

**NATIONAL INCIDENT MANAGEMENT SYSTEM
INCIDENT COMMAND SYSTEM**

**EMERGENCY RESPONDER
FIELD OPERATING GUIDE (ERFOG)
DRAFT**

24 May 2007

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CHAPTER 1: INTRODUCTION

This Emergency Responder Field Operating Guide (ERFOG) is designed to assist emergency response personnel in the use of the National Incident Management System's (NIMS) Incident Command System (ICS) during incident operations.

This Guide is intended for use when implementing ICS in response to an incident/event, regardless of type, size, or location. It is not a policy document and does not replace Emergency Operations Plans (EOPs), laws, regulations, and ordinances. Rather, this document provides guidance for assigned incident/event personnel.

Chapters 2-12 of this document provide information applicable to all disciplines when implementing ICS. For example, the duties and responsibilities of the Planning Section Chief (PSC) are found in Chapter 9; the PSC's job description under ICS does not change from one type of incident to another. Each chapter lists specific job descriptions that have proven valuable in past response operations.

Chapter 13 provides the incident commander and responder with additional resources including example decisions and objectives, an example staffing matrix and a list of federal resources.

The organizational charts throughout this guide are only intended as **examples** of how an ICS organization may be developed or organized in response to an incident.

The remainder of the Guide addresses commonly used ICS forms, and a glossary of terms and acronyms.

Please note that acronyms are used extensively throughout this guide. A list of acronyms is located in Chapter 14.

Personnel should have a basic understanding of NIMS and NIMS ICS to ensure they can effectively operate within the ICS organization to properly use and understand this Guide. The contents of this document are not intended as a substitute for required training and good judgment. All agencies and jurisdictions should ensure that responders receive adequate and appropriate training to perform their assigned duties and tasks.

This guide is designed so that users may edit sections based on their specific needs. However, the full version of the ERFOG may assist Emergency Operations Center (EOC) personnel during incident operations and exercises as an ICS coordination reference.

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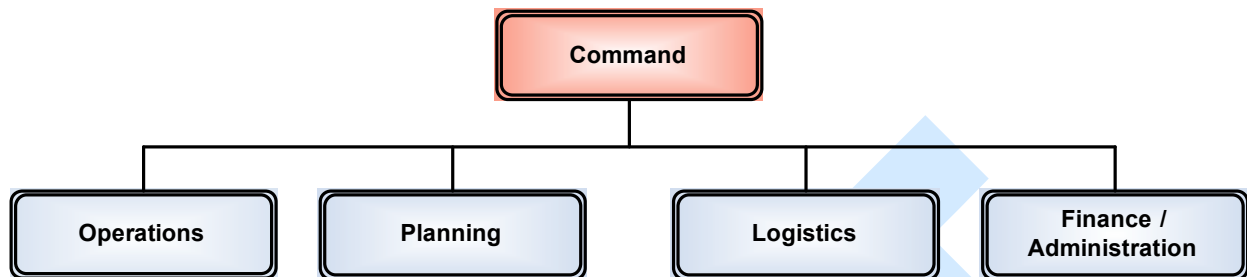
CHAPTER 2: INCIDENT COMMAND SYSTEM (ICS) OVERVIEW

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Incident Command System (ICS) Overview

The ICS organization has five major management functions: command, operations, planning, logistics, and finance and administration.



Modular Extension

The ICS organizational structure is modular and can extend to incorporate all elements necessary for the type, size, scope, and complexity of a given incident/event.

The Incident Command structural organization builds from the top down; responsibility and performance begin with the incident command element and the Incident Commander (IC). If the need arises, four separate Sections (Functional Areas) can be used to organize the staff. Each of these may have subordinate branches, divisions, groups, or units, depending on the management requirements of the incident.

If one individual can simultaneously manage all major subordinate functional areas, no further organization is required. If one or more of the functions requires independent management, an individual is assigned responsibility for that function.

The IC's initial management assignments will normally be one or more Section Chiefs to manage the major

ICS functional areas (operations, planning, logistics, and finance and administration). The Section Chiefs will further delegate management authority for their areas as required. If a Section Chief sees the need, he or she may establish branches, divisions, groups, or units (depending on the section). Similarly, each functional unit leader will further assign individual tasks within the unit as needed.

Incident Commander

The IC(s) is responsible for the overall management of the incident. On most incidents, the command activity is carried out by a single IC. The IC is selected based upon the candidates' qualifications and experience with the agency having primary jurisdiction over the type of incident.

The IC may have one or more deputies who may be from the same agency or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time.

Command Staff

Command encompasses the IC and the Command Staff. Command Staff positions may be established to assign/delegate responsibility for command activities that the IC cannot perform due to the complexity of the incident or other situational demands. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to others, required and assigned by the IC.

General Staff

General Staff encompasses incident management

personnel who represent the major functional elements of the ICS, including the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. Command Staff and General Staff must continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC.

