

Incident Command Systems

Funded through North Carolina Office of Emergency Medical Services by Health Resources and Services
Administration Hospital Bioterrorism preparedness grant 2003-03



Objectives

Upon completion of this module, the student will have an understanding of:

- Various ICS applications
- Basic ICS organization
- General and Command Staffs

Objectives (continued)

- Have a basic familiarity with ICS terminology
- Understand ICS, EOC's and MAC's
- Explain administrative, logistical, financial, and reporting implications related to large incident operations

Issues of Concern

- Our organization and ourselves
- Maintaining control
- Where do we fit

Where can we use the ICS?

- Fires, HAZMAT and MCI,s
- Single and multiagency law enforcement
- Large and Small Incidents
- Multijurisdiction and multiagency disaster responses
- Search and rescue missions
- Oil spill response and recovery accidents

Where can we use the ICS?

- Air, Rail, Water, or Ground transportation accidents
- Planned events
- Private sector emergency response and management programs

When Is ICS Used?

ICS has been proven effective for responding to all types of incidents, including:

- “ Hazardous materials (HazMat) incidents.
- “ Planned events (e.g., celebrations, parades, concerts, official visits, etc.).
- “ Response to natural hazards.
- “ Single and multiagency law enforcement incidents.
- “ Fires.
- “ Incidents involving multiple casualties.
- “ Multijurisdictional and multiagency incidents.
- “ Air, rail, water, or ground transportation accidents.
- “ Wide-area search and rescue missions.
- “ Pest eradication programs.

ICS Organization

- Command and General Staff :
 - a. Public Information Officer (PIO)
 - b. Local Liaison
 - c. Safety Officer
 - d. Critical Incident Stress Management (CISM) person
- Operations
- Planning
- Logistics
- Finance/Administration

ICS ORGANIZATION

Many incidents—whether major accidents (such as HazMat spills), minor incidents (such as house fires and utility outages), or emergencies and major disasters (such as tornadoes, hurricanes, and earthquakes)—require a response from a number of different agencies. Regardless of the size of the incident or the number of agencies involved in the response, all incidents require a coordinated effort to ensure an effective response and the efficient, safe use of resources.

Management Positions

- There are Five Major Activities
- Not all need to be established (you don't have to fill every position, cater it to the event)
- Delegation of authority
- There must be flexibility
- Clear chain of Command

Everyone must work together to manage the emergency. To coordinate the effective use of all of the available resources, agencies need a formalized management structure that lends consistency, fosters efficiency, and provides direction during a response.

The ICS organization is built around five major components:

1. Command.
2. Planning.
3. Operations.
4. Logistics.
5. Finance/Administration.

These five major components are the foundation upon which the ICS organization develops. They apply during a routine emergency, when preparing

for a major event, or when managing a response to a major disaster. In small-scale incidents, all of the components may be managed by one person, the *Incident Commander*. Large-scale incidents usually require that each component, or *section*, is set up separately. As you will see later in this unit, each of the primary ICS sections may be divided into smaller functions as needed.

The ICS organization has the capability to expand or contract to meet the needs of the incident, but **all incidents, regardless of size or complexity, will have an Incident Commander**. A basic ICS operating guideline is that the Incident Commander is responsible for on-scene management until command authority is transferred to another person, who then becomes the Incident Commander.

Incident Commander

- Overall Authority
- Certified/ Qualified
- May have Deputies
- Assigns Resources
- Oversees Tactical Operations
- Delegates Authority
- Assigns Command, General Staff

Initially, the Incident Commander will be the senior first-responder to arrive at the scene.

As additional responders arrive, command will transfer on the basis of who has primary authority for overall control of the incident. As incidents grow in size or become more complex, the responsible jurisdiction or agency may assign a more highly qualified Incident Commander. At transfer of command, the outgoing Incident Commander must give the incoming Incident Commander a full briefing and notify all staff of the change in command.

Command Staff

- Public Information Officer (PIO)
- Safety Officer
- Liaison Officer

The *Information Officer* handles all media inquiries and coordinates the release of information to the media with the Public Affairs Officer at the EOC.

“ The *Safety Officer* monitors safety conditions and develops measures for ensuring the safety of all assigned personnel.

“ The *Liaison Officer* is the on-scene contact for other agencies assigned to the incident. expand internally to meet the needs of the situation.

The Planning Section

Incident Command

Finance/ Logistics

Operations

Planning

General Staff

- Operations
- Logistics
- Planning
- Finance/Administration

- The *Operations Section* is responsible for carrying out the response activities described in the * IAP. The Operations Section Chief coordinates
- The *Logistics Section* is responsible for providing facilities, services, and materials, including personnel to operate the requested equipment for the incident. This section takes on great significance in long-term or extended operations.
- The *Finance/Administration Section* is critical for tracking incident costs and reimbursement accounting. Unless costs and financial operations are carefully recorded and justified, reimbursement of costs is difficult, if not impossible. The Finance/Administration Section is especially important when the incident is of a magnitude that may result in a Presidential Declaration. Each of these functional areas can be expanded into additional organizational units with further delegation of authority. They also may be contracted as the incident deescalates.

