
Unit 3:

Initial Actions for Unified Command



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Visual 3.1

Unit Terminal Objective

Develop incident objectives for a simulated incident.



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Visual 3.2

Unit Enabling Objectives

- **Identify the importance of planning for incidents / events.**
- **Contrast the differences between planning for incidents and events.**
- **Identify methods and tools used to assess incident / event complexity.**
- **Identify agency policies and guidelines that influence management of incident or event activities.**
- **Explain the process for developing incident objectives, strategies, and tactics.**
- **Identify the steps in transferring and assuming incident command.**

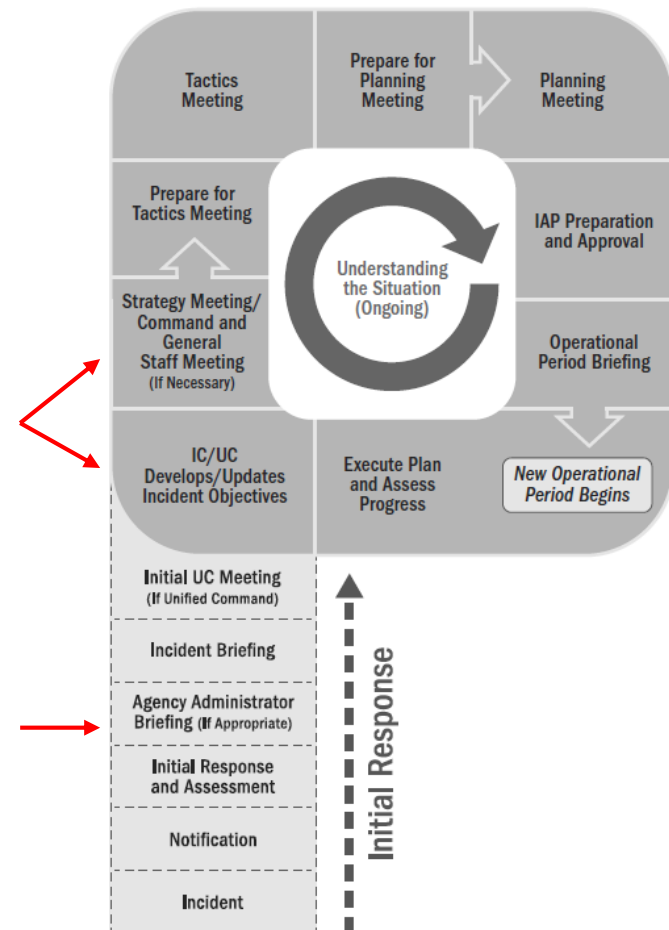


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Planning “P” and Unified Command

This unit covers:

- IC/UC objectives meeting.
- Command and General Staff meeting
- Agency Administrator Briefing



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Visual 3.4

Incidents vs. Events

- **Incident:** An unexpected occurrence that requires immediate response actions through an ICS organization.
- **Event:** A scheduled non-emergency activity (sporting events, concerts, parades, and other events requiring special security).



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Planning for Complex Incidents

- Time is of the essence (time criticality)
- The situation is unstable
- The incident has the potential to expand rapidly
- Communications and information may be incomplete
- Staff on scene may be experienced in control measures, but are not necessarily experienced in managing expanding incidents



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Planning for Events

The planners of an event should know:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multijurisdictional
- Command Staff needs
- Kind, type, and number of resources required
- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs
- Financial considerations
- Known limitations or restrictions
- Available communications



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Initial Response Actions

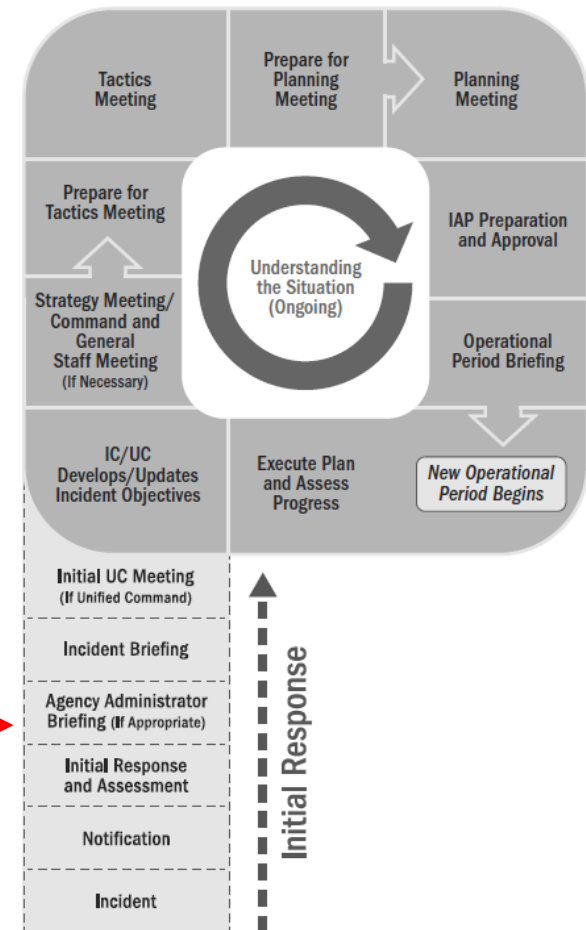
- **Assessment and Safety**
 - Size up the situation.
 - Determine if life is at immediate risk.
 - Ensure that personnel safety factors are taken into account.
 - Determine if there are any environmental issues that need to be addressed.
- **Planning and Resource Management**
 - Assume command and establish the Incident Command Post.
 - Establish immediate incident objectives, strategies, and tactics.
 - Determine if there are enough resources of the right kind and type on scene or ordered. The incident objectives will drive resource requirements.
 - Establish the initial organization that maintains span of control.



