

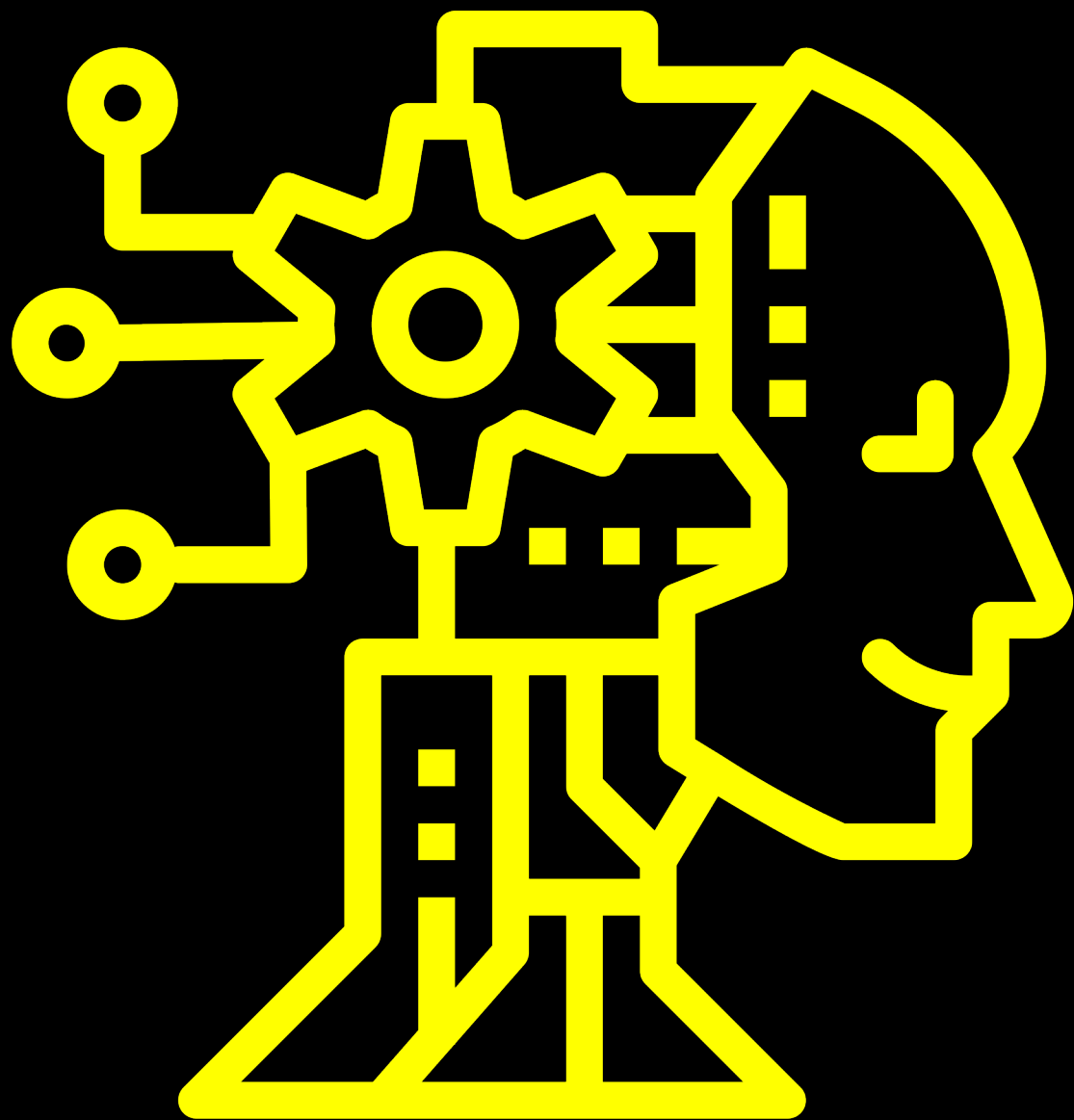
ICS  
THE INCIDENT  
COMMAND  
SYSTEM

CERT BASIC TRAINING  
UNIT #2  
ALTERNATIVE TRAINING

Sunnyvale DPS (USA, CA)

Class 63

March 2024



DISCLAIMER:

NO AI WAS  
HARMED  
IN THE MAKING OF  
THIS PRESENTATION

But some was used,  
ChatGPT and Bard

# AGENDA

- What is ICS?
- Deployment Models
- Management Structure
- Key Processes
- Documentation
- Learn more



To do:

- Wake up
- Make coffee
- Drink coffee
- Make more coffee

Bambooh

ICS is  
**not**  
CERT Organization.

It's an organizational  
model to manage  
incident response.

The Incident Command System (ICS)  
is a standardized approach to the  
command, control, and coordination  
of emergency response.  
ICS was initially developed to  
address problems of inter-agency  
responses to wildfires in California  
and Arizona.

