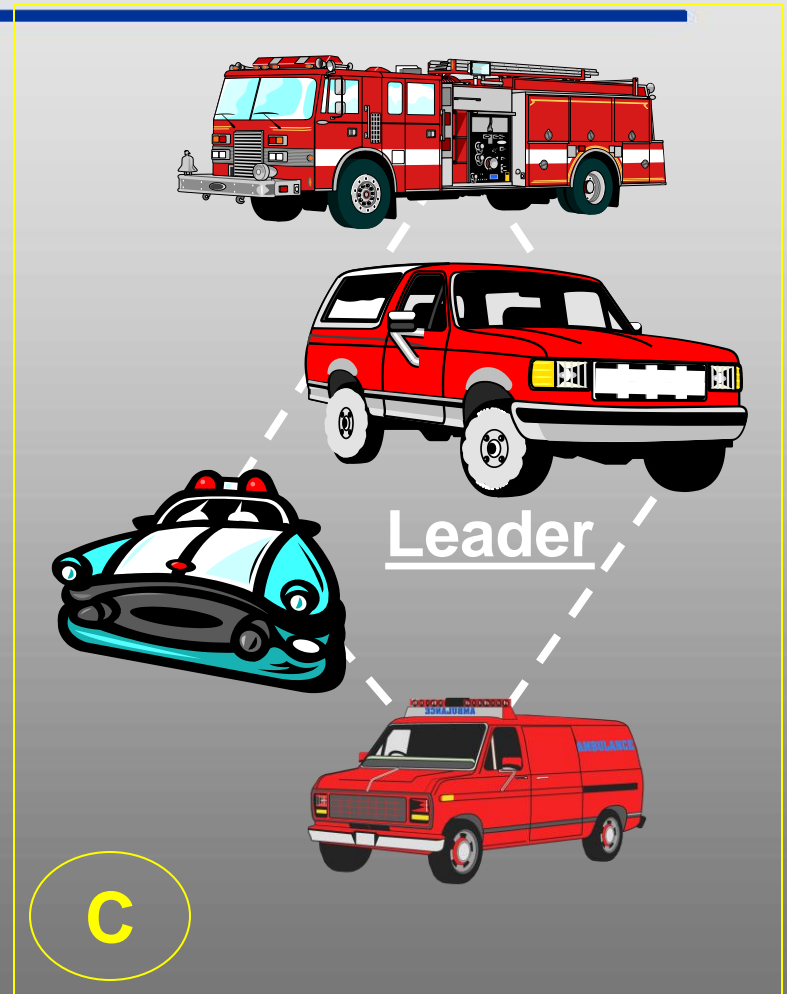
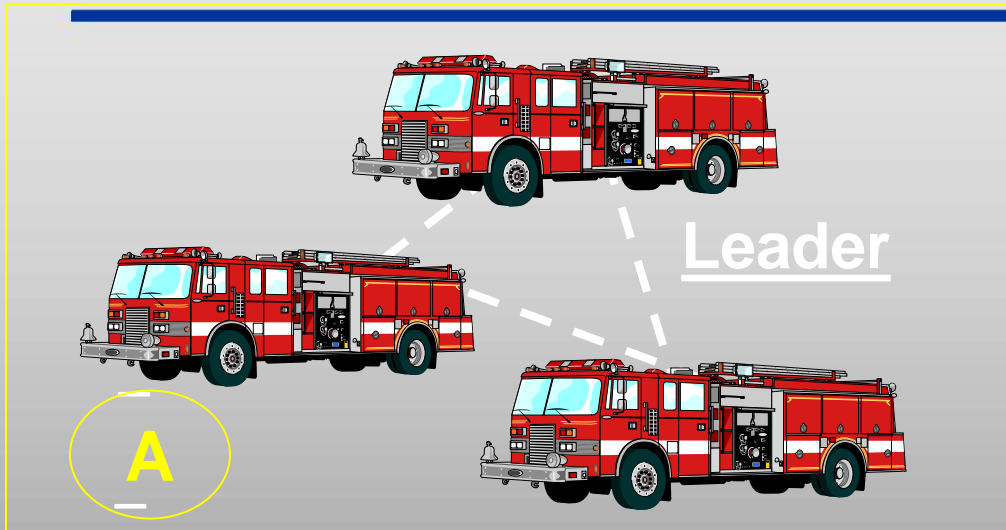
Branches

Leaders--Used when the number of Divisions or Groups exceeds the span of control. Can be either geographical or functional.