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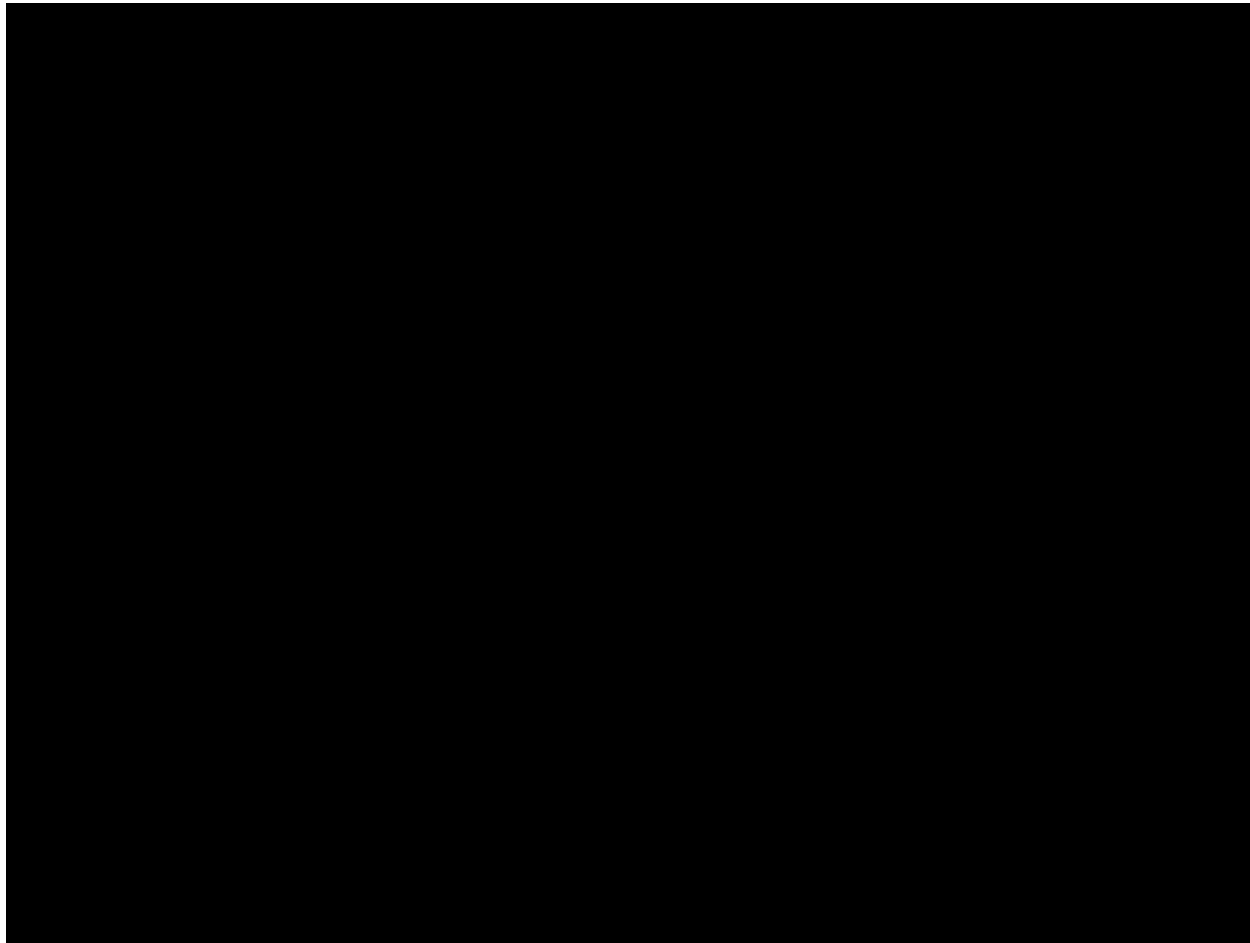
Agency Administrator Briefing

- Incident Description and Summary
- Location/Population threatened
- Jurisdictions involved
- AA Priorities and Delegation of Authority
- Resource Ordering Process
- Public Information Release Policies, Procedures
- Schedule to Transfer Command



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Planning P Video 2



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Visual 1.10

Authorities, Policies, and External Stakeholders

In addition to information collected during size up, Incident Commander takes into account:

- **Authorities**
- **Policies and Guidelines**
- **External Stakeholders**



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Visual 3.11

Agency Policies and Guidelines

Poll 3

What are some examples of agency policies and guidelines that can affect your management of an incident?



