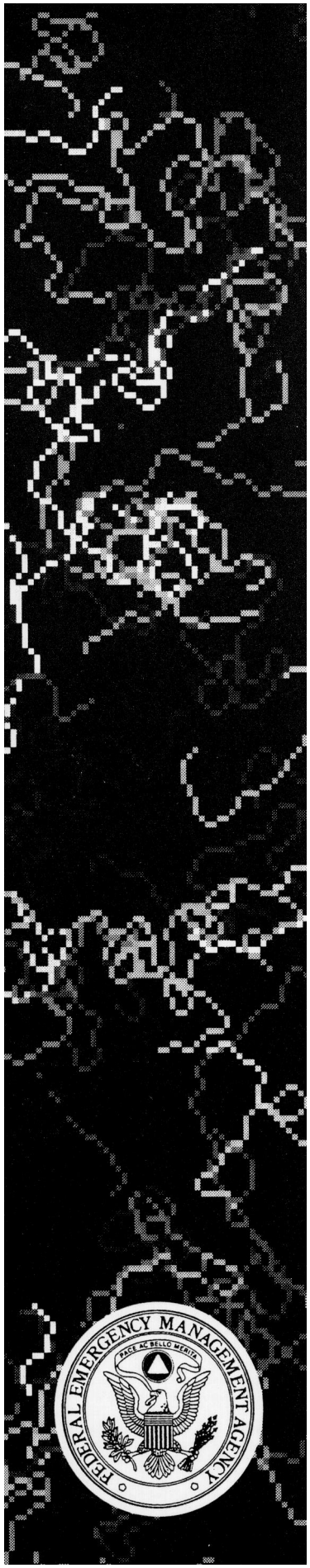

Instructor Guide

G191–IG/July 1995

ICS/EOC INTERFACE WORKSHOP

Emergency Management Institute

ICS/EOC INTERFACE WORKSHOP

INSTRUCTOR GUIDE

EMERGENCY MANAGEMENT INSTITUTE July 1995

NATIONAL EMERGENCY TRAINING CENTER

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RATIONALE

Although several systems exist throughout the nation for the command and control of resources required in disasters, the Federal Emergency Management Agency (FEMA) uses the Emergency Operating Center (EOC) as the primary model for coordinating disaster operations. In addition, the Incident Command System (ICS) has gained recognition as an on-scene management system for use in State and local emergency response.

The interrelatedness of these two operational models, over a wide range of State and local organizations and the full spectrum of hazards, has created a need for a training activity that addresses the "interface" issues between "all-hazard" ICS operations and EOC coordination activities.

These interface issues are not simply confined to intra-jurisdictional resource management and decisiomaking. Rather, they are complicated by inter-jurisdictional coordination, not only in horizontal relationships such as city-to-city and county-to-county but also in vertical relationships of local-to-local, local-to-State, State-to-State, and State-to-Federal levels of government.

Local public officials need to understand the complexity of preparedness, response, and recovery issues. Specifically, they need to understand the complexity of making critical life-saving decisions in fast-building crisis operations. This course focuses on one possible trouble spot—coordination between on-scene incident management (the ICS) and the central location for local government coordination and decisiomaking (the EOC).

PURPOSE

This course is designed to enable participants to develop ICS/EOC interface implementation strategies, or action plans, for their communities. The course reviews the ICS and EOC models of emergency management operations, including coordination, communication, and chief executive decisiomaking. It enhances knowledge and skills needed for clarifying roles, responsibilities, and relationships prior to a disaster through small-group and large-group exercises.

The course stresses that final coordination and operation structures are a matter for local governments to resolve in the planning process. It is the intent of the course to stimulate thinking and, ultimately, action in this area.

NOTE: While there are no rigid solutions to the ICS/EOC interface issues, this course provides an opportunity to propose and discuss options in a neutral environment. If the course is successful, the concept of operations will be in place and exercised prior to the next major emergency or disaster.

The audience for this course should include emergency managers and responders who must operationalize the ICS/EOC interface in the field. If possible, it is preferable for all participants to be from a single jurisdiction. In any case, all players in the ICS/EOC interface should be represented in the audience for this course.

Be certain that the participants understand that this course is neither an ICS nor an EOC operations course. If the participants believe that they require additional ICS or EOC training, suggest that they see their Training Officer for additional information on course offerings.

Emphasize that this course only begins the ICS/EOC interface process for a community. To make an ICS/EOC interface work effectively, the participants will need to work together after this course to plan, train, exercise, and revise their interface strategies.

INSTRUCTIONAL METHODOLOGY

As the instructor, you should set a tone for this session that clearly communicates the following information:

- The course is designed to encourage maximum interaction between the instructors and the participants and among the participants themselves.

- Participants should compare what they know from their own experience with what is presented in instructor-led discussions on the concepts of emergency management and teamwork.

- In many cases, participants need not be concerned with correct answers or with the expected outcome of any discussion or activity. This course demonstrates approaches and ideas that participants can, and should, modify to fit their own needs and circumstances.

Consider the following general suggestions:

- Your preparation to teach this course is critical and will require study beyond the notes and suggestions provided in each lesson plan.

  While this course is designed to encourage participant interaction, your own readiness to establish direction, content, and substance is essential for discussions to work well.

- Your role in this course should be more as facilitator than instructor. Allow the participants to learn experientially rather than through lecture.

- Throughout this course, participants will be required to share information and insights from their own experiences. To facilitate this process, be certain that work groups are composed of participants from the same community.

- Use a flipchart or chalkboard to record both participants' comments and your own observations. Displaying participants' views in this way creates a data base against which you and the class can analyze the concepts presented.

INSTRUCTIONAL METHODOLOGY

- Pacing this course to accommodate the interests and skills of participants should be a paramount goal. While the material to be covered is extensive, the level of interest and skill demonstrated by the group should dictate your sense of timing and the speed with which you proceed through the activities and points of discussion.

- This course uses class working groups extensively in activities that support instructor-provided information as well as team teaching. Because these group experiences are so vital to the success of the course, examine how the different members of each group interact.

NOTE: You will find it helpful if each participant brings to class a copy of his or her community's EOP and/or SOPs for use with the exercises—particularly Units 5 and 7. Please advise the participants to bring their EOPs to class.

CLASSROOM REQUIREMENTS

Optimum class size is 25 to 35 participants. The classroom must be suitable for the appropriate number of course participants and have adequate space and electrical outlets for audiovisual equipment and a large screen. Flipcharts and/or chalkboards and an instructor table are required for the instructors.

The classroom should be arranged for table groups of four to six participants. One flipchart and set of markers should be available for use by each table group. Groups also will need access to blank clear overhead acetates and markers.

UNIT	*SCREEN*	*VCR/TV MONITORS*	*OVERHEAD PROJECTOR*	*TABLE GROUPS*
1	X		X	
2	X		X	X
3	X	X	X	
4	X	X	X	
5	X		X	X
6	X		X	X
7	X		X	X
8				

UNIT 1

COURSE INTRODUCTION

COURSE INTRODUCTION

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: Course Introduction

TIME ½ Hour

OBJECTIVES

At the conclusion of this unit, participants should be able to do the following:

1. Relate course objectives to lessons in the course schedule.

2. Identify course materials and describe how they will be used during the course.

SCOPE

- Welcome
- Instructor and participant introductions
- Administrative information
- Course overview
- Course materials

METHODOLOGY

The course manager will welcome the class and introduce the instructors. Class members will have the opportunity to introduce themselves and state their individual learning objectives. The course manager will cover administrative details and then introduce the course objectives, scope, and time plan. A short orientation to using the course materials will be provided.

COURSE INTRODUCTION

REFERENCES

- Instructor:
  - Instructor Guide (IG).
  - Agenda.
  - Participant Handbook (PH).
- Participant:
  - Agenda.
  - Participant Handbook.

REQUIREMENTS

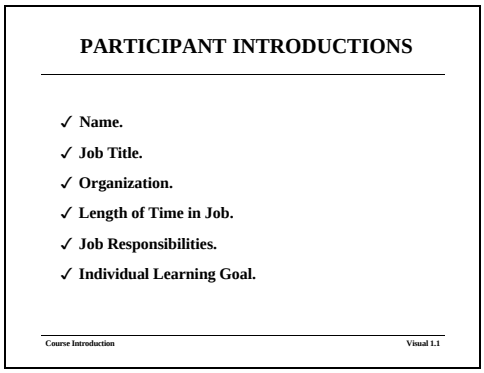
- Visuals 1.1 through 1.12.
- Overhead projector.
- Screen.
- Flipchart and markers.

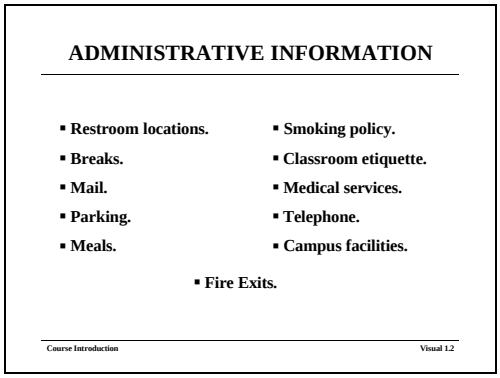
REMARKS

The suggested time plan for the unit is shown below.

Topic	*Time*
▪ Welcome and Introductions (may take longer)	10 Minutes
▪ Administrative Information	5 Minutes
▪ Course Overview	10 Minutes
▪ Course Materials	5 Minutes
TOTAL TIME	**½ Hour**

COURSE INTRODUCTION

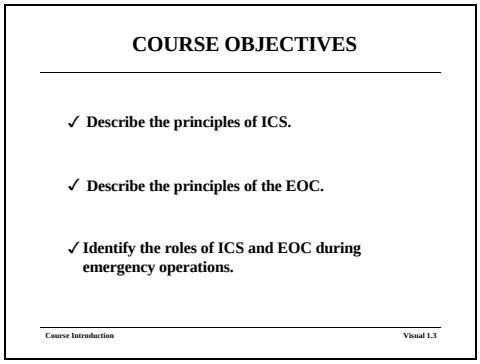
INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. WELCOME AND INTRODUCTIONS  *10 Minutes* *Introduce the instructor team. Include relevant aspects of the instructors' backgrounds to establish credibility, or allow each instructor to introduce himself or herself.*	Welcome to the Incident Command System (ICS)/Emergency Operating Center (EOC) Interface Workshop. My name is _____ , and I will serve as Course Manager.
VISUAL 1.1, PH 1-1  *Facilitate the participant introductions. Record individual goals on a flipchart for later reference.* *This course is highly interactive. Add an ice breaker, if necessary, to facilitate group interaction.*	Finally, the most important source of information must be introduced—the participants. Introduce yourselves by stating your: ▪ Name. ▪ Job title, organization, and how long you have been in your current position. ▪ Job responsibilities. ▪ Individual goal for attending this course.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. ADMINISTRATIVE INFORMATION  *5 Minutes* **VISUAL 1.2**  	There are administrative details that must be covered. Please feel free to consult a member of the instructor team if you have questions or experience any difficulties at any time in the workshop. Briefly review the following administrative information. ▪ Restroom locations. ▪ Smoking policy. ▪ Breaks. ▪ Classroom etiquette. ▪ Mail. ▪ Medical services. ▪ Parking. ▪ Telephone. ▪ Meals. ▪ Campus facilities. ▪ Fire exits. ▪ Other site-specific information.
C. COURSE OVERVIEW  *10 Minutes*	The overall goal of this course is to enable the participants to develop ICS/ECO interface implementation strategies or action plans for their communities. The participants should understand that this course is intended to help them begin the planning process by proposing and discussing options in a neutral environment, and to help them understand that there are no rigid solutions to the ICS/EOC interface issues. This course will not present a detailed discussion of either ICS or the EOC. Upon completion of this course, each participant should be able to:

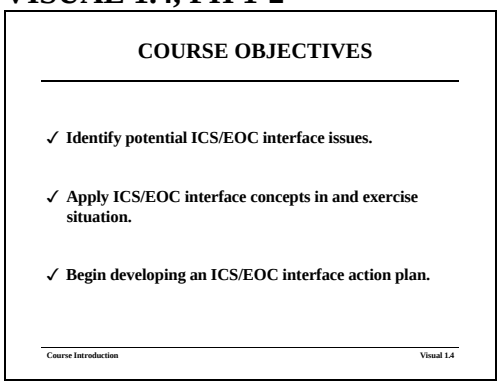
INSTRUCTOR NOTES	CONTENT/ACTIVITY

C. COURSE OVERVIEW (Continued)

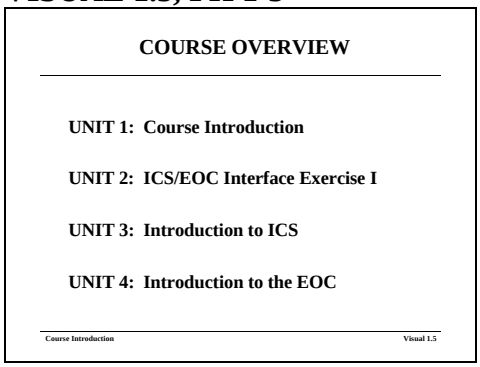
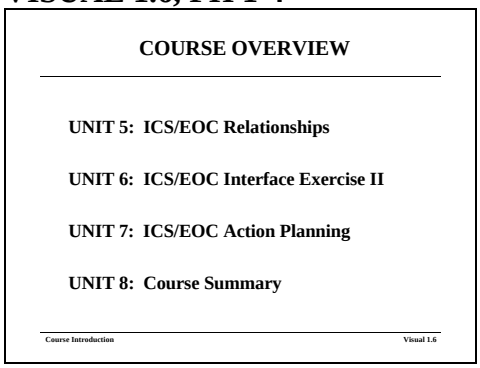
VISUAL 1.3, PH 1-2

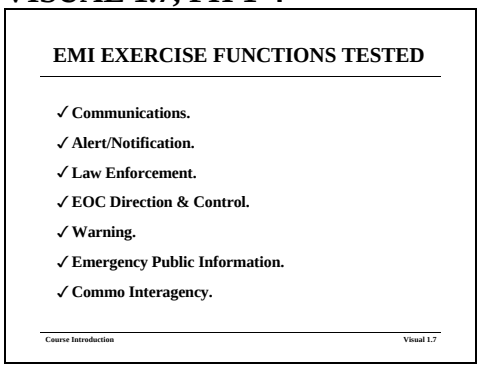
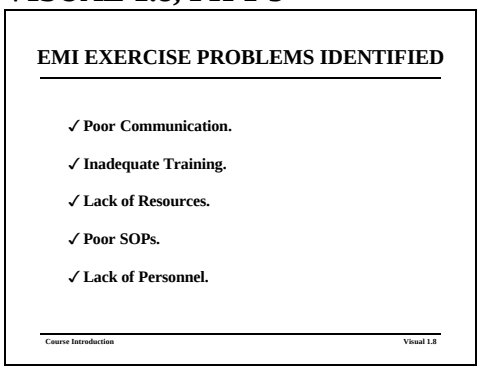


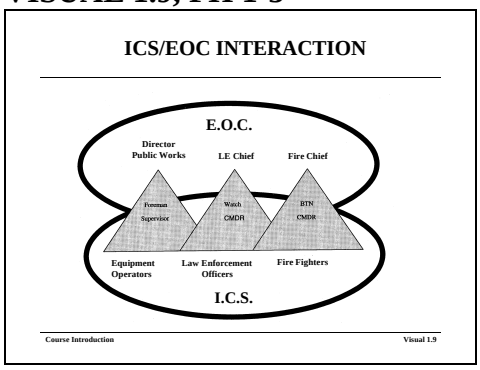
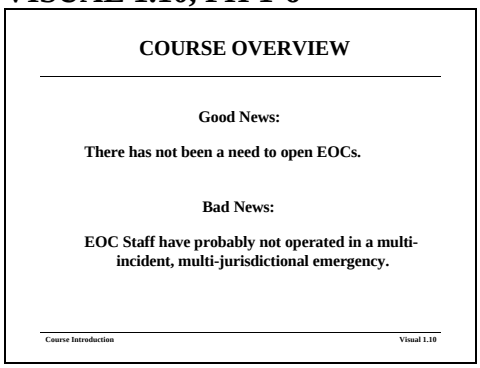
VISUAL 1.4, PH 1-2

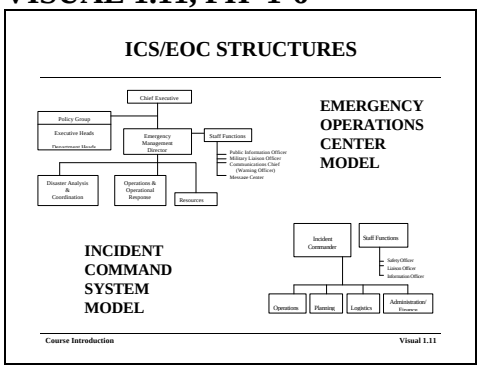
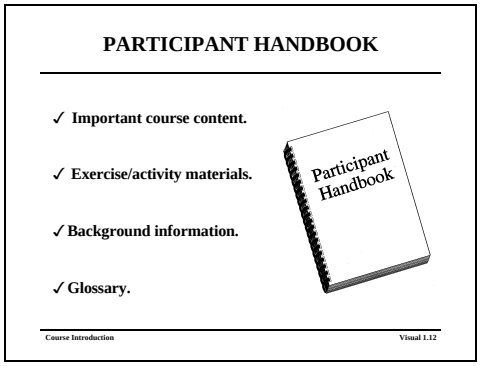


- Describe the principles of the Incident Command System (ICS), including its purpose and key roles and responsibilities under ICS.
- Describe the principle of the Emergency Operating Center (EOC), including its purpose and key roles and responsibilities in the EOC.
- Identify the roles of ICS and EOC operations.
- Using scenarios, analyze the ICS and EOC systems and list various interface issues.
- Apply ICS/EOC interface concepts in an exercise situation.
- Begin developing an ICS/EOC interface action plan for your community.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. COURSE OVERVIEW (Continued)	The course agenda is also located at the beginning of the Participant Handbook. It may be helpful to follow along on the agenda as I review the schedule.
VISUAL 1.5, PH 1-3  	▪ Unit 2 will involve you in an ICS/EOC interface exercise. ▪ Unit 3 will provide you with the basic principles of ICS. ▪ Unit 4 will provide you with the basic principles of the EOC.
VISUAL 1.6, PH 1-4  	▪ Unit 5 will address the differing needs and assets of ICS and EOC. ▪ Unit 6 will involve you in another ICS/EOC exercise. ▪ Unit 7 will focus on developing an ICS/EOC interface action plan. ▪ Unit 8 is a course summary. You will have an opportunity to evaluate and critique the course at that time.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. COURSE OVERVIEW (Continued)	Visuals 1.7 and 1.8 provide background information related to the need for developing and conducting a seminar that provides a focus to ICS/EOC interface issues.
VISUAL 1.7, PH 1-4  	Visual 1.7 shows the seven areas exercised most often. Note that EOC operation is **not** shown.
VISUAL 1.8, PH 1-5  	The most common problems identified through these exercises were: ▪ Poor communication. ▪ Inadequate training. ▪ Lack of resources. ▪ Poor SOPs. ▪ Lack of personnel. You can see that when several areas are grouped together, they relate directly to the ICS/EOC interface, particularly: ▪ Communication. ▪ Resources. ▪ Personnel.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. COURSE OVERVIEW (Continued)	Generally, the Policy and Coordination functions are completed in the EOC, while the Operations and Operator tasks are completed on-scene within the ICS structure.
VISUAL 1.9, PH 1-5 	
VISUAL 1.10, PH 1-6 	During a single-incident, single-jurisdiction emergency, staff at the operator and operations levels are better trained and able to get the job done. However, as an emergency escalates to a multi-incident, multi-jurisdiction event, some central coordination is needed. This is where the Policy and Coordination role within the EOC is required. The point of overlap is usually the area of disconnect in emergency planning. This workshop, therefore, will provide an opportunity for you to analyze the planning in your community to ensure that this problem is adequately addressed.
 ***Discussion Question***	How many of you have shared your plans with all players in ICS or EOC operations?

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. COURSE OVERVIEW (Continued) **VISUAL 1.11, PH 1-6**  	These two structures provide a frame of reference for this workshop. The EOC diagram is taken from the FEMA guidance in CPG 1-20. The ICS diagram is used by the National Fire Academy (NFA). A short review of ICS and EOC principles and concepts is presented in Units 3 and 4.
D. COURSE MATERIALS  *5 Minutes* ***Hold up the PH as you introduce it. Show samples of the content included in the PH.*** **VISUAL 1.12**  	The Participant Handbook (PH) is the primary support document for this course. The PH contains: ▪ Important course content. ▪ Exercise and activity materials. ▪ Background information on selected topics. ▪ A glossary. We encourage you to follow along in the PH throughout the course and to take notes about points you want to remember.

UNIT 2

ICS/EOC INTERFACE EXERCISE I

ICS/EOC INTERFACE EXERCISE I

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: ICS/EOC Interface Exercise I

TIME: 2 Hours

OBJECTIVES

At the conclusion of this unit, the participant should be able to:

1. Identify situations that would trigger EOC activation and related "phase-up/phase-down" decision points.
2. Describe the ICS and EOC responsibilities.
3. List the problems arising from terminology differences in the ICS and EOC systems and describe possible solutions.

SCOPE

- Scenarios to focus participant attention on issues that may face a community in an emergency or disaster
- When the EOC should be activated
- How an EOC is activated
- Issues related to "phase-up" and "phase-down"
- Communications terminology problems and solutions

METHODOLOGY

The class will be divided into small discussion groups for case-study analysis. Select two case studies from those included in the course materials. *Case studies may be modified or substituted to meet specific class needs.* Answers to case-study discussion questions should be presented to the entire class by each small group.

This exercise has two purposes. It will:

- Draw out ICS and EOC roles and responsibilities.
- Facilitate team building.

ICS/EOC INTERFACE EXERCISE I

REFERENCES

- Instructor:
  - IG.
  - PH.
  - Handout 1.
- Participants:
  - PH.
  - Handout 1.

REQUIREMENTS

- Visuals 2.1 and 2.2.
- Overhead projector and blank transparency films.
- Screen.
- Flipcharts and markers.

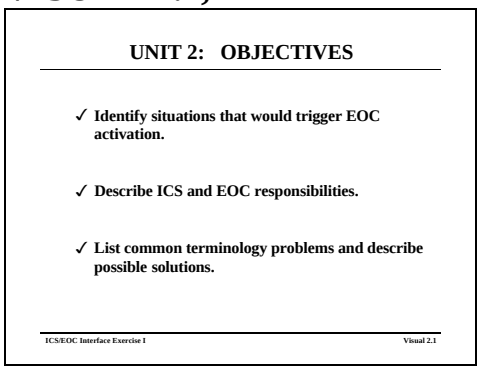
REMARKS

The suggested time plan for this unit is shown below.

