V.   USING ICS TO MANAGE SPECIAL EVENTS

Total Time: 1 hour 45 minutes

	OBJECTIVES	At the end of this unit, the participants should be able to: • Define Incident Command System (ICS) • Identify the five functional areas of ICS, which area is active at every special event, and which areas are included only when necessary • List four duties of an Incident Commander • Define Unified Command and give two examples of occasions when it should be used • Describe the incident action planning process • Define Multiagency Coordinating Systems, Public Information Systems, and Joint Information Systems
	SCOPE	The scope of this unit includes: • Unit Overview • What is ICS? • Management Functions of the ICS Structure • Incident Action Planning • Multiagency Coordination Systems • Activity – Planning an ICS • Unit Summary
	METHODOLOGY	The Instructor will begin with explaining the Incident Command System (ICS) as an efficient way of managing special events. This lesson will discuss the ICS organizational structure, ICS positions, incident action planning, and command structures. Throughout the course there is a series of activities that build upon each other, allowing participants to practice what they have learned by evaluating and planning a specific special event from start to finish. This unit will conclude with an activity where participants are assigned an ICS section and will identify the tasks and issues they must address and how they will work with the other sections for the special event.

	TIME PLAN	The following time plan is suggested for this unit. Be prepared to adjust the time plan to fit the needs of the class.

Topic	Time
Unit Overview	5 minutes
What is ICS?	10 minutes
Management Functions of the ICS Structure	30 minutes
Incident Action Planning	10 minutes
Multiagency Coordination Systems	15 minutes
Activity – Planning an ICS	30 minutes
Unit Summary	5 minutes
Total Time	**1 hour 45 minutes**

	ADDITIONAL INFORMATION	Information about this material is available by contacting: FEMA Independent Study Program Emergency Management Institute National Emergency Training Center 16825 South Seton Avenue Emmitsburg, MD 21727

UNIT OVERVIEW

REVIEW TOPICS

Referring to Visual 5.1, give an overview of the unit, explaining that participants will learn how to use the Incident Command System (ICS) to effectively and efficiently managing special events. Explain that this lesson will discuss the ICS organizational structure, ICS positions, incident action planning, and command structures.

VISUAL 5.1

Unit 5 Overview

This unit describes:
- ❑ The Incident Command System (ICS) for managing special events
- ❑ ICS organizational structure
- ❑ ICS positions
- ❑ Incident action planning
- ❑ Command structures

Visual 5.1

REVIEW OBJECTIVES

Review the unit objectives.

Explain that at the end of this unit, participants should be able to:

- Define Incident Command System (ICS)

- Identify the five functional areas of ICS and identify which area is active at every special event and which areas are included only when necessary

- List four duties of an Incident Commander

- Define Unified Command and give two examples of occasions when it should be used

- Describe the incident action planning process

- Define Multiagency Coordinating Systems, Public Information Systems, and Joint Information Systems

VISUAL 5.2

Unit Objectives

At the conclusion of this unit, participants will be able to:
- ❑ Define Incident Command System (ICS)
- ❑ Identify the five functional areas of ICS and identify which area is active at every special event and which areas are included only when necessary
- ❑ List four duties of an Incident Commander

Visual 5.2

VISUAL 5.3

Unit Objectives (cont.)

- ❑ Define Unified Command and give two examples of occasions when it should be used
- ❑ Describe the incident action planning process
- ❑ Define Multiagency Coordinating Systems, Public Information Systems, and Joint Information Systems

Visual 5.3

WHAT IS ICS?

INTRODUCE TOPIC

Review ICS by explaining that on February 28, 2003, President Bush issued Homeland Security Presidential Directive-5 (HSPD-5). Explain that HSPD-5 directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS).

Tell participants that NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

Explain that one of the key requirements of NIMS is the use of the Incident Command System (ICS) to manage domestic incidents.

VISUAL 5.4

What is ICS?

- ❏ **On 2/28/03, President Bush issued Homeland Security Presidential Directive-5 to develop and administer a National Incident Management System**
- ❏ **NIMS provides a consistent nationwide template to enable all organizations to work together during domestic incidents**
- ❏ **Key requirement is use of the Incident Command System (ICS)**

Visual 5.4

DESCRIBE ICS

Explain that ICS is a proven management system based on successful business practices. Review the applications for the use of ICS, including:

- Fires, hazardous materials incidents, and multi-casualty incidents

- Acts of terrorism

- Multijurisdiction and multiagency disasters, such as earthquakes, hurricanes, floods, and winter storms

- Special events such as celebrations, parades, and concerts

VISUAL 5.5

What is ICS?

- ❑ **ICS is a management system based on successful business practices.**
- ❑ **Applications include:**
  - ❑ Fires, hazardous materials incidents, and multicasualty incidents
  - ❑ Acts of terrorism
  - ❑ Multijurisdiction and multiagency disasters, (earthquakes, hurricanes, floods, storms)
  - ❑ Special events (parades, concerts)

Visual 5.5

REVIEW ICS PLANNING

Remind participants that, as they learned in Unit 2, planning for a special event should begin well in advance of the event, and one of the first steps is to bring together a multidisciplinary planning team.

Emphasize that with many agencies participating in planning the event, a proven planning system is essential.

Explain that if their communities have an existing planning protocol or system that has already proved successful, they should simply change or modify the protocol where needed.

Explain that ICS is a management system frequently used to plan effectively for large events.

Point out that, if their communities do not have an existing system, then they should consider using ICS throughout the planning process.

VISUAL 5.6

ICS Planning

- ❏ With many agencies participating in planning an event, a proven planning system is a must
- ❏ If communities have an existing planning protocol, they can modify the protocol where needed
- ❏ ICS is a management system frequently used to plan effectively for large events

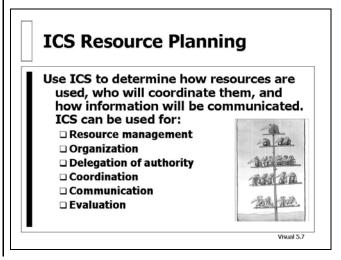Visual 5.6

EXPLAIN ICS RESOURCE PLANNING

Explain that using ICS is an excellent means of determining how resources are going to be used, who will coordinate them, and how information will be communicated during a special event.

Point out that ICS is designed to assist event planners in the areas of:

- Resource management
- Organization
- Delegation of authority
- Coordination
- Communication
- Evaluation

VISUAL 5.7

ICS Resource Planning

Use ICS to determine how resources are used, who will coordinate them, and how information will be communicated. ICS can be used for:
- Resource management
- Organization
- Delegation of authority
- Coordination
- Communication
- Evaluation

Visual 5.7

REVIEW BENEFITS OF ICS

Emphasize that using ICS optimizes communication and coordination, and facilitates the protection of life and property.