* **IAP - Incident Action Plan** Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

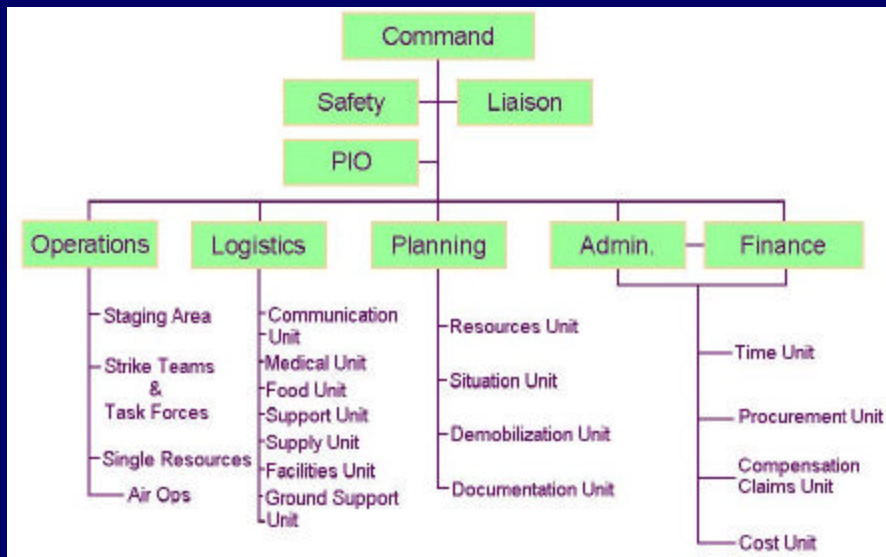
Terminology

- Organizational elements
- Position titles
- Resources
- Facilities

Common terminology is essential in any emergency management system, especially when diverse or other than first-response agencies are involved in the response. When agencies have slightly different meanings for terms, confusion and inefficiency can result. Do you know what a Staging Area is? Will all responders understand what a Staging Area is? In ICS, major organizational functions, facilities, and units are predesignated and given titles. ICS terminology is standard and consistent among all of the agencies involved. consist of several layers.

Integrated communications is a system that uses a common communications plan, standard operating procedures, clear text, common frequencies, and common terminology. Several communication networks may be established, depending on the size and complexity of the incident.

ICS Organizational Chart



Position Titles

- Officer
- Chief
- Director
- Supervisor

Resources

- Common names by department
- Classified by type
- Classified by size
- Classified by capabilities

Facilities

- Incident Command Post (ICP)
- Base
- Staging Areas
- Helibase
- Helispots/ Landing Zone (LZ)
- Camps

Action Plan

- May be **LARGE** or SMALL

Flexible

- **PRE-Planned**

Alternative Structures to ICS

- Unified Command
- Area Command
- Multiagency coordination system (MACS)
- Emergency Operations Centers (EOC's)

Unified Command

- Multiagency or Multijurisdiction
- Agencies work together through their incident commanders
- Common objectives
- Single action plan

Unified Command in ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Area Command

- Command authority
- Two or more incidents
- Same jurisdiction
- EOC

Area Command An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

MACS

- Coordinate resources and support
- Interacts with agencies or jurisdictions
- Regional
- EOC's

Multiagency Coordination (MAC) A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.

EOC's

- Emergency Command
- Control center
- Expanded dispatch

Emergency Operations Center (EOC) A predesignated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

ICS Considerations

- Tactics to achieve objectives
- Resources to achieve tactics
- Assignment of resources
- Performance monitoring
- Clear policy
- Correct deficiencies
- Multiagency approach

Initially, the Incident Commander may not fill all Command and General Staff functions. As an incident becomes more complex, however, the organization also can expand to include *Sections, Branches, Divisions, Groups, and units*. Expansion takes place functionally and at levels that the Incident Commander determines are necessary. Additional layers may be added to the organization to reflect the changing needs of the incident and to maintain an effective span of control. As incident activities wind down, the Incident Commander will determine that some personnel and equipment are no longer required and will *demobilize* them. Again, the organization will contract functionally as determined by the current needs of the incident. Each worker in the system (including the commander) should not be involved in the incident longer than 12 hours without some “down time.” Consider relief personnel.

ICS Considerations

- Legal and policy restraints
- Limitations on authority
- Political and social concerns
- Environmental issues
- Cost considerations

Discussion Items

- General Situation
- Current Jurisdiction
- Goals, Priorities, Expectations
- Policies, politics, constraints
- Communications
- Media
- Briefings

IC Concerns

- Understand policies and direction
- Be proactive
- Clear objectives
- Match objectives and strategies
- Adequate staffing
- Monitor span of control
- Utilize deputies