It is now a component of the National Incident  
Management System (NIMS) in the US, where it  
has evolved into use in all-hazards situations,  
ranging from active shootings to hazmat scenes.



# WHAT IS ICS?

- Well-defined management structure
- Manageable span of control
- Common terminology
- Effective communication
- Consolidated action plans
- Comprehensive resource management
- Documentation & Accountability



**Management  
Structure  
AND  
Processes**



**BUT WAIT...**

**WHAT IS THE DEPLOYMENT MODEL?**

# HOME ALONE





## Deployment Model #1



On your own  
in your Neighborhood,  
during a major Incident  
as a Trained CERT Member

- Be safe, do the greatest good for the greatest number of people
- Identified Hazards
- Search and Treat victims
- Be prepared to transfer the incident when the professionals arrive

ICS is the  
best organizational model

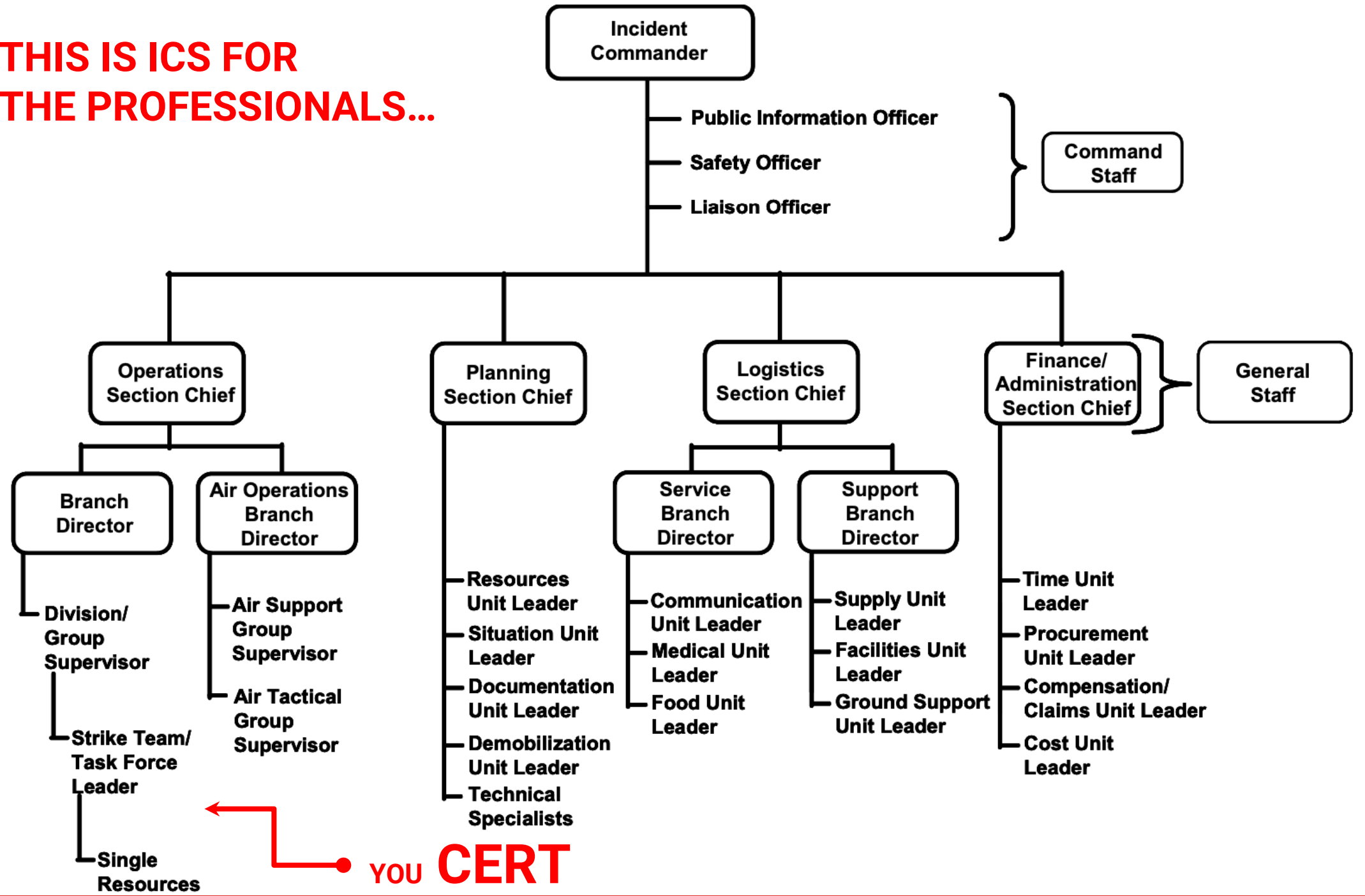




**“YOU WILL NEVER  
RUN A  
COMMAND POST,  
LITTLE SCARAB”**

**- MASTER PO**

**THIS IS ICS FOR THE PROFESSIONALS...**



**YOU CERT**



“I don't care,  
my Team is deployed  
by Operations under  
my agency ICS.