FEMA

Operations Section—Task Force, Strike Team, Single Resource



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.**
 - **Facilitates Ops Briefing**



FEMA

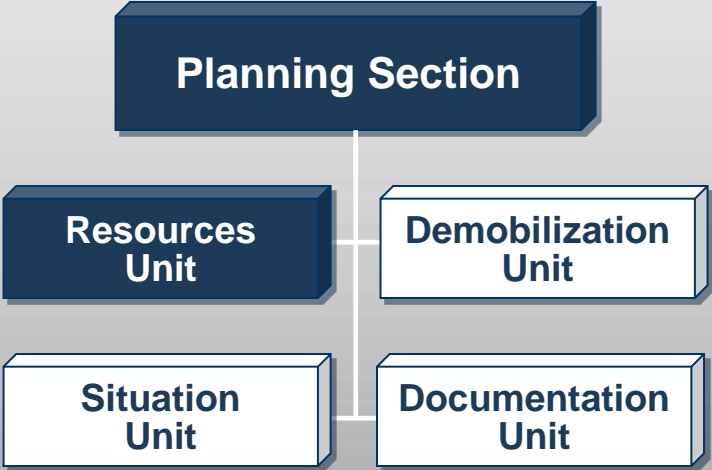
Planning Section—What ITERS

- **Maintains resource status.**
- **Maintains and displays situation status.**
- **Prepares the Incident Action Plan.**
- **Develops alternative strategies.**
- **Provides documentation services.**
- **Prepares the Demobilization Plan.**



FEMA

Planning Section



FEMA

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.**



FEMA

Logistics Section—GO GETTERS

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



FEMA

Finance/Administration Section Chief



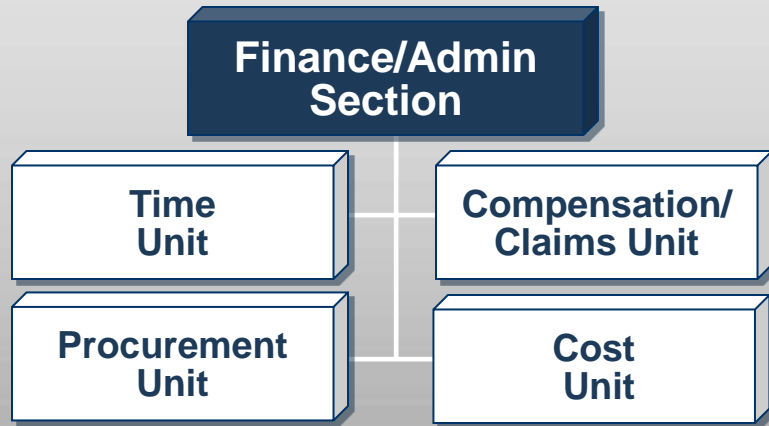
Finance/Administration
Section Chief

- **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.**



FEMA

Finance/Administration Section



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



FEMA

ICS Tools

- **ICS Forms– Form 201, 202, 205, 206, 215, 215A**
- **Position Description and Responsibilities Document**
- **Emergency Operations Plan**
- **Agency Policies and Procedures Manual**
- **Maps**



FEMA

What forms are needed or Used?

- **Why do we need all these forms?**
- **Go over Forms**



FEMA

Overall Priorities

- **Incident objectives are established based on the following priorities:**
 - **#1: Life Safety**
 - **#2: Incident Stabilization**
 - **#3: Property Preservation**



FEMA

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**



FEMA

Incident Complexity and Resource Needs

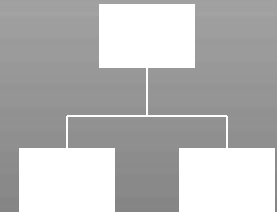
Incident Complexity

Resource Needs

ICS Structure



Complexity



FEMA

Resource Kinds and Types

- To ensure that responders get the right personnel and equipment, ICS resources are categorized by:
 - **Kinds of Resources**: Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
 - **Types of Resources**: Describe the size, capability, and staffing qualifications of a specific kind of resource.



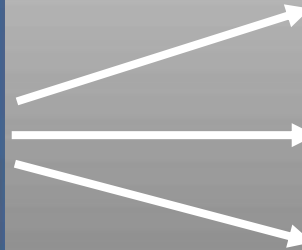
FEMA

Implementing Authorities

- **Within his or her scope of authority, the Incident Commander establishes incident objectives, then determines strategies, resources, and ICS structure.**



**Incident
Commander**



Strategies

Resources

ICS Structure



FEMA

Objectives, Strategies, and Tactics

Incident Objectives

State what will be accomplished.

Strategies

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

Tactics

Specify how the strategies will be executed.