Topic	*Time*
Introduction	10 Minutes
Small-Group Exercise	90 Minutes
Unit Summary	20 minutes
TOTAL TIME	**2 Hours**

NOTE: The answers that the participants provide for the exercise in this unit will be dependent on the size and level of organization of each community. There are, therefore, no "correct" answers. Base your response to the participants on the rationale that they provide for the decisions they make.

ICS/EOC INTERFACE EXERCISE I

INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. INTRODUCTION  *10 Minutes* **VISUAL 2.1, PH 2-1**  	At the end of this unit, you should be able to: ▪ Identify situations that would trigger EOC activation and related "phase-up" decision points. ▪ Describe ICS and EOC responsibilities. ▪ List common terminology problems and differences between the ICS and EOC systems and describe possible solutions.
B. SMALL-GROUP EXERCISE  *90 Minutes* *Copy the exercises at the end of this unit and use specific examples from the participants' jurisdictions.* *Many participants will be unfamiliar with ICS or EOC concepts. Avoid introducing the concepts included in Units 3 and 4, however. Focus the participants on becoming involved in these exercises immediately, as this facilitates team building. Do **NOT** get into tactics in this exercise!*	**Instructions:** Use the following steps to conduct this exercise: 1. Introduce the exercise by telling the group that this unit includes scenarios to generate interest in and awareness of ICS/EOC interface issues in their communities and to build teams within jurisdictions. The scenarios should focus attention on some immediate issues that may face their communities in an emergency or following a disaster:

INSTRUCTOR NOTES	CONTENT/ACTIVITY

B. SMALL-GROUP EXERCISE
(Continued)

- Would the EOC be activated?
- What support might the EOC provide the Incident Commander?
- Which agencies or functions should be represented at the EOC?
- How is communication conducted between the incident and the EOC?
- Can you identify where terminology differences between ICS and the EOC might create problems?

These scenarios also call attention to necessary linkages between the EOC and field operations.

Divide the participants into groups.

2. Divide the participants into groups of four or five. **Group participants from the same jurisdiction together.**

Handout 1

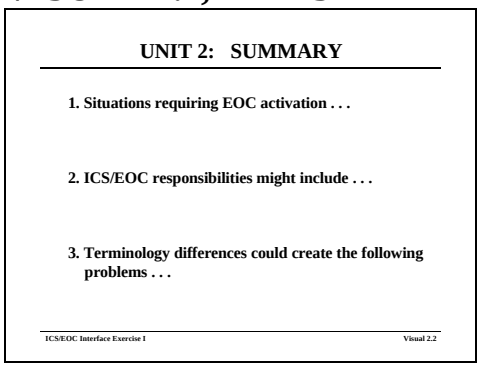
3. Distribute Handout 1 to participants.

4. Explain that the groups will have 45 minutes to complete each scenario.

5. When all groups have finished, ask each to select a spokesperson to present their responses to the class.

If necessary, you may substitute another exercise that better meets local needs.

You may also use the chart provided on page 4 at the end of this unit, or you may allow the participants to build their own charts.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. SMALL-GROUP EXERCISE (Continued)	6. Facilitate a group discussion of the responses. Ask the participants to share anecdotes to support points made in the discussion.
C. UNIT SUMMARY  *20 Minutes*	
VISUAL 2.2, PH 2-3  **UNIT 2: SUMMARY** **1. Situations requiring EOC activation . . .** **2. ICS/EOC responsibilities might include . . .** **3. Terminology differences could create the following problems . . .** ICS/EOC Interface Exercise 1 Visual 2.2	▪ Situations requiring EOC activation include: ▪ ICS/EOC responsibilities might include: ▪ Terminology differences could create the following problems:

ICS/EOC INTERFACE EXERCISE I

INSTRUCTIONS: Read the scenarios assigned by the instructor. Then, for each scenario, answer the following questions:

1. Would the EOC be activated? If not, why not? If yes, what is the rule?

2. What support might the EOC provide the Incident Commander?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. How is communication conducted between the incident and the EOC? By whom?

5. Can you identify where terminology differences between the ICS and the EOC might create problems?

6. Identify the common interests/goals of the IC and the EOC.

   - Interests/goals of the IC.

   - Interests/goals of the EOC.

7. How will the rules of the EOC and the IC change as the incident progresses?

After you answer the questions, work in your group to develop a list of potential interface issues and a plan for addressing the issues.

When your group is finished, identify a group reporter to summarize your discussion in a presentation to the group. Blank acetate and flipchart materials will be provided to assist you with your report.

You will have 45 minutes to complete this exercise.

SCENARIO 1: GYMNASIUM COLLAPSE

SITUATION:

A sudden turbulent change in the weather during a thunderstorm causes a small tornado to set down outside of the Packard School. The wind collapses a section of the gymnasium during a volleyball game involving 250 occupants.

CONDITIONS:

The weather is cold with rain and heavy fog. The local temperature is approximately 40 degrees F. There is a strong wind from the west at 40 mph.

PROBLEM:

One hundred of the spectators are uninjured and flee into the parking lot. Of the remaining 150 people, 45 are critically injured and 80 are only slightly injured. Twenty-five people are missing and believed to be trapped under the wreckage.

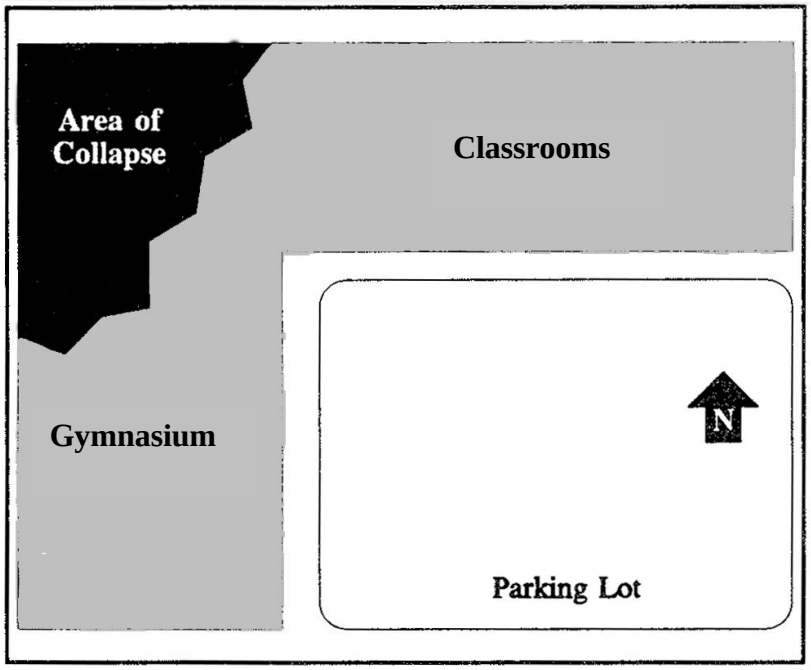
POTENTIAL HAZARDS:

- Additional building collapse
- Potential gas explosion
- Fire from electrical or other sources
- Continuing hazardous weather

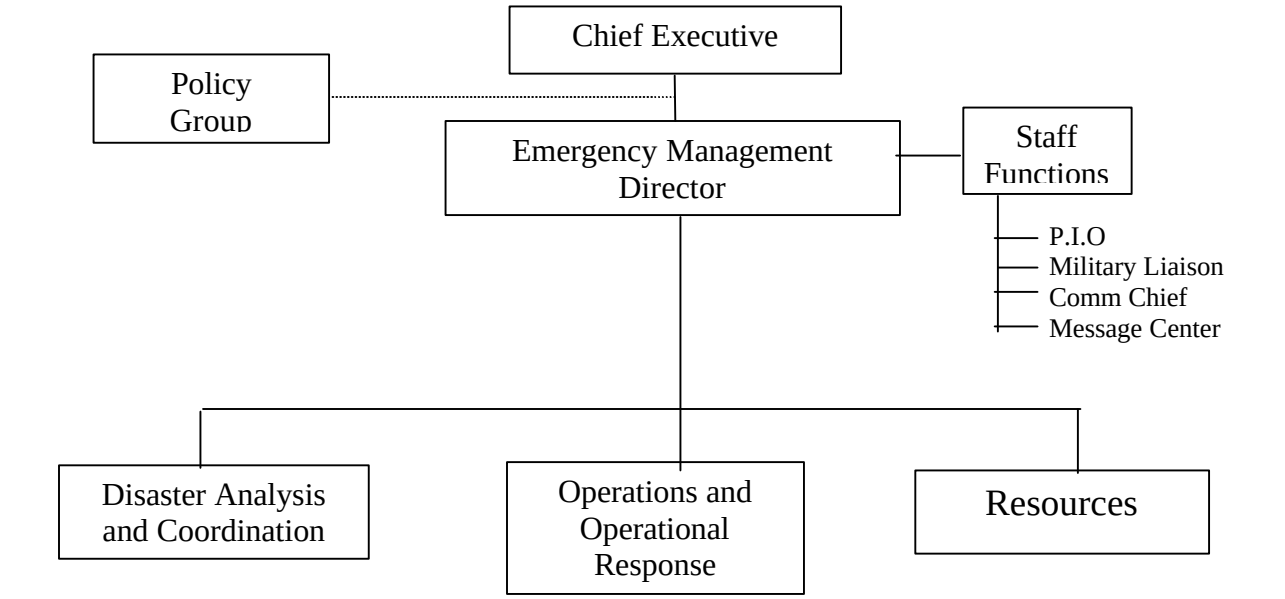
RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

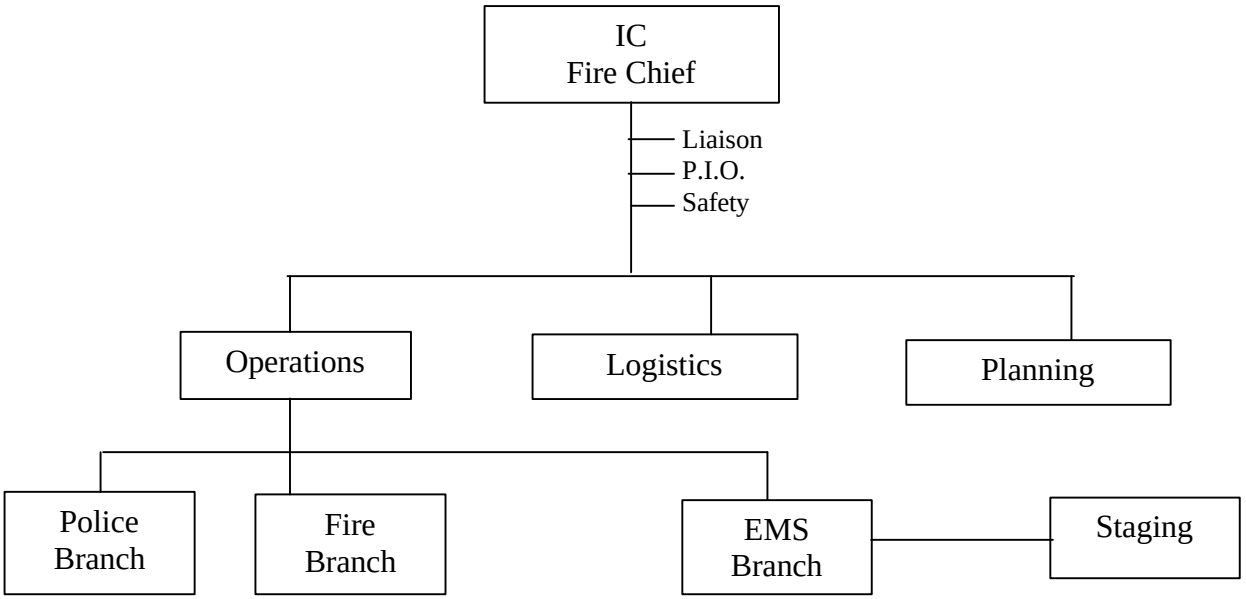
SCENARIO 1: GYMNASIUM COLLAPSE
(Continued)



SCENARIO 1: GYMNASIUM COLLAPSE
(Continued)



ICS/EOC Interface



Note: These charts are for illustrative purposes only to focus on the ICS/EOC interface issues. They are not to be considered school solutions.

SCENARIO 1: GYMNASIUM COLLAPSE
(Continued)

1. Would the EOC be activated? If not, why not? If yes, what is the rule?

2. What support might the EOC provide the Incident Commander?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

SCENARIO 1: GYMNASIUM COLLAPSE
(Continued)

4. How is communication conducted between the incident and the EOC? By whom?

5. Can you identify where terminology differences between the ICS and the EOC might create problems?

6. Identify the common interests/goals of the IC and the EOC.

   – Interests/goals of the IC

   – Interests/goals of the EOC

SCENARIO 1: GYMNASIUM COLLAPSE
(Continued)

7. How will the rules of the EOC and the IC change as the incident progresses?

List potential interface issues and your plan to address the issues in the space below.

SCENARIO 2: SHIP FIRE

SITUATION:

The S.S. Flounder, a registered commercial vessel, set sail at 5:30 a.m. for a fishing excursion with 45 passengers and a crew of 10 on board. About 50 yards from the pier, an explosion rocked the boat, causing it to develop an immediate list to starboard. The explosion was followed by an on-board fire which engulfed the aft section of the 75-foot vessel. Within 10 minutes of the initial explosion, the ship had sunk, leaving debris strewn across the surface along with large oil slicks.

CONDITIONS:

The weather is cool. The local temperature is approximately 62 degrees F, with a water temperature of 50 degrees F. There is a wind from the east at 15 knots. The accident occurred during low tide and within the enclosure of the harbor. Wave heights were minimal. There were no boats in the immediate vicinity of the Flounder. Several fishing boats, however, were located within 100 yards of the site.

PROBLEM:

Twenty of the original 55 people on board are missing. Of the 35 remaining, 15 sustained severe burns as well as traumatic injuries secondary to the explosion. These 15 victims were unable to swim to shore and are currently clinging to wreckage or otherwise attempting to stay afloat. Ten others have some degree of injury and are attempting to swim to shore along a 300-yard front. The remaining 10 people have no injuries and are making their way to shore.

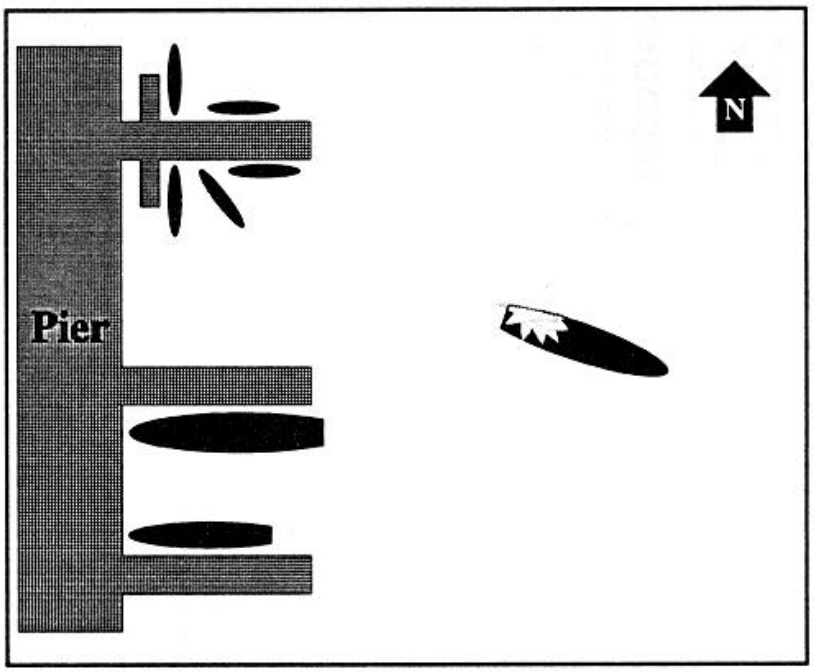
POTENTIAL HAZARDS:

- Drowning
- Hypothermia
- Surface oil fire
- Inattentive marine traffic

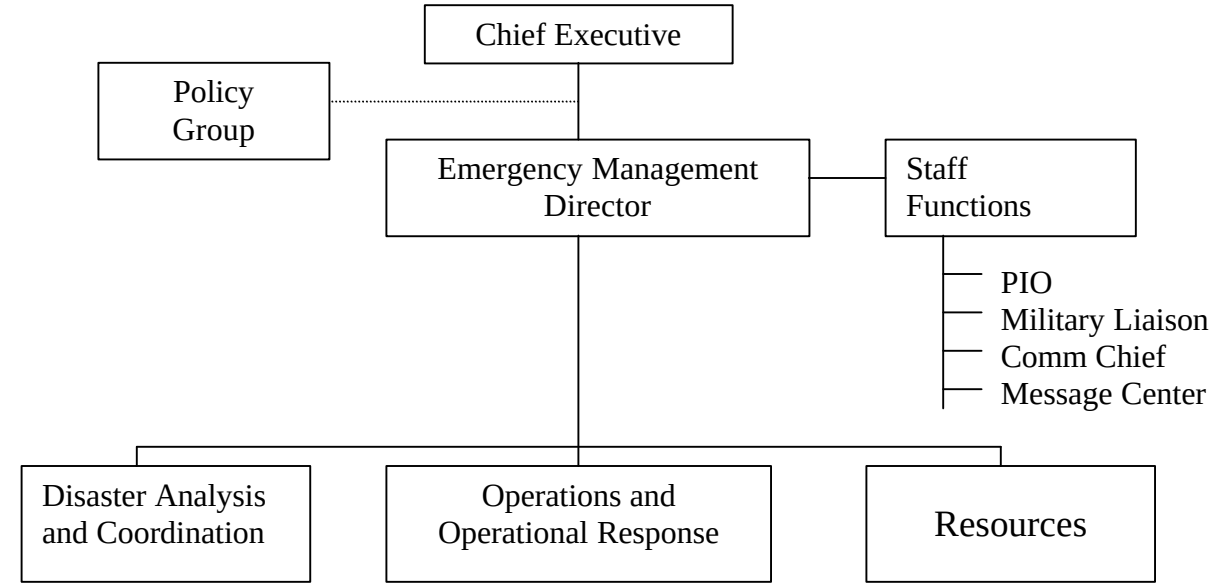
SCENARIO 2: SHIP FIRE
(Continued)

RESOURCES AVAILABLE:

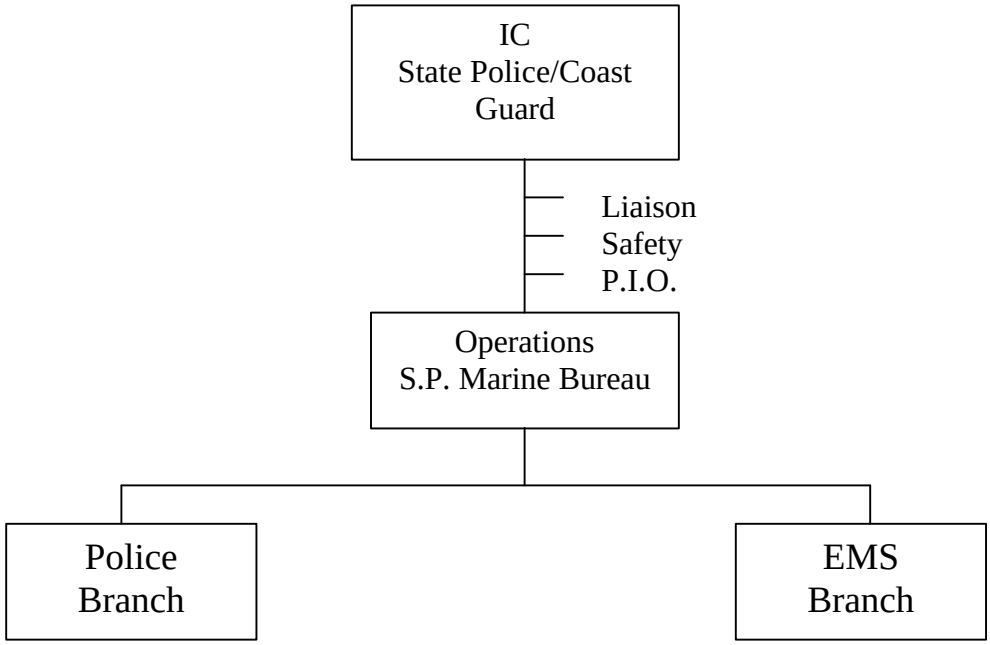
*List the resources available within your jurisdiction.



SCENARIO 2: SHIP FIRE
(Continued)



ICS/EOC Interface



Note: These charts are for illustrative purposes only to focus on the ICS/EOC interface issues. They are not to be considered school solutions.

SCENARIO 2: SHIP FIRE
(Continued)

1. Would the EOC be activated? If not, why not? If yes, what is the rule?

2. What support might the EOC provide the Incident Commander?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

SCENARIO 2: SHIP FIRE
(Continued)

4. How is communication conducted between the incident and the EOC? By whom?

5. Can you identify where terminology differences between the ICS and the EOC might create problems?

6. Identify the common interests/goals of the IC and the EOC.

   – Interests/goals of the IC

   – Interests/goals of the EOC

SCENARIO 2: SHIP FIRE
(Continued)

7. How will the rules of the EOC and the IC change as the incident progresses?

List potential interface issues and your plan to address the issues in the space below.

SCENARIO 3: HOSPITAL FIRE

SITUATION:

Suburban General, a 120-bed rural community hospital, experiences a fire in the loading dock area. Several lower-level storage rooms are engulfed by flames, causing thick black smoke to billow up across patient floors. The hospital currently has 96 of its beds occupied, including 20 patients in the critical care unit.

CONDITIONS:

The weather is warm. The local temperature is approximately 73 degrees F. there is a wind from the east at 15 mph.

PROBLEM:

Due to the wind direction, it is decided to evacuate the entire hospital as a precautionary measure. In addition to the patients, several firefighters are injured while controlling the blaze, which had spread to the hospital basement.

