

**LOS ANGELES POLICE DEPARTMENT
ICS 300
1850-20792**

ICS 300: Intermediate ICS for Expanding Incidents*

Purpose

This course provides training on and resources for personnel who require advanced application of the Incident Command System (ICS).

Course Objectives

The course objectives are:

- ✓ Describe how the NIMS Command and Management component supports the management of expanding incidents.
- ✓ Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System (ICS).
- ✓ Implement the incident management process on a simulated Type 3 incident.
- ✓ Develop an Incident Action Plan for a simulated incident.

Training Content

The training is comprised of the following lessons:

Unit 1:	Course Overview	1 hr
Unit 2:	ICS Fundamentals Review	2 hr 30 min
Unit 3:	Unified Command	2 hr 20 min
Unit 4:	Incident/Event Assessment and Incident Objectives	2 hr 20 min
Unit 5:	Planning Process	4 hr
Unit 6:	Incident Resource Management	2 hr 35 min
Unit 7:	Demobilization, Transfer of Command, and Closeout	2 hr 15 min
Unit 8:	Course Summary	1 hr
Unit 9:	California SEMS	2 hour

Contact Hours: 20 hours

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Unit 1 Course Overview

1. Instructor Introductions
2. Unit Objectives
3. Course Objectives
4. Student Introductions and Expectations
5. Instructor Expectations
6. Course Structure
7. Course Agenda
8. Course Logistics
9. Successful Course Completion
10. Activity: Team Formation
11. Unit Summary

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Welcome and Instructor Introductions	5 minutes
Unit and Course Objectives	5 minutes
Student Introductions and Expectations	15 minutes
Course Structure Course Logistics Successful Course Completion	10 minutes
Activity: Team Formation	20 minutes
Summary	5 minutes
Total Time	1 hour

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Unit 2 ICS Fundamentals Review Overview

- 1) Unit Introduction and Objectives
 - a) Describe how ICS fits into the Command and Management component of NIMS.
 - b) Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
 - c) Describe reporting relationships and information flow within the organization.
 - d) Match responsibility statements to each ICS organizational element.
 - e) List the ICS positions that may include Deputies and describe Deputy roles and responsibilities. Describe differences between Deputies and Assistants.
 - f) Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
 - g) List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.

- 2) Applying ICS Activity
 - a) What is ICS?
 - b) What are three benefits of ICS?
 - c) What is an example of a non-emergency situation in which ICS could be used?

- 3) ICS Review Materials: ICS History and Features
 - a) Developed in 1970's following wildland fires in California
 - b) Designed to enable effective and efficient incident management
 - c) Features
 - i) Common Terminology
 - ii) Modular Organization
 - iii) Management by Objectives
 - iv) Reliance on an Incident Action Plan
 - v) Chain of Command and Unity of Command
 - vi) Unified Command
 - vii) Manageable Span of Control
 - viii) Predestinated Incident Locations and Facilities
 - ix) Resource management
 - x) Information and Intelligence management
 - xi) Integrated Communications
 - xii) Transfer of Command
 - xiii) Accountability
 - xiv) Deployment

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- 4) National Preparedness and ICS Requirements
 - a) HSPD-5
 - b) HSPD-8
 - c) National Preparedness Goal
 - d) National Incident Management System
 - i) Command and Management
 - ii) Preparedness
 - iii) Resource Management
 - iv) Communications and information management
 - v) Supporting technologies
 - vi) Ongoing management and maintenance
 - e) National Response Plan

- 5) Command Principles
 - a) Chain of Command
 - i) Orderly line of authority and reporting
 - b) Unity of Command
 - i) Report to only one supervisor
 - ii) Maintain formal communication relationships

- 6) ICS Review Materials: Command
 - a) Overall organizational functions
 - b) Incident Commander

- 7) Communication Principles
 - a) Common terminology
 - i) Organizational functions
 - ii) Incident facilities
 - iii) Resource descriptions
 - iv) Position titles
 - b) Formal communications
 - i) Orders
 - ii) Directive
 - iii) Resource requests
 - iv) Status changes
 - c) Informal communication
 - i) Exchange incident or event information
 - ii) Not for formal requests for resources or taskings