*I am not an IC,  
I am a Team Leader”*

## Deployment Model #2



I want you to ask as a senior human resource executive. How important is it for employees to understand their manager job?



As a Senior Human Resource Executive, I would like to emphasize the significance of employees having a good understanding of their manager's role. This understanding is important for several reasons:

- Improved Communication:** Knowing the responsibilities and challenges faced by a manager helps in streamlining communication. Employees can tailor their approach to suit the manager's perspective, which makes interactions more effective.
- Alignment with Organizational Goals:** Understanding a manager's role and objectives can help employees align their tasks and efforts with the broader organizational goals. This is particularly important in a dynamic and competitive business environment.
- Empathy and Collaboration:** Understanding the pressures and constraints that a manager might face fosters empathy. This empathy can lead to better collaboration and an enhanced working relationship between employees and managers.
- Career Development:** For those employees who aspire to move into a managerial position, understanding the role is invaluable. It provides insights into the skills and competencies needed for advancement and helps in shaping their own career path.
- Increased Efficiency and Productivity:** When employees understand the manager's role, they are more likely to recognize the importance of being efficient and productive. They can anticipate the manager's needs and proactively take steps to meet them.
- Problem-solving and Decision Making:** Being aware of the manager's objectives and constraints can also enhance an employee's ability to contribute effectively to problem-solving and decision-making processes.
- Fostering a Culture of Mutual Respect:** Understanding each other's roles helps in creating a culture of mutual respect. Employees are more likely to value the work of their managers, and managers are more likely to appreciate the contributions of their employees.



# THE INCIDENT COMMAND SYSTEM

Objectives,  
Management  
Structure  
&  
Processes



# ICS OBJECTIVES

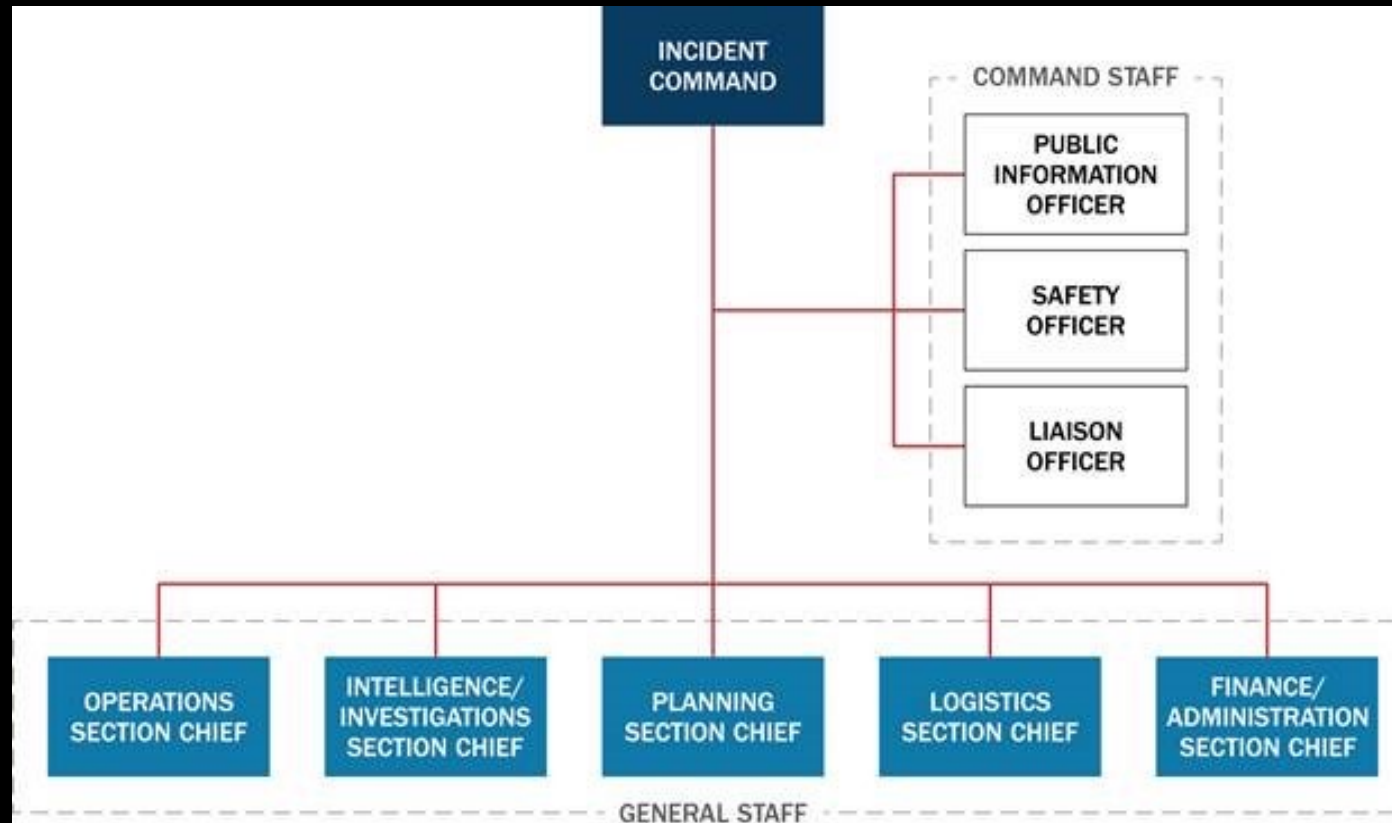
- Stay safe, ensure safety of all your personnel
- Greatest good for...
- Identify hazards
- Search for victims, treat victims
- Document and be prepared to report or transfer command at any time