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Visual 3.12

Policies and Guidelines: Examples

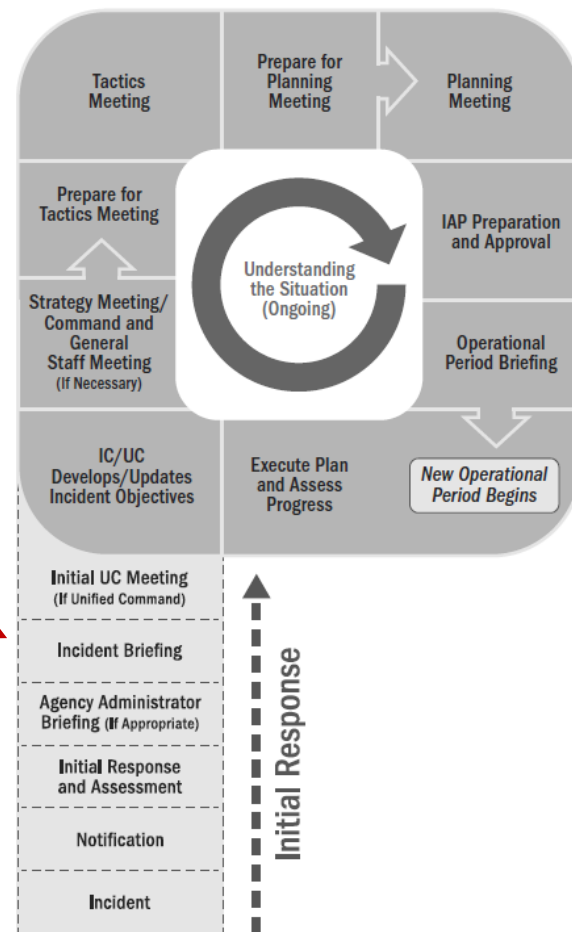
- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual aid and assistance agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, regional, and national mobilization guides
- Field operations guides
- Delegations of authority



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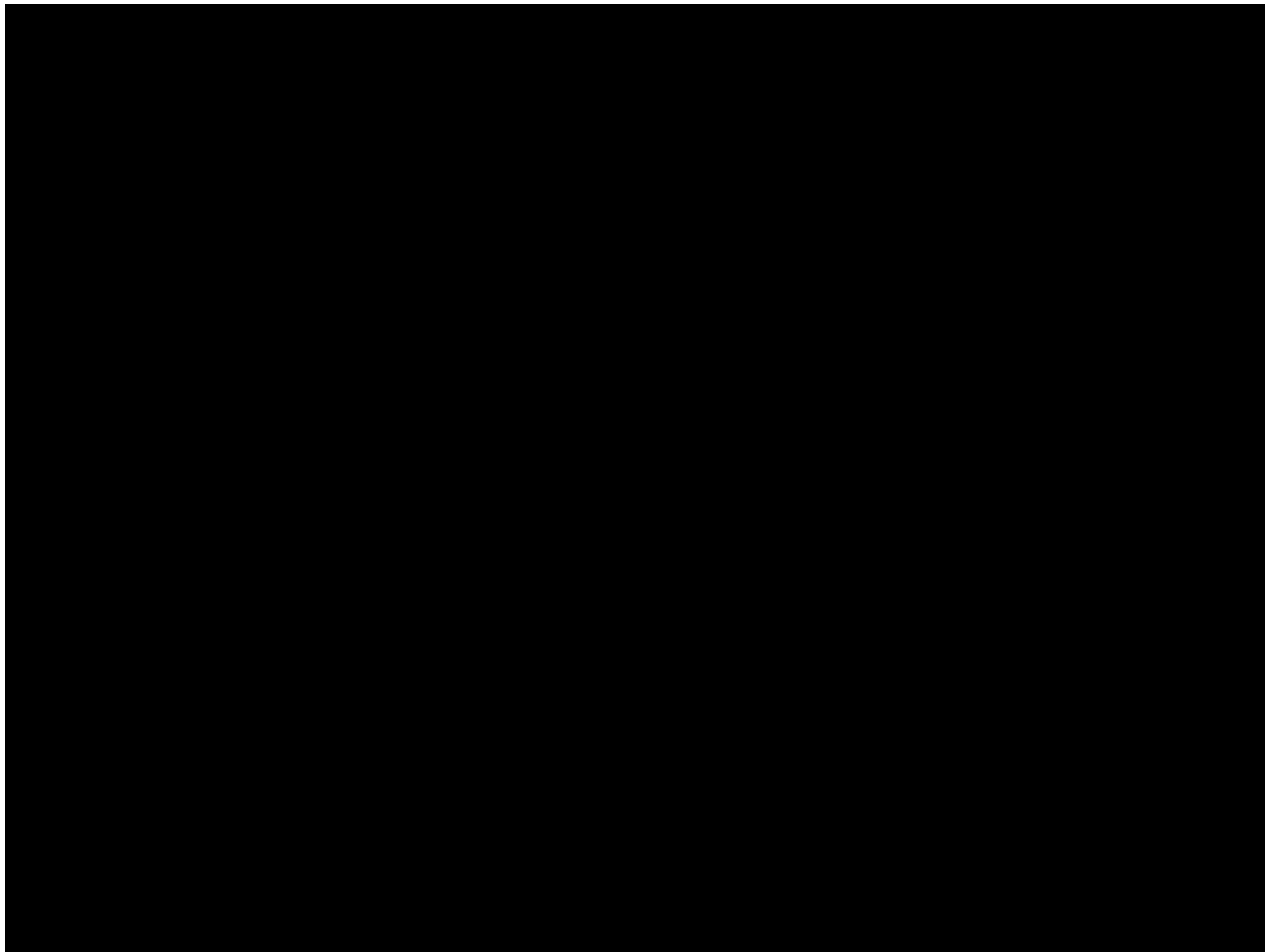
Planning “P” and Incident Briefing