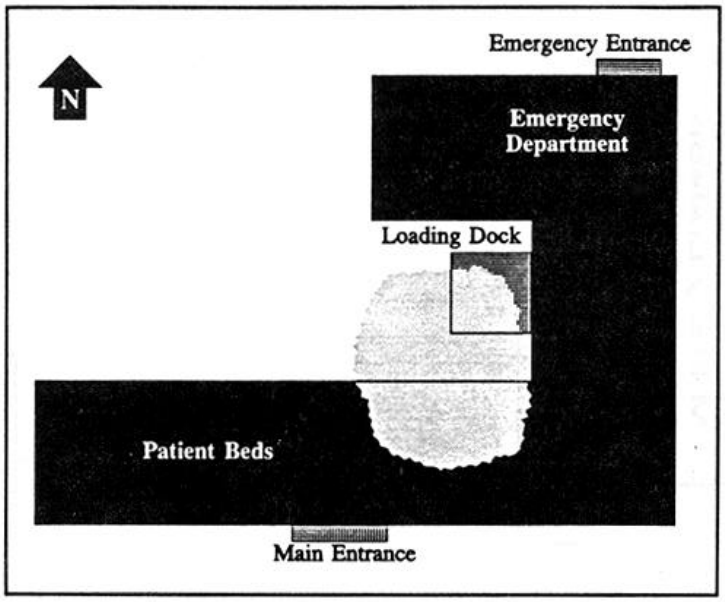
POTENTIAL HAZARDS:

- Explosion of oxygen tanks (which are located within 50 feet of the loading dock).
- Fire
- Hazardous Materials

RESOURCES AVAILABLE:

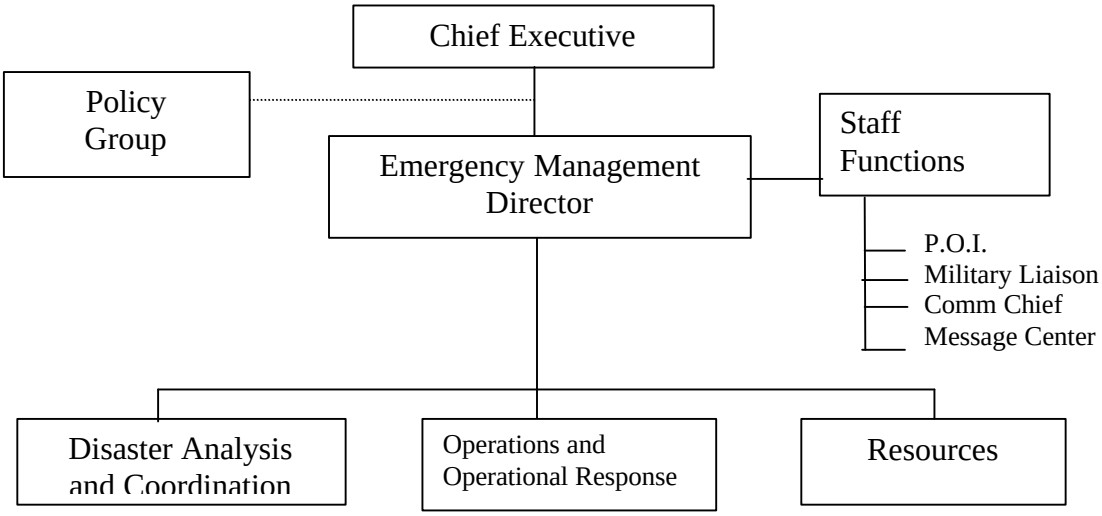
*List the resources available within your jurisdiction.

SCENARIO 3: HOSPITAL FIRE
(Continued)

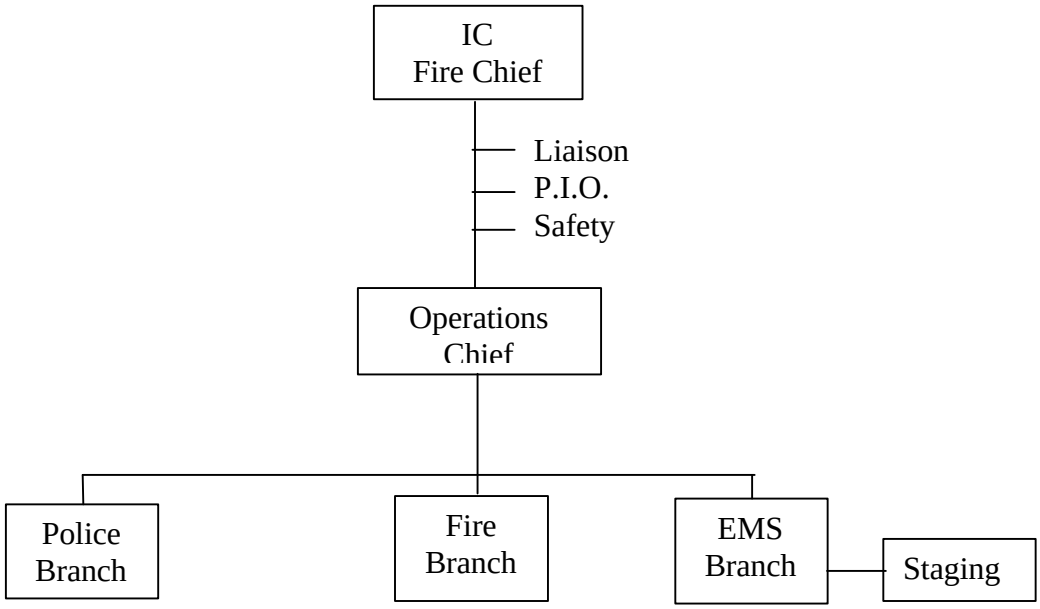


SCENARIO 3: HOSPITAL FIRE

(Continued)



ICS/EOC Interface



Note: These charts are for illustrative purposes only to focus on the ICS/EOC interface issues. They are not to be considered school solutions.

SCENARIO 3: HOSPITAL FIRE
(Continued)

1. Would the EOC be activated? If not, why not? If yes, what is the rule?

2. What support might the EOC provide the Incident Commander?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

SCENARIO 3: HOSPITAL FIRE
(Continued)

4. How is communication conducted between the incident and the EOC? By whom?

5. Can you identify where terminology differences between the ICS and the EOC might create problems?

6. Identify the common interests/goals of the IC and the EOC.

   – Interests/goals of the IC

   – Interests/goals of the EOC

SCENARIO 3: HOSPITAL FIRE
(Continued)

7. How will the rules of the EOC and the IC change as the incident progresses?

List potential interface issues and your plan to address the issues in the space below.

SCENARIO 4: HAZARDOUS MATERIAL LEAK

SCENARIO:

Acme Ammonia, an ammonia bottling company, is located on a 50-acre site outside of town. Early in the morning, a fire alarm activated in the building adjacent to Acme's ammonia storage tanks. First arriving fire units reported seeing smoke and flames. During size-up, however, fire units reported that the storage tank closest to the building had been damaged by the explosion and that ammonia was leaking from the tank.

CONDITIONS:

Although conditions at the moment were relatively cool 65 degrees, the daytime temperature was forecast to be 92 degrees F. There was a wind blowing from the northeast at 10 mph, gusting to 15 mph.

PROBLEM:

As the air temperature rose, the ammonia leaking from the tank vaporized. Initial calculations forecast the vapor plume to travel in a southeast direction, with winds carrying it across approximately 4,000 residences; 20 businesses; 4 farms; and several critical facilities, including 1 nursing home, 1 hospital, 2 elementary schools, and 1 junior high school.

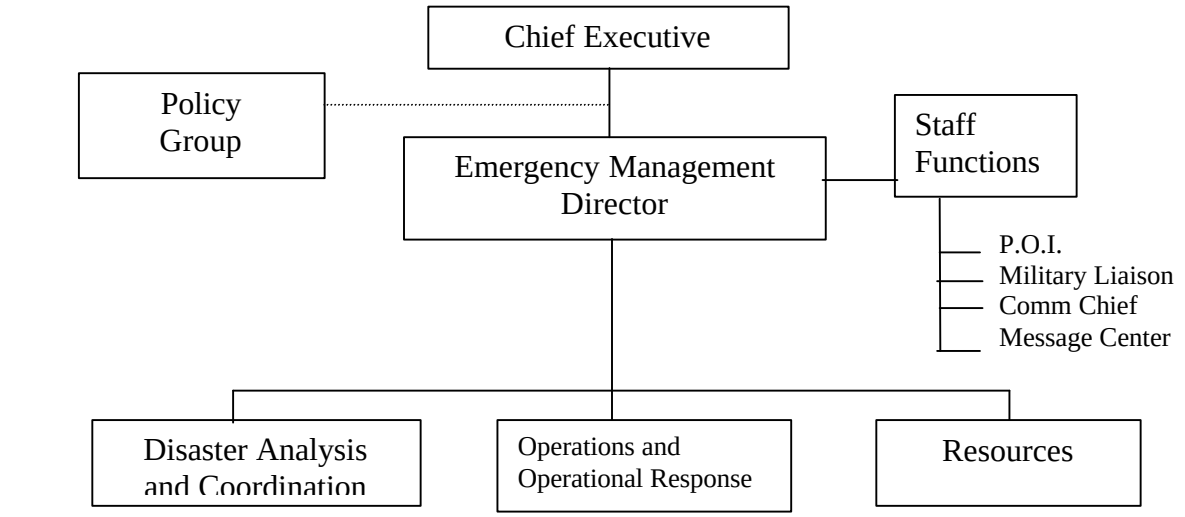
POTENTIAL HAZARDS:

- Toxic fumes
- Explosion

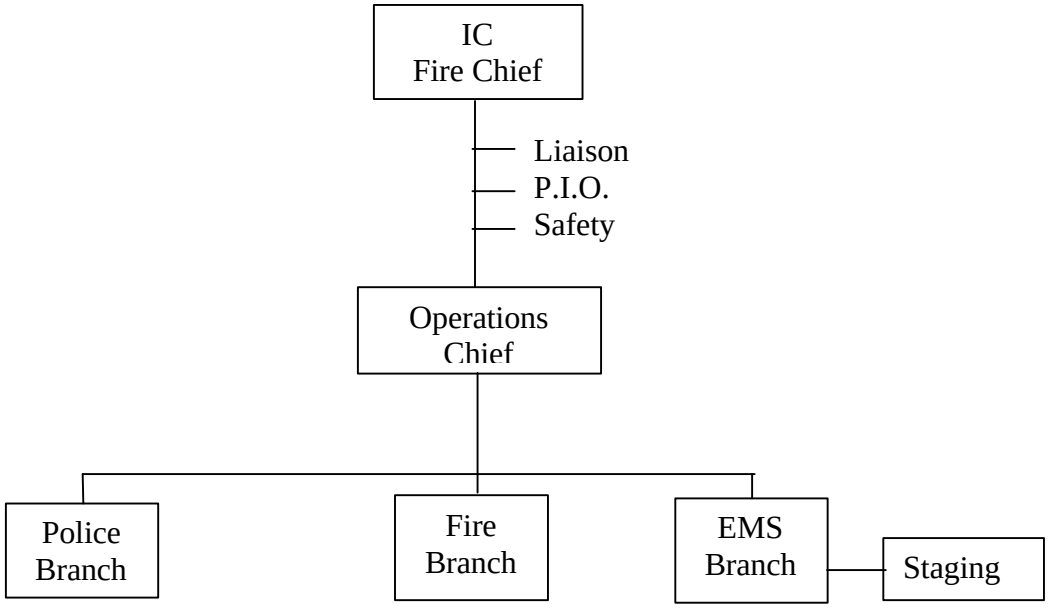
RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

SCENARIO 4: HAZARDOUS MATERIAL LEAK
(Continued)



ICS/EOC Interface



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SCENARIO 4: HAZARDOUS MATERIAL LEAK
(Continued)

1. Would the EOC be activated? If not, why not? If yes, what is the rule?

2. What support might the EOC provide the Incident Commander?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

SCENARIO 4: HAZARDOUS MATERIAL LEAK
(Continued)

4. How is communication conducted between the incident and the EOC? By whom?

5. Can you identify where terminology differences between the ICS and EOC might create problems?

6. Identify the common interests/goals of the IC and the EOC.

   – Interests/goals of the IC

   – Interests/goals of the EOC

SCENARIO 4: HAZARDOUS MATERIALS LEAK
(Continued)

7. How will the rules of the EOC and the IC change as the incident progresses?

List potential interface issues and your plan to address the issues in the space below.

UNIT 3

INTRODUCTION TO THE INCIDENT COMMAND SYSTEM (ICS)

INTRODUCTION TO ICS

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: Introduction to ICS

TIME: 1 Hour, 15 Minutes

OBJECTIVES

At the conclusion of this unit, the participants should be able to:

1. Define ICS.
2. Describe the history of ICS.
3. Identify the legal basis of ICS.
4. Identify the provisions of the various laws that relate to ICS.
5. Identify concepts and principles of ICS.
6. Identify functional elements of ICS.

SCOPE

+ The need for ICS
+ The laws related to ICS and the history of ICS
+ Concepts, principles, and structure of ICS

METHODOLOGY

The instructor will introduce basic ICS concepts, addressing each component from a business perspective and explaining that ICS apples business management techniques to emergency management.

INTRODUCTION TO ICS

REFERENCES

+ Instructor.
  - IG.
  - PH.
  - Videotape, *Out of Chaos* (optional).
+ Participant:
  - PH.

REQUIREMENTS

+ Visuals 3.1 through 3.24.
+ Overhead projector.
+ Screen.
+ Videotape, *Out of Chaos* (optional)
+ Videotape player.
+ Television monitor.

REMARKS

The suggested time plan for this unit is shown below.

Topic	***Time***
+ Introduction	5 Minutes
+ ICS History and Laws Relating to ICS	10 Minutes
+ Concepts, Principles, and Structure of ICS	45 Minutes
+ Unit Summary	15 Minutes
TOTAL TIME	**1 Hour, 15 Minutes**

REMARKS (Continued)

It may be preferable to use local responders as guest instructors for this unit, provided that they are well-versed in ICS concepts and principles.

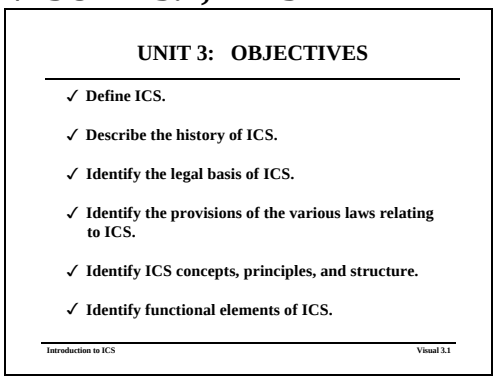
NOTE: Emphasize that this unit presents an overview only and does not cover the details of ICS operations.

INSTRUCTOR NOTES	CONTENT/ACTIVITY

A. INTRODUCTION

5 Minutes

VISUAL 3.1, PH 3-1



At the end of this unit, you should be able to:

+ Define ICS.
+ Describe the history of ICS.
+ Identify the legal basis of ICS.
+ Identify the provisions of the various laws that relate to ICS.
+ Identify the concepts, principles, and structure of ICS.
+ Identify functional elements of ICS.

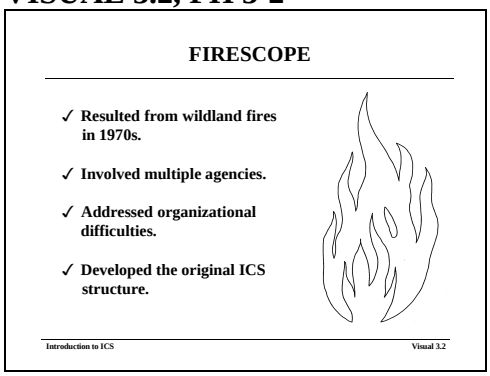
INSTRUCTOR NOTES	CONTENT/ACTIVITY

B. ICS HISTORY AND LAWS RELATING TO ICS

10 Minutes

ICS History

VISUAL 3.2, PH 3-2



ICS has been adopted by a variety of emergency service organizations, such as law enforcement, emergency management services, and public works.

In the early 1970s, a series of major wildland fires in Southern California prompted municipal, county, State, and Federal fire authorities to form an organization known as "Firefighting Resources of California Organized for Potential Emergencies" (FIRESCOPE).

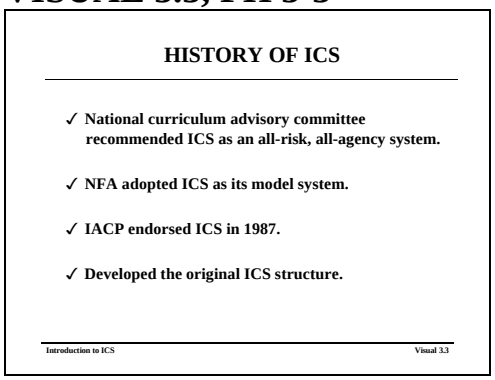
Recurring problems in all of the fires included:

+ Nonstandard terminology among responding agencies.
+ Lack of the capability to expand and contract as required by the situation..
+ Nonstandard and nonintegrated communications.
+ Unmanageable span of control.
+ Lack of designated incident response facilities.
+ Lack of a comprehensive resource management strategy.

INSTRUCTOR NOTES	CONTENT/ACTIVITY

ICS History (Continued)

VISUAL 3.3, PH 3-3



FIRESCOPE was able to develop an organizational structure and guidelines to address these issues:

+ Although originally developed for wildland settings, the system ultimately evolved into an "all-risk" system, appropriate for all types of fire and nonfire emergencies.

+ Due to the need for and increased interest in a model emergency incident management system, the National Curriculum Advisory Committee of the Incident Command Systems/ Emergency Operations Management Systems recommended adoption of ICS as an all-risk/all-agency system.

+ ICS was then adopted by the NFA as its model system and, in 1987, received endorsement by the International Association of Chiefs of Police (IACP).

INSTRUCTOR NOTES	CONTENT/ACTIVITY

Laws Relating to ICS

There is a legal basis for adopting ICS because there are Federal laws that require its use for specific types of incidents.

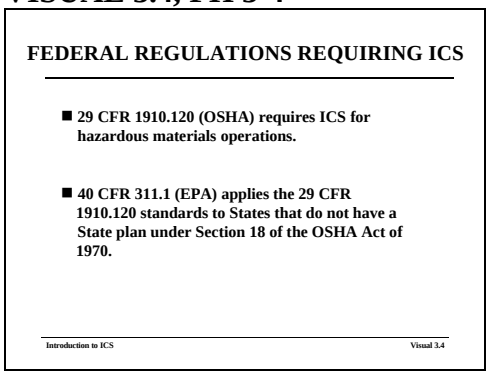
+ SARA, the Superfund Amendments and Reauthorization Act of 1986, established Federal regulations for handling hazardous materials. SARA directed the Occupational Safety and Health Administration (OSHA) to establish rules for operations at hazardous materials incidents.

+ OSHA rule 1940.120, effective March 6, 1990, requires that all organizations that handle hazardous materials use ICS. The regulation states:

  The Incident Command System shall be established by those employers for the incidents that will be under their control and shall be interfaced with the other organizations or agencies who may respond to such an incident.

+ The Environmental Protection Agency requires non-OSHA States to use ICS at hazardous materials incidents.

VISUAL 3.4, PH 3-4

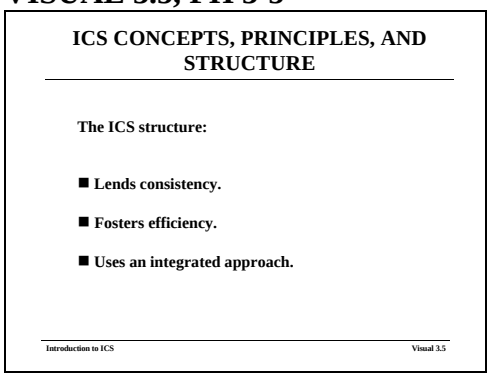


INSTRUCTOR NOTES	CONTENT/ACTIVITY

B. ICS CONCEPTS, PRINCIPLES, AND STRUCTURE

45 Minutes

VISUAL 3.5, PH 3-5



Many incidents require a response from a number of different agencies. For example, a multi-car traffic accident would require medical services, law enforcement, and even public works—if damage is done to utilities. To coordinate and use all of these resources most efficiently, a system for organizing the resources must be functioning. Such a system:

+ Lends consistency to the way team members and agencies function in an emergency.

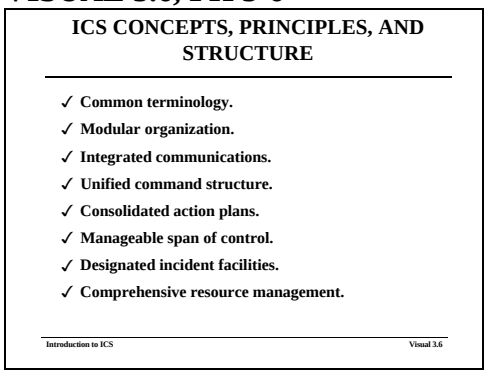
+ Fosters efficiency by eliminating the need to "reinvent the wheel" for each new emergency.

To be truly effective, the system also uses an integrated approach to ensure its applicability to all incidents.

INSTRUCTOR NOTES	CONTENT/ACTIVITY

C. ICS CONCEPTS, PRINCIPLES, AND STRUCTURE (Continued)

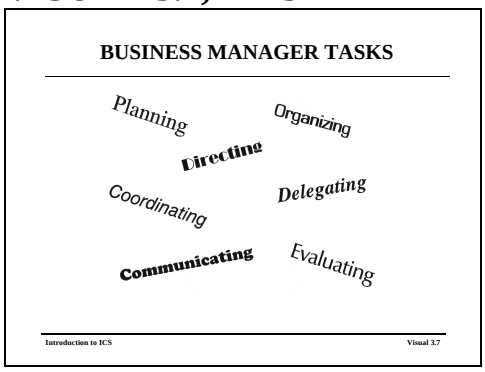
VISUAL 3.6, PH 3-6



Based on what was reported in the FIRESCOPE study, there are eight primary components of a good emergency management system:

+ Common terminology.
+ Modular organization.
+ Integrated communications.
+ A unified command structure.
+ Consolidated action plans.
+ Manageable span of control.
+ Designated incident facilities.
+ Comprehensive resource management.

VISUAL 3.7, PH 3-7



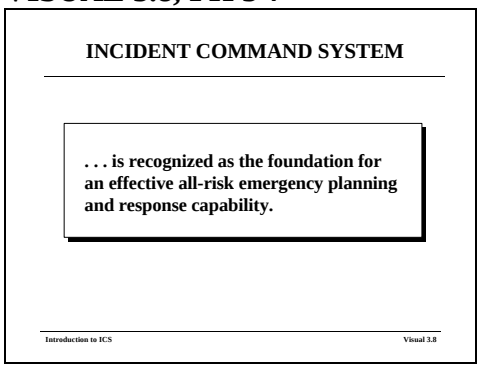
ICS is basic business management techniques. Regardless of what your business is, you are still performing the tasks of planning, organizing, directing, coordinating, delegating, communicating, and evaluating.

Business managers perform many tasks as part of their routine management functions.

