



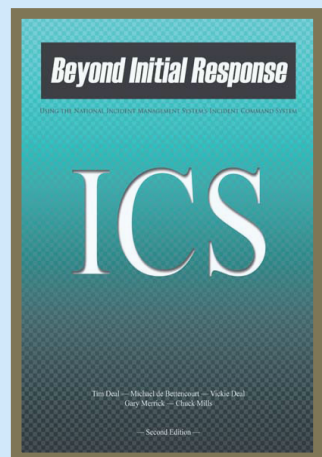
# What's New

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**IT'S**.....  
**HERE!**

The Second Edition of **Beyond Initial Response** has hit the shelves. To purchase a copy, you can order directly through the publisher, AuthorHouse, or find it online at all major bookstores.

**COMING SOON**

The EMSI web site will have a new look. Stay tuned!



National Capital Region IMT Exercise- March 2010, Gettysburg, PA



# Upcoming EVENTS

April 6-9 **ICS-341**  
 USCG, Yorktown, VA

April 13-16 **ICS-420**  
 USCG, LA/Long Beach, CA

April 13-15 **ICS-320**  
 USCG, San Diego, CA

April 19-23 **ICS-430/440**  
 UASI, Denver, CO

April 27-29 **ICS-320**  
 USCG, Muskegon, MI

May 4-7 **ICS-410**  
 UASI, Denver, CO

May 4-6 **ICS-320**  
 USCG, Tampa, FL

May 11-13 **Exercise**  
 Shell, New Orleans, LA

May 18-21 **ICS-420**  
 USCG, St. Louis, MO

May 25 **ICS-408**  
 USCG, New Orleans, LA

May 27 **ICS-408**  
 USCG, Portland, ME

June 2-3 **Executive Workshop**  
 DOE, Washington, D.C.

June 8-10 **RAD Search Exercise**  
 DOE, Chicago, IL

View 2010  
 Events Calendar

# Organizing the Operations Section

Feature article continued from page 1

One of the most straightforward ways for the Operations Section Chief to begin organizing the section is to start at the lowest level possible, forming single resources into strike teams and task forces as applicable until the span of control is reached. A strike team/task force leader can usually be appointed from among the single resource leadership, thus saving the cost of ordering expensive overhead. Once the span of control is reached at this level, the Operations Section Chief can then establish divisions and groups with multiple strike teams or task forces, as appropriate, and single resources assigned to each. When span of control limits are reached at the division or group level, the Operations Section Chief can add branches and continue to grow the organization.

In this manner, the Operations Section is building from the bottom up. Expansion can continue from the bottom up, adding supervisory elements whenever necessary to stay within span of control parameters. This decision making process may not work in every instance, but should at least be considered by the Operations Section Chief when designing the Operations organization.

Remember, when organizing the Operations Section, there are a number of benefits to building the Operations Section from

the bottom up within span of control rather than immediately establishing branches, divisions, and groups and building from the top down:

1. Keeps the Operations Section as lean as possible without under-organizing.
2. Doesn't over-organize the section with unnecessary branches, divisions or groups.
3. Saves ordering unnecessary overhead personnel.
4. Helps to maximize the number of resources that can be effectively managed in an incident.

This looks and sounds easy, but the proof is doing it under the stress of actual incident conditions. That's why we emphasize this in our ICS-320 and ICS-430 courses. The more an Operations Section Chief and their deputies can develop this skill, the quicker they can develop their organization on the incident scene to accomplish Command's objectives safely and effectively. Beginning your organization at the lowest possible level will allow for an easier expansion as the Operations Section grows and allow more resources to be effectively used during the management of the incident.

**Helpful Hint**

Consider assigning Field Observers to each Division or Group within the Operations Section, where response dynamics are rapidly changing. This will help ease the reporting requirements of Division/Group Supervisors back to the Incident Command Post.

<http://emsi-ics-services.com>

Instructor

**PROFILE**

*Jim Strickland*



As one of the founding fathers of EMSI, Jim has been involved in the development and delivery of many of our courses from the very beginning. His laid back personality and dry sense of humor paired with excellent instructing skills and professional experience makes Jim a favorite among students, staff and customers.

Jim remains active in response operations as an Incident Support Team Leader for FEMA's Urban Search and Rescue Management Team. He was recently on assignment in Haiti working to help rescue trapped earthquake victims. We look forward to Jim returning to the classroom to share his fresh perspective with the students.

# Stay Informed!

## ICS Trivia

### Why are all ICS forms "ICS-200" something?

Be the first person to e-mail the correct answer to [info@emsi-ics-services.com](mailto:info@emsi-ics-services.com) to win a job aid of your choice!

*Congratulations to Ralph Alworth for answering December's trivia question correctly.*

**Question:** When and where was the Incident Command System used for the first time on an emergency?

**Answer:** From August 9 to 18, 1975 on the Pacoima Canyon Fire in Los Angeles County, California. This wildland fire was managed in Unified Command between the U.S. Forest Service and the Los Angeles County Fire Department. The fire burned 7,025 acres of the Pacoima Canyon watershed. Not everything went perfectly; in fact due to a lack of ICS trained personnel the Unified Command had to be dissolved and each agency reverted to their old management systems for the remainder of the incident.



Students conduct an Operations Briefing at an ICS-320 for Hovensa petroleum refinery in St. Croix, Virgin Islands.



EMSI participated in the SONS exercise at the Incident Command Post and the Area Command Post.



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THE HOSTS OF COURSE IS AN EXCEPTIONAL OPPORTUNITY FOR PREPARING YOU TO PERFORM YOUR DUTY AND RESPONSIBILITIES AS THE OPERATIONS SECTION CHIEF (OSC) AND PLANNING SECTION CHIEF (PSC). AFTER COMPLETION OF THIS INTENSIVE WEEK-LONG TRAINING, YOU WILL POSSESS THE KNOWLEDGE, SKILLS AND TOOLS THAT ARE REQUIRED TO BE SUCCESSFUL IN FULFILLING THESE TWO CRITICAL INCIDENT MANAGEMENT TEAM POSITIONS.

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