# MANAGEMENT STRUCTURE



# INCIDENT COMMAND SYSTEM



PM 2-3





**KNOW  
YOUR  
ROLE**



## Incident Commander (IC)

“Manages Incident Response”

### Main Responsibilities

- Lead
- Prioritize Response Goals/Objectives
- Delegate responsibilities to Section Chiefs

### Incident Action Plan (IAP)

- Plan that supports achieving Response Goals/Objectives
- IC and OPS Chief develop, PLANNING Chief Documents and Communicate
- Adjust IAP as the situation evolves and new events occur

### Safety and Accountability

- Ensure Safety, together with Safety Officer (or act as)
- Has her/his own management structure (can be part of uber ICS)

## Planning Section Chief

“Maintains an accurate big picture, Record Info, Communicate”

### Big Picture

- Use a Map, make it easy for all Chiefs to visualize
- Markers on the Map
  - Places (Command Post, Medical Treatment Area, Others)
  - Hazards
  - Ongoing Incidents
  - Teams

### Document & Record

- Goals/Objectives set by IC
- Incident Action Plan (IAP): facilitate planning of Strategies & Tactics defined by OPS and approved by IC, document and communicate
- Record Hazards, People Triaged

### Communicate & Communications

- Responsible for communication within the Response Team
- Allocate channels, maintain list <sup>(1)</sup>
- Communicate with the officials/professionals (if a link exists)

<sup>(1)</sup> In some cases, this is handled by Logistics



## Operations Section Chief (OPS)

“Executes”

### Executes Incident Action Plan (IAP)

- Typical IAP is: QHS, NA, LSR/Triage, Medical Center
- Prioritize Response Tasks, locate & treat problems
- Adjust plan (IAP) to context & events with IC
- Report progress and issues to Planning

### Manages & Deploys Teams

- Brief on objectives/tasks, check PEP & **skills** for the tasks
- Debrief Teams upon return
- Appoint Team Leaders
- Maintain communication with Team Leaders (radios or runners)
- Send Teams to Logistics for resources
- Accountability of all personnel in the field

### Sets up Appropriate Infrastructure

- Medical Treatment Area
- Children Care Center
- ...

## Logistics Section Chief

“Manages resources (personnel & equipment/supplies), anticipate”

### Personnel

- Log all: Check in/Check out, track skills, allocate
- Maintain summary (if possible when time)

### Log

- Name;Time in/out;Skills
- ...
- ...
- ...
- ...

### Summary

- Total: ## people
- IC: [name] Scribe: xxx People: yy
- PL: [name] Scribe: xxx People: yy
- OPS: [name] Scribe: xxx People: yy
- OPS: [name] Scribe: xxx People: yy

### Equipment & Supplies

- Manage granularity (1 medical bag, 223 bandages?)
- Track Asset (things that need to be returned)
- Track stock for disposables

### Missing something?

- Ask OPS (can find stuff during light search or send a team to look for things)
- Ask PL to request help through SARES





## Safety Officer

“Make sure it is safe”

### Safety & Accountability

- Monitor unsafe environment and activities
- Alert and Correct
- Reminds about PPE and Buddy system