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- 8) Organizational Structure
 - a) Modular organization
 - i) Matches the function or task
 - ii) Functional elements required
 - iii) Span of control
 - iv) Non-activated elements
 - v) Deactivation if no longer needed
 - b) Expansion and Contraction
 - c) Delegation
 - d) Span of Control
 - i) 3 to 7
 - ii) 5, optimal
 - e) Organizational Structure Review
 - i) Command Staff
 - ii) General Staff
 - iii) Section
 - iv) Branch
 - v) Division
 - vi) Group
 - vii) Unit
 - viii) Task Force
 - ix) Strike Team
 - x) Single Resource

- 9) ICS Review Materials: Incident Complexity and Types
 - a) Complexity
 - b) Types
 - i) Type 5
 - ii) Type 4
 - iii) Type 3
 - iv) Type 2
 - v) Type 1

- 10) ICS Review Materials: Organizational Elements
 - a) Information and Intelligence

- 11) ICS Review Materials:
 - a) Deputies
 - b) Assistant
 - c) Technical Specialists
 - d) Agency Representatives

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- 12) Resource Needs
 - a) Minimum Staffing Levels
 - i) Operations
 - ii) Planning
 - iii) Logistics
 - iv) Finance

13) ICS Key Concepts Applied Exercise

14) Unit Summary

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Objectives	5 minutes
Applying ICS	15 minutes
National Preparedness and ICS Requirements	5 minutes
Command Principles	10 minutes
Communication Principles	10 minutes
Organizational Structure	30 minutes
Resource Needs	10 minutes
ICS Key Concepts Applied Exercise	60 minutes
Summary	5 minutes
Total	2 hours 30 minutes

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Unit 3 Unified Command _____

- 1) Unit Introduction and Objectives
- 2) Background on Unified Command
 - a) Establishes a common set of incident objectives
 - b) Makes joint decisions
 - c) Maintains unity of command
- 3) Applying Unified Command
 - a) Collaborative team effort process
 - b) Accomplished without losing agency authority or responsibility
 - c) Not a new process
 - d) Speak as one voice
 - e) NMIS encourages unified command
 - f) Used when
 - i) Impacts multiple jurisdictions
 - ii) Multiple agencies within the same jurisdiction
 - iii) Multiple agency/multiple jurisdiction
- 4) Unified Command Elements
 - a) Policies, objectives, strategies
 - i) Established jointly
 - b) Organization
 - i) Jurisdictional on-scene representatives
 - c) Resources
 - i) Supplied by jurisdictions
 - d) Operations
- 5) Unified Command Features
 - a) Single integrated incident organization
 - i) Mix of personnel from several agencies
 - ii) Working toward common objectives
 - b) Collocated facilities
 - i) Promotes coordination
 - ii) One base can serve the needs of multiple agencies
 - iii) One staging area can be more efficient
 - c) Single planning process and IAP
 - i) Similar process to
 - ii) Planning results in single IAP
 - iii) Addresses all jurisdiction/agency priorities
 - iv) Specifies tactical operations
 - v) Specifics resource management

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- d) Shared operations, planning logistics and finance sections
 - i) Integrating multijurisdictional personnel into various functional areas
 - ii) Unified command must concur on selection of general staff
 - iii) Operations chief must have full authority for implementation of IAP
- e) Coordinated process for resource ordering
 - i) Allows for
 - (1) Deployment of scarce resources
 - (2) Potential cost savings
- 6) Incident Commander Responsibilities
 - a) Act within jurisdictional/agency limitations
 - b) Inform others of legal, political, jurisdictional or safety restrictions
 - c) Authorized to perform on behalf of jurisdiction/agency
 - d) Manage the incident
 - i) Work closely with others in unified command
 - ii) Provide qualified staff and resources
 - iii) Anticipate and resolve problems
 - iv) Delegate authority
 - v) Inspect and evaluate performance
 - vi) Communicate
 - vii) Coordination with Unified command team
 - viii) Coordination with higher authorities
- 7) Spokesperson Designation
 - a) Serves as designated channel of communication
 - b) Does not make independent command decisions
 - c) Provides as a point of contact
- 8) Unified Command and Preparedness
 - a) Include delegates Unified command concepts in
 - i) Emergency operations planning
 - ii) Development of mutual aid agreements
 - b) Conduct exercise using unified command
- 9) Advantages of Unified Command
 - a) One set of incident objectives
 - b) Collective approach to strategies
 - c) Improved information flow
 - d) Mutual understanding of priorities
 - e) Agency authority not compromised
 - f) Awareness of others' tactics