Explain that ICS achieves this by establishing a protocol command structure for any event or incident and using common terminology that ensures everyone will understand what is being said and how to acknowledge it properly.

VISUAL 5.8

Benefits of ICS

- ❑ ICS optimizes communication and coordination, and facilitates the protection of life and property
- ❑ ICS establishes a protocol command structure for any event or incident and uses common terminology

Visual 5.8

CONTINUE TO
REVIEW
BENEFITS OF
ICS

Explain that:

- An advantage of using ICS during a planned special event is that it helps to communicate and coordinate how decisions will be made.

- Flexibility is important, especially if the event plan requires adjustment because of unexpected situations or changing circumstances.

- ICS affords the lead agency the authority to make the adjustments that are needed, even if there may not be time to meet with all stakeholders to develop a consensus on how to modify the plan.

Point out that using ICS also facilitates coordinated operations, public information, and logistics activities before, during, and after the event.

VISUAL 5.9

Benefits of ICS (cont.)

- ❏ ICS helps to communicate and coordinate how decisions will be made
- ❏ ICS affords the lead agency the authority to make adjustments during an event
- ❏ ICS facilitates coordinated operations, public information, and logistics activities before, during, and after the event
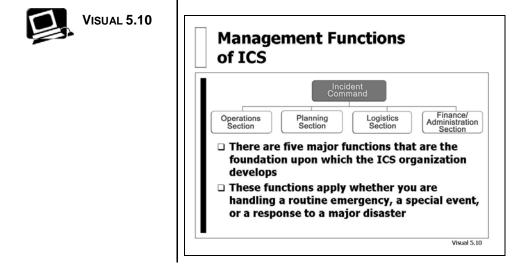
Visual 5.9

MANAGEMENT FUNCTIONS OF THE ICS STRUCTURE

INTRODUCE TOPIC

Explain that there are five major management functions that are the foundation upon which the ICS organization develops - Incident Command and the four General Staff Sections. Explain that these functions apply whether you are handling a routine emergency, organizing a special event, or managing a response to a major disaster.

Identify and discuss the five management functions:

• Incident Command

• General Staff Sections

    – Operations

    – Planning

    – Logistics

    – Finance/Administration

VISUAL 5.10

Management Functions of ICS

Incident Command
Operations Section | Planning Section | Logistics Section | Finance/Administration Section

❑ There are five major functions that are the foundation upon which the ICS organization develops
❑ These functions apply whether you are handling a routine emergency, a special event, or a response to a major disaster

Visual 5.10

REVIEW INCIDENT COMMAND

Explain that the Incident Commander sets the incident objectives, strategies, and priorities and has responsibility for the management of an incident or event. Point out that even if other functions are not filled, an Incident Commander will always be designated.

Explain that the Incident Commander may have a Deputy from his or her agency or from an assisting agency. Emphasize that an individual assuming a Deputy role must be equally capable of assuming the primary role.

VISUAL 5.11

Incident Command

Incident Command

Operations Section | Planning Section | Logistics Section | Finance/Administration Section

□ The Incident Commander sets the objectives, strategies, and priorities and has responsibility for the management of the event

Visual 5.11

SM V-12

Refer participants to page V-12 in their Student Manual to review responsibilities of the Incident Commander.

The Incident Commander is responsible for:

- Ensuring that all appropriate pre-event risk analyses, plans, checklists, and forms are completed and available to event personnel.

- Developing the mission, objectives, strategies, immediate priorities, and command structure for the event.

- Establishing an appropriately located Incident Command Post (ICP).

- Developing an effective Operational Period schedule.

- Ensuring that planning meetings are scheduled, as required.

- Approving and authorizing the implementation of an Incident Action Plan (IAP) for each operational period.

- Ensuring that adequate safety measures are in place.

- Coordinating activity for all Command and General Staff.

- Coordinating with key people.

- Approving requests for additional resources or the release of resources.

- Keeping agency administrators informed of event/incident status.

- Approving the use of trainees, volunteers, and auxiliary personnel.

- Authorizing the release of information to the news media.

- Ordering the demobilization of the event/incident, when appropriate.

REVIEW INCIDENT COMMANDER FUNCTIONS

Tell participants that on small incidents and events, the Incident Commander may accomplish all five management functions personally; large incidents or events may require that these functions be set up as separate Sections within the organization.

Point out that:

• Each of the ICS Sections may be subdivided as needed.

• The ICS organization has the capability to expand or contract to meet the needs of the incident and maintain effective span of control.

VISUAL 5.12

Visual 5.12

EXPLAIN SPAN OF CONTROL

Explain that "span of control" relates to the number of individuals or resources that one supervisor can manage effectively. Emphasize that maintaining an effective span of control is crucial on incidents where safety and accountability are a top priority.

Explain that effective span of control on incidents may vary from three to seven, and **a ratio of one supervisor to five reporting elements is recommended**.

Point out that:

- If the number of reporting elements falls outside of these ranges, expansion or consolidation of the organization may be necessary.

- There may be exceptions, usually in lower-risk assignments or where resources work in close proximity to each other.

VISUAL 5.13

Span of Control

- ❑ The number of individuals or resources that one supervisor can manage effectively
- ❑ A ratio of one supervisor to five reporting elements is recommended

Supervisor
Resource 1   Resource 3
Resource 2
Resource 4   Resource 5

Visual 5.13

REVIEW INCIDENT COMMAND STAFF

Tell participants that depending on the size and type of incident or event, it may be necessary for the Incident Commander to designate personnel to provide public information, safety, and liaison services for the entire incident or event organization. Emphasize that in ICS, these personnel make up the Command Staff and consist of the:

• Public Information Officer

• Safety Officer

• Liaison Officer

VISUAL 5.14

Incident Command Staff

□ Depending on the size of the event, it may be necessary for the Incident Commander to designate personnel to provide public information, safety, and liaison services for the event

Public Information Officer

Safety Officer

Liaison Officer

Visual 5.14

REVIEW PIO RESPONSI-BILITIES

Tell participants that the Public Information Officer (PIO) is responsible for developing and releasing public information regarding event safety matters to the news media, incident personnel, and other appropriate agencies and organizations.

Emphasize that, typically, the event promoter or sponsor releases most public information and advertisements. Point out that if a major incident occurs during the event, the PIO becomes the sole spokesperson.

Point out that the PIO may have Assistants as necessary that may represent assisting agencies or jurisdictions.

