All-Hazards IMT Response and Planning Guide Textbook

In the summer of 2015, IMTC, LLC., accepted the challenge to write a textbook to accompany the 18 ICS position specific courses IMTC developed for the Emergency Management Institute (EMI) and teach internationally, as well as the US Fire Administration's Type 3 All-Hazard Incident Management Team (Type 3 AHIMT) course we present nationally.

The All-Hazards Incident Management Team (AHIMT) community that serve on Type 3 incident management teams throughout the United States, Canada, and the countries that adopted the program, have not had an implementation guide or reference document to take their training to the next level of professionalism, interaction, and realism. There are references and guides available, but they did not fit the All-Hazards nature of the courses. Every guide we tried missed the mark in some way or another. We wanted our instructors and students to have an up-to-date NIMS compliant ICS reference guide that related specifically to their environment and properly explained the All-Hazards Planning Cycle and the unique aspects of the AHIMT environment. We needed a guide that directly tied to the training they receive through the U.S. Fire Administration, the Emergency Management Institute, or their country's recognized and approved training programs that follow or use the EMI and USFA curricula.

Newly updated and enhanced, the *All-Hazards Incident Management Team Response and Planning Guide* (RPG) 2nd edition, fills this gap in implementation and planning guidance because it was designed to reflect the unique aspects of the AHIMT environment, particularly the Type 3 AHIMT environment where first responders "inherit" large and complex incidents at the initial stages of the response and the ICS implementation process is starting.

Our instructors have a NIMS compliant tool they use while teaching the 19 ICS courses the *Guide* was designed to accompany. Students of IMTC courses learn through interactive scenarios to use the *Guide* in the classroom and are able to keep it as a valuable resource to carry with them as they respond to incidents and events. The Student manuals may still gather dust on a bookshelf, but this *Guide* has the necessary information, checklists, agendas, responsibilities, and planning cycle the AHIMT members need to have with them on an incident. IMTC has adapted the scenarios within the courses to utilize the Guide to promote a higher level of interactive training, student involvement, and participation. Our goal is to push the envelope and enhance our training to an even higher level of realism and interaction,

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minimizing the amount of PowerPoint® lecture needed to develop the knowledge, skills, and abilities the positions require.

Technical specifications

- The *Guide* is 5-1/2 inches wide, 8-1/2 inches tall, and 5/8 inches thick. The size permits carrying the *Guide* in a cargo pocket
- Page count of 274 pages, plus covers
- Covers are printed 4/4 on 100# gloss and 3 mil lamination on both sides
- Inside pages are printed 4/4 on 60# smooth offset paper
- Steel Coil bound at top to permit it to lay flat on a surface. The ability to lay flat is critical for properly displaying the meeting and briefing agendas

Sample Pages

Page	Description (The samples are not the same high quality printing as in the Guide)
Page 3	The full-color front cover is laminated on both sides.
Page 4	The inside front cover provides the color-code scheme used in the *Guide*. The bottom of each page is color coded to enable a reader to find the section they need quickly and easily.
Page 5	The Table of Contents indicates the level of detail in each section.
Page 10	Excerpt from chapter #1 provides detail on the format and contents of the *Guide*.
Page 15	Two pages from Chapter 4, *Planning Process and Cycle*. This step is the "IC/US Sets Initial Objectives." Each step of the process is explained in detail and includes agendas, considerations, attendees, and purpose of the step.
Page 17	Page one from the ICS Planning Section Chief position checklist. We found that each current ICS guidance document (e.g. Field Operations Guide, Incident Management Handbook, Wildland Fire Handbook, etc.) was missing several key duties and responsibilities found in the other guidance documents. Our subject matter experts reviewed the major guidance documents, validating and accepting many of the listed items for each ICS position, and added any missing duties and responsibilities to the lists in the *Guide*. As a result, the *Guide* has the most comprehensive list of duties and responsibilities found.