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- g) Combined efforts are optimized
- h) Duplicate efforts reduced

10) Applied Exercise

11) Summary

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Objectives	5 minutes
Background on Unified Command	5 minutes
Applying Unified Command	5 minutes
Unified Command Elements	10 minutes
Unified Command Features	30 minutes
Incident Commander Responsibilities and Spokesperson Designation	5 minutes
Unified Command and Preparedness	5 minutes
Advantages of Unified Command	5 minutes
Applied Exercise	60 minutes
Summary	10 minutes
Total Time	2 hours 20 minutes

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Unit 4 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives _____

- 1) Unit Introduction and Objectives
- 2) Activity: Incidents vs. Events
 - a) Review
 - i) Incident
 - ii) Event
- 3) Planning: Overview
 - a) Planning for Incidents
 - i) Time criticality
 - ii) Unstable changing situation
 - iii) Potential rapid expansion of incident
 - iv) Incomplete communications and information
 - v) Lack of experience managing expanding incident
 - b) Planning for Events
 - i) Type of event
 - ii) Location, size, duration, history, potential
 - iii) Number of agencies involved
 - iv) Single or multi-jurisdictional
 - v) Command staff needs
 - vi) Kind, type, number of resources required
 - vii) Projected aviation operations
 - viii) Staging areas required
 - ix) Other facilities required
 - x) Kind and type of logistical needs
 - xi) Financial considerations
 - xii) Known limitations or restrictions
 - xiii) Available communications
 - c) Planning P Introduction
 - i) Leg is the initial response
 - ii) Top portion, beginning of first operational planning cycle

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- 4) Initial Response Actions
 - a) Assessment and safety
 - i) Size up
 - ii) Determine if life is at risk
 - iii) Ensure personnel safety
 - iv) Identify environmental issues
 - b) Planning and Resource Management
 - i) Assume command
 - ii) Establish a command post
 - iii) Establish incident objectives, strategies and tactics
 - iv) Determine resource needs
 - v) Establish organization
 - c) Conduct size up
 - i) Nature and magnitude of incident
 - ii) Identify hazards
 - iii) Initial priorities and resource needs
 - iv) Location of command post and staging area
 - v) Identify entrance and exit routes
- 5) Incident Assessment
 - a) Situational Awareness
 - i) What the incident is doing
 - ii) What are you doing
 - iii) Predict changes in incident
 - iv) Your future actions
 - v) Situational awareness skills
 - vi) Loss of situation awareness
 - b) Complexity Analysis Factors
 - i) Impacts to life, proper and economy
 - ii) Community and responder safety
 - iii) Potential hazardous materials
 - iv) Weather and other environment influences
 - v) Cascading events
 - vi) Potential crime scene
 - vii) Political sensitivity
 - viii) Jurisdictional boundaries
 - ix) Availability of resources
 - x) Agency policy and limits of authority

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- 6) Agency Policies and Guidance
 - a) Pre incident plans
 - b) SOP
 - c) Emergency operation plans
 - d) Continuity of operations plans
 - e) Community preparedness plans
 - f) Mitigation plans
 - g) Tribal, state, regional and national mobilization plans
 - h) Mutual aid agreements

- 7) Initial Incident Objectives
 - a) Single command
 - i) Incident commander
 - b) Unified command
 - i) Unified command
 - c) Priorities
 - i) Life Safety
 - ii) Incident Stabilization
 - iii) Property conservation
 - d) SMART objectives
 - i) Specific
 - ii) Measurable
 - iii) Action Oriented
 - iv) Realistic
 - v) Time Sensitive