### Think Ahead

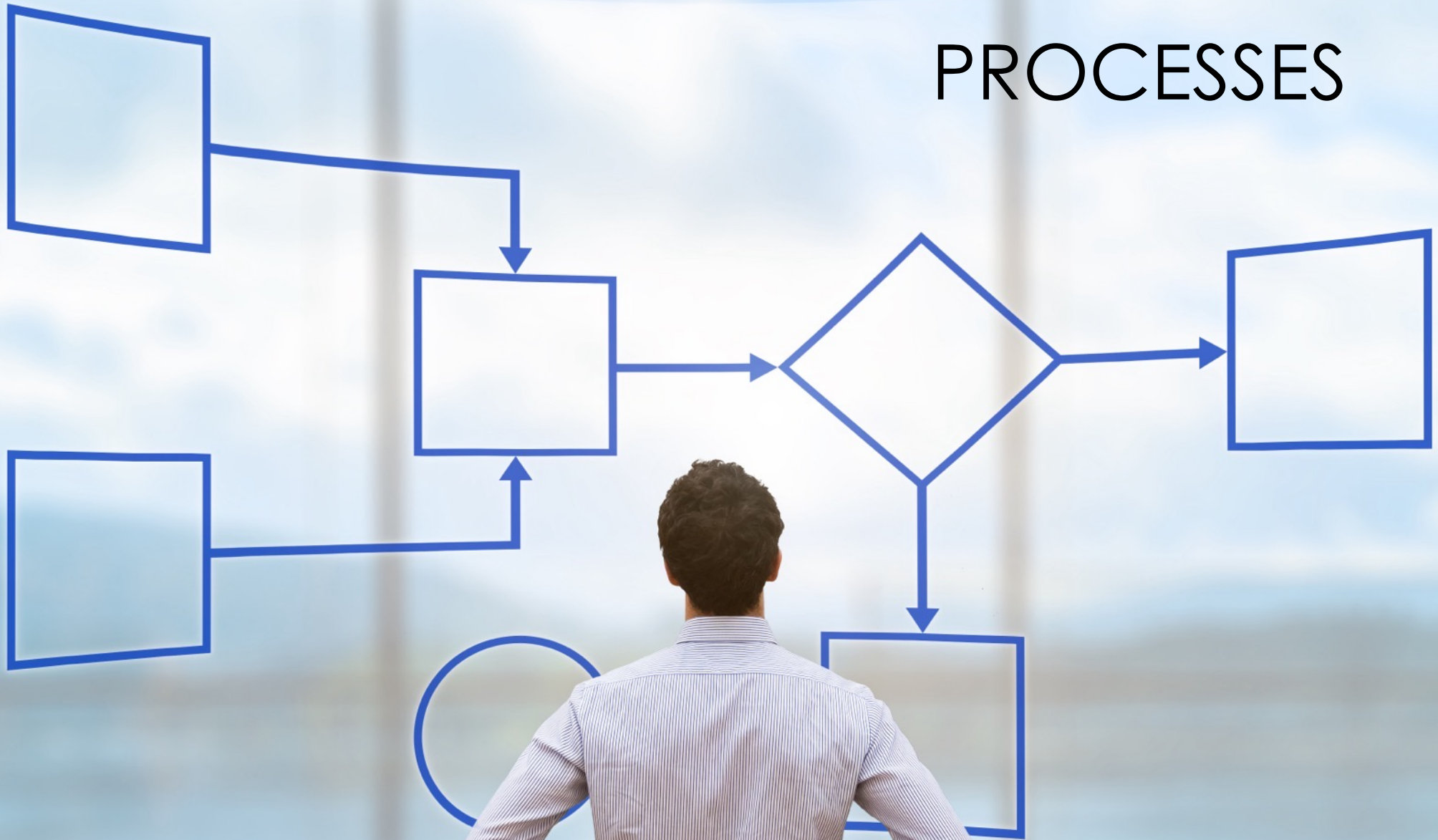
- Anticipate problems: weather conditions, potential impact of hazards



# LOCATIONS

- Command Post
  - Established first, once the team is put together
- Other Areas
  - Medical treatment areas
  - Logistics Area
  - Staging Areas (for OPS especially)
  - Any other as needed
    - Child care center
    - Animals Shelter
    - ...

# PROCESSES



# KEY PROCESSES

- The (in)famous CERT Size-up
- IAP – Incident Action Plan
- Resources Management
- Dealing with the Media
- Transfer of Command



# THE FAMOUS CERT SIZE-UP

1. Gather facts
  2. Assess and communicate the damage
  3. Consider probabilities
  4. Assess your own situation
  5. Establish priorities
  6. Make decisions.
  7. Develop a plan of action
  8. Take action, Document.
  9. Evaluate progress.
- This process is usually more applicable to a CERT Team, deployed under ICS, for a specific task or job
  - ICS Leaders will usually work on the IAP, which includes Size-up concepts

Do NOT confuse running ICS and operating under ICS as a CERT volunteer or CERT Team

## Quick Hazard Survey

Tour the neighborhood quickly to identify hazards:

- Assemble and send a team to do QHS
- Get a report back

## Neighborhood Damage Assessment

Tour the neighborhood house by house in search of damage or potential victims:

- Assemble and send a team to do NDA
- Get a report back

## Light Search & Rescue

- Prioritize and send teams to address issues
- Establish a Medical Treatment Area as needed
- Adjust the Plan

## Medical Treatment Area

## React to Events & Adjust Plan

# Typical Incident Action Plan (IAP)

# RESOURCES MANAGEMENT

Game Card

Personnel  
[Skills]

Record

Equipment & Supplies  
[Skills]

Record

## Logistics

Logistics Personnel Master Check-in/out

Logistics Equipment & Supplies Inventory

Logistics Personnel Tracking

## IC, Planning, Operations, Safety

Assign

[Section] Personnel Check-in/out

Return

Assign

Return

[Section] Personnel Tracking

Assign

[Section] Event or Actions Log

Track & Log



# DEALING WITH THE MEDIA



- Refer media inquiries to CERT Incident Commander/Team Leader
- Do not let media inhibit CERT goals
- Be careful about information released