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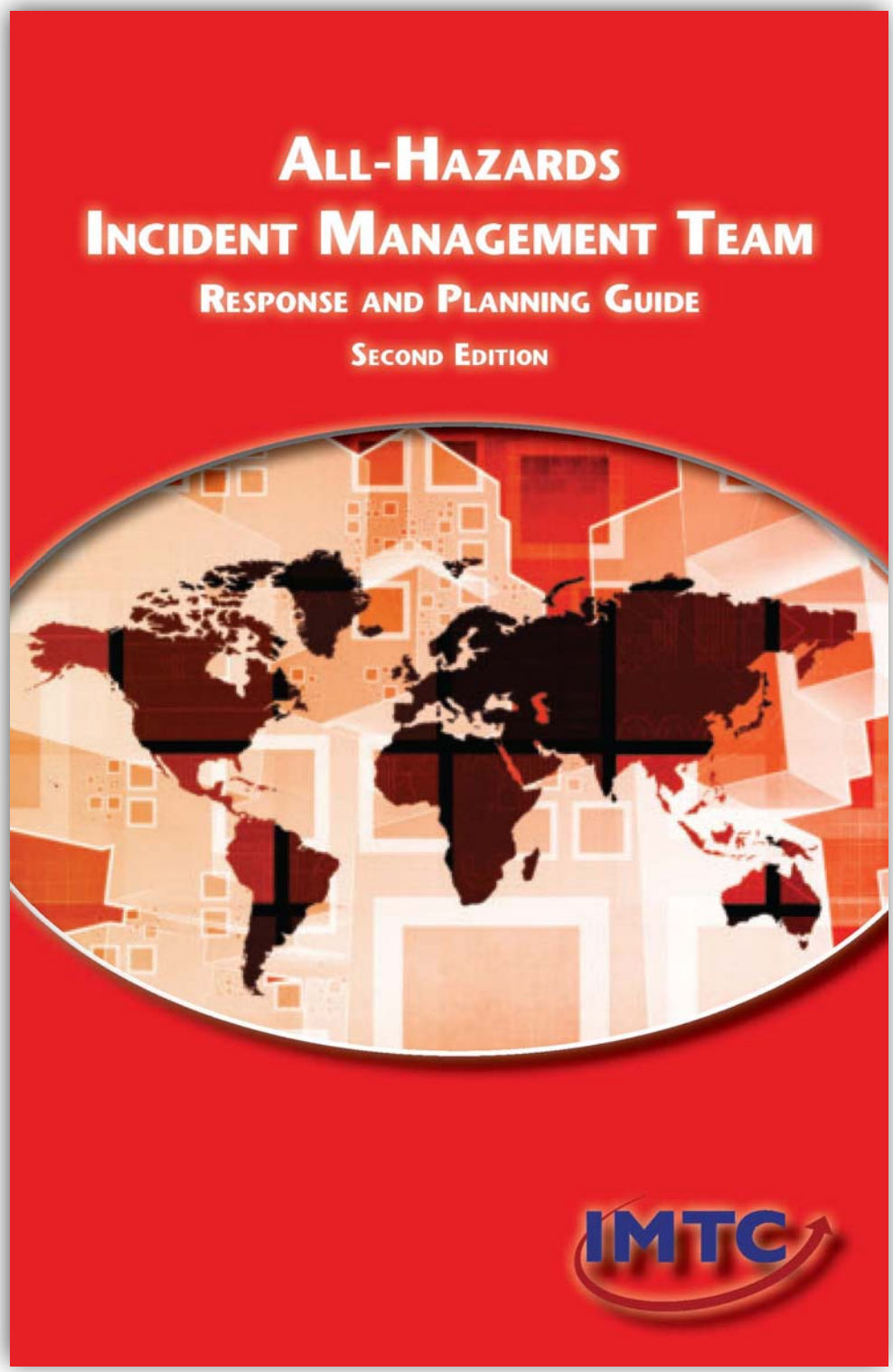

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AHIMT-RPG Contents Color Key

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How This *Guide* Is Formatted

- **Chapter 1** is intended for all incident personnel. It is written to provide the background and reason for the *AHIMT-RPG* and its intended audience and how the *RPG* differs from previous guides.

- **Chapter 2** provides a general overview of the ICS and the common positions found on an All-Hazards incident. It is written to explain the functions of the various command and general staff positions, a quick guide to their duties and responsibilities, and some organizational options.

- **Chapter 3** provides the responsibilities common to all ICS positions, the Fundamental Leadership Concepts for the leadership positions within the ICS, and those additional responsibilities that are common to the Unit Leader positions.

- **Chapter 4** describes the All-Hazards planning process, the All-Hazards planning cycle, and the sequence and relationship of the meetings and briefings. Incident Action Plan guidelines, review checklists, and required forms are included along with a short discussion regarding how and why the All-Hazards Planning Cycle was developed and universally accepted.

- **Chapter 5** provides a detailed view of the duties, responsibilities, and relationships of Command and the Command Staff. Checklists of all the duties and responsibilities for the positions are included. These duties and responsibilities have been cross-checked with all the major guides and doctrine currently available.