Following the Initial Assessment and AA Briefing, an Incident Briefing is conducted.



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Planning P Video 3



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Incident Briefing (ICS Form 201)

- Provides staff with information about incident situation and resources allocated to incident.
- Serves as a permanent record of initial response to incident.
- Can be used for transfer of command.

INCIDENT BRIEFING (ICS 201)		
	2. Incident Number:	3. Date/Time Init Date:
Sketch, showing the total area of operations, the incident site/area, trajectories, impacted shorelines, or other graphics depicting situa		
<ul style="list-style-type: none">• Incident situation (maps, significant events)• Incident objectives• Summary of current actions• Status of resources assigned or ordered		



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Visual 3.16



Activity 3.1: ICS Form 201

Allotted Time: 10 minutes



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Visual 3.17

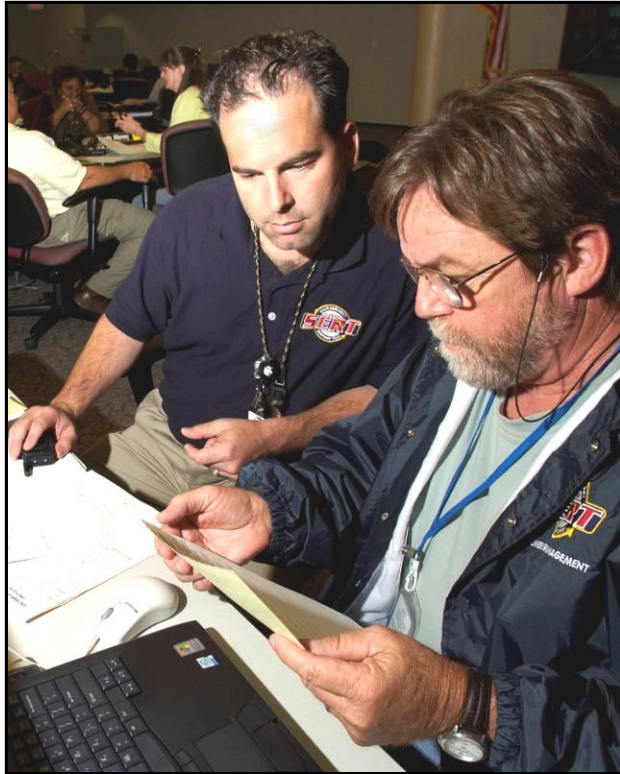
Activity 3.1:

- **Scenario: A building exploded; its cause is unknown. There is significant damage to the building and several injuries have been reported. It is unknown if people are trapped in the building. The fire department and police department have been notified. Two chiefs (Thomas and Jones), two fire aerial ladders with pump (Q15 and Q17), three fire engines (E15, E25, and E14), one heavy rescue (R1), two medical units (M601 and M630), one police Lieutenant (Patrick) with two police squad cars (1-12 and 1-13) have responded and are on-scene.**



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Transfer of Command



Process of moving responsibility for incident command from one Incident Commander/Unified Command to another.