VISUAL 5.15

PIO Responsibilities

- The Public Information Officer (PIO) is responsible for developing and releasing public information regarding event safety matters to the news media, incident personnel, and other appropriate agencies and organizations
- Typically, the event promoter or sponsor releases public information and advertisements

Visual 5.15

SM V-17

Refer participants to page V-17 in their Student Manual to review the responsibilities of the PIO.

The major responsibilities assigned to the Public Information Officer apply generally to any event and are listed below:

- Determine limitations on information release and obtain the Incident Commander's approval of media releases.

- Develop material for use in media briefings.

- Inform the media and conduct media briefings.

- Establish a media briefing area.

- Arrange for tours and other interviews or briefings that may be required.

- Obtain media information that may be useful to event planning.

- Maintain current information summaries and/or displays on the event and provide information on the status of any incidents to assigned personnel.
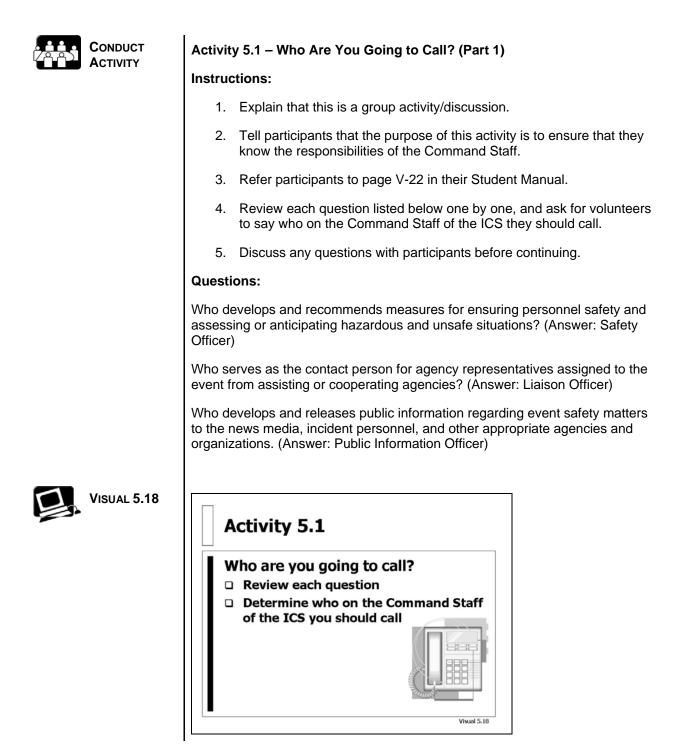
REVIEW SAFETY OFFICER RESPONSI- BILITIES	Explain that the Safety Officer's function is to develop and recommend measures for ensuring personnel safety and to assess or anticipate hazardous and unsafe situations.

Point out that:

•   Only one Safety Officer will be assigned for each event. Also note that the Safety Officer may have Assistants as necessary, and the Assistants also may represent assisting agencies or jurisdictions.

•   Safety Assistants may have specific responsibilities, such as air operations or hazardous materials.

VISUAL 5.16

Safety Officer Responsibilities

❑ The Safety Officer's function is to develop and recommend measures for ensuring personnel safety and to assess or anticipate hazardous and unsafe situations
❑ Only one Safety Officer will be assigned for each event

Visual 5.16

SM V-19   Refer participants to page V-19 in their Student Manual to review the responsibilities of the Safety Officer.

The following major responsibilities are assigned to the Safety Officer:

•   Participate in all planning meetings.

•   Identify hazardous situations associated with the event.

•   Review the Incident Action Plan for safety implications.

•   Exercise emergency authority to stop or prevent unsafe acts.

•   Investigate accidents that have occurred during the event.

•   Assign Assistants as needed.

•   Review and approve the medical plan.

REVIEW LIAISON OFFICER RESPONSI-BILITIES

Point out that special events that are multijurisdictional or that involve several agencies may require the establishment of a Liaison Officer position on the Command Staff.

Tell participants that the Liaison Officer is the contact person for agency representatives assigned to the event from assisting or cooperating agencies. Point out that these representatives are personnel other than those on direct tactical assignments or those involved in Unified Command.

VISUAL 5.17

Liaison Officer Responsibilities

- ❏ Special events that are multijuris-dictional or that involve several agencies may require a Liaison Officer
- ❏ The Liaison Officer is the contact person for agency representatives assigned to the event from assisting or cooperating agencies
- ❏ Liaison Officer is someone other than those on direct tactical assignments or those involved in Unified Command

Visual 5.17

SM V-21

Refer participants to page V-21 in their Student Manual to review the responsibilities of the Liaison Officer.

The following major responsibilities are assigned to the Liaison Officer:

- Be a contact point for agency representatives.

- Maintain a list of assisting and cooperating agencies and agency representatives.

- Assist in establishing and coordinating interagency contacts.

- Keep agencies supporting the event aware of event/incident status.

- Monitor event operations to identify current or potential interorganizational problems.

- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.

CONDUCT ACTIVITY

Activity 5.1 – Who Are You Going to Call? (Part 1)

Instructions:

1. Explain that this is a group activity/discussion.

2. Tell participants that the purpose of this activity is to ensure that they know the responsibilities of the Command Staff.

3. Refer participants to page V-22 in their Student Manual.

4. Review each question listed below one by one, and ask for volunteers to say who on the Command Staff of the ICS they should call.

5. Discuss any questions with participants before continuing.

Questions:

Who develops and recommends measures for ensuring personnel safety and assessing or anticipating hazardous and unsafe situations? (Answer: Safety Officer)

Who serves as the contact person for agency representatives assigned to the event from assisting or cooperating agencies? (Answer: Liaison Officer)

Who develops and releases public information regarding event safety matters to the news media, incident personnel, and other appropriate agencies and organizations. (Answer: Public Information Officer)

VISUAL 5.18

Activity 5.1

Who are you going to call?
- ❑ Review each question
- ❑ Determine who on the Command Staff of the ICS you should call

Visual 5.18

GENERAL STAFF

INTRODUCE TOPIC

Explain that expansion of the incident or event may also require the activation of the other four management functions, which are designated as the **General Staff**.

Remind participants that the General Staff is made up of four **Sections:** Operations, Planning, Logistics, and Finance/Administration.

VISUAL 5.19

General Staff

❑ **Expansion of the event may require activation of the other four management functions, which are designated as the General Staff.**

Incident Command

| Operations Section | Planning Section | Logistics Section | Finance/ Administration Section |

Visual 5.19

EXPLAIN OPERATIONS

Note that until Operations is established as a separate section, the Incident Commander has direct control of tactical resources. Point out that the Incident Commander will determine the need for a separate Operations Section at an incident or event. Tell participants that when the Incident Commander activates an Operations Section, he or she will assign an individual as the Operations Section Chief.