- **Chapter 6** provides a detailed explanation of the ICS concept of Unified Command (UC). It describes the use, guidelines, determining who should be within the UC, and the structure of the UC.

- **Chapters 7 through 10** provide detailed views of the duties, responsibilities, and relationships of each ICS General Staff position and the ICS positions within that section.
  - **Chapter 7** — Operations Section
  - **Chapter 8** — Planning Section
  - **Chapter 9** — Logistics Section
  - **Chapter 10** — Finance/Administration Section

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- **Chapter 11** provides an explanation and supporting graphics describing the Intelligence/Investigations function, its potential location within the ICS depending on the incident, and the interactions and interdependencies between the Intelligence/Investigation function and other positions and members of the AHIMT.

- **Chapter 12** contains references, tips, and guides specific to the Incident Management Team program. Also included are guidelines on Transfer of Command modes, writing Incident Objectives, Briefing tips, a cheat sheet on meetings and briefings as well as explanations of how severe weather and environmental events' strength scales can relate to damage potential expectations.

- **Appendix A** is a glossary of terms and definitions common to the ICS and the All-Hazards Incident Management program.

- **Appendix B** provides a detailed explanation of the ICS term "Complexity" Type and provides guidance in selecting the complexity of an incident using All-Hazards examples.

- **Appendix C** provides a location for users to document important telephone numbers and deployment notes not documented elsewhere.

Terminology Distinctions

Incident and Event Interchangeability

The ICS is just as applicable to managing planned events as it is to incidents. This *Guide* uses the term "incident" in the majority of instances to describe the initiating occurrence causing the implementation of the ICS or the AHIMT's deployment. There are locations in the text where a specific point is being made about event planning so the word "event" is used. However, the word *event* can be used in addition to the word *incident* as "incident/event" or as a replacement to the word *incident* in any instance where *incident* is used. In this *Guide*, it doesn't matter *as much as what happened prior to the AHIMT's arrival as it does what they do to make it better once they get there.*

Incident Management Team Terminology

Incident Management Team (IMT), All-Hazards Incident Management Team (AHIMT), and an All-Hazards Incident Management Assistance Team (AHIMAT) may have slightly differing training and qualifications standards; however, for the purposes of this *Guide* IMT, AHIMT, and AHIMAT are considered

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synonymous except when a specific difference is noted. When there is a significant difference because of their structure (e.g. Transfer of Command), it is specifically discussed, otherwise the AHIMT acronym is used to refer to all three teams.

This *Guidebook* focuses on the Type 3 AHIMT environment, where first responders "inherit" large and complex incidents at the initial stages of the response and the ICS implementation process is starting, or at the initial stage of planning event management.

Why "Entity" Is Used in Place of Agencies, Jurisdictions, and Others

Originally, the ICS was a management system designed to solve a specific set of issues being experienced during large wildfires. That use soon expanded as responders found the ICS superior to any existing system for managing what was then called "all-risk" incidents. One byproduct of that initial design was that the terms used to describe the users were government-centric, like agency and jurisdiction.

More recently, the ICS has been embraced by the "All-Hazards" community (the term "all-risk" was phased out) and across multiple countries with differing organizational structures and, more importantly, across "whole community" emergency response partners. These partners include a full range of stakeholders—communities, the private and nonprofit sectors, faith-based organizations, and local, state, tribal, territorial, insular area, territories, provinces, parishes, and Federal governments.

In place of using the ever-expanding list to describe the various types of political subdivisions and non-governmental and private sector companies being referred to in that context, the term "entity" or its plural form, "entities" is used in its place as often as possible. When a reader encounters this word in the text, he or she should substitute the appropriate terms for their area, region, or country. There are locations where "entity" is used in conjunction with jurisdiction. Those instances are usually to make a specific point of view, or the technical editors felt more comfortable in leaving it as part of the description.

Information Versus Intelligence—They Are NOT the Same

It is unfortunate that in a majority of the ICS texts and guides the terms *information* and *intelligence* are used almost interchangeably. As the ICS further embraces the roles that the Intelligence/Investigations function has, it needs to embrace those roles in coordination with the definitions, responsibilities, and guidelines that must be correctly used in order to properly implement it.

The terms *information* and *intelligence* are not the same and cannot be used interchangeably. In this text we attempted to separate out those terms into meanings based on definitions used by the FBI and the CIA in their implementation of

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the "Intelligence Cycle" and widely used by law enforcement and the *Intelligence Community*. The following terms have been adapted for this *Guide* and are used to begin the process of differentiation.