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Visual 3.19

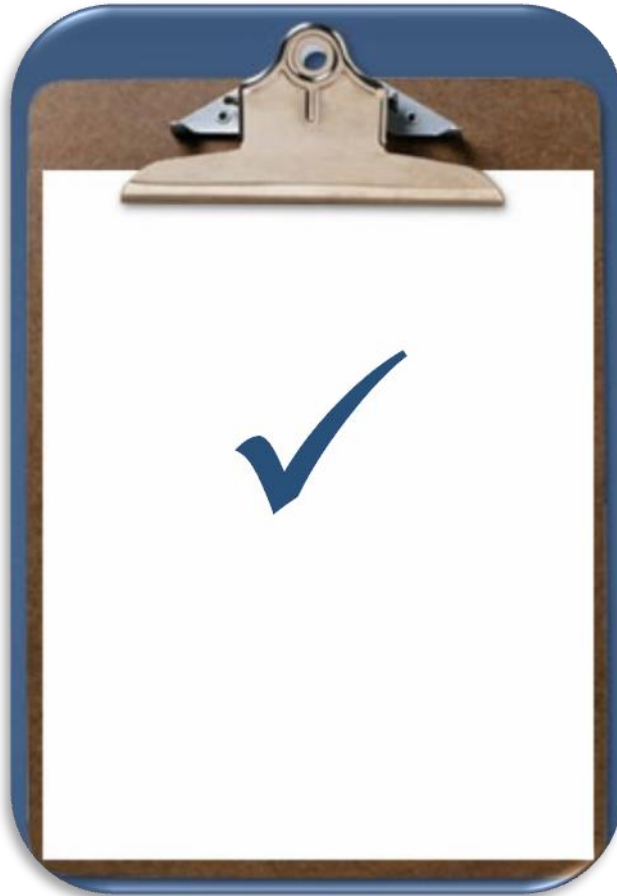
Steps in Transfer of Command

Incoming IC (Assuming)	Outgoing IC (Transferring)
Assess situation with current IC.	Assess situation with incoming IC.
Receive briefing (ICS 201).	Deliver briefing (ICS 201).
Determine appropriate time for transfer of command.	Determine appropriate time for transfer of command.
Notify others of change in command.	Notify others of change in command.
Reassign or demobilize current IC.	Accept new assignment or demobilize.



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Transfer of Command Briefing



- ✓ **Current situation**
- ✓ **resources remaining and status**
- ✓ **Areas of concern (political, community interest, etc.)**
- ✓ **Logistical Support needed or retained**
- ✓ **Turnover of appropriate incident documentation**
- ✓ **Future outlook**



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Transfer of Command Pitfalls

- **Compromised responder safety.**
- **Inefficient use of resources.**
- **Ineffective transfer of information.**
- **Attitude (egos, complacency, resignation).**



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Transfer of Command Considerations

- A deliberate transfer of command plan may be required.
- Allow sufficient, dedicated time to conduct Transfer of Command.
- Communicate professionally and effectively.
- Verify that key information is understood.



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Initial Unified Command Meeting

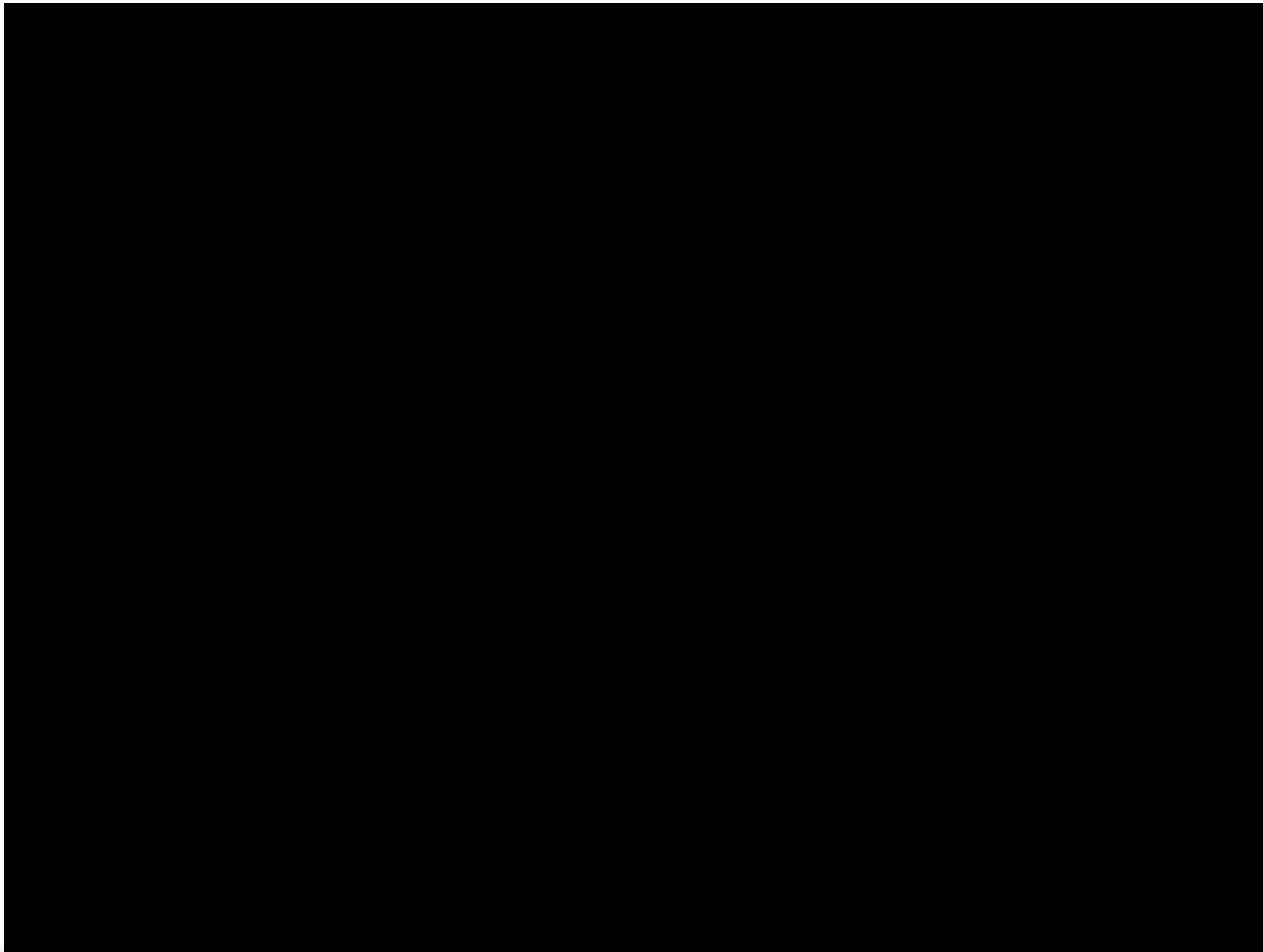
The Initial Unified Command Meeting:

- Includes all members of the Unified Command.**
- Takes place before the first operational period planning meeting.**
- Provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.**



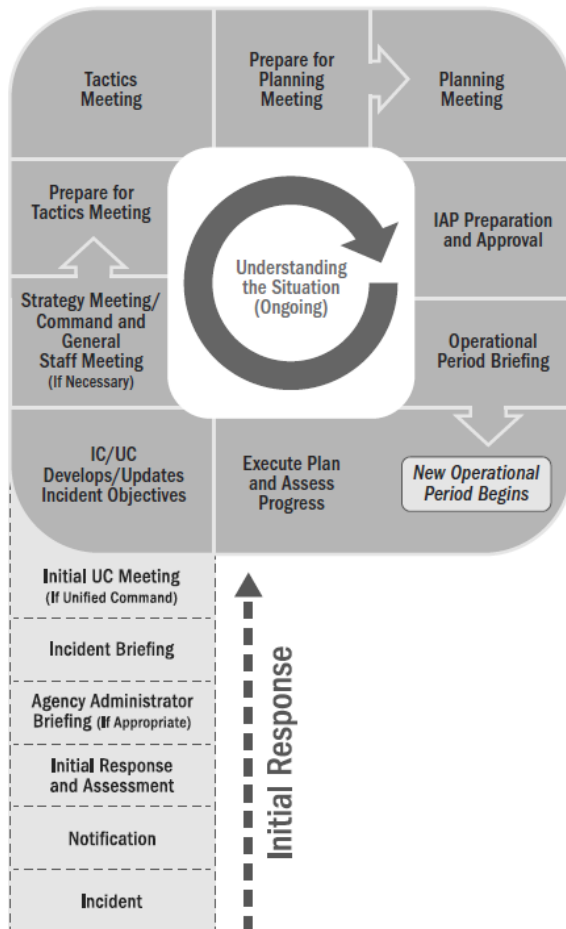
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Planning P Video 4



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What's an Operational Period?



- The schedule for executing a given set of operation actions, as specified in the IAP.
- Operational periods can be of various lengths, although usually they last 12-24 hours.
- Length depends on:
 - Nature of incident
 - Complexity



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Visual 3.26

Priorities of Response

- **Save lives**
- **Protect property and the environment**
- **Stabilize the incident**
- **Provide for basic human needs**



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Situational Awareness

To maintain situational awareness, incident personnel:

- **Continuously update incident information through collection, validation, and analysis**
- **Disseminate updated incident information that is shared between all appropriate parties**



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Situational Awareness Skills

- **Validate and analyze information.**
- **Understand critical information requirements.**
- **Recognize atypical situations and take correct actions.**
- **Seek and provide information before acting.**
- **Continue collecting information about incident and assignments.**
- **Assess your own task performance.**
- **Communicate your SA to all team members!**
- **Handle, document, and store information properly.**



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Situational Awareness and Decision Support

- **Information supports decision-making.**
- **All participants in the Unified Command must share the same information.**
- **Utilizing a common presentation format supports Situational Awareness and effective decision making.**
- **Not all information can be shared with everyone, displayed openly, or released to outside entities.**



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Loss of Situational Awareness

Poll 4

**How might you know if you are
experiencing loss of situational
awareness within
the Unified Command?
How can it be avoided?**



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Visual 3.31

Complexity Analysis Factors

- Impacts to life, property, and the economy.
- Community and responder safety.
- Expected duration.
- Number of resources involved.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.



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Visual 3.32

Complexity Analysis Factors (Cont.)

- **Potential crime scene (including terrorism).**
- **Political sensitivity, external influences, and media relations.**
- **Area involved, jurisdictional boundaries.**
- **Availability of resources.**



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Visual 3.33

Considerations for Developing Objectives



- The UC is responsible for developing incident objectives.
- The C&G Staff normally contribute to the development of incident objectives.