INSTRUCTOR NOTES	CONTENT/ACTIVITY

C. ICS CONCEPTS, PRINCIPLES, AND STRUCTURE (Continued)

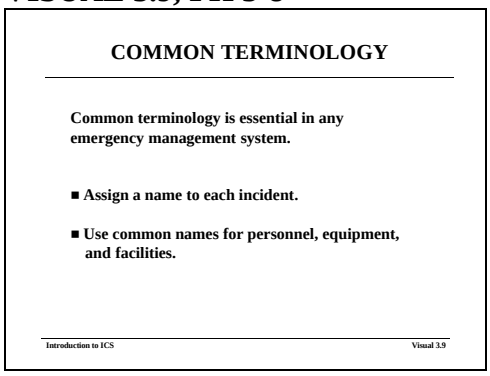
VISUAL 3.8, PH 3-7

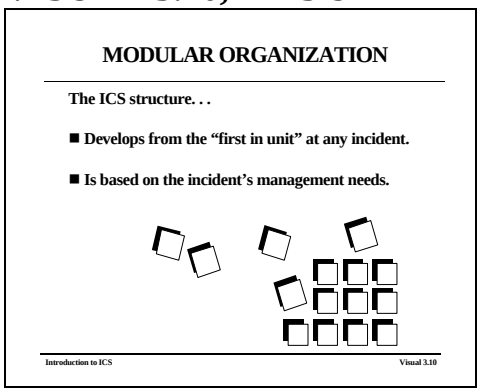
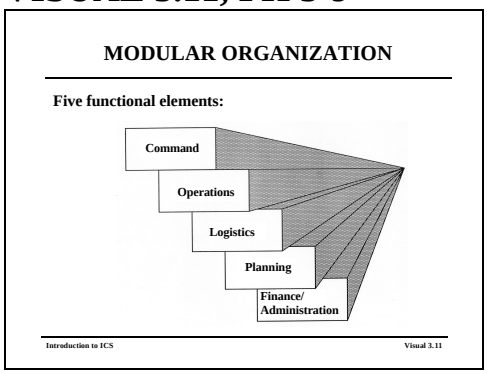


ICS is recognized as the foundation for an effective all-risk emergency planning and response capability.

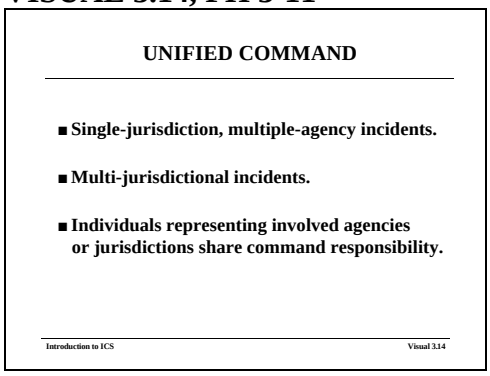
A "critical incident" is any natural or man-made event, civil disturbance, or any other occurrence of unusual or severe nature that threatens to cause or causes the loss of life or injury to citizens and/or severe damage to property. Critical incidents require extraordinary measures to protect lives, meet human needs, and achieve recovery.

The "Golden Hour" also must be considered. The lives of victims depend on the arrival of human rescue resources. For serious injuries, medical aid must be administered at the scene and the victim transported to a medical facility within 1 hour of occurrence. Such rapid response provides the victim with the greatest chance of survival.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. ICS CONCEPTS, PRINCIPLES, AND STRUCTURE (Continued**)**	For a critical incident to be handled effectively, "economy of resources" must be considered. Economy of resources is management practice applied to on-scene management and requires: + Establishing goals. + Setting priorities. + Assigning resources.
Common Terminology **VISUAL 3.9, PH 3-8**  **COMMON TERMINOLOGY** **Common terminology is essential in any emergency management system.** ■ **Assign a name to each incident.** ■ **Use common names for personnel, equipment, and facilities.** Introduction to ICS Visual 3.9	The need for common terminology in any emergency management system is essential, especially when used by diverse agencies. In ICS, major organizational functions and units are predesignated and the system's terminology is standard and consistent. To prevent confusion when multiple incidents occur within the same jurisdiction or on the same radio frequency, each incident should be named. For example, if an incident occurs at 16th and Rivermont, it could be called the "Rivermont Street Command." An incident that occurs at 16th and Bellingham could be called the "Bellingham Street Command."

INSTRUCTOR NOTES	CONTENT/ACTIVITY
Common Terminology (Continued)	Common names are established and used for all personnel and equipment as well as for all facilities in and around the incident area.
Modular Organization	
VISUAL 3.10, PH 3-9 	ICS organizational structure develops from the "first in" unit at any incident.
VISUAL 3.11, PH 3-9 	Five functional areas that are implemented as the need develops at an incident site are: + Command. + Operations. + Logistics. + Planning. + Finance/Administration. The command function is always established. Specific ICS organizational structure for any incident is based on the incident's management needs. A modular organization can expand or contract, depending on the magnitude of the incident or operational necessity.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
Unity Of Command (Continued)	
NOTE: *Point out that the concept of unified command should not be confused with unity of command.*	Unified command is shared responsibility for overall incident management as a result of a multijurisdictional or multi-agency incident. In the event of conflicting priorities of goals—or where resources are scarce—there must be a clear line of authority for decisionmaking.
Unified Command **VISUAL 3.14, PH 3-11**	The command function within ICS may be conducted in two general ways: + Single command may be applied when there is no overlap of jurisdictional boundaries or when a single Incident Command (IC) is designated by the agency with overall responsibility for managing the incident.



INSTRUCTOR NOTES	CONTENT/ACTIVITY

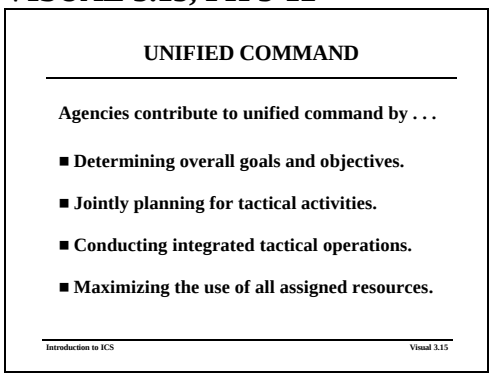
Unified Command (Continued)

Point out that assisting agencies (such as the American Red Cross or utility companies) are not part of the unified command.

+ Unified command may be applied when the incident is within one jurisdiction but more than one agency share management responsibility.

Unified command also is used when an incident is multi-jurisdictional in nature—or when more than one individual, designated by his or her jurisdiction or agency, shares overall management responsibility.

VISUAL 3.15, PH 3-12



The concept of unified command means that all involved agencies contribute to the command process by:

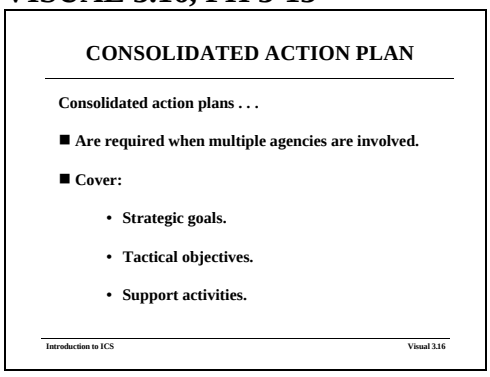
+ Determining overall goals and objectives.

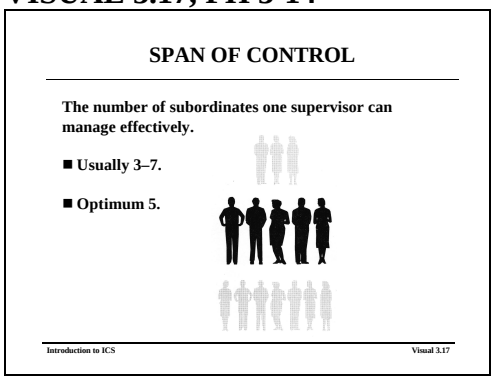
+ Jointly planning for tactical activities.

+ Conducting integrated tactical operations.

+ Maximizing the use of all assigned resources.

Selection of participants to work effectively within a unified command structure depends on the location and type of incident. Previous training or experience of the individuals as a group may be an additional factor.

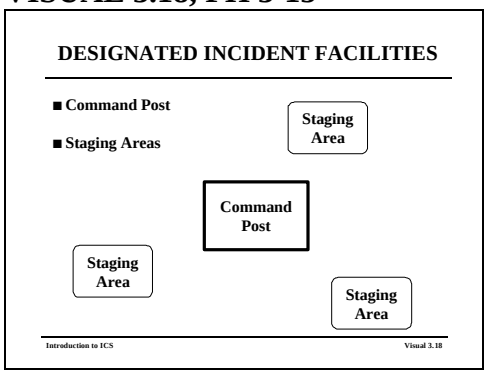
INSTRUCTOR NOTES	CONTENT/ACTIVITY
Unified Command (Continued)	A unified command structure could consist of one key official from each jurisdiction or representatives of several functional departments within a single political jurisdiction. Implementing action plans under a unified command is the responsibility of Operations Section Chief. He or she usually represents the agency with the greatest jurisdictional involvement. Under the unified command concept, all agencies involved contribute to the command process.
Consolidated Action Plan **VISUAL 3.16, PH 3-13**  **CONSOLIDATED ACTION PLAN** **Consolidated action plans . . .** ■ **Are required when multiple agencies are involved.** ■ **Cover:** • **Strategic goals.** • **Tactical objectives.** • **Support activities.** **Introduction to ICS** **Visual 3.16**	Every incident needs some sort of consolidated action plan. Action plans can be either written or verbal—but all should cover: + Strategic goals. + Tactical objectives. + Support activities needed during the entire operational period.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
Consolidated Action Plan (Continued)	Written action plans may be required when: + Resources from multiple agencies are used. + Several jurisdictions are involved. + Personnel and/or equipment is changed. In prolonged incidents, it may be necessary to develop action plans covering specific operational periods.
Span of Control **VISUAL 3.17, PH 3-14**  	Another important component of an effective emergency management system is a manageable span of control. "Span of control" is defined as the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend from three to seven persons. The optimum number of subordinates is five per supervisor.

INSTRUCTOR NOTES	CONTENT/ACTIVITY

Designated Incident Facilities

VISUAL 3.18, PH 3-15



The Command Post (CP) is the location from which all incident operations are directed. There is only *one* CP. The CP is the location from which direction, control, coordination, and resource management are exerted over the incident. Ideally, the CP houses the:

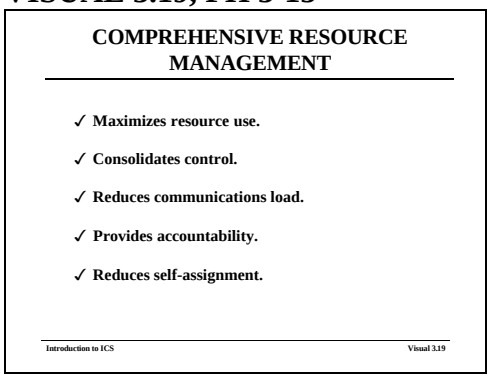
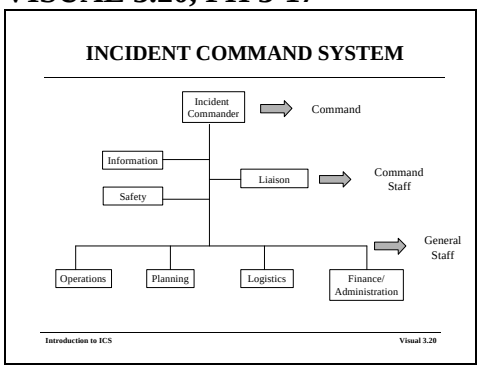
+ Incident Commander.

+ Planning function.

+ Communications Center.

+ All agency representatives.

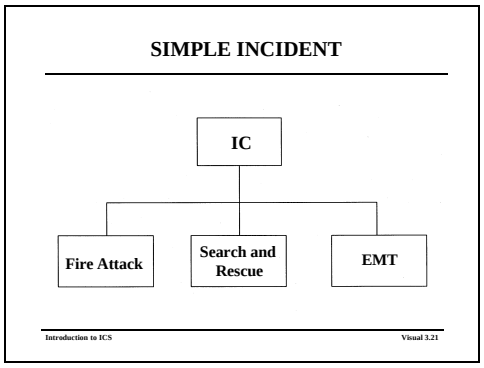
In some incidents, however, housing all of these persons at the CP may not be practical. In this case, *separate areas* must be clearly designated for that incident.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
Comprehensive Resource Management **VISUAL 3.19, PH 3-15**  	When performed effectively, comprehensive resource management should: + Maximize resource use. + Consolidate control of large numbers of single resources. + Reduce the communications load. + Provide accountability. + Reduce self-assignment. ICS provides for all of these components and more to constitute an organization that is multidisciplinary in nature. ICS is capable of combating the factors that contribute to making emergency management more difficult.
D. FUNCTIONAL ELEMENTS OF ICS **VISUAL 3.20, PH 3-17**  	ICS minimizes communication and coordination problems and facilitates the protection of life and property by preestablishing a command structure for any incident. The command structure identifies the: + Commander. + Command Staff. + General Staff.

INSTRUCTOR NOTES	CONTENT/ACTIVITY

D. FUNCTIONAL ELEMENTS OF ICS
(Continued)

VISUAL 3.21



In a simple incident, the Incident Commander may be able to manage all command functions, including working with the media.

When an incident becomes large-scale or complex, or if the Incident Commander cannot effectively manage the command functions, a Command Staff is implemented. In a large-scale or complex incident, the expanded ICS structure includes:

- Command
  - Information.
  - Liaison.
  - Safety.
- Operations.
- Logistics.
- Planning.
- Finance/Administration.

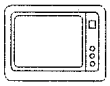
+ In ICS, the Information Officer works with the media and provides them with accurate and consistent information. The Incident Commander appoints an Information Officer when he or she cannot mange the incident and the media.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. FUNCTIONAL ELEMENTS OF ICS (Continued)	+ The Liaison Officer acts as a diplomat and a point of contact for assisting and coordinating agencies, providing lines of authority, responsibility, and communication. + The Safety Officer ensures that safety procedures and safe practices are observed, and identifies unsafe or hazardous conditions that may exist or develop. The Safety Officer also formulates measures to protect the safety of personnel, and takes *immediate* action to stop or prevent unsafe acts when time or conditions require such action. + The Operations function manages tactical operations while the Planning section collects, evaluates, disseminates, and uses information about the incident and the status of resources to plan a course of action. + Finally, the Logistics function provides the facilities, services, and materials to carry out the plan, while the Finance/Administration function manages all costs and financial considerations of the incident. + Each major function may be further expanded to allow a large-scale or complex incident to remain manageable and allow information to continue to flow in an organized fashion.

INSTRUCTOR NOTES	CONTENT/ACTIVITY

E. UNIT SUMMARY

15 Minutes



Video (Optional)

You may want to present only excerpts from this video. Emphasize the video's comments about all agencies working together and planning a course of action before an emergency situation occurs. Be sure to carefully review the video before the course.

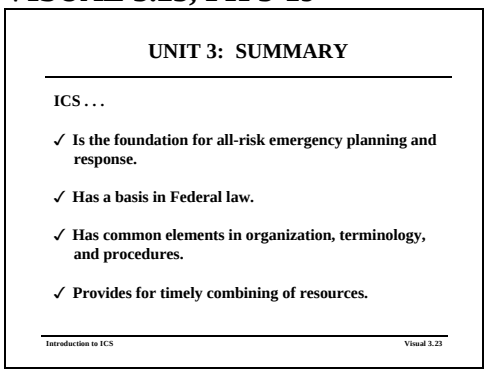
The videotape *Out of Chaos* proposes a solution to the chaos and confusion inherent in any emergency situation. The tape shows a great deal about human error and how to learn from the hardships and suffering of others.

The objective is to learn from this tape, not simply to criticize the actions of others.

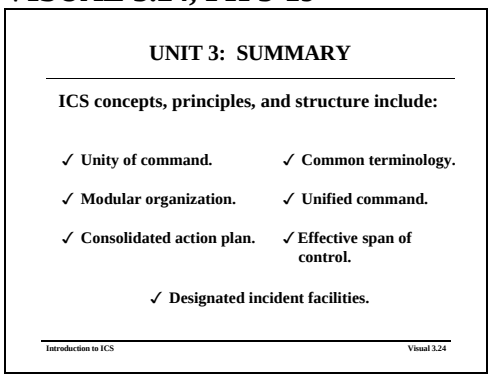
ICS is recognized as the foundation for an effective all-risk emergency planning and response capability.

A "critical incident" is any natural or man-made event, civil disturbance, or any other occurrence of an unusual or severe nature that threatens citizens and/or property.

VISUAL 3.23, PH 3-19



INSTRUCTOR NOTES	CONTENT/ACTIVITY
E. UNIT SUMMARY (Continued)	
VISUAL 3.24, PH 3-19	



As a result of a series of major wildland fires in the early 1970s, municipal, county, State, and Federal fire authorities formed FIRESCOPE.

SARA established rules for operations at hazardous materials incidents.

OSHA rule 1940.120 requires all organizations that respond to hazardous materials incidents to use ICS.

Concepts, principles, and structure of ICS include:

+ Unity of command.
+ Common Terminology.
+ A modular organization.
+ Unified command.
+ A consolidated action plan.
+ Effective span of control.
+ Designated incident facilities.

UNIT 4

INTRODUCTION TO THE EMERGENCY OPERATING CENTER (EOC)

INTRODUCTION TO THE EOC

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: Introduction to the EOC

TIME: 1 Hour

OBJECTIVES

At the conclusion of this unit, the participants should be able to:

1. State the purpose of the EOC.
2. List the agencies and departments that may be represented at the EOC.
3. Provide examples of how the EOC supports and coordinates field activities during an emergency.

SCOPE

+ EOC principles and purpose
+ Roles and responsibilities of EOC representatives
+ EOC support and coordination activities

METHODOLOGY

The videotape, *The Role of the Emergency Operating Center*, may be used to introduce this unit. Using visuals as teaching aids, the instructor will relate how the EOC serves as a coordination point for community-wide response activities in support of an emergency event.

Roles and responsibilities of the key agency and departmental representatives will be discussed, emphasizing support at the emergency site.

This unit is intended to provide sufficient information and depth to allow the participants a basic understanding of EOC concepts to support the remaining workshop units.

INTRODUCTION TO THE EOC

REFERENCES

+ Instructor:

  - IG.
  - PH.
  - Videotape, *The Role of the Emergency Operating Center* (optional).

+ Participant:

  - PH.

REQUIREMENTS

+ Visuals 4.1 through 4.15.
+ Overhead projector.
+ Screen.
+ Flipchart and markers.
+ Videotape, *The Role of the Emergency Operating Center* (optional).
+ Videotape player.
+ Television monitor.

INTRODUCTION TO THE EOC

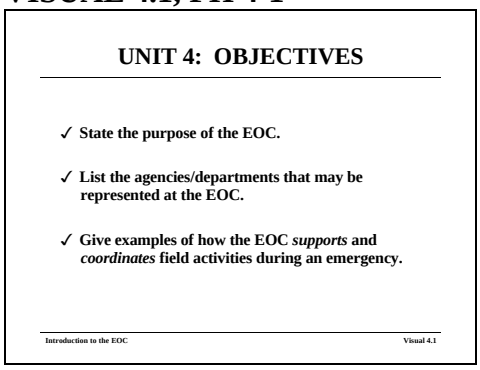
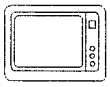
REMARKS

The suggested time plan for this unit is shown below.

Topic	*Time*
+ Introduction	15 Minutes
+ EOC Principles and Purpose	10 Minutes
+ EOC Representatives	10 Minutes
+ EOC Support and Coordination Activities	20 Minutes
+ Unit Summary	5 Minutes
TOTAL TIME	**1 Hour**

It may be desirable to have the local Emergency Manager present this section using a local model.

INTRODUCTION TO THE EOC

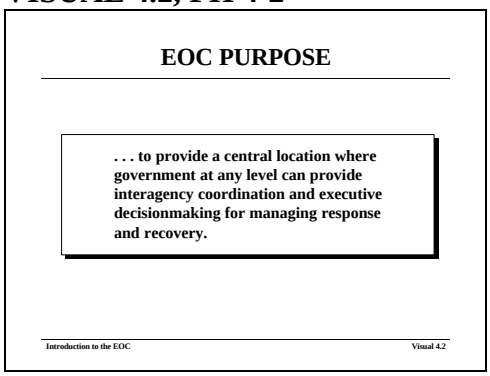
INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. INTRODUCTION	
 *15 Minutes*	
VISUAL 4.1, PH 4-1 	At the end of this unit, you should be able to: + State the purpose of the EOC. + List the agencies and departments that may be represented at the EOC. + Provide examples of how the EOC supports and coordinates field activities during an emergency.
 *Video* (optional) *Show the video, The Role of the Emergency Operating Center. Afterward, summarize the key points of the video.* *You may want to present only the excerpts from this video. Be sure to review the video carefully before the course.*	

INSTRUCTOR NOTES	CONTENT/ACTIVITY

B. EOC PRINCIPLES AND PURPOSE

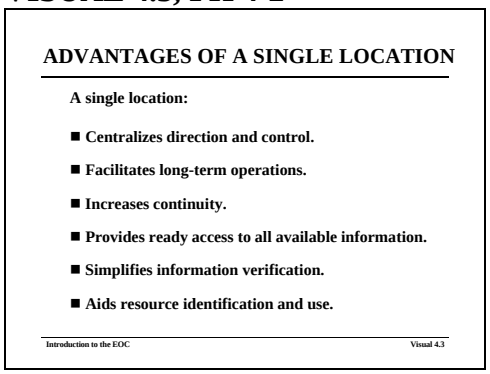
10 Minutes

VISUAL 4.2, PH 4-2



The purpose of the EOC is to *provide a central location from which government at any level can provide interagency coordination and executive decisionmaking for managing disaster response and recovery.*

VISUAL 4.3, PH 4-2



Advantages of a single EOC location include:

+ Centralized direction and control.

+ Simplified long-term operation.

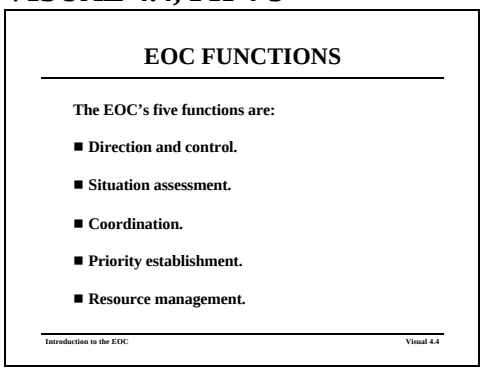
+ Increased continuity.

+ Better access to all available information.

+ Easier verification of information.