Information — Raw data, it can be obtained from social media, a newspaper report, a statement made by a person, or simply an observation. No validation or vetting has been performed.

Incident Information — Information specific to the incident, usually provided to the public by the Public Information Officer (PIO) that consists of an assemblage of non-sensitive incident-related intelligence products mixed with incident-specific information. This information has undergone some type of vetting and validation but may contain opinions.

Intelligence — Information that has been analyzed and refined so that it is useful to policymakers in making decisions. The major component of the process that turns raw information into something useful is analysis; the product is intelligence. This is produced by performing the highest level of analysis, validation, and vetting available at the time. It may be of a sensitive or classified nature and may require special security/handling procedures.

HowThis *Guide* Is Different (and Better)

Comprehensive Duties and Responsibilities

The U.S. Fire Administration (USFA) and the National Wildfire Coordinating Group (NWCG), working on behalf of the National Integration Center of the Department of Homeland Security (NIC-DHS), identified and compiled a master list of the *core competencies and behaviors* for each ICS position identified in the National Incident Management System (NIMS), and that list has been adopted for use by the major entities responsible for ICS training in the United States.

There is not a corresponding master list of the *duties and responsibilities* for each ICS position that the major entities have agreed to or compiled. We found that each ICS guidance document (e.g. *Field Operations Guide*, *Incident Management Handbook*, *Wildland Fire Handbook*, etc.) was missing several key duties and responsibilities found in other guidance documents. Our subject matter experts reviewed the major guidance documents, validating and accepting many of the listed items for each ICS position, and added any missing duties and responsibilities to the lists in this *Response and Planning Guide*. The result is that the *All-Hazards Incident Management Team Response and Planning Guide* contains the most comprehensive set of duties and responsibilities for each ICS position.

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Deciphering Transfer of Command

The Transfer of Command process that exists within the All-Hazards Incident Management Team environment usually involves an entire AHIMT arriving to undergo the Transfer of Command process. Most previous guides only speak to the Incident Commander (IC) in regard to Transfer of Command.

In the All-Hazards environment the AHIMT members are often from entities outside of the impacted area, so some type of delegation or authority instrument must be provided to the IC to provide authority to either manage or assist in managing an incident. Previous implementation guides have not spoken to the potential of receiving an assignment to function in a support role assisting those currently managing the incident instead of replacing them. The different categories of Transfer of Command are one of the subjects covered by the *All-Hazards Incident Management Team Response and Planning Guide*.

The All-Hazards Planning Cycle

The Planning Cycle is a detailed step-by-step explanation of the meetings, briefings, and work periods required to successfully navigate through the five-step planning process to produce an Incident Action Plan, implement that plan, and evaluate and modify as necessary.

There are two versions of the planning cycle currently in use in the United States. The first is the planning cycle used by Federal Agencies that derive their authorities from the National Contingency Plan (NCP), like the United States Coast Guard and the Environmental Protection Agency. This planning cycle is described within the 2008 NIMS document by DHS.

The other planning cycle is the one adopted by the United States Fire Administration (USFA), the National Fire Academy (NFA), the NWCG, and the FIRESCOPE organization, the originators of the ICS. This planning cycle is used by the federally managed national Type 1 and Type 2 incident management teams, and is taught in the curricula used by the Emergency Management Institute (EMI) position-specific training program, the NIMS Planning Process Video by DHS, and the USFA Type 3 AHIMT course, O-305, the basis for most AHIMT development.

Although tens of thousands of response personnel have been taught and use this version of the planning cycle, the *All-Hazards Incident Management Team Response and Planning Guide* is the first ICS guidebook to explain in detail each step of the All-Hazards Planning Cycle using graphics and text that include agendas, attendees, deliverables, and expected outcomes.

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IC/UC Sets Initial Objectives

The IC or the UC members (if in UC), develop incident objectives within the scope of their Delegation of Authority, incident priorities, strategies, limitations, and constraints.

The incident objectives, priorities, and strategies from this meeting, along with decisions and direction from the Initial UC meeting (if needed), will be presented during the Initial Strategy Meeting and Information Sharing step.

When the IC/UC should set initial objectives: As soon as feasible after the IC assumes command. If UC, as soon as the UC completes the Initial UC Meeting in previous step.

Who should facilitate: IC or Member of UC, or PSC (if desired).