Point out that the Operations Section conducts tactical operations, develops the tactical objectives and organization, and directs all tactical resources.

VISUAL 5.20

Operations

- ❑ Operations Section conducts tactical operations, develops the tactical objectives and organization, and directs all tactical resources
- ❑ Until Operations is established, the Incident Commander has direct control of tactical resources

Visual 5.20

REVIEW OPERATIONS RESPONSIBILITIES

Review the following major responsibilities assigned to the Operations Section Chief:

• Manage tactical operations by requesting resources needed to implement tactics and approve the release of resources.

• Assist in developing the operations portion of the IAP.

• Supervise the execution of the IAP for Operations by maintaining close contact with subordinate positions and ensuring safe tactical operations.

• Make or approve expedient changes to the IAP during the Operational Period, as necessary.

• Maintain close communication with the Incident Commander.

VISUAL 5.21

Operations Responsibilities

❑ **Manage tactical operations through resource management**
❑ **Assist in developing the operations portion of the Incident Action Plan (IAP)**
❑ **Supervise the execution of the IAP for Operations**
❑ **Make or approve expedient changes to the IAP during the Operational Period, as necessary**
❑ **Maintain close communication with the Incident Commander**

Visual 5.21

REVIEW PLANNING

Discuss the Planning Section.

Tell participants that the Incident Commander will determine if there is a need for a Planning Section and designate a Planning Section Chief. Point out that if no Planning Section is established, the Incident Commander will perform all planning functions. Explain that it is up to the Planning Section Chief to activate any needed additional staffing.

Tell participants that it is the Planning Section that collects, evaluates, processes, and disseminates information for use throughout the event.

VISUAL 5.22

Planning

- ☐ Incident Commander will determine if there is a need for a Planning Section and designate a Planning Section Chief
- ☐ If no Planning Section is established, the Incident Commander will perform all planning functions
- ☐ The Planning Section collects, evaluates, processes, and disseminates information throughout the event

Visual 5.22

REVIEW PLANNING RESPONSI-BILITIES

Review the following major responsibilities assigned to the Planning Section Chief:

- Collect and process situation information about the event.

- Supervise preparation of the IAP.

- Provide input to the Incident Commander and Operations Section Chief in preparing the IAP.

- Establish special information collection activities (e.g., weather, environmental, and toxic substances), as necessary.

- Compile and display event status information, including reporting any significant changes in the status of the event.

- Assemble information on alternative strategies.

- Provide periodic predictions on event/incident potential.

- Determine the need for any specialized resources in support of the event.

- Reassign out-of-service personnel already onsite to ICS organizational positions, as appropriate.

- Oversee preparation of an event/incident demobilization plan.

VISUAL 5.23

Planning Responsibilities

- ❑ Collect and process situation information
- ❑ Supervise preparation of the IAP
- ❑ Provide input to the Incident Commander and Operations Section Chief in preparing the IAP
- ❑ Establish special information collection activities
- ❑ Compile and display event status

Visual 5.23

VISUAL 5.24

Planning Responsibilities (cont.)

- ❑ Assemble information on alternative strategies
- ❑ Provide predictions on event/ incident potential
- ❑ Determine need for specialized resources
- ❑ Reassign out-of-service personnel
- ❑ Oversee preparation of an event/incident demobilization plan

Visual 5.24

REVIEW LOGISTICS

Explain that typically, the promoter and/or sponsor provides resources to execute the event. Point out that certain essential resources and support needs may not be provided (e.g., Incident Command Post, communications equipment, medical supplies, etc.), and must be procured.

Tell participants that the Logistics Section provides support needs for the event command infrastructure. Point out that the Logistics Section Chief, who may assign a Deputy, manages the Logistics Section.

VISUAL 5.25

Logistics

- ❑ Typically, the promoter or sponsor provides resources to execute the event
- ❑ Certain essential resources and support needs may not be provided and must be procured
- ❑ The Logistics Section provides support needs for the event command infrastructure

Visual 5.25

REVIEW LOGISTICS RESPONSI-BILITIES

Review the following major responsibilities assigned to the Logistics Section Chief:

• Manage all event command infrastructure logistics.

• Provide logistical input to the Incident Commander in preparing the IAP.

• Identify anticipated and known event service and support requirements.

• Request additional resources, as needed.

• Review and provide input to the Communications Plan, Medical Plan, and Traffic Plan.

• Supervise requests for additional resources.

• Oversee demobilization of Logistics Section.

VISUAL 5.26

Logistics Responsibilities

❑ **Manage event command infrastructure logistics**
❑ **Provide logistical input to the Incident Commander in preparing the IAP**
❑ **Identify event service and support requirements**
❑ **Request additional resources, as needed**
❑ **Review and provide input to the Communications, Medical, and Traffic Plans**
❑ **Supervise requests for additional resources**
❑ **Oversee demobilization of Logistics Section**
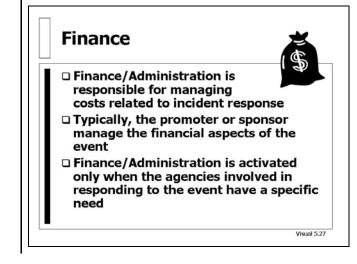
Visual 5.26

REVIEW FINANCE

Explain that the Finance/Administration Section is responsible for managing all costs related to incident response at the event command infrastructure. Explain that typically, the promoter and/or sponsor manage the financial aspects of most special events. Point out that when certain necessary resources and support needs are not provided, some means of maintaining financial accountability should be established.

Emphasize that:

• Not all events or incidents will require a Finance/Administration Section.

• Only when the agencies involved in responding to the event/incident have a specific need for Finance/Administration services will the section be activated.

VISUAL 5.27

Finance

❑ Finance/Administration is responsible for managing costs related to incident response
❑ Typically, the promoter or sponsor manage the financial aspects of the event
❑ Finance/Administration is activated only when the agencies involved in responding to the event have a specific need

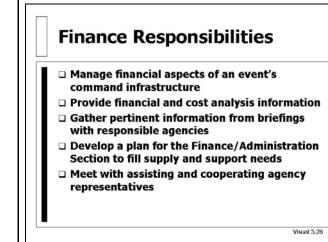Visual 5.27

REVIEW FINANCE RESPONSI-BILITIES

Review the following major responsibilities assigned to the Finance/Administration Section Chief:

- Manage all financial aspects of an event's command infrastructure.

- Provide financial and cost analysis information, as requested.

- Gather pertinent information from briefings with responsible agencies.

- Develop an operating plan for the Finance/Administration Section to fill supply and support needs.

- Meet with assisting and cooperating agency representatives, as needed.