- 8) Incident Briefing
 - a) Planning P
 - i) Follows initial assessment
 - ii) Form 201
 - b) Incident situation and resources allocated
 - c) Permanent record or response
 - d) Used for transfer of command

- 9) Transfer of Command
 - a) Assess situation with current commander
 - b) Receive briefing
 - c) Determine time for transfer
 - d) Notify other of change in command
 - e) Assign previous commander

- 10) Applied Exercise

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11)Summary

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction Unit Objectives	5 minutes
Activity: Incidents vs. Events	10 minutes
Planning: Overview	5 minutes
Initial Response Actions and Incident Assessment	15 minutes
Agency Policies and Guidelines	5 minutes
Initial Incident Objectives	20 minutes
Incident Briefing	10 minutes
Transfer of Command	5 minutes
Applied Exercise	60 minutes
Summary	5 minutes
Total	2 hours 20 minutes

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Unit 5 Planning Process

- 1) Unit Introduction and Objectives
- 2) The Planning Process
 - a) Benefits of planning
 - i) Enhances safety
 - ii) Clarifies roles
 - iii) Communicates the incident objectives
 - iv) Provides a base for evaluation
 - v) Solves problems
 - vi) Allows for prediction of events
 - vii) Builds stronger team
 - b) Planning P
 - i) Important for events
 - ii) Important for incidents
 - c) Operations periods
 - i) Defined
 - ii) Factors determining operational period
 - d) Who does what
 - i) Incident commander
 - ii) Operations section chief
 - iii) Planning section chief
 - iv) Logistics section chief
 - v) Finance Section chief
- 3) Starting Each Planning Cycle: Assessing Incident Objectives
 - a) Start the Planning Cycle
 - i) Developed for the incident
 - ii) More than one operational period
 - iii) Broken down into tactical assignments
 - iv) Conform to legal obligations
 - b) Assessing Current Objectives
 - i) Incident stable, increasing, complexity
 - ii) What are current objectives, strategies, tactics
 - iii) Status of resources

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- 4) Determining Tactics
 - a) Tactics meeting
 - i) Purpose
 - ii) Who attends
 - iii) Who leads
 - iv) documentation
 - b) Relationship between
 - i) Incident objectives
 - ii) Strategies
 - iii) Tactics
 - c) Developing appropriate strategy
 - i) List alternatives
 - ii) Select strategy
 - d) Executing Tactical Direction
 - i) Establish Tactics
 - ii) Assign resources
 - iii) Monitor performance
 - e) Logistic support factors
 - i) Personnel and logistical support factors
 - ii) Lack of tactical resources
 - iii) Be realistic
 - iv) Logistics can be the difference between success and failure
 - f) Cost-benefit analysis
 - i) Alternatives available
 - ii) Estimated costs of alternatives
 - iii) Benefits of each alternative
 - iv) Which has highest cost-benefit ratio
 - g) Tactics Documentation
 - i) ICS 215

- 5) Preparing for the Planning Meeting
 - a) Preparing for the planning meeting
 - i) Analyze ICS 215
 - ii) Develop an Incident Safety Analysis
 - iii) Assess current operational effectiveness
 - iv) Gather information to support decisions
 - b) Incident Safety
 - i) Responders to the incident
 - ii) Persons injured or threatened by the incident
 - iii) Volunteers assisting
 - iv) News media and general public on the scene
 - c) Incident Safety Analysis
 - i) Identify, prioritize and mitigate the hazards and risks

