

**LOS ANGELES POLICE DEPARTMENT
ICS 400
1850- 20793**

ICS 400 Unit Objectives and Time Line*

Purpose

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

Course Goals

The course goals are as follows:

- ✓ Explain how major incidents engender special management challenges.
- ✓ Describe the circumstances in which an Area Command is established.
- ✓ Describe the circumstances in which multiagency coordination systems are established.

Training Content

The training is comprised of the following lessons:

Unit 1:	Course Overview	1 hr
Unit 2:	Fundamentals Review for Command and General Staff	3 hr
Unit 3:	Major and/or Complex Incident/Event Management	3 hr
Unit 4:	Area Command	3 hr
Unit 5:	Multiagency Coordination	3 hr
Unit 6:	Course Summary	1 hr
Unit 7:	California SEMS	2 hr

Total		16 hr

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Unit 1 Course Overview _____

Course Goals

- 1) Explain how major incidents engender special management challenges.
- 2) Describe the circumstances in which an Area Command is established.
- 3) Describe the circumstances in which multiagency coordination systems are established.

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 Course Goals	5 minutes
Student Introductions and Expectations	30 minutes
Instructor Instructions and Expectations	10 minutes
ICS Challenges in Complex Incidents	5 minutes
Course Structure Course Logistics Successful Course Completion	10 minutes
Total	1 Hour

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Unit 2 Fundamentals Review for Command and General Staff _____

- 1) Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities.
 - 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

- 2) Describe issues that influence incident complexity and the tools available to analyze complexity.
 - a) Impacts to life, property and economy
 - b) Community and responder safety
 - c) Potential hazardous material
 - d) Weather and other environmental influences
 - e) Likelihood of cascading events
 - f) Potential crime scene
 - g) Political sensitivity
 - h) Jurisdictional boundaries
 - i) Availability of resources

- 3) Describe the process for 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

- 4) Describe the primary guidelines and responsibilities of the Command and General Staff positions.
 - a) Incident Commander
 - b) Safety officer
 - c) Liaison officer
 - d) Public information officer
 - e) Operations section chief
 - f) Logistics section chief
 - g) Planning section chief
 - h) Finance section chief

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- 5) List the major steps in the planning process.
 - a) Initial response
 - b) Set incident objectives
 - i) SMART
 - ii) Strategies
 - c) Tactics meeting
 - i) Determine strategies
 - ii) Assign resources
 - iii) Identify methods for monitoring and adjusting
 - d) Preparing for the planning meeting
 - i) Analyze ICS 215
 - ii) Develop ICS 215A
 - iii) Assess current operations
 - iv) Gather information
 - e) Planning meeting
 - f) IAP preparation and approval
 - g) Operational period briefing
 - h) Execute plan and assess progress

- 6) Define the advantages of Unified Command and list the kinds of situations that may call for a Unified Command organization.
 - 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
 - g) Combined efforts are optimized
 - h) Duplicate efforts reduced

- 7) Describe how Unified Command functions on a multijurisdiction or multiagency incident.
 - a) Single integrated incident organization
 - i) Mix of personnel from several agencies
 - ii) Working toward common objectives
 - b) Potential cost savings
 - c) Single planning process and IAP
 - iii) Similar process to
 - iv) Planning results in single IAP
 - v) Addresses all jurisdiction/agency priorities
 - vi) Specifies tactical operations

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- d) Specifics resource management
- e) Shared operations, planning logistics and finance sections
 - vii) Integrating multijurisdictional personnel into various functional areas
 - viii) Unified command must concur on selection of general staff
- f) Operations chief must have full authority for implementation of IAP

- g) Collocated facilities
 - ix) Promotes coordination
 - x) One base can serve the needs of multiple agencies
 - xi) One staging area can be more efficient
- h) Deployment of scarce resources

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	
Review Activity	2 hrs 50 minutes
Summary	5 minutes
Total	3 Hours