FEMA

Transfer of Command

- **Transfer of command** is . . .
- . . . the process of moving the responsibility for incident command from one Incident Commander to another.
- **Why/ When Transfer**
- **Form 201**
- **Briefing**



FEMA

Briefings

Initial

- Deployment
 - *First check-in and get assignment*
- Staff, Field, Section
- Operations—Facilitated by Planning Chief--- **IAP presented**



FEMA

Authority

- **Authority** is . . .
 - . . . a right or obligation to act on behalf of a department, agency, or jurisdiction.
- **Scope Of Authority**
- **Delegation of Authority—Incident scope is complex or beyond existing authorities**



FEMA

Preparedness Plans

- **The most common preparedness plans are:**
 - **Federal, State, or local Emergency Operations Plans (EOPs).**
 - **Standard operating guidelines (SOGs).**
 - **Standard operating procedures (SOPs).**
 - **Jurisdictional or agency policies.**



FEMA

Mutual-Aid Agreements: All Levels

- **Federal** agencies offer mutual aid to each other and to States, tribes, and territories under the NRP.
- **States** can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
- **Local** jurisdictions participate in mutual aid through agreements with neighboring jurisdictions.



FEMA

Demobilization

- **Make Sure All paperwork in**
- **Brief replacements, supervisors**
- **Return any incident issued equipment**
- **Think demob from start of receiving resources**



FEMA

Part of a Broader Strategy

- To better understand how the National Response Framework fits into the overall national preparedness efforts, we need to look at the National Preparedness System (NPS) and the National Preparedness Goal. The NPS was developed to provide the approach, resources, and tools to aid the whole community in its preparedness activities to achieve the National Preparedness Goal. Part of this system involves determining what capabilities are needed, how they should be developed and sustained, and how they should be delivered.
- Just like NIMS—Scalable, Flexible, and Adaptable
- Describes roles and Responsibilities across the whole community



FEMA

National Preparedness Goal

- **The National Preparedness Goal presents an integrated, layered, and whole community approach to preparedness. The Goal itself is a result of contributions from the whole community. It recognizes that everyone can contribute to and benefit from national preparedness efforts.**

**National
Preparedness
Goal**

A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.



FEMA

Preparedness Goal

Establishes

Core Capabilities

For Executing

Prevention

The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.

Protection

The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Mitigation

The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Response

The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Recovery

The capabilities necessary to assist communities affected by an incident to recover effectively.

Mission Areas



FEMA

Whole Community Preparedness

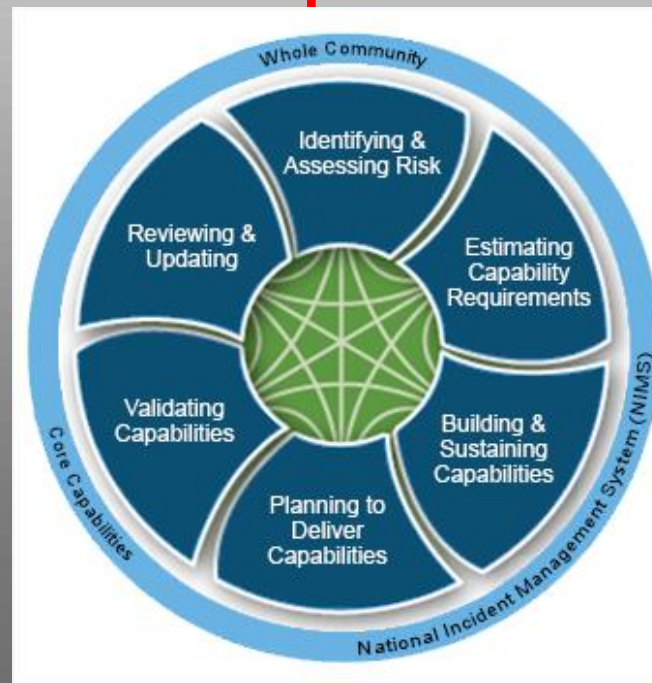
- Preparedness depends on efforts at all levels, including individuals and communities, the private and nonprofit sectors, faith-based organizations, and all levels of government (local, regional/metropolitan, state, tribal, territorial, insular-area, and Federal). The contributions of all must be integrated into preparedness efforts, and the needs of all must be addressed in planning for the development of response capabilities. Whole community includes:
 - Individuals and families, including those with access and functional needs
 - Businesses
 - Faith-based and community organizations
 - Nonprofit groups
 - Schools and academia
 - Media outlets
 - All levels of government, including state, local, tribal, territorial, and federal partners
- Using this approach helps to provide information sharing to all groups