PM 2-6



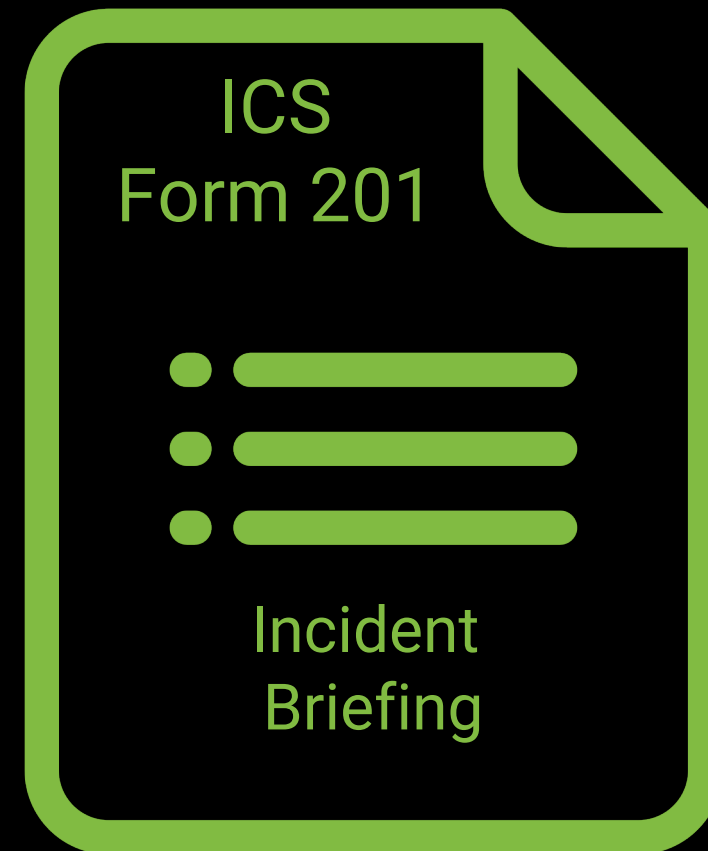
CERT Basic Training Unit 2: CERT Organization

2-7



# TRANSFER OF COMMAND

- Incident name & date/time
- Map or sketch of the area covered
- Safety Briefing (hazards found, status)
- Current & planned objectives, status
- Current & planned actions, status
- Organization & personnel, status



DOCUMENTATION



# WHY?

- Know what is happening throughout the incident
  - Pass information on to the professional responders when they arrive
  - Communication between functional areas and shifts
  - Liability & accountability
  - Reimbursement





# THE MOST COMMON FORM

- Track resources (People, Equipment & Supplies)
- Write down your Plan (Objectives, Strategy, Tactics)
- Build a Map
  - Command Post, Hazards, Incidents, Messages
- Log facts, decisions, actions (and non actions)
- Track victims & their status

## Pro Tips:

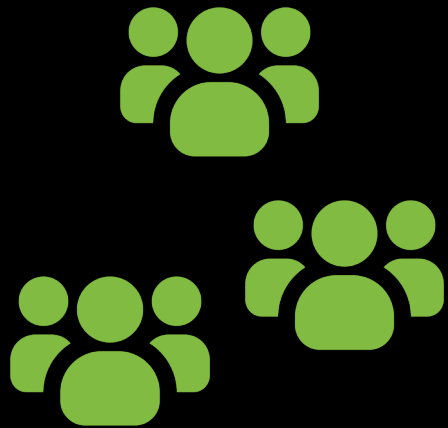
- **If it's not written, it does not exist**
- **Ask yourself:**  
**"If I am replaced NOW, what does t**

FORM #0000



# DOCUMENTATION FLOWS

## Deployed Teams



← Assignment Brief

→ Reports

## Command Post



↓ Status Updates



## Locations

(Medical Treatment Area,  
Childcare Center, etc)

- Personnel check-in/out
- Inventory
- Plan (objectives, strategy, tactics)
- Map (hazards, incidents, locations...)
- Incident Log (hazards, victims, events, etc)
- Operations Log (teams, Actions)
- Communication Log

- Personnel check-in/out
- Action/Events Log





# The (in)Famous<sup>(1)</sup> Unit #2 CERT Organization

(1) Author's opinion

## CERT Basic Training

### Unit 2: CERT Organization



1

### Unit Objectives

- Describe the CERT organizational structure
- Explain the Incident Command System (ICS) and how CERT operates within this structure
- Describe the 9-step one-scene size-up process
- Describe how to use CERT standard documents

PM2-1 2

### Principles of On-Scene Management

- Maintain the safety of disaster workers
- Provide clear leadership and organizational structure
- Improve effectiveness of rescue efforts