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Unit 3 Major and/or Complex Incident/Event Management _____

- 1) List the principal factors often found in or related to major and/or complex incidents/events.
 - a) Major/complex incidents
 - i) More than one agency and/or political subdivision
 - ii) Complex management and communication issues
 - iii) Require experienced, highly qualified supervisory personnel
 - iv) require numerous tactical and support resources
 - v) Involved multiple victim with injuries, fatalities for illness
 - vi) Widespread damage
 - vii) Psychological threat/trauma
 - viii) Span multiple operational periods
 - ix) Costly to control and mitigate
 - x) Require extensive recovery efforts
 - xi) Draw national media interest
 - xii) Designated an Incident of national significance
 - b) Incidents of national significance
 - i) Major disaster defined by Stafford Act
 - ii) Catastrophic Incidents
 - iii) More than one federal agency is substantially involved
 - iv) Federal agency acting under own authority has requested assistance
 - v) Secretary of DHS directed by President to assume responsibility
 - c) Incident complex types
 - i) Type 5
 - ii) Type 4
 - iii) Type 3
 - iv) Type 2
 - v) Type 1
 - d) Complex incidents
 - i) Smaller incidents that expand
 - ii) Major incidents
 - e) Organizational characteristics
 - i) Command staff
 - ii) General staff
 - iii) Most support units are needed
 - iv) Information and intelligence
 - v) Resources and planning

- 2) List the four expansion options for incident/event organization and describe the conditions under which they would be applied.
 - a) Factors for determining size and structure

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- i) Administrative and jurisdictional complexity
- ii) Geographic area involved
- iii) Functional specialties required
- iv) Logistics, planning and other support needs
- v) Potential for growth
- b) Incident complex definition
 - i) Two or more individual incidents
 - ii) Same general proximity
 - iii) Single incident commander or unified command
- c) Combine several incident into an incident complex
 - i) Many separate incident occur close together
 - ii) One incident underway, others occur in same proximity
 - iii) One incident commander
 - iv) Each incident is a branch
- d) Divide an incident into two or more single incidents
 - i) Best managed as separate incidents
 - ii) Spreads into other jurisdictions
 - iii) Difficult to manage from one location due to terrain and/or access
 - iv) Objectives naturally separating into two operations
 - v) Planning or logistics no longer can handle incident
 - vi) Operations can not handle the number of resources
 - vii) Steps for dividing a incident
- e) Expand the planning capability
 - i) Branch tactical planning
 - ii) Separating advance planning from day to day planning process
 - iii) Advanced planning considerations
- f) Add a second operations or logistics section
 - i) Not common
 - ii) Considerations for adding operations section
 - iii) Considerations for adding logistics section

3) Activity: Major/Complex incidents

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Time Plan

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Topic	Time
Unit Introduction Unit Objectives	5 minutes
Major/Complex Incidents: Overview	5 minutes
Incident Complexity Types	5 minutes
Complex Organization Characteristics	15 minutes
ICS Organizational Options	25 minutes
Activity	90 minutes
Summary	5 minutes
Total	2 Hours 30 minutes