- Maintain daily contact with agency administrative headquarters on financial/administrative matters.

- Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.

- Provide financial input to demobilization planning.

- Ensure that all obligation documents initiated at the event or incident are properly prepared and completed.

- Brief agency administrative personnel on all event/incident-related financial matters needing attention or followup.

VISUAL 5.28

Finance Responsibilities

- ❑ Manage financial aspects of an event's command infrastructure
- ❑ Provide financial and cost analysis information
- ❑ Gather pertinent information from briefings with responsible agencies
- ❑ Develop a plan for the Finance/Administration Section to fill supply and support needs
- ❑ Meet with assisting and cooperating agency representatives

Visual 5.28

VISUAL 5.29

Finance Responsibilities

- ❑ Maintain daily contact with headquarters on financial/administrative matters
- ❑ Ensure that all personnel time records are accurately completed and transmitted
- ❑ Provide financial input to demobilization planning
- ❑ Ensure that all obligation documents or incident are properly completed
- ❑ Brief agency administrative personnel on all event/incident-related financial matters

Visual 5.29

CONDUCT ACTIVITY

ACTIVITY 5.2 – WHO ARE YOU GOING TO CALL? (PART 2)

Instructions:

1. Explain that this is a group activity/discussion.

2. Tell participants that the purpose of this activity is to ensure that they know the responsibilities of the General Staff.

3. Refer participants to page V-34 in their Student Manual.

4. Review each question listed below one by one, and ask for volunteers to say who on the General Staff of the ICS they should call.

5. Discuss any questions with participants before continuing.

Questions:

Who manages all financial aspects of the event command infrastructure? (Answer: Finance/Administration)

Who provides support needs for the event command infrastructure? (Answer: Logistics)

Who conducts tactical operations, develops tactical objectives and organization, and directs all tactical resources? (Answer: Operations)

Who collects, evaluates, processes, and disseminates information used throughout the event? (Answer: Planning)

VISUAL 5.30

REVIEW DEVELOPING THE INITIAL ICS ORGANIZATION

Emphasize that the type, location, size, and expected duration of the event are key factors in developing the initial ICS organization.

Explain that answering these questions will help event planners develop an organizational structure to meet the management needs of the event.

Review the questions:

• Does the event involve a single agency or multiple agencies?

• Does the event involve a single jurisdiction or multiple jurisdictions?

• What Command Staff needs exist?

• What kinds, types, and amounts of resources are required by the event?

• Are there any projected aviation operations?

• Are there any Staging Areas or other required facilities?

• What kind and type of logistical support needs are required by the event?

• Are there any known limitations or restrictions of local resources?

• What kind and type of communications resources are available?

VISUAL 5.31

Developing the Initial ICS Organization

❑ The type, location, size, and expected duration of the event are key factors. To develop an organizational structure, ask:
  ❑ Does the event involve a single agency or multiple agencies?
  ❑ Does the event involve a single jurisdiction or multiple jurisdictions?
  ❑ What Command Staff needs exist?
  ❑ What kinds, types, and amounts of resources are required by the event?

Visual 5.31

VISUAL 5.32

Developing the Initial ICS Organization (cont.)

❑ Are there any projected aviation operations?
❑ Are there any Staging Areas or other facilities?
❑ What type of logistical support needs are required?
❑ Are there any known limitations of resources?
❑ What type of communications resources are available?

Visual 5.32

SM A-9

Refer participants to page A-9 of the Job Aids section in their Student Manual to review the Planning Worksheet.

**REVIEW
SINGLE VS.
UNIFIED
COMMAND**

Tell participants that ICS offers two options for command:

- **Single Command** in which there is no overlap of jurisdiction or when the agency in charge designates Single Incident Command.

- **Unified Command**, where more than one individual, agency, or jurisdiction shares responsibility for responding to, or participating in, the event or incident.

    – Unified Command means that all agencies contribute to the command process by determining goals and objectives, jointly planning activities, conducting integrated tactical operations, and maximizing all resources.

VISUAL 5.33

Single vs. Unified Command

ICS offers two options for commands:

❑ **Single Command** – no overlap of jurisdiction or when the agency in charge designates Single Incident Command

❑ **Unified Command** – more than one individual, agency, or jurisdiction shares responsibility for responding to the event

Incident

Single Command		Unified Command	
Agency 1	Agency 1	Agency 2	Agency 3

Visual 5.33

REVIEW UNIFIED COMMAND

Explain that a Unified Command is a term referring to shared responsibility for event management using either single agencies within multiple jurisdictions or multiple agencies. Point out that a clear line of authority for decision-making must always be in place.

Explain that:

- A Unified Command is a team effort, allowing all agencies with responsibility for an incident, either geographic or functional, to establish a common set of incident objectives and strategies to which all can subscribe.

- Objectives and strategies are accomplished without losing agency authority, responsibility, or accountability.

Point out that a Unified Command represents an important element in increasing the effectiveness of multijurisdictional or multiagency events or incidents. Emphasize that as events or incidents become more complex and involve more agencies, the need for Unified Command becomes even greater.

VISUAL 5.34

Unified Command

- Unified Command refers to shared responsibility for event management
- It is a team effort, allowing all agencies with responsibility for an incident to establish a common set of incident objectives and strategies
- As events or incidents become more complex the need for Unified Command is greater

Unified Command		
Agency 1	Agency 2	Agency 3

Visual 5.34

CONTINUE REVIEWING UNIFIED COMMAND

Explain that there are four elements to consider when applying Unified Command to an event or incident:

- **Policies, Objectives, Strategies:** Responsibility to set policies, objectives, and strategies belongs to the various jurisdictional and agency administrators who are accountable to their agencies.

- **Organization:** The Unified Command consists of the various jurisdictional or agency on-scene senior representatives.

- **Resources:** Resources are the personnel and equipment supplied by the jurisdictions and agencies that have responsibility for the IAP.

- **Operations:** After the objectives, strategies, and interagency agreements are decided, a single party, the Operations Section Chief, is designated to develop tactical action plans and to direct tactical operations. Resources remain under the administrative and policy control of their agencies. They respond operationally under the coordination and direction of the Operations Section Chief.

VISUAL 5.35

Unified Command Elements

There are four elements to consider when applying Unified Command:

- **Policies, Objectives, Strategies:** Responsibility to set policies, objectives, and strategies belongs to the various jurisdictional and agency administrators
- **Organization:** The Unified Command consists of the various jurisdictional or agency on-scene senior representatives

Visual 5.35

VISUAL 5.36

Unified Command Elements (cont.)