+ Easier identification and deployment of available resources.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. EOC PRINCIPLES AND PURPOSE (Continued)	An EOC should be located away from vulnerable, high-risk areas in the community. It should, however, be accessible to local officials who will use it. A convenient, secure location will: + Provide a single, recognizable focal point for emergency or disaster management. + Allow emergency organizations to respond as a team. + Permit a faster response and recovery than a fragmented approach would provide. The single facility can function more efficiently because calls for assistance can be made to a single location where key officials can: + Meet. + Make decisions. + Coordinate activities.

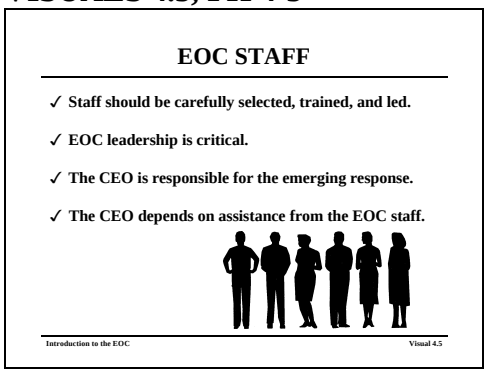
INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. EOC PRINCIPLES AND PURPOSE (Continued)	
VISUAL 4.4, PH 4-3  	The EOC has five functions: + Direction and control (broad guidance; not tactical). + Situation assessment. + Coordination. + Priority establishment. + Resource management.
IMPORTANT: *Discuss EOC functions in terms of the allocation of scarce resources and priority setting. EOC is* ***not*** *on-scene management. However, EOC does have policy-setting functions and provides resource allocation services to the commander.*	

INSTRUCTOR NOTES | **CONTENT/ACTIVITY**

C. EOC REPRESENTATIVES

10 Minutes

VISUALS 4.5, PH 4-5



The EOC staff should be carefully selected, trained, and led. Ultimately, one person directs an emergency response. At the top of the EOC organization is the Chief Elected Official (CEO) for the jurisdiction, but the CEO is dependent on the efficient assistance of many people.

The Emergency Manager (EM) works closely with the CEO. The EM is responsible for:

+ Designing and developing the EOC.

+ Making sure that the EOC runs smoothly.

+ Working with various agencies to develop their emergency plans.

Additionally, the EM oversees the EOC's administrative staff and ensures that clerical help is available during activation, and facilitates/coordinates staff meetings. The EM does <u>not</u> have line authority over department heads unless specified by local regulations.

INSTRUCTOR NOTES | **CONTENT/ACTIVITY**

C. EOC REPRESENTATIVES (Continued)

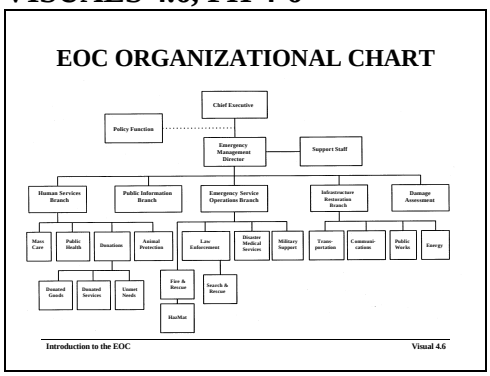
The remainder of the EOC staff includes:

+ Department heads.
+ Technicians.
+ Representatives from private agencies (e.g., the American Red Cross and utility companies).
+ Clerical support.

Use Visuals 4.6, 4.7, and 4.8 to show examples of different organizational structures that can be used for EOC operations.

Organizational Structure

VISUALS 4.6, PH 4-6



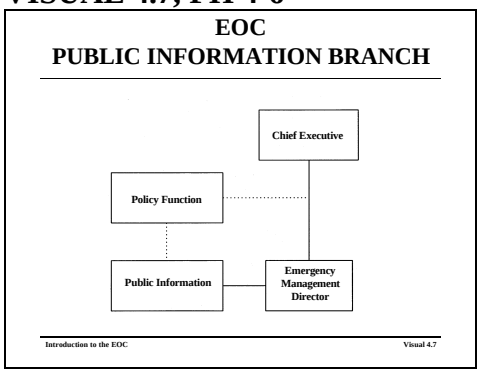
Regardless of the structure, EOC operations should include the following four functions:

+ Policymaking.
+ Information Analysis (Information Management).
+ Operations.
+ Resource Acquisition and Allocation.

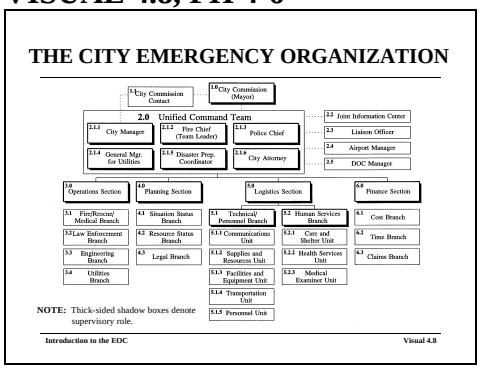
INSTRUCTOR NOTES	CONTENT/ACTIVITY

Organizational Structure (Continued)

VISUAL 4.7, PH 4-6



VISUAL 4.8, PH 4-6



NOTE: *Display the organization chart from your community if possible.*

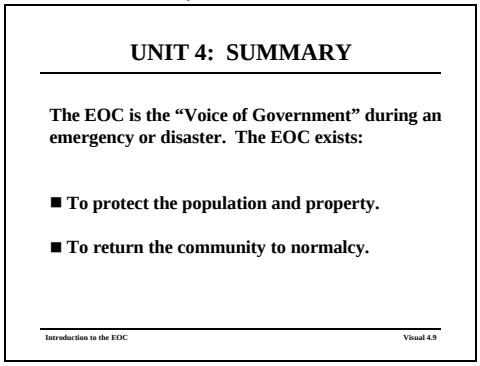
Discussion Question

Please share your EOC structures. Point out the similarities and differences among the structures.

Discuss advantages and disadvantages of the various structures.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
Organizational Structure (Continued)	The Policy Function is composed of the Chief Executive and his or her immediate staff. The Policy Function focuses on: + Overall priorities for jurisdiction. + Policy setting. Normally, the Policy Function would include the: + Chief Elected Official(s). + EM. + Public Information Officer (PlO). + Key department heads such as Law Enforcement, Public Works, and Fire Department. The Situation Assessment Function is responsible for: + Collecting and analyzing data. + Interpreting and predicting damage. + Agency department managers. + Other staff, as necessary.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
Organizational Structure (Continued)	The Operations Function coordinates emergency operations. This function handles personnel and equipment from the various responding agencies in the jurisdiction. The Operations Function is divided into five functional groups, as needed: + Law enforcement. + Fire and rescue. + Public works. + Medical. + Welfare and shelter operations. Each section may include: + A Chief Operations Officer. + Appropriate support staff. + Dispatching and communications personnel for each department or links to dispatch.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
Organizational Structure (Continued)	Resource Function oversees operational supply functions (including donated goods and services) and maintains contact between government and the various private, commercial, and industrial organizations that participate in the emergency operation. The Resource Function also provides logistical support to ICS, including all actions necessary to ensure the availability of resources required to support the operation. Government and nongovernment personnel with resource assignments may be located in the EOC as part of the Resource Function.
D. UNIT SUMMARY  *5 Minutes* **VISUAL 4.9, PH 4-9**  **UNIT 4: SUMMARY** **The EOC is the "Voice of Government" during an emergency or disaster. The EOC exists:** ■ **To protect the population and property.** ■ **To return the community to normalcy.** **Introduction to the EOC** **Visual 4.9**	The EOC is the "Voice of Government" during an emergency or disaster. The EOC exists: + To protect the population and property. + To return the community to normalcy.

UNIT 5

ICS/EOC RELATIONSHIPS

ICS/EOC RELATIONSHIPS

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: ICS/EOC Relationships

TIME: 1 Hour, 40 Minutes

OBJECTIVES

At the conclusion of this unit, the participants should be able to:

1. Describe the responsibilities and levels of authority given to EOC and ICS functions.
2. Identify ICS and EOC needs and assets.
3. Identify common and complementary interests between ICS and the EOC.

SCOPE

+ Responsibilities and levels of authority given to EOC and ICS functions
+ Common and complementary interests between ICS and the EOC
+ Worksheet information to be shared by the groups

METHODOLOGY

The instructor will begin by dividing the participants into the following two groups:

+ Responders.
+ EOC staff.

He or she will then ask each group to:

+ Develop a list of the assets that the group provides (i.e., what does that group bring to the table?).
+ Develop a list of items needed from the other group.

ICS/EOC RELATIONSHIPS

METHODOLOGY (Continued)

The instructor will then facilitate a group discussion of each group's assets and needs, pointing out that:

+ Each group has assets that the other group needs.
+ Needs are driven in two ways:
  - *The field drives* during a single, yet large, event involving one ICP.
  - *The EOC drives* for catastrophic or other widespread events.
+ Identify issues in areas such as Logistics, Operations, Planning, and Financial/Administration.

REFERENCES

+ Instructor:
  - IG.
  - PH.
+ Participant:
  - PH.

REQUIREMENTS

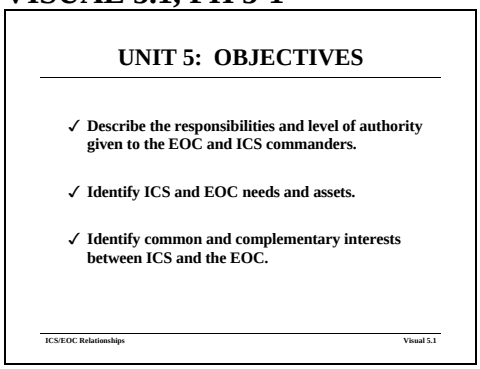
+ Visual 5.1.
+ Overhead projector.
+ Screen.

ICS/EOC RELATIONSHIPS

REMARKS The suggested time plan for this unit is shown below.

Topic	*Time*
+ Introduction	15 Minutes
+ Exercise: ICS and EOC Roles and Responsibilities	80 Minutes
+ Summary	5 Minutes
TOTAL TIME	**1 Hour, 40 Minutes**

ICS/EOC RELATIONSHIPS

INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. INTRODUCTION	
 *15 Minutes*	
VISUAL 5.1, PH 5-1 	At the end of this unit, you should be able to: + Describe the responsibilities and level of authority given to EOC and ICS functions for your jurisdiction. + Identify ICS and EOC needs and assets. + Identify common and complementary interests between ICS and the EOC.

ICS/EOC RELATIONSHIPS

INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. EXERCISE: ICS AND EOC ROLES AND RESPONSIBILITIES	
 *80 Minutes*	**Instructions:** Use the following steps to conduct this exercise:
 *Divide the participants into groups.*	1. Divide the participants into their table groups for this exercise.
	2. Refer the participants to page EX 5-1 in the Participant Handbook
 *Participant Handbook, page EX 5-1.*	3. Ask the groups to complete the worksheet on page EX 5-1.
NOTE: *This exercise identifies the needs, assets and responsibilities of the ICS and EOC. It will provide discussion of complementary interests and may discuss how role confusion may complicate the planning process.*	4. Tell the groups that they will have 45 minutes to complete this exercise.
	5. When all groups have finished, ask each group to select a spokesperson to present their findings on the worksheet to the large group.
	6. Discuss each group's responses. Focus the discussion on how each group's assets fulfill the needs of the other.

ICS/EOC RELATIONSHIPS

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. UNIT SUMMARY  *5 Minutes*	Summarize the key similarities and differences between ICS and the EOC: + Levels of authority. + Needs and assets. + Interests. + Roles and responsibilities.

ICS/EOC RELATIONSHIPS

EXERCISE: ICS AND EOC ROLES AND RESPONSIBILITIES

INSTRUCTIONS: Use the worksheet below to list:

1. Your organization's (either ICS or EOC) strengths (i.e., what your organization brings to the table).

2. What you need (e.g., equipment, personnel, information) from your counterpart organization (either ICS or EOC).

3. Responsibilities.

Be prepared to discuss your assets and needs with the large group.

ICS AND EOC ASSETS AND NEEDS

GROUP: ICS ____ EOC ____ (Check one)

ASSETS:	**NEEDS:**
Probable answers: + *IC* - *Information* + *EOC* - *Resources:* · *People* · *Policy* · *Equipment/supplies* · *Money*	*Probable answers:* + *IC* - *Resources* · *People* · *Policy* · *Equipment/supplies* · *Money* + *EOC* - *Information*

RESPONSIBILITIES:

+ *EOC*
  - *Broad policy support/direction*
    · *Resource, equipment/supplies*
    · *Allocation*
+ *IC*
  - *On-site management of incident*

NOTE TO INSTRUCTOR: These are probable answers based on previous courses. The area of **responsibilities** may cause some disagreement if participants do not understand what their responsibilities are. If you are at an impasse, have the groups do mission statements: identify customers; identify legal authority; etc.

UNIT 6

ICS/EOC INTERFACE EXERCISE II

ICS/EOC INTERFACE EXERCISE II

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: ICS/EOC Interface Exercise II

TIME: 2 Hours

OBJECTIVES

At the conclusion of this unit, the participants should be able to:

1. Determine ICS and EOC roles and responsibilities in an emergency or disaster situation.
2. Determine the role of the EOC and the point at which the EOC should be activated and deactivated.
3. Determine which ICS and EOC functions will be expanded or reduced during phase-up and phase-down operations and how the expansion or reduction will be accomplished.
4. Determine what agencies will be involved in an emergency or disaster situation.

SCOPE

+ ICS and EOC roles and responsibilities in an emergency or disaster situation
+ EOC activation and deactivation
+ ICS and EOC functions during phase-up and phase-down operations
+ Agency involvement during an emergency or disaster situation

METHODOLOGY

During this unit, the class will be divided into small groups to complete case studies. While the instructor may assign the same case study to all groups, it is preferable to assign several case studies so that not more than two groups complete the same case.

After all groups have completed their work, each will report to the large group. The instructor will facilitate an interactive discussion of each group's analysis and problem-solving methods for the case.

ICS/EOC INTERFACE EXERCISE II

REFERENCES

+ Instructor:
  - IG.
  - PH.
  - Handout 2.
+ Participant:
  - PH.
  - Handout 2.

REQUIREMENTS

+ Visuals 6.1 and 6.2.
+ Overhead projector and blank transparency films.
+ Screen.
+ Flipcharts and markers.

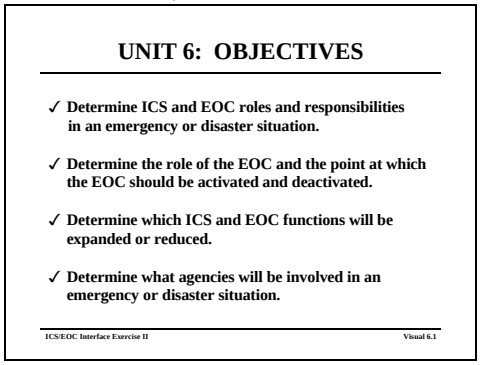
REMARKS

The suggested time plan for this unit is shown below.

Topic	*Time*
+ Introduction	10 Minutes
+ Small-Group Exercise	90 Minutes
+ Unit Summary	20 Minutes
TOTAL TIME	**2 Hours**

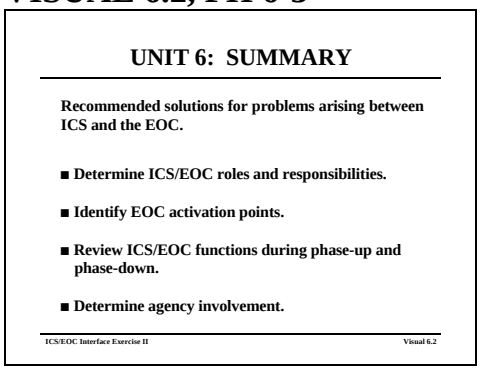
NOTE: The answers that the participants provide for the exercise in this unit will be dependent on the size and level of organization of each community. There are, therefore, no "correct" answers. Base your response to the participants on the rationale that they provide for the decisions they make.

ICS/EOC INTERFACE EXERCISE II

INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. INTRODUCTION	
 *10 Minutes*	
VISUAL 6.1, PH 6-1 	At the end of this unit, you should be able to: + Determine ICS and EOC roles and responsibilities in an emergency or disaster situation. + Determine the role of the EOC and the point at which the EOC should be activated and deactivated. + Determine which ICS and EOC functions will be expanded or reduced during the phase-up and phase-down operations, and how the expansion or reduction will be accomplished. + Determine what agencies will be involved in an emergency or disaster situation. Unit 6 consists of a small-group exercise in which each group will consider phase-up and phase-down operational decisions.
Create multiple events or incident sites to stress EOC functions.	

ICS/EOC INTERFACE EXERCISE II

INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. SMALL-GROUP EXERCISE	
 *90 Minutes*	**Instructions:** Use the following steps to conduct this exercise:
 *Divide the participants into groups.*	1. Ask the participants to work in their table groups to complete this exercise.
 *Handout 2*	2. Distribute Handout 2 to the participants.
	3. Assign each group a scenario to complete.
	4. Tell the groups that they will have 45 minutes to read and discuss the scenarios in their groups and answer the accompanying questions.
	5. When all groups have finished, ask each group to select a spokesperson to present its solutions to the large group.
	6. Lead an interactive discussion about each group's responses. Be sure to discuss the rationale behind the actions suggested. Solicit additional suggestions and approaches from the large group.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. UNIT SUMMARY  *20 Minutes* **VISUAL 6.2, PH 6-3**  **UNIT 6: SUMMARY** **Recommended solutions for problems arising between ICS and the EOC.** ■ **Determine ICS/EOC roles and responsibilities.** ■ **Identify EOC activation points.** ■ **Review ICS/EOC functions during phase-up and phase-down.** ■ **Determine agency involvement.** ICS/EOC Interface Exercise II Visual 6.2	Summarize the recommended solutions by: + Determining ICS/EOC roles and responsibilities. + Identifying EOC activation points. + Reviewing ICS/EOC functions during phase-up and phase-down. + Determining agency involvement.

ICS/EOC INTERFACE EXERCISE II

INSTRUCTIONS: Read the scenarios assigned by the instructor. Then, for each scenario, answer the following questions:

1. When would the EOC be activated? Deactivated?

2. What support might the EOC provide to Incident Commanders?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. Identify the roles and responsibilities of the EOC and Incident Commanders.

   - What are the EOC's goals/policy issues?
   - What are the Incident Commanders' goals/policy issues?

5. Identify key "phase-up" and "phase-down functions. Describe how responsibility or "command" might be transferred and to which agency or function the responsibility would be transferred.

6. How is communication conducted among the various incidents and the EOC? By whom?

   - Who talks to who?

   - What types of communication devices are used (cell phones, radios, etc.)?

7. How will the EOC make decisions about resource allocation?

SCENARIO 1: HURRICANE

SITUATION:

For the last 3 days, the National Weather Service's National Hurricane Center (NHC) has been monitoring Hurricane Luke. NHC posted a hurricane watch at 6:00 p.m. yesterday. At 6:00 a.m. this morning, NHC issued a hurricane warning for a 300-mile stretch of the coast. Hurricane Luke is considered a very dangerous hurricane, with 140-mph winds. Luke is forecast to cross the coast at high tide, causing a storm surge of 8 to 12 feet above normal tide levels. Resort areas with large tourist populations are particularly vulnerable. Access roads are narrow and only 3 to 6 feet above mean sea level.

On its present course, the hurricane is expected to make landfall tomorrow at approximately 4:00 am. Flooding from rising tides and the onset of high winds could affect roads and bridges by this evening.

Your jurisdiction is within the warning area. Elected officials and agency heads have been notified. News media have also been broadcasting the warning. The local emergency manager met with all appropriate emergency service personnel at 7:30 a.m.

On the third day, Hurricane Luke hit at 5:48 a.m. with the following results.

ASSUMED CONDITIONS:

[NOTE: This exercise is designed without regard for the size of the community.] The exercise expects decisionmaking at an EOC, or similar facility, in addition to those made on-scene. The following events have been identified as critical to this scenario:

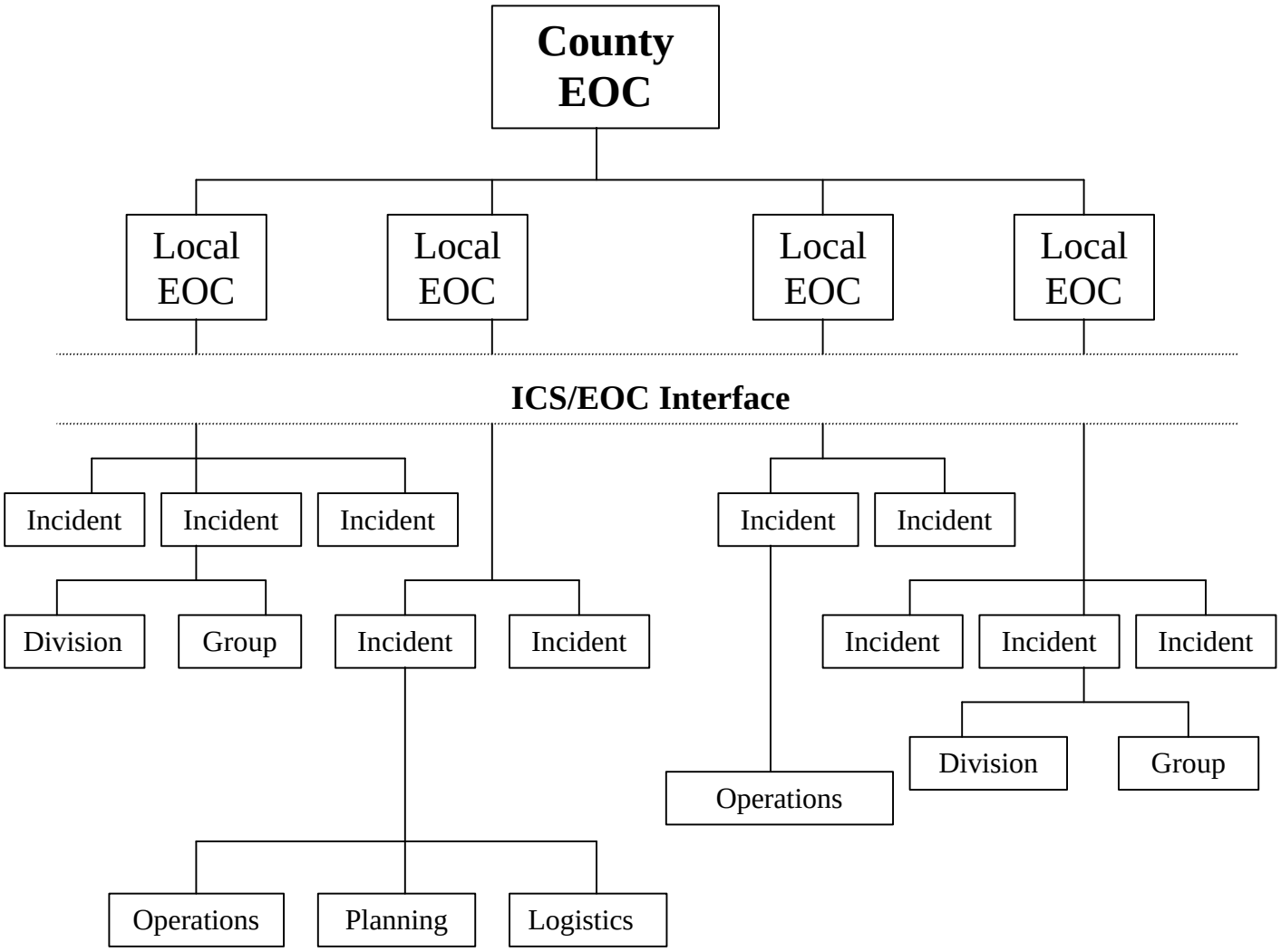
> Evacuation of low-lying areas, camping areas, and trailer parks.
> School officials advise of early dismissal or cancellation.
> Major traffic congestion along main highways and bridges.
> Nearest shelters filling rapidly.
> Utilities threatened and/or disrupted.
> A bridge on one of the evacuation routes is under repair and one lane is blocked.
> Trees downed, power poles snapped, and other debris scattered so that roads are blocked and damaged.
> Casualties at a damaged shelter, requiring an EMS and fire response.
> Fire, explosion, and hazardous materials incidents in a port and a refinery.
> Flooding at municipal water treatment plan causes contamination of water.
> Flooding of some of the access roads has occurred, and one small bridge washed out.
> Several ICPs have been set up.