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Unit 4 Area Command _____

- 1) Define Area Command.
 - a) Multiple incidents generally in the same area and of same kind
 - b) Incident expands to a large geographic area
- 2) Primary functions
 - a) Provide jurisdictional authority
 - b) Clear understanding of agency expectations, intentions and constraints
 - c) Establish and prioritize critical resource use
 - d) Ensure assignments and organization are appropriate
 - e) Maintain contact with officials in charge
 - f) Coordinate the demobilization or reassignment of resource
- 3) List the principal advantages of using Area Command.
 - a) Assists in interagency coordination
 - b) Ensures efficient resource use
 - c) Ensures agency policies, priorities, constraints, guidance are implanted consistently
 - d) Reduces workload
- 4) Key terms review
 - a) Incident command post
 - b) Area command
 - c) Local EOC
 - d) Multiagency coordination centers
 - i) Provide support and coordination
 - ii) Identifying resource shortages and issues
 - iii) Gathering and providing information
 - iv) Implementing multi-agency coordination entity decisions
 - e) Command vs. Coordination
 - i) Command: directing, ordering, controlling resources
 - ii) Coordination: providing support and resources
 - f) Area Command vs. Multi-agency coordination center
 - i) Area Command
 - ii) Multi-agency coordination center
- 5) Area command responsibilities
 - a) Setting overall agency incident related priorities
 - b) Allocating critical resources based on priorities
 - c) Ensuring incidents are properly managed
 - d) Ensure objectives are met and do not conflict with each other
- 6) Chain of command and reporting responsibilities
- 7) Describe how, when, and where Area Command would be established.
 - a) Criteria for using area command
 - i) Several active incidents in close proximity

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- ii) Critical life saving or property values are at risk
- iii) Incidents will continue into the next operational period
- iv) Incidents are using similar and limited critical resources
- v) Difficulties with inter-incident resource allocation
- b) Best practices
 - i) Receive authority through a written delegation of authority
 - ii) Notify incident commanders of its authority and roles
 - iii) Be staffed with the best qualified personnel
 - iv) Operate under the same principles of ICS
 - v) Be kept small
- c) Location considerations
 - i) Close to incidents
 - ii) Not collocated with an ICP
 - iii) Sufficient size
 - iv) Capable of continuous operation
 - v) Adequate communication capabilities
 - vi) Availability of backup power
 - vii) Adequate and secure parking
 - viii) Near commercial sources of support
- 8) Describe the Area Command organization
 - a) Area commander
 - b) Incident commanders
 - c) Area command general staff
 - d) Area command, command staff
 - e) Incident general staff
 - f) Incident command staff
- 9) Identify functional responsibilities of Area Command
 - a) Overall responsibilities
 - i) Set overall objectives
 - ii) Establish priorities
 - iii) Ensure incident management teams are qualified
 - iv) Allocate critical resources
 - v) Coordinate with agency administrator, OEC, MAC's and media
 - vi) Coordinate demobilization
 - b) Rapid assessment
 - i) Ensure action planning is addressing priorities
 - ii) Establish in writing: priorities related to incidents
 - c) Actions
 - i) Incident priorities
 - ii) Priorities for assignment of critical resources
 - iii) Schedules of meeting and briefings
 - iv) Reports and IAP

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- v) Points of contact with agency officials
- vi) Media relations and contact procedures
- vii) Unusual situation or emergency procedure reporting
- viii) Demobilization procedures
- d) Area command meeting
 - i) General situation
 - ii) Incidents assigned
 - iii) Jurisdictional delegation of authority
 - iv) Assumption of command timing and notifications procedure
 - v) Names and qualification of assigned incident commanders
 - vi) Unified command
 - vii) Limitations of area command
 - viii) Available IAP's
 - ix) Policies, political factors and constraints
 - x) Agency advisor assigned
 - xi) Area command facility
 - xii) Status of communications systems to incident
 - xiii) Critical resource designations
 - xiv) Policy and expectations for interaction with media
 - xv) Area command's reporting responsibility to agency
 - xvi) Schedules for required briefing and contacts
- e) Incident commander joint meeting
 - i) Obtain concise individual incident briefings
 - ii) Explain the role and responsibilities of an area commander
 - iii) Review policy and direction received from agency officials
 - iv) Resolve any conflicts
 - v) Review the appropriate procedures
 - vi) Open for questions
 - vii) Collect available IAP's
- f) Demobilization procedures
 - i) Establish procedures
 - ii) Determine priorities
 - iii) List critical resources
 - iv) Receive copies of demobilization schedules

10) Given a scenario, develop an Area Command organization.