❑ **Resources:** Resources are the personnel and equipment supplied by the jurisdictions and agencies that have responsibility for the IAP

❑ **Operations:** The Operations Section Chief is designated to develop tactical action plans and to direct tactical operations

Visual 5.36

ASK QUESTION	**Quick Review with Participants:** List the following examples and ask for volunteers to answer whether to apply a single or unified command:

- The Library is holding a book fair. The event is mainly a library responsibility. The Incident Commander will be from the public Library. (Single)

- The Public Works Department has responded to a water line break. The water line has necessitated the cancellation of a sporting event at the coliseum. While other agencies will be involved, the incident is mainly a public works responsibility. The Incident Commander is from the Public Works Department. (Single)

- The Mayor's Office, Police Department, Fire Department, and Parks & Recreation Department are sponsoring their annual City Fair with exhibits, concerts, sports events, water/pool activities, food/beverages, and a fireworks display. All of the departments participate in the planning and management of this event. (Unified)

- Several people have become ill at the county fair. All are complaining of severe cramps and vomiting. The day has been hot and humid but there is a concern that they may have eaten spoiled food from a vendor and that additional people may become ill. (Unified)

SM V-42	Refer participants to page V-42 in their Student Manual to review the advantages of using a Unified Command.

The advantages of using a Unified Command include:

- A single set of objectives developed for the entire event or incident.

- A collective approach made to develop strategies to achieve event or incident goals.

- Improved information flow and coordination among all jurisdictions and agencies involved in the IAP.

- An understanding among agencies of respective priorities and restrictions regarding responsibility for the IAP.

- No compromise or neglect of an agency's authority or legal requirements.

- An awareness among agencies of respective plans, actions, and constraints.

- An optimized combined effort of all agencies performing their respective assignments under a single IAP.

- A reduction or elimination of duplicate efforts, thus reducing cost and

chances for frustration and conflict.

Using Unified Command is practical and cost effective. Agencies can improve incident management and achieve goals in a timely, cost-effective manner.

For example, The Public Works Department has responded to a water line break. While other agencies may be involved, the incident is mainly a public works responsibility. The Incident Commander would be from the Public Works Department.

INCIDENT ACTION PLANNING

INTRODUCE TOPIC

Explain that:

- Every event needs an Incident Action Plan (IAP). An IAP may be written or oral, although it's best if written.

- IAPs must cover strategic goals, tactical objectives, and needed support for a specified period, such as 12 hours. If an event is prolonged, it may require more than one IAP.

Point out that if the gathering is large and multiple events are taking place simultaneously, one feature of the IAP may be an event timeline showing the sequence of events and their locations.

Emphasize that regardless of whether the event command structure is a Single Command or a Unified Command, a single planning process will be implemented that results in the development of an IAP.

VISUAL 5.37

Incident Action Planning

- ❏ Every event needs an Incident Action Plan (IAP)
- ❏ An IAP may be written or oral (written is preferred)
- ❏ IAP covers strategic goals, tactical objectives, and support
- ❏ Whether command structure is a Single Command or a Unified Command, a single planning process will be implemented for the IAP

Visual 5.37

REVIEW THE IAP PROCESS

Explain that the planning process for Unified Command is similar to that used in Single Incident Command. Point out that one important distinction is the need in Unified Command for every jurisdictional or functional agency's Incident Commander to participate in a Command Meeting before creating a joint IAP in the first operational meeting.

Explain that no matter the type of command structure, the incident action planning process emphasizes the need for a clearly defined Operational Period and the development of incident objectives, strategy, and tactics for the Operational Period.

VISUAL 5.38

IAP Process

- If using Unified Command, every jurisdictional or functional agency's Incident Commander must participate in a Command Meeting before creating a joint IAP
- The planning process emphasizes the need for a clearly defined Operational Period and incident objectives, strategy, and tactics for the Operational Period

Visual 5.38

REVIEW COMMAND MEETING

Explain that the initial Command Meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues before a joint IAP is created.

Review Command Meeting requirements, including:

- The Command Meeting should include only agency Incident Commanders.

- The meeting should be brief, and important points should be documented.

- Prior to the meeting, the respective responsible officials should have reviewed the meeting's purposes and agenda items (described above) and be prepared to discuss them.

VISUAL 5.39

Command Meeting

Review Command Meeting requirements:
- ❑ Meeting should include only agency Incident Commanders
- ❑ Meeting should be brief, and important points should be documented
- ❑ Prior to the meeting, the respective responsible officials should have reviewed the meeting's purposes and agenda items and be prepared to discuss them

Visual 5.39

DISCUSS INITIAL COMMAND MEETING

Tell participants that officials attending the initial Command Meeting should:

- State jurisdictional/agency priorities and objectives.

- Present jurisdictional limitations, concerns, and restrictions.

- Develop a collective set of event/incident objectives.

- Establish and agree on acceptable priorities.

- Adopt a general, overall strategy or strategies to accomplish objectives.

- Agree on the basic Unified Command organizational structure.

- Designate the best-qualified and most acceptable Operations Section Chief.

- Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.

- Agree on the resource-ordering process to be followed.

- Agree on cost-sharing procedures.

- Agree on informational matters.

- Designate a single agency official to act as the Unified Command spokesperson.

VISUAL 5.40

Initial Command Meeting

Officials attending the initial Command Meeting should:
- ❑ State jurisdictional/agency priorities and objectives
- ❑ Present limitations, concerns, and restrictions
- ❑ Develop a collective set of objectives
- ❑ Establish and agree on acceptable priorities
- ❑ Adopt a general, overall strategy to accomplish objectives
- ❑ Agree on the basic Unified Command organizational structure

Visual 5.40

VISUAL 5.41

Initial Command Meeting (cont)

- ❏ Designate the best-qualified and most acceptable Operations Section Chief.
- ❏ Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.
- ❏ Agree on the resource-ordering process to be followed.
- ❏ Agree on cost-sharing procedures.
- ❏ Agree on informational matters.
- ❏ Designate a single agency official to act as the Unified Command spokesperson.

Visual 5.41

REVIEW ACTION PLANNING MEETING

Explain that Incident Action Planning meetings will use the results of the Command Meeting to determine:

- Tactical operations for the next Operational Period

- Resource requirements and resource availability and sources

- Resource assignments

- The unified Operations Section organization

- Combined Planning, Logistics, and Finance/Administration operations, as needed

VISUAL 5.42

Action Planning Meeting

IAP meetings will use the results of the Command Meeting to determine:
- ❑ Tactical operations for Operational Period
- ❑ Resource requirements, availability, and sources
- ❑ Resource assignments
- ❑ The unified Operations Section organization
- ❑ Combined Planning, Logistics, and Finance/Administration operations

Visual 5.42

EXPLAIN RESULTS OF PLANNING

Explain that the result of the planning process will be an IAP that addresses multijurisdictional or multiagency priorities and provides tactical operations and resource assignments for the unified effort.