FEMA

National Preparedness System

- The National Preparedness System is an integrated set of guidance, concepts, processes, and tools that enable the whole community to meet the National Preparedness Goal.
- Principle Operation center for Homeland Security is the NOC-National Operation Center
- Unified Coordination Group—works with Joint Field office



FEMA

The National Response Framework

- **To assist response partners in effectively carrying out the Response mission, the National Response Framework:**
- **Identifies capabilities that are essential for response and community lifelines stabilization**
- **Indicates the actions necessary to build and deliver the required capabilities**
- **Describes key roles and responsibilities for integrating capabilities across the whole community**
- **Outlines how the Response mission area relates to other mission areas**



FEMA

Guiding Principles for Response

- **Tiered Response**
- **Scalable, Flexible, and Adaptable Operational Capabilities**
- **Unity of Effort Through Unified Command**
- **Readiness to Act**



FEMA

Community Lifelines

1. Safety and Security

2. Food, Water, and Sheltering

3. Health and Medical

4. Energy (Power and Fuel)

5. Communications

6. Transportation

7. Hazardous Material

- Community lifelines rely on multiple government entities, business, and infrastructure sectors to function.
- Because the community lifelines are interdependent, failures in one will often cascade across to others.
- **Planning Spans all of these**
- **Enables continuous operation of critical business/government functions.**



FEMA

Cross-Cutting Capabilities

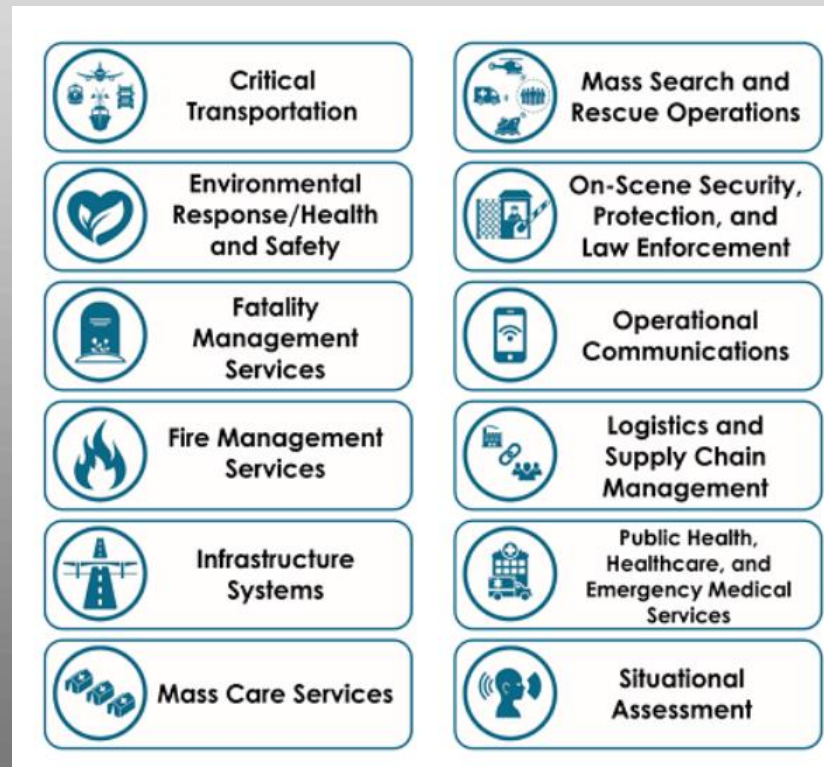
- **Three response core capabilities span across all five mission areas.**
- **The cross-cutting core capabilities are essential to the success of the other core capabilities. They help unify the five mission areas and establish unity of effort among all those involved in the Response mission area.**



FEMA

Capability, Objectives, and Critical Tasks

- There are twelve additional core capabilities that are specific to Response.



ESF List

- **ESFs are not solely attributed to any one organization, nor are they mechanisms for executing an agency's statutory authorities.**
- **Below is a list of Emergency Support Functions.**

Emergency Support Functions	Emergency Support Functions
ESF #1 Transportation	ESF #9 Search & Rescue
ESF #2 Communications	ESF #10 Oil & Hazardous Materials Response
ESF #3 Public Works & Engineering	ESF #11 Agriculture & Natural Resources
ESF #4 Firefighting	ESF #12 Energy
ESF #5 Information & Planning	ESF #13 Public Safety & Security
ESF #6 Mass Care, Emergency Assistance, Temporary Housing & Human Assistance	ESF #14 Cross-Sector Business and Infrastructure
ESF #7 Logistics	ESF #15 External Affairs
ESF #8 Public Health & Medical Services	