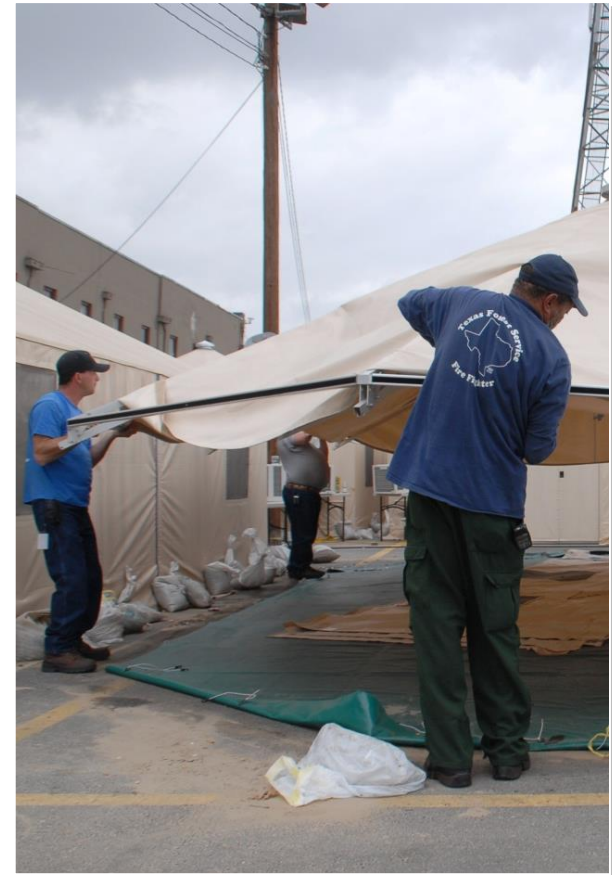
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Considerations for Developing Objectives (Cont.)

Objectives should consider demob requirements.

Demobilization will occur during the life cycle of the incident/event.

- **Demobilization of resources**
- **Planning ahead for final demobilization**



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Visual 3.35

Objectives, Strategies, and Tactics

**Incident
Objectives**

**State what will be
accomplished.**

Strategies

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

Tactics

**Specify how the strategies will
be executed.**



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Writing “SMART” Objectives

Specific – Are words precise & unambiguous?

Measurable – How will achievements be measured?

Action Oriented – Is an action verb used to describe expected accomplishments?

Realistic – Is the outcome achievable with given available resources?

Time Sensitive – What is the timeframe (if applicable)?



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Sample Objectives

- **Complete evacuation of residents to the Walnford High School reception center by 1700 hours.**
- **Complete Preliminary Damage Assessments of all damaged residential structures in Anytown by 0800 hours on 3/21.**
- **Restore potable water to the business district.**
- **Contain fire within existing structures by 1800 hours on 3/21.**



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Activity 3.2: SMART Objectives

Allotted Time: 10 minutes



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Visual 3.39

Activity 3.2: SMART Objectives

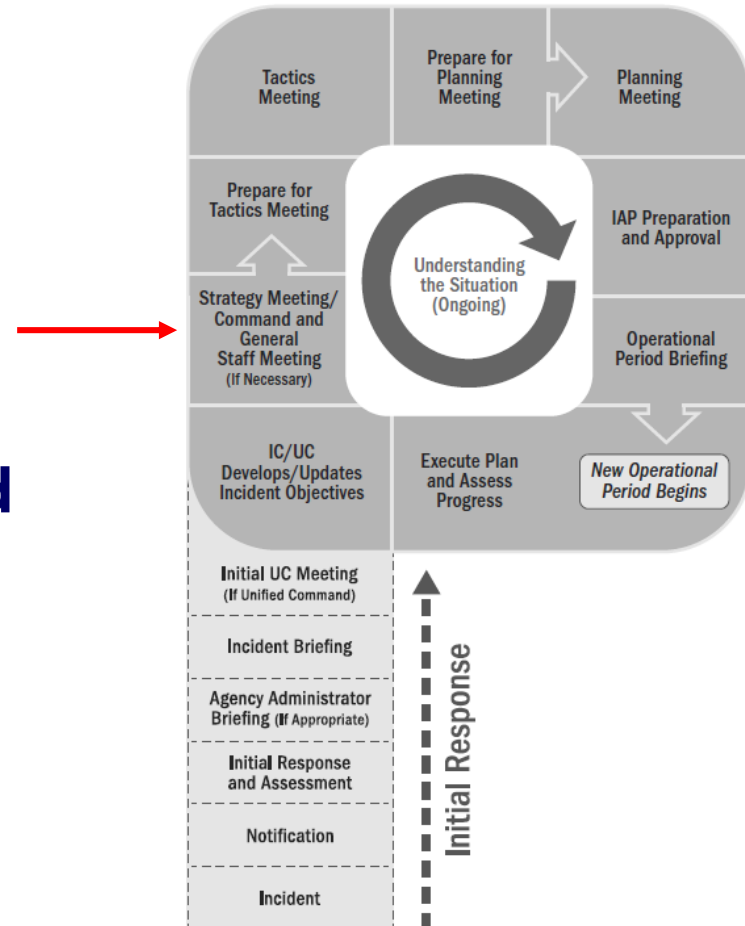
- **Situation 1: It's midnight and heavy rains have caused flooding. In one neighborhood, residents are becoming trapped in their homes.**
- **Incident Objective 1: As needed, provide assistance to those who might have localized flooding problems.**
- **Situation 2: Blocked storm drains are causing standing water on major roadways.**
- **Incident Objective 2: Notify public works of storm drain blockages causing standing water, or clear the drains to prevent traffic accidents.**