SCENARIO 1: HURRICANE
(Continued)

RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

SCENARIO 1: HURRICANE
(Continued)



Note: These charts are for illustrative purposes only to focus on the ICS/EOC interface issues. They are not to be considered school solutions.

SCENARIO 1: HURRICANE
(Continued)

1. When would the EOC be activated? Deactivated?

2. What support might the EOC provide to Incident Commanders?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. Identify the roles and/or responsibilities of the EOC and Incident Commanders.

   - What are the EOC's goals/policy issues?

   - What are the Incident Commanders' goals/policy issues?

SCENARIO 1: HURRICANE
(Continued)

5. Identify key "phase-up" and "phase-down" functions. Describe how responsibility or "command" might be transferred and to which agency or function the responsibility would be transferred.

6. How is communication conducted among the various incidents and the EOC? By whom?

   - Who talks to who?
   - What types of communication devices are used (cell phones, radios, etc.)?

7. How will the EOC make decisions about resource allocation?

SCENARIO 2: SLOW-BUILDING RIVER FLOOD

SITUATION:

Spring thaws have brought the river to near flood levels. Additionally, ice flows are beginning to choke narrow bends in the river and create ice and debris dams at bridge abutments. The ground remains frozen, causing peak water runoff. The National Weather Service (NWS) forecasts up to 3 days of spring rains.

The first day of incessant rain guarantees some flooding in low-lying agricultural and recreation areas. The NWS issues a flood forecast and the River Forecast Center has issued flood and flash flood watches. All emergency services personnel go on standby alert and the EOC maintains a 24-hour communications watch.

By the end of the second day, upstream communities are experiencing severe flooding and the river has not yet crested. Severe flooding is expected to affect this community during the night of the second day. Mutual aid agreements are reaffirmed with that neighboring communities that are out of the floodplain.

By 6:00 pm, the public is advised of imminent severe flooding. Probable flood zones are broadcast by radio and television. Citizens in these areas are advised about procedures for preparing for flooding. The EOC activates a highway traffic control plan to expedite evacuation of flooded areas.

An upstream community reports that a major ice dam has broken through an old bridge. It will cause rapid increases in flooding downstream. By 10:30 p.m., emergency personnel who are helping evacuate citizens report that floodwater has already encroached on a major evacuation route. The flood is more than 3 hours ahead of schedule.

The rains continue and by 12:00 midnight, it becomes obvious that the flood will not crest for at least another 18 hours. Further, due to the break in the ice dam, citizens were unable to complete adequate preparations. LP gas tanks from a bulk storage business have floated off their standards and are bobbing through the floodwaters into the commercial area of town.

EOC officials anticipate floodwaters so high that one hospital and one temporary shelter must now be evacuated. Some of the hospital patients must be transported to a facility in a neighboring community. Municipal power supplies must be turned off in 33 percent of the community. The community's water supply is contaminated and residents well outside the floodplain are required to use emergency water supplies.

SCENARIO 2: SLOW-BUILDING RIVER FLOOD
(Continued)

ASSUMED CONDITIONS:

[NOTE: This exercise is designed without regard for the size of the community.]

The exercise expects decisiomaking at an EOC, or similar facility, in addition to those made on scene. The following events have been identified as critical to this scenario:

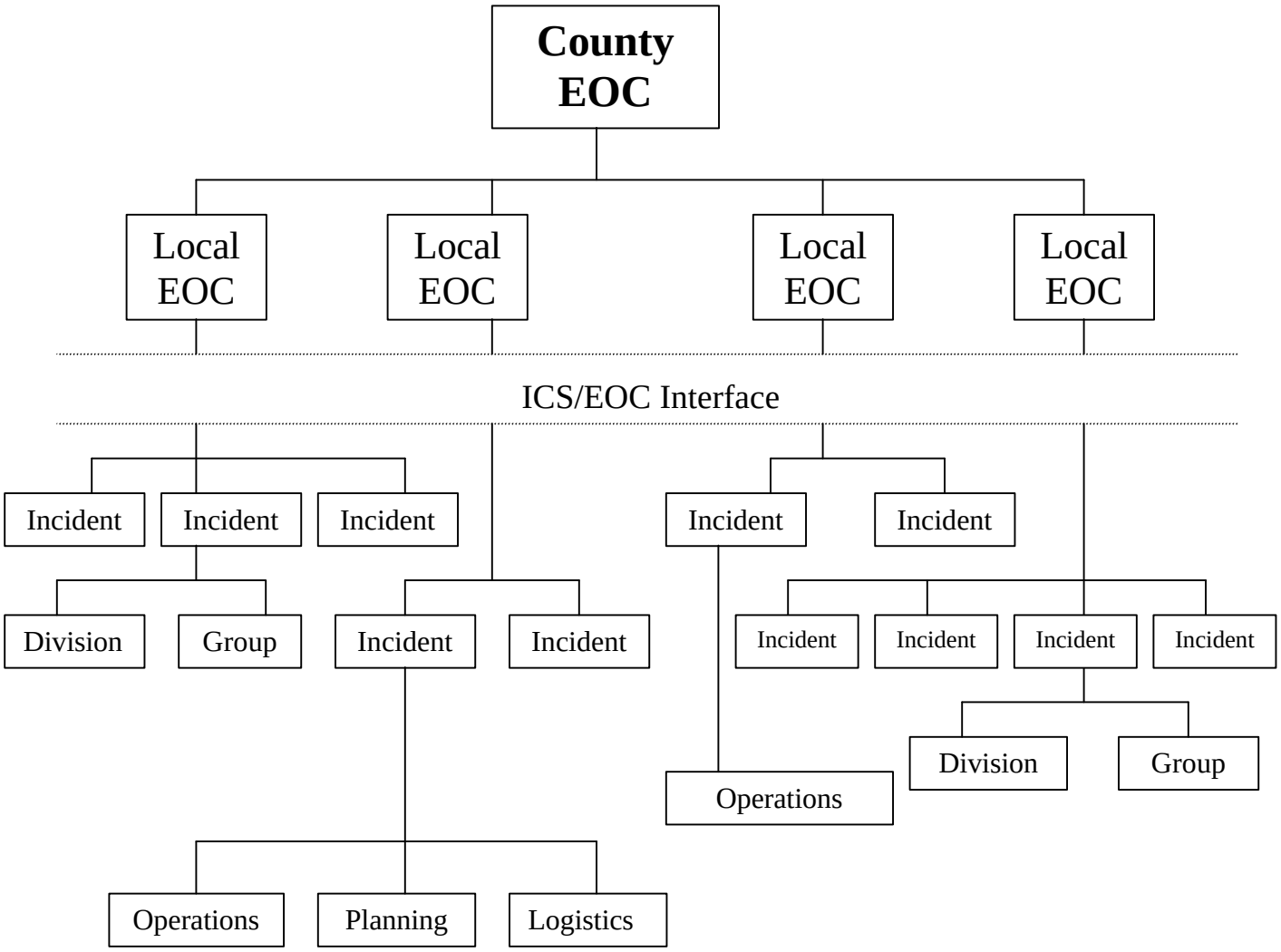
> Local interpretation of NWS forecast information
> Coordination with waste utility
> Communication and coordination with the National Guard
> Evacuation decisiomaking
> Public information
> Flood crest forecasting for the vicinity
> Evacuation route monitoring
> Search and rescue manpower deployment
> Coordination with utility companies
> Victim and/or relocatee identification
> Debris clearance manpower allocation
> Outside assistance decisions and request procedures

RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

SCENARIO 2: SLOW-BUILDING RIVER FLOOD

(Continued)



Note: These charts are for illustrative purposes only to focus on the ICS/EOC interface issues. They are not to be considered school solutions.

SCENARIO 2: SLOW-BUILDING RIVER FLOOD
(Continued)

1. When would the EOC be activated? Deactivated?

2. What support might the EOC provide to Incident Commanders?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. Identify the roles and/or responsibilities of the EOC and Incident Commanders.

   - What are the EOC's goals/policy issues?

   - What are the Incident Commanders' goals/policy issues?

SCENARIO 2: SLOW-BUILDING RIVER FLOOD
(Continued)

5. Identify key "phase-up" and "phase-down" functions. Describe how responsibility or "command" might be transferred and to which agency or function the responsibility would be transferred.

6. How is communication conducted among the various incidents and the EOC? By whom?

   - Who talks to who?
   - What communication devices are used (cell phones, radios, etc.)?

7. How will the EOC make decisions about resource allocation?

SCENARIO 3: AIR CRASH

SITUATION:

A Boeing 737 that has experienced inexplicable in-flight engine problems will need to make an emergency landing at a large airport. Though plans have been made to land at a city 200 miles north, the latest communication with the pilot is that the plane has lost engine power and is losing altitude too quickly to reach the planned airport. Though your city airport is actually too small to handle the aircraft, the only hope of saving any of the 135 passengers and crew is to attempt a landing.

Conditions at the airport are clear, but the surrounding area is very dry due to a sustained rainless period. A hot, dry wind is also a factor.

The main runway is in a relatively unpopulated suburban area. However, the likelihood of the pilot being able to control the plan and stay within the assigned glide path is slim. The plane's approach passes over populated suburban housing developments.

Airport tower control alerts its own Crash/Fire Rescue (CFR) units and requests that local emergency services provide backup assistance with fire, police, medical, health and welfare, and search and rescue capabilities.

Garbled radio communication from the airliner alerts tower control that an engine has dropped off the aircraft. Hydraulic control has been lost. The pilot finally radios that he will attempt a soft impact landing but the aircraft breaks apart on impact. Debris and bodies are scattered the length of the runway, with the tail section near the point of touchdown. There is visible smoke. The aircraft's nose section skids to a stop beyond the end of the runway. Some passengers are seen escaping from the fuselage via slides. CFR units proceed to the main crash site. Traffic on the highway within sight of the crash becomes congested as drivers slow and some stop and leave their vehicles to run to the crash site. A number of traffic accidents are being reported.

CONDITIONS:

The weather is mild. The local temperature is 68 degrees F. There is a wind from the south at 10 mph.

SCENARIO 3: AIR CRASH
(Continued)

PROBLEM:

Seventy-five passengers require immediate hospitalization and 16 slightly injured passengers will need guidance and transportation to the terminal. The remainder of the passengers and the entire crew perished on impact or during the resulting fire.

POTENTIAL HAZARDS:

> Explosion and fire
> Traffic
> Injury to well-meaning citizen-volunteers

RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

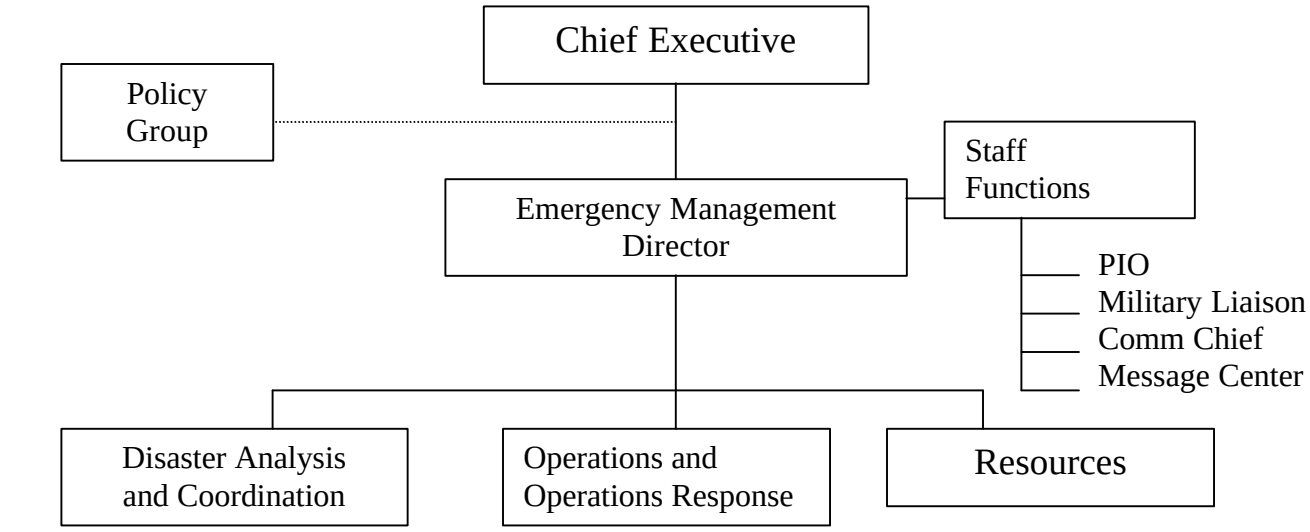
ASSUMED CONDITIONS:

[NOTE: This exercise -is designed without regard for size of community.]

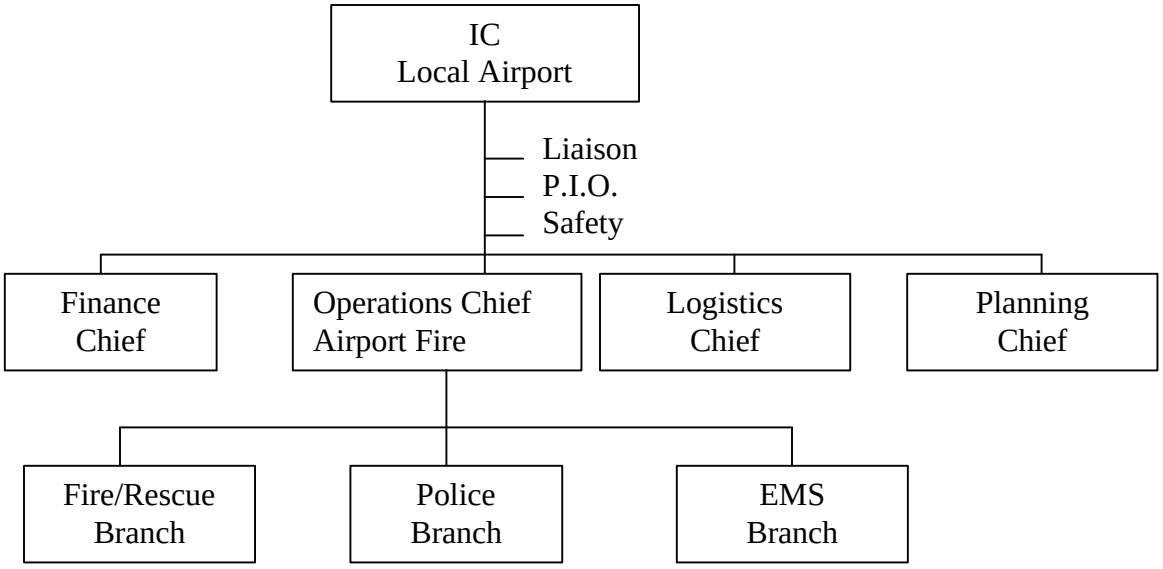
The exercise expects decisionmaking at an EOC, or similar facility, in addition to those made on the scene. The following events have been identified as critical to this scenario:

> Fire crash and rescue
> Victim identification
> Mortuary services
> Debris clearance
> Public information
> Outside assistance decisions and request procedures

SCENARIO 3: AIR CRASH
(Continued)



ICS/EOC Interface



Note: These charts are for illustrative purposes only to focus on the ICS/EOC interface issues. They are not to be considered school solutions.

SCENARIO 3: AIR CRASH
(Continued)

1. When would the EOC be activated? Deactivated?

2. What support might the EOC provide to Incident Commanders?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. Identify the roles and responsibilities of the EOC and Incident Commanders.

   - What are the EOC's goals/policy issues?

   - What are the Incident Commanders' goals/policy issues?

SCENARIO 3: AIR CRASH
(Continued)

5. Identify key "phase-up" and "phase-down" functions. Describe how responsibility or "command" might be transferred and to which agency or function the responsibility would be transferred.

6. How is communication conducted among the various incidents and the EOC? By whom?

   - Who talks to who?
   - What communication devices are used (cell phones, radios, etc.)?

7. How will the EOC make decisions about resource allocation?

SCENARIO 4A: TRAIN DERAILMENT

SITUATION:

Moments ago, a freight train derailed. Some cars are still in the adjacent county. The incident is located in an industrial area. Three tank cars are on their sides—one is leaking liquid into a water-filled drainage ditch on the south side of the tracks. The car is placarded with a DOT placard that reads: 1064 (see guide 13, DOT Emergency Response Book, included with this exercise). The wind is steady from the northwest at 2 mph.

There is no visible fire. However, the fire department is on the scene. There are no known injuries. County law enforcement deputies and State police units are arriving on the scene. In addition, a large crowd of spectators has begun to gather. The media has picked up the story and is beginning to broadcast sketchy details.

The Emergency Management Center also contains a number of city offices and is normally not a 24-hour operation. This dual-use facility can be converted into a functioning EOC. Past exercises indicated that approximately 2 hours are needed to activate fully. Radio and telephone communications with other city departments are immediately available. Relations with the county EOC, which is a 24-hour, centralized dispatch operation, are excellent.

ASSUMED CONDITIONS:

[NOTE: This exercise is designed without regard for size of community.]

This exercise expects decisionmaking at an EOC, or similar facility, in addition to those made on scene. The following events have been identified as critical to this scenario:

> Local interpretation of NWS forecast information
> Coordination with waste facility
> Evacuation decisionmaking
> Evacuation route monitoring
> Shelter availability
> Communication with the National Response System
> Outside assistance decisions and request procedures

SCENARIO 4A: TRAIN DERAILMENT
(Continued)

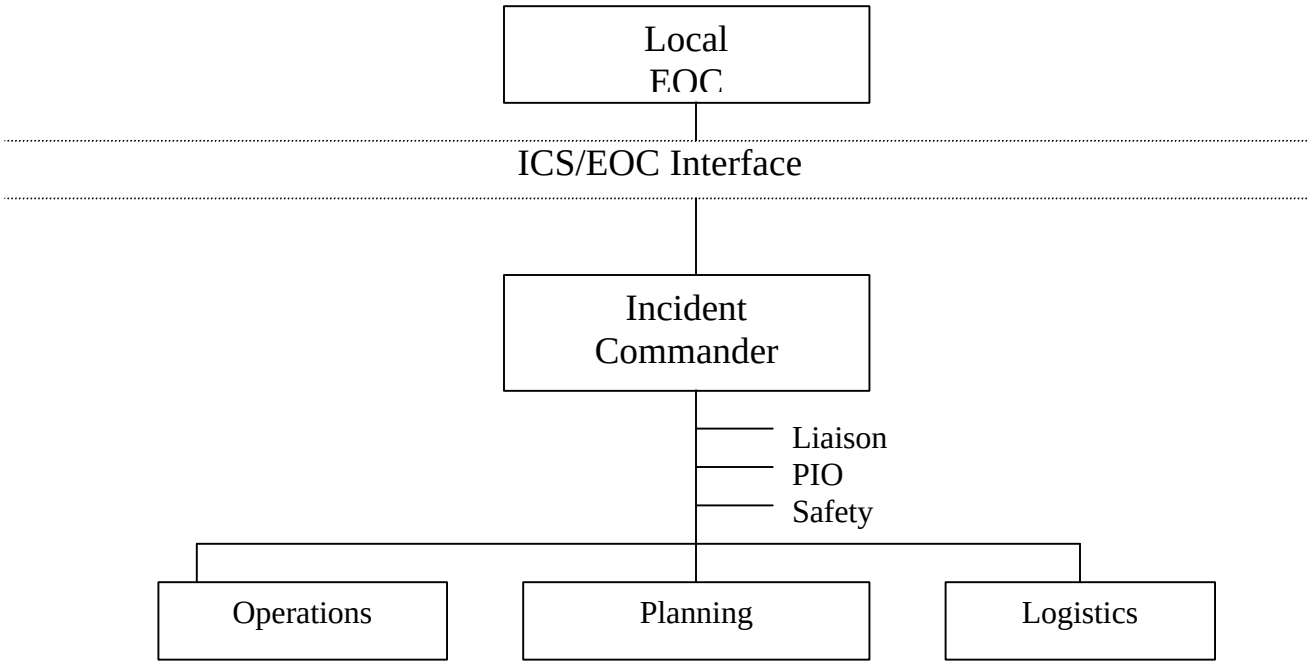
RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

NOTE TO INSTRUCTOR: After participants have worked on this scenario for about 10 or 15 minutes, tell them that another incident has just occurred and distribute **Scenario 4B: School Bus Accident.** Tell the participants that at times there may be more than one incident requiring incident command resources.

SCENARIO 4A: TRAIN DERAILMENT

(Continued)



NOTE: These charts are for illustrative purposes only to focus on the ICS/EOC interface issues. They are not to be considered school solutions.