PM2-2 3

### CERT On-Scene Management

- Well-defined management structure
- Manageable span of control
- Common terminology
- Effective communication
- Consolidated action plans
- Comprehensive resource management
- Accountability

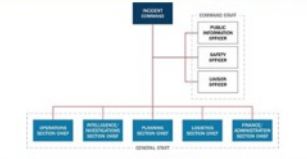
PM2-2 4

### Objectives for On-Scene Management

- Identify scope of incident
- Determine overall strategy
- Deploy resources
- Document actions and results

PM2-2 5

### Incident Command System



PM2-3 6

### CERT Operations

- Command structure
- CERT Team Leader
- Command Post
- Expanded structure as needed

PM2-6 7

### Dealing with the Media


- Refer media inquiries to CERT Incident Commander/Team Leader
- Do not let media inhibit CERT goals
- Be careful about information released



PM2-6 8

### NIMS Implementation

- Ability to work together
- IS-100: Introduction to ICS  
<https://emilms.fema.gov/IS100/courriculum/1.html>
- IS-700: Introduction to NIMS  
<https://emilms.fema.gov/IS700/courriculum/1.html>



PM2-6 9

### Exercise 2.1

- Using your knowledge about the ICS functions, decide under which function the following CERT activities would fall. Some activities may involve more than one function to be completed
- Use the following key to fill in the blanks before each activity:
  - Team Leader = TL
  - Operations = O
  - Planning = P
  - Logistics = L

PM2-6 10

### CERT Mobilization

- CERTs take care of themselves, their families, their homes, their neighbors
- Proceed to predesignated staging area
- TL is established, organizes the group
- TL prioritizes actions
- Organization is flexible and evolves based on new information

PM2-8 11

### On-Scene Size-up

- Gather Facts
- Assess and Communicate Damage
- Consider Probabilities
- Assess Your Own Situation
- Establish Priorities
- Make Decisions
- Develop Plan of Action
- Take Action
- Evaluate Progress

PM2-9 12

### Rescuer Safety

- Rescuer safety = first priority
- Heavy damage = No rescue
- Moderate damage = Locate, assess, evacuate
- Light damage = Locate, assess, continue size-up, and document

PM2-10 13

### Documentation

- Command Post
  - Documents situation status
    - Incident locations
    - Access routes
    - Identified hazards
    - Support locations
- Section Chiefs
  - Provide Command Post with information

PM2-11 14

### Documentation

Write it down!




PM2-11 15

### Documentation Forms

- Damage Assessment
- Personnel Resources Sign-In
- CERT Assignment Tracking Log
- Briefing Assignment
- Treatment Area Record
- Communications Log
- Equipment Inventory
- General Message


PM2-13 16

### Documentation Flow



PM2-13 17

### Documentation Flow



PM2-13 18

### Documentation Flow




PM2-13 19

### Documentation Flow



PM2-13 20

### Documentation Flow



PM2-13 21

### Unit Summary

- ICS provides flexible means of organization
- Ask "Is it safe to attempt the rescue?"
- Document and communicate information to all CERT levels
- Provide Command Post with ongoing information about damage assessment, group status, and needs
- Command Post documents and tracks situation status

PM2-25 22

### Homework Assignment

- Read unit to be covered in next session
- Bring necessary supplies to next session
- Wear appropriate clothes to next session

PM2-25 23

# NIMS IMPLEMENTATION



- IS-100: Introduction to ICS
  - <https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c&lang=en>
- IS-200: Basic Incident Command System for Initial Response
  - <https://training.fema.gov/is/courseoverview.aspx?code=IS-200.c&lang=en>
- IS-315.A: CERT and the Incident Command System (ICS)
  - <https://training.fema.gov/is/courseoverview.aspx?code=IS-315.a&lang=en>
- IS-700: Introduction to NIMS
  - <https://training.fema.gov/is/courseoverview.aspx?code=IS-700.b&lang=en>

The screenshot shows the FEMA Emergency Management Institute (EMI) website. At the top, there is a search bar with the text "Enter Search Term(s):" and a "Search" button. Below the search bar, there are six main navigation categories: "EMI Courses & Schedule", "EMI Students & Instructors", "Apply", "Programs & Activities", "Independent Study", and "Contact Us". Each category has a brief description. For example, "Apply" says "Learn how to apply to our programs". Below the navigation bar, there is a breadcrumb trail: "FEMA - Emergency Management Institute (EMI) Home Page". To the right of the breadcrumb, there are social media icons for Twitter, Facebook, LinkedIn, YouTube, and RSS. The main content area features three large images: "FEATURED EMI PROGRAMS" showing a building, "CURRENT TRAINING OPPORTUNITIES" showing a classroom, and "EMI GOES SOCIAL" showing a Twitter bird and social media icons.

PM 2-6



ICS  
THE INCIDENT  
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CERT BASIC TRAINING  
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Learn the basics of ICS differently

It all started after a drill...