Note that the Unified Command organization can also benefit by integrating multijurisdictional and/or multiagency personnel into other functional areas.

• For example, in the Operations and Planning Sections, Deputies can be designated from an adjacent jurisdiction.

VISUAL 5.43

Results of Planning

□ The result of the planning process will be an IAP that addresses multijuris-dictional or multiagency priorities and provides tactical operations and resource assignments for the unified effort

Visual 5.43

DISCUSS BENEFITS

Explain that by placing other agencies' personnel in the Planning Section, significant savings in personnel and increased communication and information sharing will often result.

Point out that a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate event or incident support as well as facilitate resource-ordering activities.

Explain that cost savings may be realized through agreements on cost sharing for essential services.

• For example, one agency might provide food services, another fuel, and a third security.

MULTIAGENCY COORDINATION SYSTEMS
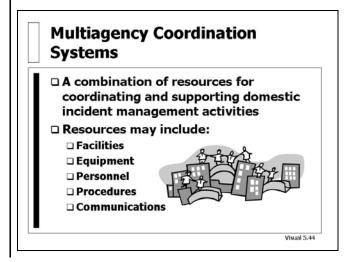
INTRODUCE TOPIC

Define Multiagency Coordination Systems as a combination of resources that are integrated into a common framework for coordinating and supporting domestic incident management activities. Explain that these resources may include:

- Facilities
- Equipment
- Personnel
- Procedures
- Communications

VISUAL 5.44

Multiagency Coordination Systems

□ A combination of resources for coordinating and supporting domestic incident management activities
□ Resources may include:
  □ Facilities
  □ Equipment
  □ Personnel
  □ Procedures
  □ Communications

Visual 5.44

REVIEW MULTIAGENCY COORDINATION SYSTEMS

Review the primary functions of Multiagency Coordination Systems:

- Support event or incident management policies and priorities

- Facilitate logistics support and resource tracking

- Make resource allocation decisions based on incident management priorities

- Coordinate incident-related information

- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

Point out that direct tactical and operational responsibility for the conduct of incident management activities rests with the on-scene Incident Command.

VISUAL 5.45

Multiagency Coordination Systems Functions

- ❑ Support event management policies and priorities
- ❑ Facilitate logistics support and resource tracking
- ❑ Make resource allocation decisions
- ❑ Coordinate incident-related information
- ❑ Coordinate interagency issues regarding incident management policies, priorities, and strategies

Visual 5.45

EXPLAIN EOCS AND MULTIAGENCY COORDINATION ENTITIES

Explain that Multiagency Coordination Systems include Emergency Operations Centers (EOCs) and, in certain multijurisdictional or complex incidents, Multiagency Coordination Entities.

- **EOCs** are the locations from which the coordination of information and resources to support incident activities takes place. EOCs are typically established by the emergency management agency at local and state levels.

- **Multiagency Coordination Entities** typically consist of principals from organizations with direct incident management responsibilities or with significant incident management support or resource responsibilities. These entities may be used to facilitate incident management and policy coordination.

VISUAL 5.46

EOCs and Multiagency Coordination Entities

- ☐ EOCs (Emergency Operations Centers) are locations from which the coordination of information and resources to support incident activities takes place
- ☐ Multiagency Coordination Entities consist of principals from organizations with direct incident management responsibilities or with significant incident management support or resource responsibilities
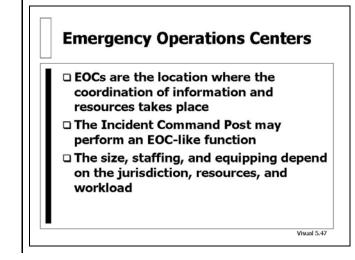
Visual 5.46

DISCUSS EOCs

Explain that EOCs represent the physical location where the coordination of information and resources to support event management activities normally takes place.

Point out that for smaller-scale events or during the initial phase of the response to larger, more complex events, the Incident Command Post, located at or in the immediate vicinity of an event site, may perform an EOC-like function.

Explain that:

- Standing EOCs, or those activated to support larger, more complex events are typically set up in a permanently established facility.

- For complex events, EOCs may be staffed by personnel representing multiple jurisdictions and disciplines and a wide variety of resources.

- The size, staffing, and equipping of an EOC will depend on the size of the jurisdiction, resources available, and anticipated workload.

- EOCs may follow an ICS structure for staffing.

VISUAL 5.47

Emergency Operations Centers

- ❑ EOCs are the location where the coordination of information and resources takes place
- ❑ The Incident Command Post may perform an EOC-like function
- ❑ The size, staffing, and equipping depend on the jurisdiction, resources, and workload

Visual 5.47

REVIEW ELEMENTS OF AN EOC

Explain that an EOC organization and staffing are flexible, but should include:

- Coordination

- Communications

- Resource dispatch and tracking

- Information collection, analysis, and dissemination

Point out that:

- EOCs may also support multiagency coordination and joint information activities

- All EOCs, including governmental, functional agencies, and private organizations, must communicate with other EOCs during an event.

- Communications between EOCs must be reliable and contain built-in redundancies.

VISUAL 5.48

Elements of an EOC

Organization and staffing are flexible, but should include:

EOC Manager

Coordination | Communications | Resource Management | Information Management

☐ **Coordination**
☐ **Communications**
☐ **Resource dispatch and tracking**
☐ **Information collection, analysis, and dissemination**

Visual 5.48

REVIEW PUBLIC INFORMATION COORDINATION

Explain that systems and protocols for communicating timely and accurate information to the public are critical during large-scale special events or emergency situations.

Emphasize that public information must be coordinated and integrated across:

• Jurisdictions

• Functional agencies

• Federal, state, local, and tribal partners

• Private-sector and nongovernmental organizations

• The promoter or sponsor

Point out that:

• During emergencies, the public may receive information from a variety of sources.

• The PIO is responsible for establishing the systems and protocols required to meet the public's need for information.

VISUAL 5.49

Public Information Coordination

❑ Communicating timely and accurate information to the public is critical and must be coordinated and integrated across:
  ❑ Jurisdictions
  ❑ Functional agencies
  ❑ Federal, State, local, and Tribal partners
  ❑ Private-sector and nongovernmental organizations
  ❑ The promoter or sponsor

Visual 5.49

REVIEW PIO
RESPONSI-
BILITIES

Review PIO responsibilities:

- Media and public inquiries

- Emergency public information and warnings

- Rumor monitoring and response

- Media monitoring and other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the event or incident

Point out that the PIO also coordinates public information at or near the incident site and serves as the on-scene link to the Joint Information Center (JIC).