ID No.	Guide No.	Name of Material
1043	16	FERTILIZER ANMONIATING SOLUTION, with more than 35% free ammonia
1044	12	FIRE EXTINGUISHER, with compressed or liquefied gas
1045	20	FLOURINE, compressed
1046	12	HELIUM, compressed
1048	15	HYDROGEN BROMIDE, anhydrous
1049	22	HYDROGEN, compressed
1050	15	HYDROCHLORIC ACID, anhydrous
1050	15	HYDROGEN CHLORIDE, anhydrous
1051	13	HYDROCYANIC ACID
1051	13	HYDROGEN CYANIDE, anhydrous, stabilized
1052	15	HYDROFLOURIC ACID, anhydrous
1052	15	HYDROGEN FLOURIDE, anhydrous
1053	13	HYDROGEN SULFIDE
1053	13	HYDROGEN SULFIDE, liquefied
1055	22	ISOBUTYLENE
1056	12	KRYPTON, compressed
1057	17	CIGARETTE LIGHTER, with flammable gas
1057	17	FLAMMABLE GASm in LIGHTER for cigars, cigarettes, etc.
1057	17	LIGHTER, for cigars, cigarettes, etc., with flammable gas
1057	17	LIGHTER REFILLS, cigarettes, containing flammable gas
1058	12	LIQUEFIED GAS, nonflammable, charged with nitrogen, carbon dioxide or air
1058	12	LIQUEFIED NONFLAMMABLE GAS charged with NITROGEN, CARBON DIOXIDE or AIR
1060	17	METHYL ACETLYNEN and PROPADIENE MIXTURE, stabilized
1061	19	METHYLAMINE, anhydrous
1061	19	MONOMETHYLAMINE, anhydrous
1062	55	METHYL BROMINE
1063	18	METHYL CHLORIDE
1064	13	METHYL MERCAPTAN
1065	12	NEON, compressed
1066	12	NITROGEN, compressed
1067	20	DINITROGEN TETROXIDE
1067	20	NITROGEN DIOXIDE
1067	20	NITROGEN PEROXIDE
1067	20	NITROGEN TETROXIDE
1069	16	NITROSYL CHLORIDE
1070	14	NITROUS OXIDE, compressed
1071	22	OIL GAS
1072	14	OXYGEN, compressed
1073	23	OXYGEN, refrigerated liquid (cryogenic liquid)
1075	22	LIQUEFIED PETROLEUM GAS
1075	22	LPG, Liquefied petroleum gas
1075	22	PETROLEUM GAS, liquefied
1076	15	CARBONYL CHLORIDE
1076	15	PHOSGENE
1077	22	PROPYLENE
1078	12	CHLORODIFLUOROMETHANE and CHLOROPENTAFLUOROETHANE MIXTURE
1078	12	CHLOROTRIFLUOROMETHANE and TRIFLUOROMETHANE MIXTURE
1078	12	DICHLORODIFLOUROMETHANE and CHLORODIFLUOROMETHANE MIXTURE

ERG90 GUIDE 13

POTENTIAL HAZARDS

HEALTH HAZARDS

Poison: **extremely hazardous.**
May be fatal if inhaled or absorbed through skin.
Initial odor may be irritating, foul or absent and may deaden your sense of smell.
Runoff from fire control or dilution water may cause pollution.

FIRE OR EXPLOSION

Some of these materials are **extremely flammable**.
May be ignited by heat, sparks or flames.
Vapors may travel to a source of ignition and flash back.
Cylinder may explode in heat of fire.
Vapor explosion and poison hazard indoors, outdoors or in sewers.

EMERGENCY ACTION

Keep unnecessary people away; isolate hazard area and deny entry.
Stay upwind, out of low areas, and ventilate closed spaces before entering.
Positive pressure self-contained breathing apparatus (SCBA) and chemical protective clothing which is specifically recommended by the shipper or manufacturer may be worn. It may provide little or no thermal protection.
Structural firefighters' protective clothing is **not** effective for these materials.
Isolate the leak or spill area immediately for at least 150 feet in all directions.
See the Table of Initial Isolation and Protective Action Distances. If you find the ID Number and the name of the material there, begin protective action.
Isolate for 1/2 mile in all directions if tank, rail car or tank truck is involved in fire.
Call CHEMTREC AT 1-800-442-9300 AS SOON AS POSSIBLE, especially if there is not local hazardous materials team available.

FIRE

Small Fires: Let bum unless leak can be stopped immediately.
Large Fires: Water spray, fog or regular foam.
Move container from fire area if you can do it without risk.
Withdraw immediately in case of rising sound from venting safety device or any discoloration of tank due to fire.
Cool container with water using unmanned device until well after fire is out.
Isolate area until gas has dispersed.

SPILL OR LEAK

Do not touch or walk through spilled material; stop leak if you can do it without risk.
Shut off ignition sources; no flares, smoking or flames in hazard area.
Use water spray to reduce vapor; do not put water directly on leak or spill area.
Isolate area until gas has dispersed.

FIRST AID

Move victim to fresh air and call emergency medical care; if not breathing, give artificial respiration; if breathing is difficult, give oxygen.
In case of contact with material, immediately flush skin or eyes with running water for at least 15 minutes.
Keep victim quiet and maintain normal body temperature.
Effects may be delayed; keep victim under observation.

SCENARIO 4A: TRAIN DERAILMENT
(Continued)

1. When would the EOC be activated? Deactivated?

2. What support might the EOC provide to Incident Commanders?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. Identify the roles and responsibilities of the EOC and Incident Commanders.

   - What are the EOC's goals/policy issues?

   - What are the Incident Commanders' goals/policy issues?

SCENARIO 4A: TRAIN DERAILMENT
(Continued)

5. Identify key "phase-up" and "phase-down" functions. Describe how responsibility or "command" might be transferred and to which agency or function the responsibility would be transferred.

6. How is communication conducted among the various incidents and the EOC? By whom?

   - Who talks to who?
   - What communication devices are used (cell phones, radios, etc.)?

7. How will the EOC make decisions about resource allocation?

SCENARIO 4B: SCHOOL BUS ACCIDENT

SITUATION:

A school bus left the roadway, went into a ditch, and rolled over on its right side striking a culvert.

The bus had middle school children on board, some of whom are trapped and many of whom are injured.

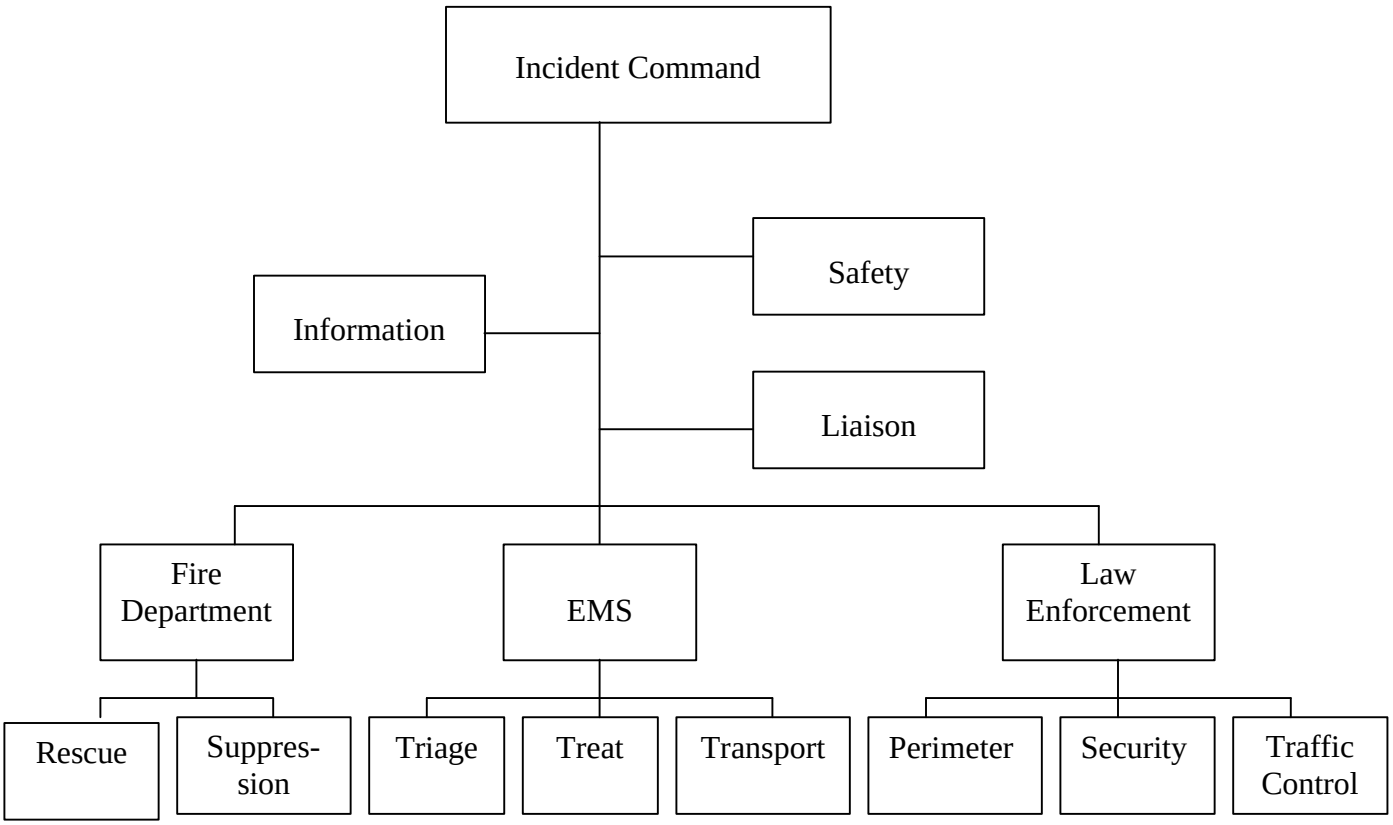
ASSUMED CONDITIONS:

> Preliminary reports indicate the driver and two children are dead.
> 5-9 children are trapped.
> 15-20 children are injured.
> A number of resources have already been dispatched to a train derailment incident; however, since there are no known injuries, medical resources should be readily available.

RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

SCENARIO 4B: SCHOOL BUS ACCIDENT
(Continued)



SCENARIO 4B: SCHOOL BUS ACCIDENT
(Continued)

1. When would the EOC be activated? Deactivated?

2. What support might the EOC provide to Incident Commanders?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. Identify the roles and responsibilities of the EOC and Incident Commanders.

   - What are the EOC's goals/policy issues?

   - What are the Incident Commanders' goals/policy issues?

SCENARIO 4B: SCHOOL BUS ACCIDENT
(Continued)

5. Identify key "phase-up" and "phase-down" functions. Describe how responsibility or "command" might be transferred and to which agency or function the responsibility would be transferred.

6. How is communication conducted among the various incidents and the EOC? By whom?

   - Who talks to who?
   - What communication devices are used (cell phones, radios, etc.)?

7. How will the EOC make decisions about resource allocation?

SCENARIO 5: TERRORIST BOMBING

SITUATION:

At 10:00 a.m. on a Tuesday, a large explosive device detonates in a crowded downtown area. The device destroys part of a building and ignites several fires.

At 10:30 a.m., a second device creates an explosion at a major hospital.

At 11:00 a.m., two other devices detonate—one at the railyard and one at the city water treatment plant.

By 12:00 p.m., a militant group claims responsibility for the explosions and says there are other devices planted around the city. The group demands $50 million or they will detonate the remaining explosives.

ASSUMED CONDITIONS:

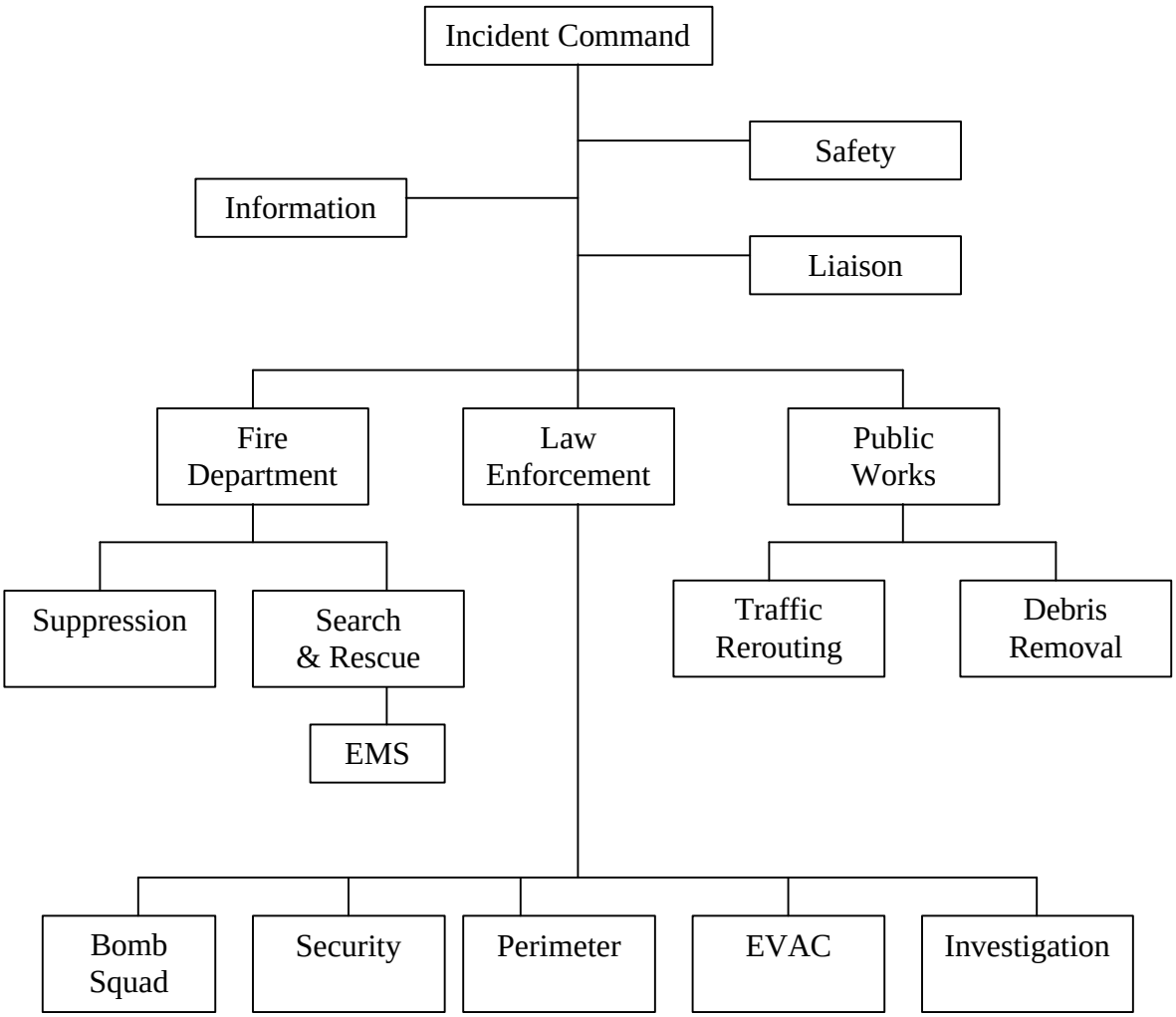
> The weather is warm at 71 degrees F, with a wind from the north at 15 mph. However, thunderstorms are predicted for late in the afternoon with strong, gusting winds.
> There were at least 34 people injured in the downtown blast; however, injuries within the building are as yet unknown.
> The device at the hospital was apparently located in a trash barrel in the emergency waiting area. One person was killed; 6 others injured. The blast also caused damage to the ambulance entryway.
> The device at the railyard did not cause injuries, but did damage a railcar containing anhydrous ammonia, which is now leaking.
> The blast at the city water treatment plant has caused seepage of untreated water into a nearby river and has limited the capacity of the plant.

RESOURCES AVAILABLE:

*List the resources available within your jurisdiction.

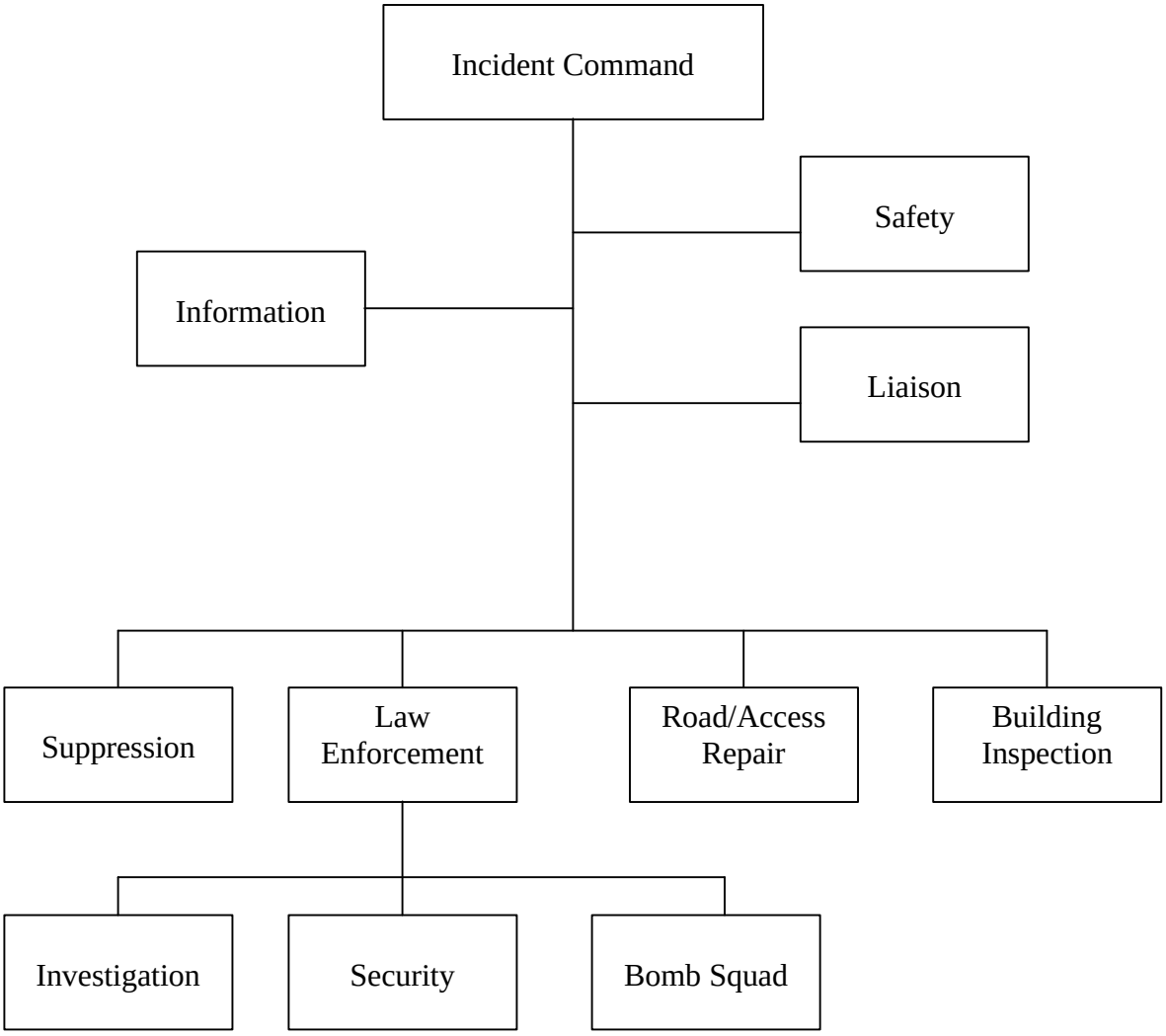
SCENARIO 5: TERRORIST BOMBING
(Continued)

DOWNTOWN EXPLOSION



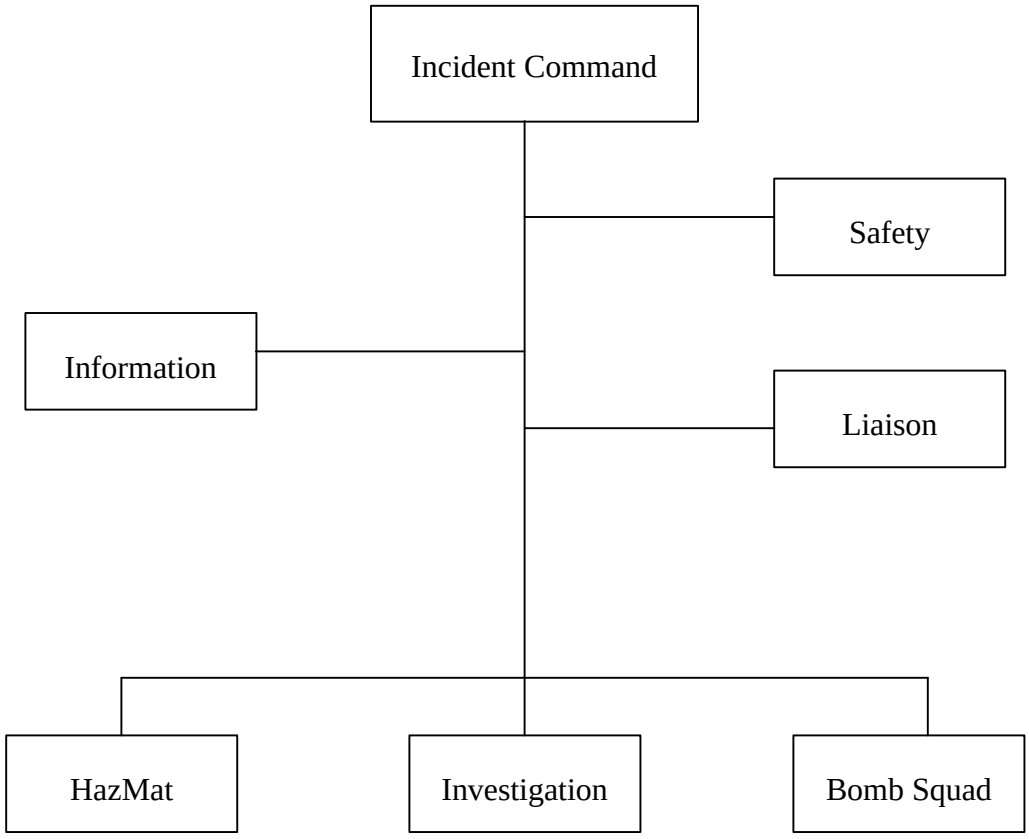
SCENARIO 5: TERRORIST BOMBING
(Continued)

HOSPITAL EXPLOSION



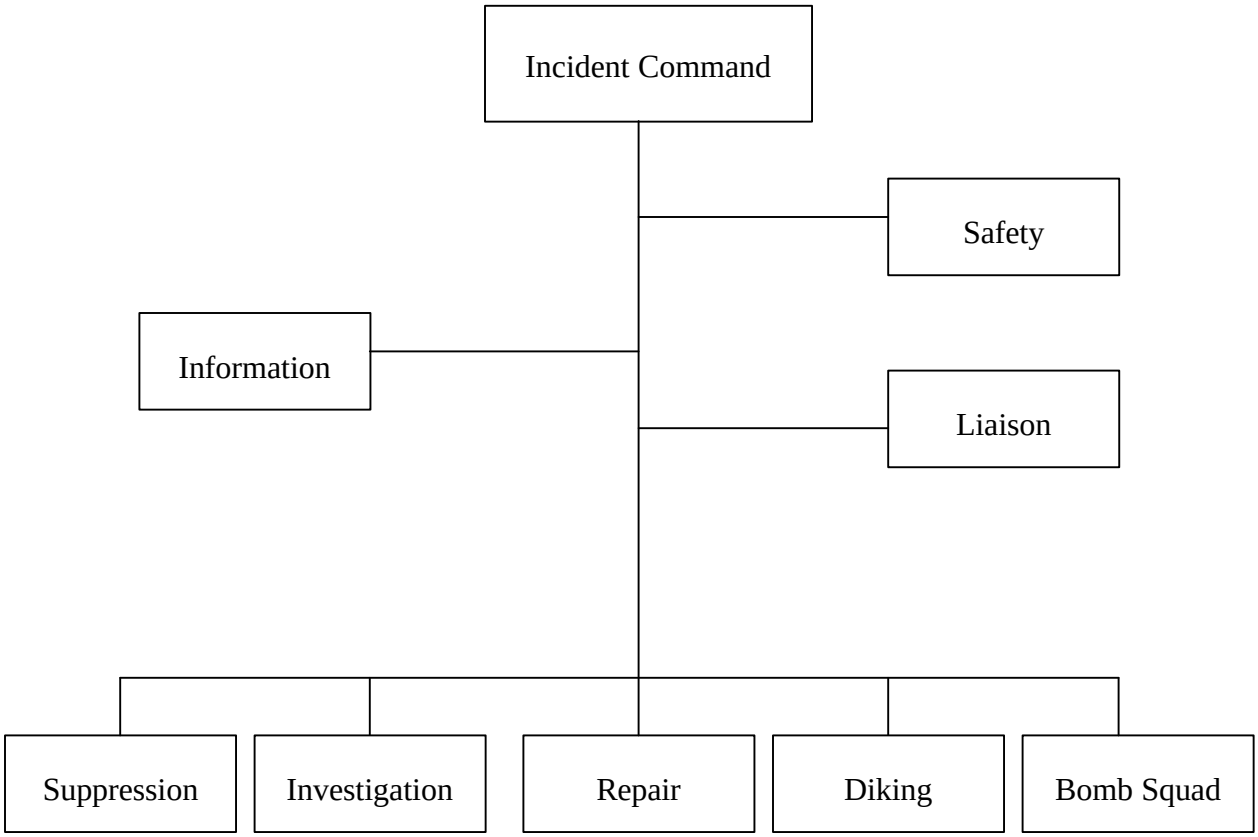
SCENARIO 5: TERRORIST BOMBING
(Continued)

RAILYARD EXPLOSION



SCENARIO 5: TERRORIST BOMBING
(Continued)

WATER TREATMENT PLANT EXPLOSION



SCENARIO 5: TERRORIST BOMBING
(Continued)

1. When would the EOC be activated? Deactivated?

2. What support might the EOC provide to Incident Commanders?

3. Which agencies or functions should be represented in the EOC? At what level of seniority?

4. Identify the roles and responsibilities of the EOC and Incident Commanders.

   - What are the EOC's goals/policy issues?