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- ii) Identify hazardous tactics
 - iii) Determine safety implications for types of resources
 - iv) ICS 215A
- 6) Conducting the Planning Meeting
- a) Planning meeting
 - i) Purpose
 - ii) Who Attends
 - iii) Who leads
 - b) Conducting the planning meeting
 - i) Planning section chief
 - ii) Incident commander
 - iii) Operations section chief
 - iv) Planning section chief
 - v) Logistics section chief
- 7) IAP Preparation and Approval
- a) Actions needed
 - i) Prepare IAP assignments, submit to Planning section
 - ii) Planning section, collates, prepares, duplicates IAP
 - iii) Resource unit coordinates with Logistics section, resource needs
 - iv) Incident commander reviews and approves IAP
 - b) Written IAP
 - i) Two or more jurisdictions are involved
 - ii) Two or more operational periods
 - iii) A number of ICS organizational elements are activated
 - iv) Required by policy
 - v) Hazardous material are involved
 - c) Written IAP provides
 - i) Clear statement of objectives
 - ii) Basis for measuring work effectiveness
 - iii) Basic for measuring cost effectiveness
 - iv) Basic for measuring work progress
 - v) Provides for accountability
 - vi) Documentation
 - d) Forms
 - i) Cover Sheet
 - ii) ICS 202
 - iii) ICS 203
 - iv) ICS 204
 - v) ICS 205
 - vi) ICS 206
 - vii) Safety messages

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- viii) Maps
- ix) Weather forecasts

8) Activity: Analyzing an IAP

9) Conducting the Operational Period Briefing

- a) Aka: Shift briefing
- b) Conducted at beginning of each operational period
- c) Presents IAP to supervisors of tactical resources
- d) Should be concise
- e) Agenda
 - i) Planning section chief
 - ii) Incident commander
 - iii) Current operations section chief
 - iv) Oncoming operations section chief
 - v) Technical specialist
 - vi) Safety officer
 - vii) Special operations
 - viii) Specific section chiefs
 - ix) Incident commander
 - x) Planning section chief

10) Executing the Plan and Assessing Progress

- a) Supervisors conduct team brief
 - i) Situation
 - ii) Mission/execution
 - iii) Communications
 - iv) Service/support
 - v) Risk management
 - vi) Questions or concerns
- b) Evaluated at various stages
 - i) Review plan and correct discrepancies
 - ii) Continually assess effectiveness
 - iii) Make appropriate adjustments

11) Applied Exercise: Planning Process

12) Summary

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Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction Unit Objectives	5 minutes
The Planning Process	10 minutes
Start Each Planning Cycle: Assessing Incident Objectives	5 minutes
Determining Tactics	10 minutes
Preparing for the Planning Meeting	10 minutes
Conducting the Planning Meeting	10 minutes
ISP Preparation and Approval	20 minutes
Activity: Analyzing and IAP	60 minutes
Conducting the Operational Period Briefing	10 minutes
Executing the Plan and Assessing Progress	5 minutes
Applied Exercise: Planning Process	90 minutes
Summary	5 minutes
Total	4 hours

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Unit 6 Incident Resource Management _____

- 1) Unit Introduction and Objectives
- 2) Resource Management Principles
 - a) NIMS resource management principles
 - i) Advance planning
 - ii) Resource identification and ordering
 - iii) Resource categorization
 - iv) Use of agreements
 - v) Effective management
 - b) Resource management practices
 - i) Safety
 - ii) Personnel accountability
 - iii) Managerial control
 - iv) Adequate reserves
 - v) Cost
- 3) Resource Management Process
 - a) Establishment of resources needs
 - i) Sound planning to determine needs
 - ii) ICS 215
 - iii) Resource kinds
 - iv) Resource types
 - v) Resource typing inventories
 - vi) Safety analysis
 - b) Resource ordering
 - i) Command
 - ii) Operations
 - iii) Planning
 - iv) Logistics
 - v) Finance
 - vi) Authority to order
 - vii) Resource ordering, small incident
 - viii) Single point ordering
 - ix) Multi point ordering
 - x) Resource orders, information elements

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- c) Resource check-in process and tracking
 - i) Accounting for responders
 - ii) Incident security
 - iii) Check-in process
 - iv) Check-in information
 - v) Tracking resources
 - vi) Change of resource status
 - vii) Status keeping systems