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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
Area Command: Overview	4 minutes
Key Terms Review	5 minutes
Area Command: Responsibilities, Relationships, and Best Practices	5 minutes
Area Command Organization	3 minutes
Area Commander	10 minutes
Area Command—Officers	3 minutes
Area Command Planning Chief	3 minutes
Area Command Logistics Chief	3 minutes
Area Command Technical Specialists	3 minutes
Area Command Meeting	3 minutes
Incident Commander Joint Meeting	3 minutes
Demobilization Procedures	5 minutes
Activity: Establishing Area Command	2 hours
Summary	5 minutes
Total	3 Hours

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Unit 5 Multiagency Coordination _____

- 1) Describe the kinds of incident/event management problems that can occur due to a lack of multiagency coordination.
 - a) Past challenges
 - i) Different policies and procedures
 - ii) Lack of a common response organization
 - iii) Lack of coordinated incident planning
 - iv) Lack of interagency communications
 - v) Differences in terminology
 - vi) Lack of resource information
 - vii) Unfamiliarity with other organizations
 - viii) Little previous inter-agency training
 - ix) Lack of procedures for including private organizations
 - b) Continuing challenges
 - i) Increasing incident complexity
 - ii) Complex and confusing legal authorities
 - iii) Increasing litigation
 - iv) Increasing response costs
 - v) High property losses
 - vi) Life, health, safety issues
 - vii) Deteriorating public view of government
 - viii) Intense media and public scrutiny
 - ix) Political, legislative and budgetary ramifications
- 2) Define essential terms related to multiagency coordination.
 - a) Multi-agency coordination system
 - i) Definition
 - ii) System vs. facility
 - iii) Command vs. coordination
- 3) Provide examples of the different levels at which multiagency coordination is commonly accomplished.
 - a) Coordination entity
 - i) Providing policy direction
 - ii) Resolving issues
 - iii) Ensuring resource allocation
 - iv) Examples: crisis action teams, policy committee, MAC group
 - b) Coordination center
 - i) Facilitating logistics support and resource tracking
 - ii) Gathering and providing information
 - iii) Implementing multi-agency coordination entity decisions

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- iv) Examples: EOC, JOC, JFO, JIC
- 4) Identify the primary components of a multiagency coordination system.
- 5) Federal Coordinating Structures
 - a) HSPD-5
 - i) NMIS
 - ii) NRP
- 6) Identify the principal positions within a multiagency coordination system.
 - a) Command structure
 - i) Incident command post and area command
 - b) Coordination structure
 - i) Local EOC, state EOC, JFO
- 7) Expansion and activation of MAC's
 - a) Expanding
 - i) Existing function that includes full time staff and pre-emergency administrative controls and systems
 - b) Activating
 - i) Based on inter-agency mutual-aid agreements
 - ii) Emergency situation threatens, significantly impacts multiple jurisdictions
 - iii) Pre-established threat levels are reached
 - c) Use of agreements
 - i) Developed before an incident
 - ii) Among all parties providing or requesting resources
 - iii) Ensures standardization
 - iv) Ensures interoperability

- 8) Identify differences between Area Command, Unified Command, and multiagency coordination entities.
 - a) Area command
 - i) Provides command for two or more incidents in close proximity
 - b) Unified command
 - i) ICS application when more than one agency has jurisdiction
 - c) Multi-agency coordination
 - i) Supports area/incident command, but no command authority

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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
Multiagency Coordination: Overview	4 minutes
Multiagency Coordination System	15 minutes
Coordinating Structures	20 minutes
Activation	5 minutes
Preparedness	5 minutes
Activity: Multiagency Coordination	2 hours
Summary	5 minutes
Total	3 Hours

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Unit 6 Course Summary _____

- 1) Identify the course objectives.
- 2) Take the final exam.

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
Course Goals Review	
Exam Preparation and Instructions	15 minutes
Exam	30 minutes
Feedback and Closeout	10 minutes
Total	1 Hour

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Unit 7 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