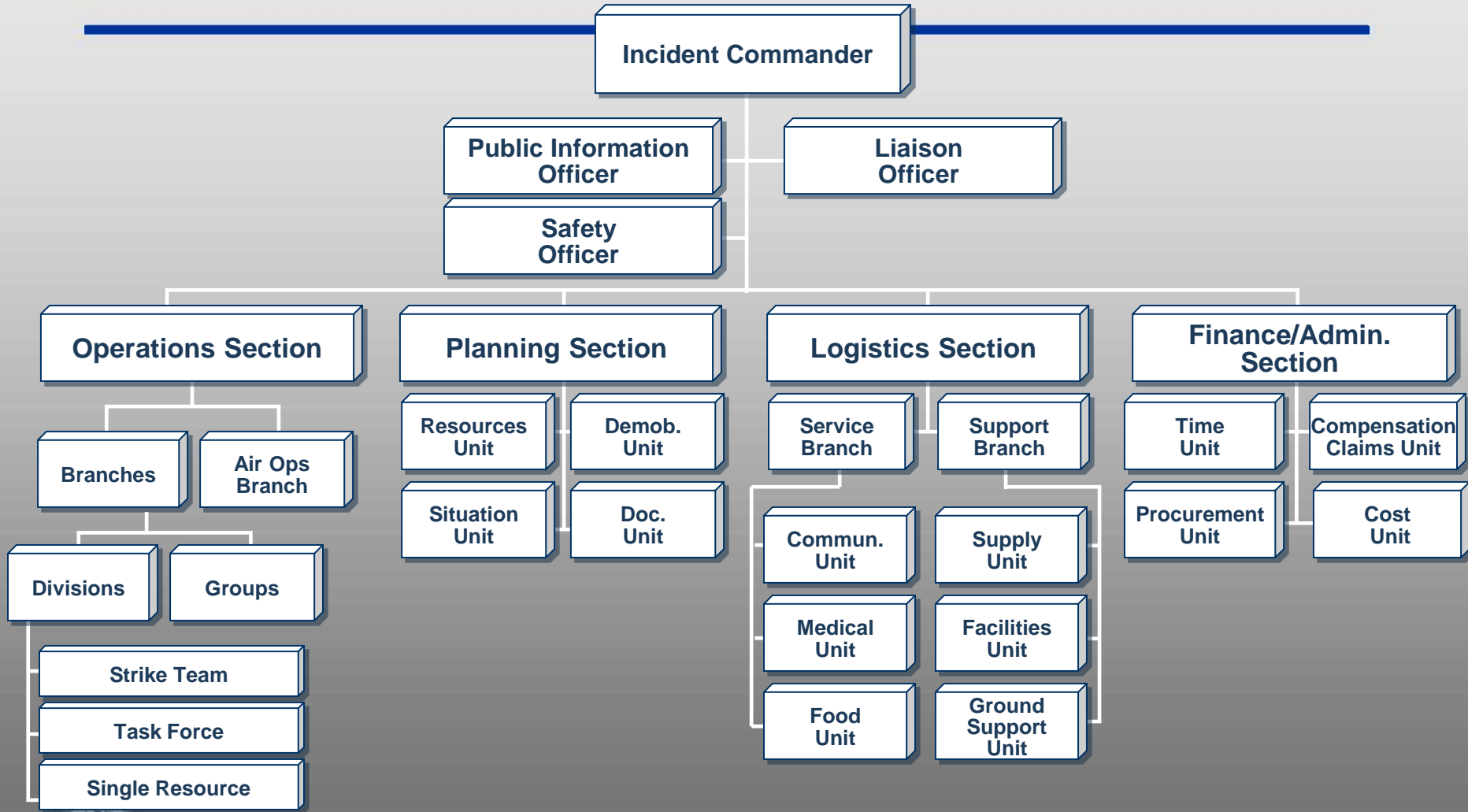


State Coordinating Structures and Operational Planning— **Facilitates Problem Solving**

- While the local incident command structure directs on-scene incident management activities and maintains command and control of on-scene incident operations, state EOCs are activated as necessary to support local EOCs and to help ensure that responders have the resources they need to conduct response activities.
- State, tribal, territorial, and insular area EOCs also provide a common location for coordination of state/tribal/territorial/insular area-and in some cases, federal--support to local EOCs and/or incident personnel.
- The Tribal Assistance Coordination Group (TAC-G) is a MAC Group that assists federally recognized tribes during emergencies and disasters and provides information and technical assistance for tribal emergency management programs in coordination with federal partners.



ICS Organization: Review



FEMA

Questions????



FEMA