 - d) Resource utilization and evaluation
 - i) Utilizing resources
 - ii) Assignment of resources
 - iii) Direct assignment to supervisor
 - iv) Assignment to staging area
 - v) Staging area managers
 - vi) Resources in staging areas
 - vii) Assignment to base or camp
 - viii) Air operations branch
 - ix) Aviation operations
 - x) Aviation safety
 - xi) Monitoring and assessing resources
 - xii) Resource evaluation
 - xiii) Management actions and poor performance

 - e) Resource demobilization
 - i) Evaluating resource needs
 - ii) Resource demobilization
 - iii) Demobilization plan
- 4) Applied Exercise: Resource Management
- 5) Summary

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Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction Unit Objectives	5 minutes
Resource Management Principles and Process	5 minutes
Establishment of Resource Needs	10 minutes
Resource Ordering	15 minutes
Resource Check-In Process and Tracking	15 minutes
Resource Utilization and Evaluation	30 minutes
Resource Demobilization	10 minutes
Applied Exercise: Resource Management	60 minutes
Summary	5 minutes
Total	2 hours 35 minutes

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Unit 7 Demobilization, Transfer of Command and Closeout_____

- 1) Unit Introduction and Objectives
- 2) Demobilization
 - a) Defined
 - b) Challenges
 - i) Often overlooked
 - ii) Personnel anxious to return home
 - iii) Fiscal concerns
 - iv) No consumable supplies must be returned
 - v) Legally required rest periods for some drivers
 - c) Benefits
 - i) Eliminate waste
 - ii) Eliminate potential fiscal and legal impacts
 - iii) Ensure, controlled, safe, efficient
 - d) Agency policy and procedures
 - i) Fiscal and legal policies
 - ii) Work rules
 - iii) Special license requirements
 - iv) other
 - e) Who does what
 - i) Incident commander
 - ii) Operations section chief
 - iii) Logistics section chief
 - iv) Planning section chief
 - v) Finance section chief
 - f) Demobilization plan sections
 - i) General information about process
 - ii) Responsibilities for implementation
 - iii) General release priorities
 - iv) Specific release procedures
 - v) Directories
- 3) Activity: Reviewing the Demobilization Plan
- 4) Transfer of Command
 - a) Steps in assuming command
 - b) Briefing checklist

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- 5) Closeout
 - a) Briefing
 - i) Incident summary
 - ii) Discussion of major events
 - iii) Documentation
 - iv) Concerns
 - v) Final evaluation

- 6) Applied Exercise

- 7) Unit Summary

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction	5 minutes
Unit Objectives	
Demobilization	15 minutes
Activity: Review the Demobilization Plan	15 minutes
Transfer of Command	10 minutes
Closeout	10 minutes
Applied Exercise	75 minutes
Summary	5 minutes
Total	2 hours 15 minutes

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Unit 8 Course Summary _____

- 1) Unit Introduction
- 2) Course Objectives Review
- 3) Exam Preparation and Instructions
- 4) Exam
- 5) Feedback and Closeout

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction Course Objectives Review	5 minutes
Exam Preparation and Instructions	15 minutes
Exam	30 minutes
Feedback and Closeout	10 minutes
Total Time	1 hour

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Unit 9 California SEMS

- 1) Mutual aid
 - a) Review of master mutual aid agreements
 - b) Review of request procedure for Mutual Aid Systems
 - c) Integration of Mutual Aid resources into ICS
 - d) Coordination of Mutual Aid information between field and EOC levels
 - e) Proper request, tracking and release procedures for Mutual Aid resources
 - f) Command of on-scene Mutual Aid resources

- 2) Field and Local Government Coordination
 - a) General definition, purpose and scope for local EOC's in California
 - b) Relationship of a local EOC with unified command, area command and MCA
 - c) Field and local EOC interface and need for coordination
 - d) Definition of local DOC's and relationship to EOC's
 - e) Incident commander's responsibility to local EOC's and DOC's
 - f) Definition of an Operational Area
 - g) Relationship of local EOC's to Operational Area

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Mutual Aid	60 minutes
Field and Local Government Coordination	60 minutes
Total Time	2 hour