Who should participate: The IC, or members of the Unified Command. The IC/UC may invite other Command and General Staff Members to assist as necessary. Participation by the Operations Section Chief is advantageous in situations where an issue needs clarification or a particular expertise is needed.

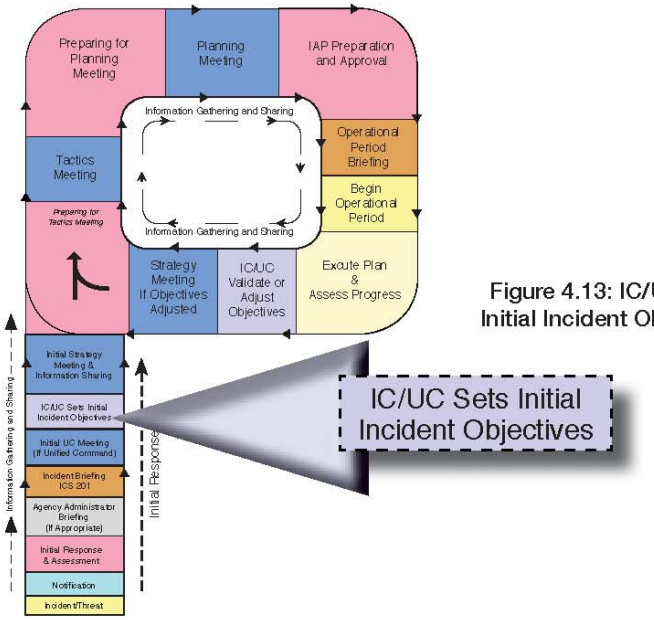

Figure 4.13: IC/UC Sets Initial Incident Objectives

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IC/UC Initial Incident Objectives Considerations

The IC/UC Will Discuss and Decide:

- Incident/event priorities that will guide objectives
- One set of "SMART" incident objectives*
- Viable strategies available to meet objectives (should be documented)

* "SMART" Objectives

Specific	Objectives should be specific in what should be achieved.
Measurable	You should be able to measure whether you are meeting the objectives or not.
Action-oriented	Objectives should state how or what action needs to take place.
Realistic	Can the objective be reasonably achieved with the resources you have?
Time Sensitive (when applicable)	When do you want to achieve the set objectives? (Not all objectives require a specified time. If the IC(s) determines that a time frame is not appropriate, do not assign one).

Initial Objectives Meeting Agenda	
Speaker	**Topic**
Incident Commander/ Unified Command	• Bring meeting to order • Outline ground rules • Review Delegation of Authority (if applicable) • Establish and agree on acceptable incident priorities • Develop Incident Objectives • Agree on overall strategies to accomplish objectives • Close Meeting

The following may need to be added to Agenda if there was no Unified Command Meeting:

- Review of jurisdictional/agency priorities, mission, and response objectives
- Review of jurisdictional limitations, concerns, response priorities, and restrictions

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Position Checklists

PLANNING SECTION CHIEF (PSC) — The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination, and use of Incident Information, resource status, and projections and forecasts of the incident dynamics and their effects. The Planning Section Chief is responsible for facilitating the Planning Process and Planning Cycle as described in Chapter 4, *The Planning Process and Cycle*, and for production of the written Incident Action Plan. The Planning Section Chief is also responsible for ensuring the safety and welfare of all Section personnel.

The Incident Information collected and processed by the Planning Section is needed to:

1. Understand the current situation and develop a common operating picture
2. Predict the probable course of incident events and effects
3. Prepare strategies and plans, as well as alternative strategies and plans, for the incident
4. Submit required incident status reports

A Deputy Planning Section Chief may be assigned using the same guidelines described in this *Guide* on 8-2, *The Use of Deputy Positions Within the Planning Section*.

The major duties of the Planning Section Chief are as follows.

Done	Planning Section Chief Major Responsibilities
❑ A.	**Review Common Responsibilities in Chapter 3.**
❑ B.	**Review Common Leadership Responsibilities in Chapter 3.**
❑ C.	Determine the organization of the Planning Section.
❑ D.	Facilitate meetings and briefings.
❑ E.	Supervise the tracking of incident/event personnel and resources through the Resources Unit.
❑ F.	Reassign out-of-service personnel already on-site to ICS organizational positions, as appropriate.
❑ G.	Establish special information-collection activities as necessary (e.g., weather, environmental, hazardous materials, etc.).
❑ H.	Collect, process, and display Incident Information and appropriate intelligence products.

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