VISUAL 5.50

PIO Responsibilities

Public Information Officer responsibilities include:
- Media and public inquiries
- Emergency public information and warnings
- Rumor monitoring and response
- Media monitoring and other functions to coordinate, clear, and disseminate accurate and timely information

Visual 5.50

REVIEW JIC AND JIS

Tell participants that a JIC is the location where public information staff involved in event and incident management activities can work together to ensure that timely, accurate, easy-to-understand, and consistent information is disseminated to the public.

Point out that JICs provide the structure for coordinating and disseminating official information.

Explain that a single JIC location is preferable, but the Joint Information System (JIS) should be flexible enough to accommodate multiple JICs when the circumstances of the event or incident require. Emphasize that all JICs must communicate and coordinate with each other on an ongoing basis.

VISUAL 5.51

JIC and JIS

- ❑ Joint Information Center (JIC) is the location where public information staff work to ensure that timely, accurate, easy-to-understand, and consistent information is disseminated to the public
- ❑ Joint Information System (JIS) should be flexible enough to accommodate multiple JICs

Visual 5.51

REVIEW CHAIN OF COMMAND FOR JICs

Explain that Incident Commanders and Multiagency Coordination Entities are responsible for establishing and overseeing JICs, including processes for coordinating and clearing public communications.

Point out that in the case of a Unified Command:

- Those contributing to joint public information management do not lose their individual identities or responsibilities.

- Each entity contributes to the overall unified message.

VISUAL 5.52

JIC Chain of Command

□ **Incident Commanders and Multiagency Coordination Entities are responsible for establishing and overseeing JICs**

In the case of a Unified Command, those contributing to joint public information management contribute to the overall unified message

Visual 5.52

EXPLAIN TRANSFER OF COMMAND

Explain that the process of moving the responsibility for incident command from one Incident Commander to another is called **transfer of command**.

Point out that if a transfer of command is required, the initial Incident Commander will remain in charge until the transfer is accomplished.

Explain that command may transfer to more qualified or more experienced personnel from the same agency, or to the employee of another responsible agency.

VISUAL 5.53

Transfer of Command

- Transfer of Command is the process of moving the responsibility for incident command
- If a transfer of command is required, the initial Incident Commander will remain in charge until the transfer is accomplished

Visual 5.53

DISCUSS TRANFER OF COMMAND BRIEFING

Tell participants that transfer of command begins with a transfer of command briefing. Explain that:

- The outgoing Incident Commander briefs the new Incident Commander on the probable response needs and resources on scene and their locations.

- The briefing also may include safety concerns, political issues, and other concerns that the new Incident Commander should be aware of.

Review the following examples of when command is commonly transferred:

- A jurisdiction or agency is legally required to take command

- Changing command makes good sense

- An incident occurs at or near the event site

- There is turnover of personnel during long or extended events

- Agency Administrators direct a change in command

VISUAL 5.54

Transfer of Command Briefing

- ❑ The outgoing Incident Commander briefs the new on the probable response needs and resources
- ❑ Briefing may also include safety concerns, political issues, and other concerns
- ❑ Examples of transfer of command:
  - ❑ A jurisdiction or agency is legally required to take command
  - ❑ Changing command makes good sense
  - ❑ An incident occurs at or near the event site
  - ❑ Turnover of personnel during extended events
  - ❑ Agency Administrators direct a change in command
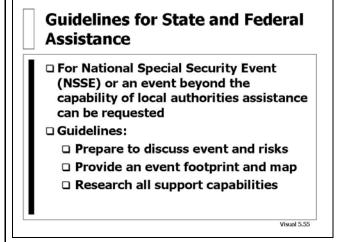
Visual 5.54

DISCUSS GUIDELINES FOR STATE AND FEDERAL ASSISTANCE

Explain that if an event is a National Special Security Event (NSSE) or an incident occurs that is beyond the capability of the local authorities, a community may have to request the assistance of state or federal assets through designated state and local agencies.

Explain that should this need arise, suggest these guidelines to help event planners:

*   Prepare to discuss the event and all of the risks with the state and federal authorities, as needed.

*   Provide an event footprint and grid map to state and federal responders to help them locate key areas in the event.

*   Research support capabilities at every level. The local and/or state Emergency Management Agency may be of assistance in locating the agency or assistance for the community.

Emphasize the fact that their jurisdiction must request federal resources through the state. Note that it is important to take the time to research the exact procedures for accessing resources in the state.

VISUAL 5.55

Guidelines for State and Federal Assistance

❑ **For National Special Security Event (NSSE) or an event beyond the capability of local authorities assistance can be requested**
❑ **Guidelines:**
    ❑ **Prepare to discuss event and risks**
    ❑ **Provide an event footprint and map**
    ❑ **Research all support capabilities**

Visual 5.55

Activity 5.3 - Incident Command System Section Planning Worksheet

What Section Were You Assigned?

What Are Your Section Objectives?

What Are the Issues Your Section Needs to Address?

What Are the Tasks Your Section Needs to Complete to Address the Issues?

What Coordination is Required With Other Sections?

ACTIVITY 5.3 – PLANNING AN ICS

CONDUCT ACTIVITY

Instructions:

Refer participants to page V-63 in their Student Manual.

1. Divide the class into small groups – 5 or 6 per group (same groups as last activity in Unit 4).

2. Explain that the purpose of the exercise is to begin to plan their ICS for the event they began planning in Units 2, 3, and 4.

3. Assign each small group one of these ICS sections:

   - Command Staff: Safety Officer
   - General Staff: Operations Section
   - General Staff: Planning Section
   - General Staff: Logistics Section
   - General Staff: Finance/Administration

4. Have participants identify the tasks and issues they must address within their section and how they will work with the other sections for the success of the event.

5. Groups should use the worksheet on page V-62 and the activity instructions on page V-63 of their Student Manual to help them plan their ICS.

6. Allow participants 15 minutes to work.

7. Reconvene the class.

8. Ask each group to present its "solution" to the class.

9. Lead a group discussion to provide feedback to each group.

Tell participants that a blank copy of the ICS Section Planning Worksheet is located in the Job Aids section of their Student Manuals for future reference.

VISUAL 5.56

Activity 5.3

Planning an ICS

❑ **In small groups, plan ICS**

❑ **Identify the tasks and issues to be addressed and how to will work with other sections for the success of the event**

❑ **Present solution to the class**

❑ **Discuss solutions**

Visual 5.56

REVIEW UNIT

VISUAL 5.57

UNIT SUMMARY/TRANSITION

Ask for and discuss questions about ICS before moving on to the next unit.

Using ICS to Manage Special Events

□ Questions?

Visual 5.57