   - What are the Incident Commanders' goals/policy issues?

SCENARIO 5: TERRORIST BOMBING
(Continued)

5. Identify key "phase-up" and "phase-down" functions. Describe how responsibility or "command" might be transferred and to which agency or function the responsibility would be transferred.

6. How is communication conducted among the various incidents and the EOC? By whom?

   - Who talks to who?
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7. How will the EOC make decisions about resource allocation?

UNIT 7

ICS/EOC ACTION PLANNING

ICS/EOC ACTION PLANNING

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: ICS/EOC Action Planning

TIME: 2 Hours

OBJECTIVES

At the conclusion of this unit, the participants should be able to do the following for their jurisdictions:

1. Develop an interface implementation strategy or a strategy to improve the existing ICS/EOC model.

2. Develop ICS/EOC interface organizational models or review the existing model.

SCOPE

+ Developing an ICS/EOC interface model
+ Developing an interface implementation strategy
+ Identifying agencies and/or departments that must support the action plan to ensure its success

METHODOLOGY

The instructor will have the class remain in their groups for this unit. (**NOTE:** If breakout rooms are available, it is preferable for the group to adjourn to the breakout rooms for this exercise.) Each group will develop an ICS/EOC interface model, including:

+ An action plan that incorporates assumptions and objectives for their plan.

+ A list of agencies and/or departments to be visited to gain plan buy-in, together with each agency's (department's) emergency function and general legal authorities.

METHODOLOGY (Continued)

Upon completion of their plans, the participants will review their plans with the instructor and the large group to obtain feedback on their strategies.

NOTE: Assume that each jurisdiction already has a plan in place. Ask the participants to use their EOPs (including vulnerability assessments) in this unit.

REFERENCES

+ Instructor:
  - IG.
  - PH.
+ Participant
  - PH.

REQUIREMENTS

+ Visuals 7.1. and 7.2.
+ Blank transparency films.
+ Overhead projector.
+ Screen.
+ Flipcharts and markers.

REMARKS

The suggested time plan for this unit is shown below.

Topic	***Time***
+ Introduction	15 Minutes
+ Small–Group Exercise	90 Minutes
+ Summary	15 Minutes
TOTAL TIME	**2 Hours**

ICS/EOC ACTION PLANNING

Note: Emphasize that this unit only begins the ICS/EOC interface process. Responding agencies and emergency planners will have to work together after the course to:

+ Identify community needs.

+ Develop plans.

+ Test the plans.

+ Implement the interface.

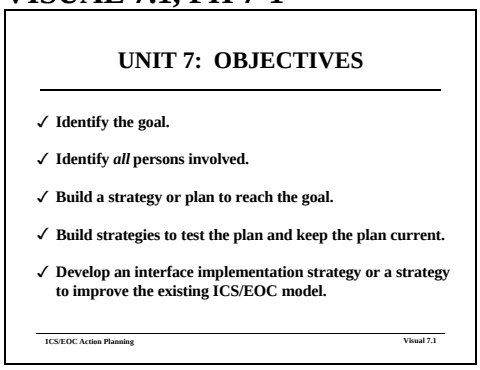
ICS/EOC ACTION PLANNING

INSTRUCTOR NOTES	CONTENT/ACTIVITY

A. INTRODUCTION

15 Minutes

VISUAL 7.1, PH 7-1



At the end of this unit, you should be able to:

+ Identify the goal.

+ Identify <u>all</u> persons involved.

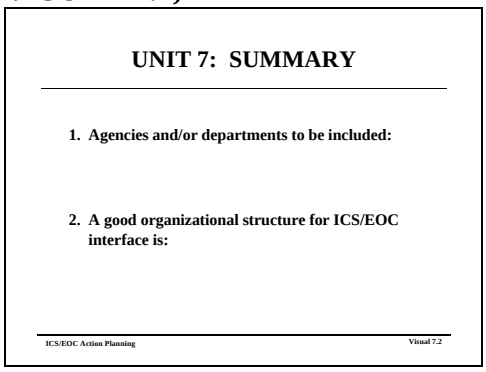
+ Build a strategy or plan to reach the goal.

  – Identify any obstacles.
  – Identify strategies to overcome those obstacles.

+ Build strategies to test the plan and keep the plan current.

+ Develop an interface implementation strategy or a strategy to improve the existing ICS/EOC model.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. INTRODUCTION (Continued)	
 *Participant Handbook, pages PH 7-2 through PH 7-5.*	There are several actual EOC models available that may be useful to you when completing this exercise. Four are included on pages PH 7-2 through PH 7-5 in the Participant Handbook: + Model 1 shows a city organization. + Models 2 and 3 show a county organization. + Model 4 is an example of an ICS/EOC interface.
B. SMALL-GROUP EXERCISE	
 *90 Minutes*	**Instructions:** Use the following steps to conduct this exercise:
 *Divide the participants into groups.*	1. Ask the participants to work in their small groups for this exercise.
 *Participant Handbook, page EX 7-1.*	2. Refer the groups to the exercise on page EX 7-1 in the Participant Handbook. 3. Ask the groups to read the exercise and respond to the questions that follow the exercise.

INSTRUCTOR NOTES	CONTENT/ACTIVITY
B. SMALL-GROUP EXERCISE (Continued)	4. Tell the groups that they will have 45 minutes to complete this exercise. 5. When all groups have finished, ask each group to select a spokesperson to report their responses to the large group. **6.** Facilitate an interactive group discussion of each model presented. Be sure to identify each group's rationale and to suggest areas in which the models can be improved. Solicit additional feedback from the large group.
C. UNIT SUMMARY  *15 Minutes* **VISUAL 7.2, PH 7-7**  	Summarize the key learnings from the exercise: + Agencies and/or departments to be included are: + An appropriate interface implementation strategy is:

SMALL-GROUP EXERCISE: DEVELOPING ICS/EOC INTERFACE ACTION PLANS

INSTRUCTIONS: Use the space below to draw a model of your proposed ICS/BOC interface for your community. Be prepared to discuss the following:

1. Why did you design your model this way?

2. Why do you think that this model will work in your community?

3. Are there any "caution areas" in your model? What are they?

UNIT 8

COURSE SUMMARY

COURSE SUMMARY

COURSE TITLE: ICS/EOC Interface Workshop

UNIT TITLE: Course Summary

TIME: ½ Hour

OBJECTIVES

At the conclusion of this unit, the participants should be able to:

1. Summarize the course objectives.
2. Describe whether and how the course met personal expectations.

SCOPE

+ Course conclusion
+ Participant evaluations
+ Presentation of course certificates

METHODOLOGY

This unit provides an opportunity to summarize the course objectives and the impact that the course has had on the participants. It is appropriate for the instructor to review the list of expectations that the participants developed at the beginning of the session. The instructor should emphasize that the basic premise of the course is to enable the participants to anticipate and address interface issues in the planning phase of emergency management.

The instructor will hand out the course evaluation forms. After the participants have completed their forms, the instructor will make his or her closing remarks and present course certificates to the participants.

COURSE SUMMARY

REFERENCES

+ Instructor: IG.
+ Participant: PH.

REQUIREMENTS

+ Course evaluation sheets.
+ Course certificates.

REMARKS

A suggested time plan for this unit is shown below.

Topic	*Time*
+ Course Review and Discussion	10 Minutes
+ Course Evaluation	10 Minutes
+ Closing Remarks/Certificate Presentations	10 Minutes
TOTAL TIME	**½ Hour**

COURSE SUMMARY

INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. COURSE REVIEW AND DISCUSSION  *10 Minutes*	The objectives for this course were to: 1. Describe the principles of the ICS, including its purpose, roles, and responsibilities. 2. Describe the principles of the EOC, including its purpose, roles, and responsibilities. 3. Identify the similarities and differences between the ICS and EOC functions and organizations. 4. Analyze both systems and list various interface issues in a variety of emergency and disaster situations. 5. Apply ICS/IEOC interface concepts in exercise situations. 6. Develop an ICS/EOC interface action plan.

COURSE SUMMARY

INSTRUCTOR NOTES	CONTENT/ACTIVITY
A. COURSE REVIEW AND DISCUSSION (Continued)	This course has demonstrated the necessity for an ICS/EOC interface to address emergency management issues. In addition to the planning phase, there is a need to exercise and train to ensure that each member of the emergency management community—including the elected and appointed officials—know their jobs, other members' jobs, and the terminology and procedures that will be used at all levels and categories of emergency response.
B. COURSE EVALUATION	
 *10 Minutes*	We are very interested in hearing what you think of the course you have completed. Please take 10 minutes to fill out the course evaluation. When you finish, please pass them to the front of the room.
 *Handout (Course Evaluation)*	You may forward additional comments to the Emergency Management Institute, Emmitsburg, Maryland 21727, Attention: ICS/EOC Course Manager.

COURSE SUMMARY

INSTRUCTOR NOTES	CONTENT/ACTIVITY
C. CLOSING REMARKS/ CERTIFICATE PRESENTATIONS	*Instructor: Make any closing remarks that you wish at this time.*
 *10 Minutes*	
 *Handout (Course Certificates)*	*Hand out the course certificates to each participant.*

APPENDIX A

Glossary of Terms

This glossary contains definitions of terms used in the ICS National Training Curriculum. It does not contain definitions related to resources for particular application areas.

Users are encouraged to supplement this glossary with agency–specific terms and definitions, as appropriate.

GLOSSARY

A

Action Plan	See Incident Action Plan.
Administrative/Finance Section	The section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.
Agency	A division of government with a specific function or a nongovernmental organization that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multiagency.)
Agency Executive or Administrator	Chief Executive Officer of the agency or jurisdiction that has responsibility for the incident.
Agency Dispatch	The agency or jurisdictional facility from which resources are allocated to incidents.
Agency Representative	An individual assigned to an incident from an assisting or cooperating agency and who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.
Air Operations Branch Director	The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.
Allocated Resources	Resources dispatched to an incident.

GLOSSARY

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 assigned resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

Assigned Resources — Resources checked in and assigned work tasks on an incident.

Assignments — Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

Assistant — Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used at other positions in the ICS organization.

Assisting Agency — An agency directly contributing tactical or service resources to another agency.

Available Resources — Incident-based resources that are available for assignment within 3 minutes.

B

Base — The location at which primary logistics functions for an incident are coordinated and administered. There is only one base per incident. (An incident name or other designator will be added to the term "base.") The Incident Command Post may be collocated with the base.

Branch — The organizational level having functional or geographic responsibility for major parts of incident operations. The branch level is organizationally between section and division/group. Branches are identified by the use of Roman numerals.

C

Cache — A predetermined complement of tools, equipment and/or supplies stored in a designated location and available for incident use.

Camp — A geographical site, within the general incident area; separate from the Incident Base; and equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Check-in — The process whereby resources first report to an incident. Check-in locations are as follows: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

Chain of Command — A series of management positions in order of authority.

Chief — The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Administration/Finance.

Clear Text — The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

Command — The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Staff — Consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communications Unit (Comm. Unit) — An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Compacts — Formal working agreements among agencies to obtain mutual aid.

Compensation Unit/ Claims Unit — Functional unit within the Administration/Finance Section responsible for financial concerns resulting from injuries or fatalities at the incident.

Complex — Two or more individual incidents that are located in the same general area and are assigned to a single Incident Commander or Unified Command.

Cooperating Agency — An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

Coordination Center — Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Cost Unit — Functional unit within the Administration/Finance Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

D

Deputy — A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff heads, and Branch Directors.

Demobilization Unit — Functional unit within the Planning Section responsible for ensuring orderly, safe, and efficient demobilization of incident resources.

Director — The ICS title for individuals responsible for command of a branch.

Dispatch — The implementation of a *command* decision to move a resource or resources from one place to another.

Dispatch Center — A facility from which resources are directly assigned to an incident.

Division	Divisions are used to divide an incident into *geographical* areas of operation. A division is located within the ICS organization between the Task Force/Strike Team and the branch. (See also "Group.") Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.
Documentation Unit	Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.
	E
Emergency Medical Technician (EMT)	A healthcare professional with special skills and knowledge in prehospital emergency medicine.
Emergency Operating Center (EOC)	A predesignated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.
Emergency Management Coordinator	Refers to the individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.
Emergency Operations Plan	The plan that each jurisdiction has and maintains for responding to appropriate hazards.
Event	In this curriculum, an event is a planned, nonemergency activity. ICS can be used as the management system for a wide range of events (e.g., parades, concerts, or sporting events).
	F
Facilities Unit	Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.
Field Operations Guide	A pocket-size instruction manual on the application of the Incident Command System.

Food Unit — Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Freelance — Term used to describe resources performing assignments on their own and not under direct ICS supervision.

Function — Term often used in reference to the five major activities in the ICS (i.e., Command, Operations, Planning, Logistics, and Administration/Finance). The term "function" is used when describing the activity involved (e.g., "the planning

G

General Staff — The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of an Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Administration/Finance Section Chief.

Generic ICS — Refers to the description of ICS that is generally applicable to any kind of incident or event.

Goal — The end toward which incident efforts are directed.

Ground Support Unit — Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles and for the transportation of personnel and supplies.

Group — Groups are established to divide the incident into *functional* areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.)

H

Helibase — The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the Incident Base.

Helibase Crew — A crew of individuals who may be assigned to support helicopter operations.

Helispot — Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

Hierarchy of Command — (See Chain of Command.)

I

ICS National Training Curriculum — A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs.

Incident — An occurrence either human-caused or by natural phenomena that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

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.).

Incident Base — Location at the incident where the primary logistics functions are coordinated and administered. (An Incident name or other designator will be added to the term "base.") The Incident Command Post may be collocated with the base. There is only one base per incident.

Incident Commander — The individual responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP) — The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

Incident Command System (ICS) — The combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident and/or event.

Incident Communication Center — The location of the Communications Unit and the Message Center.

Incident Management Team — The Incident Commander and appropriate General and Command Staff personnel assigned to an incident.

Incident Objectives — Incident objectives provide the needed guidance and direction necessary for the selection of appropriate strategy(s) and for the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet broad enough to allow for strategic and tactical alternatives.

Information Officer — A member of the Command Staff responsible for interfacing with the media or other appropriate agencies requiring information directly from the incident. There is only one Information Officer per incident.

Initial Action — Resources initially committed to an incident.

J

Jurisdiction — Refers to the range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, State or Federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multijurisdiction.)

Jurisdictional Agency — The agency having jurisdiction and responsibility for a specific geographical area or for a mandated function.

L

Leader — The ICS title for individuals responsible for a Task Force, Strike Team, or functional unit.

Liaison Officer — A member of the Command Staff responsible for interacting with representatives from cooperating and assisting agencies.

Logistics Section — The section responsible for providing facilities, services, and materials for the incident.

Life-Safety — Refers to the joint consideration of both the life and physical well-being of individuals.

M

Managers — Individuals within ICS organizational units that are assigned specific responsibilities (e.g., Staging Area Manager or Camp Manager).

Management by Objectives — In ICS, this is a top-down management activity that involves a three-step process to achieve the incident goal. The steps include establishing the incident objectives, selecting appropriate strategy(s) to achieve the objectives, and taking the tactical direction associated with the selected strategy. Tactical direction includes selecting tactics, selecting resources, assigning resources, and monitoring performance.

Medical Unit — The functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

Message Center — Part of the Incident Communications Center and collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

Mobilization — The process and procedures used by all organizations–Federal, State, and local–for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center — An *off-incident* location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

Multiagency Incident — An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

Multiagency Coordination (MAC)

A generalized term that 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 ICS and is *not* involved in developing incident strategy or tactics.

Multiagency Coordination System (MACS)

The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS enables the coordination of assisting agency resources and support in a multiagency or multijurisdictional environment. A MAC Group functions within the MACS.

Multijurisdiction Incident

An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS, these incidents will be managed under Unified Command.

Mutual Aid Agreement

Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment in an emergency situation.

N

National Interagency Incident Management System (NIMS)

An NWCG-developed program consisting of five major subsystems that collectively provide a total systems approach to all-risk incident management. The subsystems are the Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

National Wildfire Coordinating Group (NWCG)

Formed under the direction of the Secretaries of the Interior and Agriculture, the group's purpose is to improve the coordination and effectiveness of wildland fire activities and to provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive nature. The NWCG has been a primary supporter of ICS development.

O

Officer

The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

Operational Period — The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Operations Section — The section responsible for all tactical operations at the incident. Includes branches, divisions and/or groups, Task Forces, Strike Teams, and Single Resources.

Out-of-Service Resources — Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Overhead Personnel — Personnel who are assigned to supervisory positions, which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

P

Planning Meeting — A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Procurement Unit — Functional unit within the Administration/Finance Section responsible for financial matters involving vendor contracts.

R

Radio Cache — A radio cache may consist of a number of portable radios, a base station and, in some cases, a repeater, all stored in a pre-determined location for dispatch to incidents.

Recorders — Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Administration/Finance Units.

Reinforced Response — Those resources requested in addition to the initial response.

Reporting Locations — Location or facilities where incoming resources can check in at the incident (see Check-in).

Resource Status Unit — Functional unit within the Planning Section responsible for recording the status of resources committed to the incident and for evaluating resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

Resources — All personnel and major items of equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type (e.g., ground, water, air, etc).

S

Safety Officer — A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section — That organizational level with responsibility for a major functional area of the incident (e.g., Operations, Planning, Logistics, Administration/Finance). The section is organizationally between branch and Incident Commander.

Sector — Term used in some applications to describe an organizational level similar to an ICS division or group. Sector is not a part of ICS terminology.

Segment — A geographical area in which a Task Force/Strike Team Leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

Service Branch — A branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

Single Resource — A piece of equipment and personnel complement, or a crew of individuals with an identified work supervisor, that can be used in a tactical application on an incident.

Situation Status Unit — The functional unit within the Planning Section responsible for the collection and organization of incident status information and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

Span of Control — The supervisory ratio of from three to seven individuals, with five to one being established as a general rule of thumb.

Staging Area — A temporary on-incident location where incident personnel and equipment are assigned on a 3-minute available status. Staging Areas are managed by the Operations Section.

Strategy — The general plan or direction selected to accomplish incident objectives.

Strike Team — Specified combinations of the same kind and type of resources, with common communications and a leader.

Supervisor — The ICS title for individuals responsible for command of a division or group.

Supply Unit — Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

Support Branch — A branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Group Support Units.

Support Materials — Refers to the attachments that may be included with an Incident Action Plan (e.g., communications plan, map, safety plan, traffic plan, and medical plan).

T

Tactical Direction — The term includes the tactics appropriate for the selected strategy, the selection and assignment of resources, and performance monitoring for each operational period.

Task Force — Any combination of single resources, within the span of control, assembled for a particular tactical need, with common communications and a leader.

Technical Specialists — Personnel with special skills who are activated only when needed. Technical Specialists can be used anywhere within the ICS organization.

Temporary Flight Restrictions (TFRS) — Federal Aviation Regulation 91.137 provides for the establishment of temporary airspace restrictions for nonemergency aircraft. TFRs can be requested for incidents and/or events generating a high degree of public interest, and are normally limited to a 5-nautical-mile radius and 2,000 feet above the surface.

Time Unit — Functional unit within the Administration/Finance Section responsible for recording time for incident personnel.

Type — The type of any kind of resource refers to its capability in comparison with another type. Type 1 provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Typing provides resource managers with additional information in selecting the best resource for the task.

U

Unified Command — In ICS, Unified Command is a *unified team effort* that allows all agencies with responsibility for the incident, *either geographical 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 account-ability. An Operations Section Chief is responsible for implementing the Incident Action Plan.

Unit — The organizational element having functional responsibility for a specific incident planning, logistics, or administration/finance activity.

Unity of Command — Each person within an organization reports to one designated person.

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