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Strategy/Command and General Staff Meeting

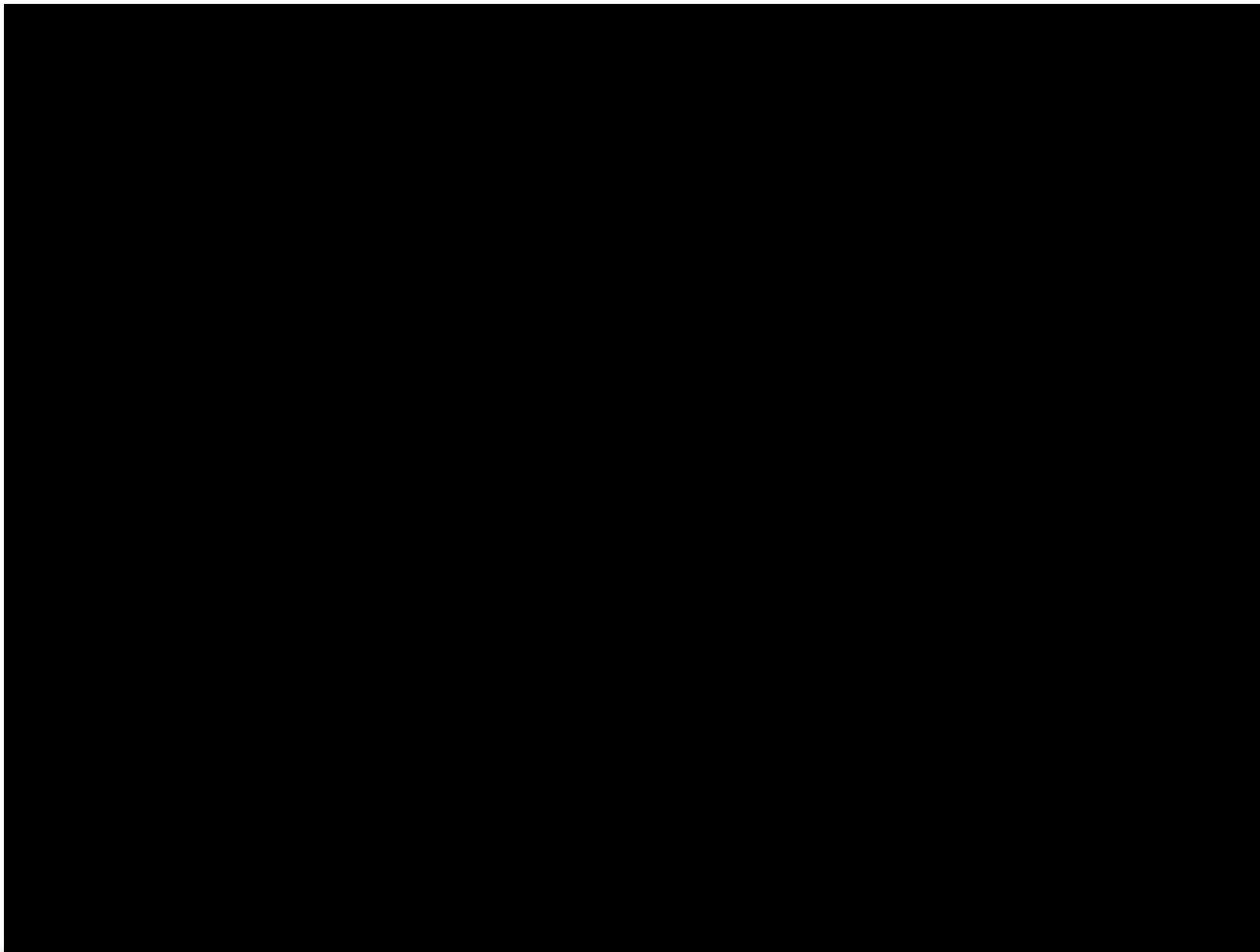
- Share incident objectives and solicit input.
- Announce Operational Period and meeting schedule.
- Discuss key decisions and concerns.
- Share information.
- Also known as a Strategy Meeting.



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Visual 3.41

Planning P Video 5



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Visual 1.42



Activity 3.3: Applied Activity

Allotted Time: 1 hour



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Visual 3.43

Objectives Review

1. Why is planning for incidents and events important?
2. What is the difference between planning for an incident and an event?
3. How can one assess incident complexity?
4. What policies and guidelines influence incident management activities?
5. What is the process for developing incident objectives, strategies, and tactics?
6. How is transfer of command carried out?



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