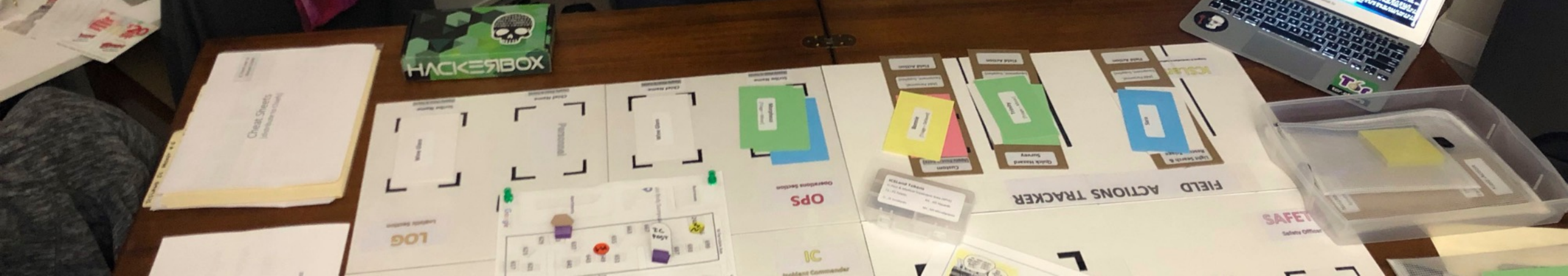
... how could all experience being a leader in ICS?

Sunnyvale DPS Fire station 2, California





Credits to Anna & Jazmin for the beta version of ICSLand





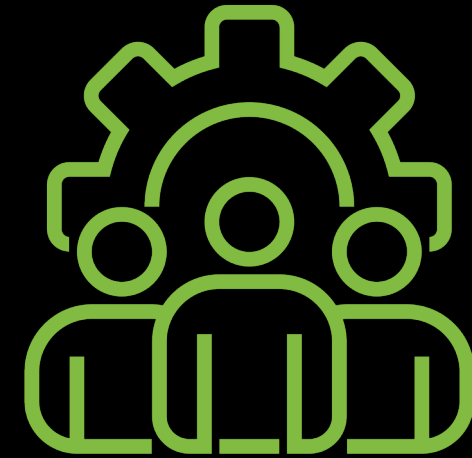
## Disaster Scenario – ex: The Quake



One Game Master  
/ Coach

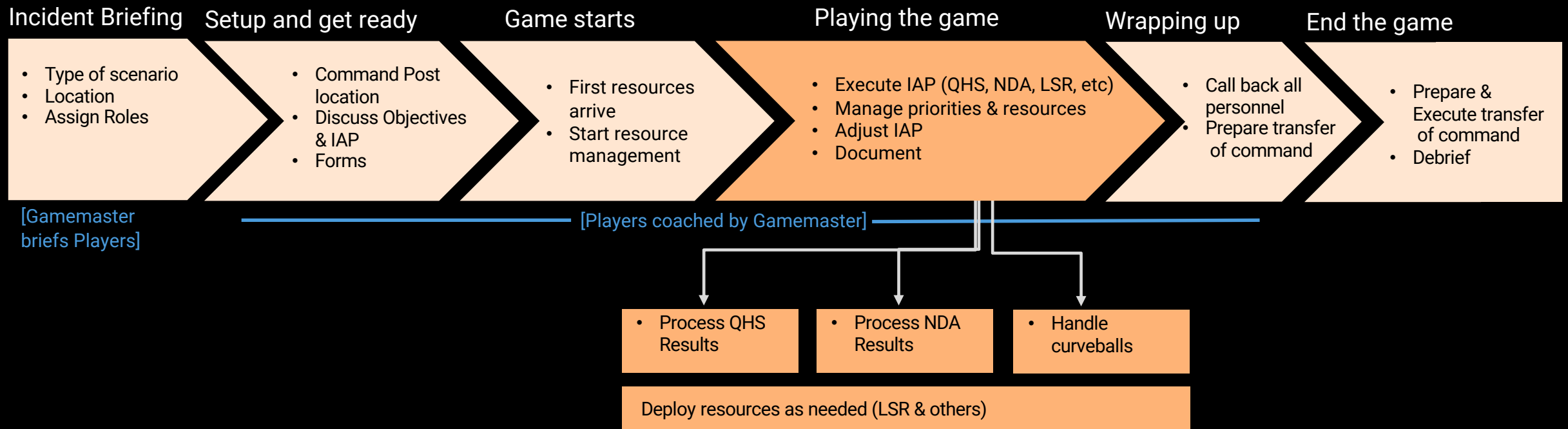


Boards & Cards



Up to  
9 Players

# ICSLAND GAME CONCEPT



QHS: Quick Hazard Survey  
NDA or NA: Neighborhood Damage Assessment  
LSR: Light Search & Rescue





Learn the basics of ICS differently



# ABOUT THE AUTHOR

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