Incident Management Teams

An Incident Management Team (IMT) is an incident command organization made up of the Command and General Staff members, and appropriate functional units in an ICS organization.

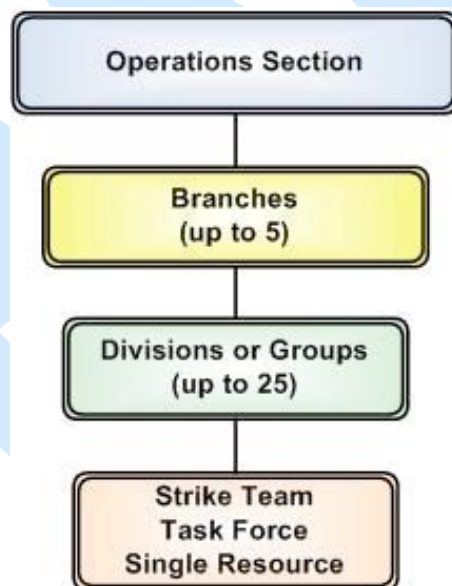
Operations Section

The Operations Section is responsible for managing on-scene tactical operations directed toward meeting the incident/event objectives as established by the incident commander (or unified command). These incident/event objectives generally involve reducing the immediate hazard, saving lives and property, establishing situation control, and restoring pre-incident conditions.

Because of its functional unit management structure, ICS is applicable across a spectrum of incidents and events differing in size, scope, and complexity. The types of agencies that could be included in the Operations Section are fire, law enforcement, public health, public works, medical, and emergency medical services, working together or separately depending on the situation. Many incidents may involve private individuals, companies, or nongovernmental organizations (NGOs), some of which may be fully trained and qualified to participate as partners in the

Operations Section.

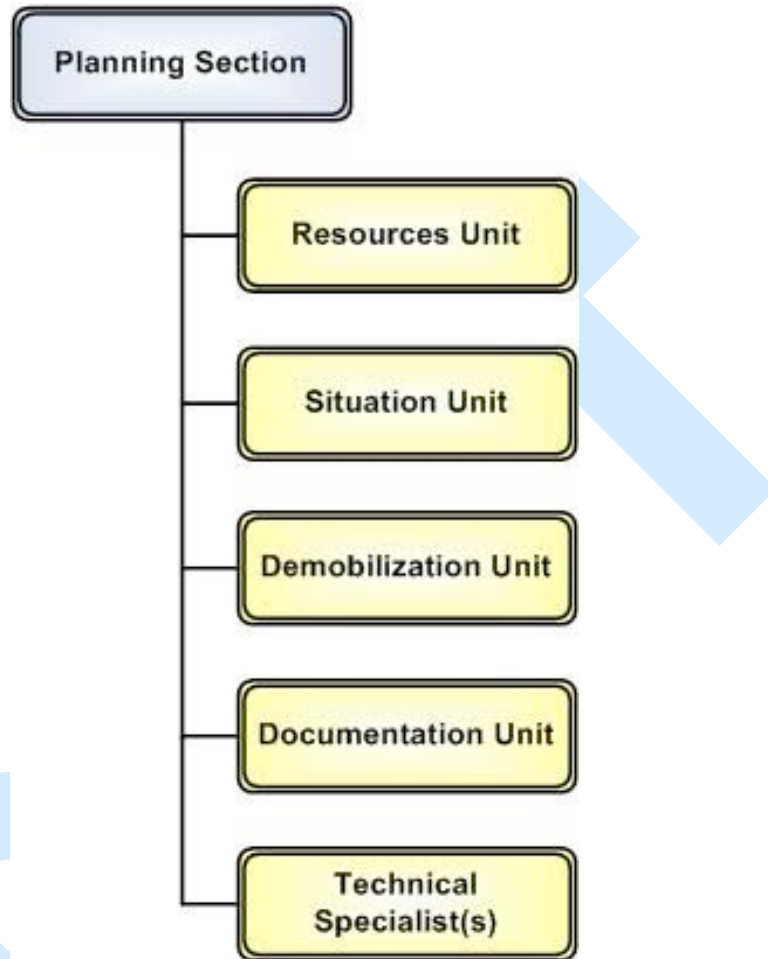
Incident operations can be organized and executed in many ways. The specific method selected will depend on the type of incident, agencies involved, and objectives and strategies of the incident management effort. In some cases, a method will be selected to accommodate jurisdictional boundaries, categorizing the method as a Division. In other cases, the approach will be strictly functional and therefore be categorized as Groups. A mix of functional (Group) and geographical (Division) approaches may be appropriate. ICS offers extensive flexibility in determining the appropriate approach using the factors described above.



Planning Section

The Planning Section is responsible for collecting, evaluating, and disseminating incident situational information. This section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The Planning Section prepares Incident Action Plans (IAPs) and incident maps and gathers and disseminates information and intelligence critical to the

incident. The Planning Section can have up to four primary units and may include technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment.

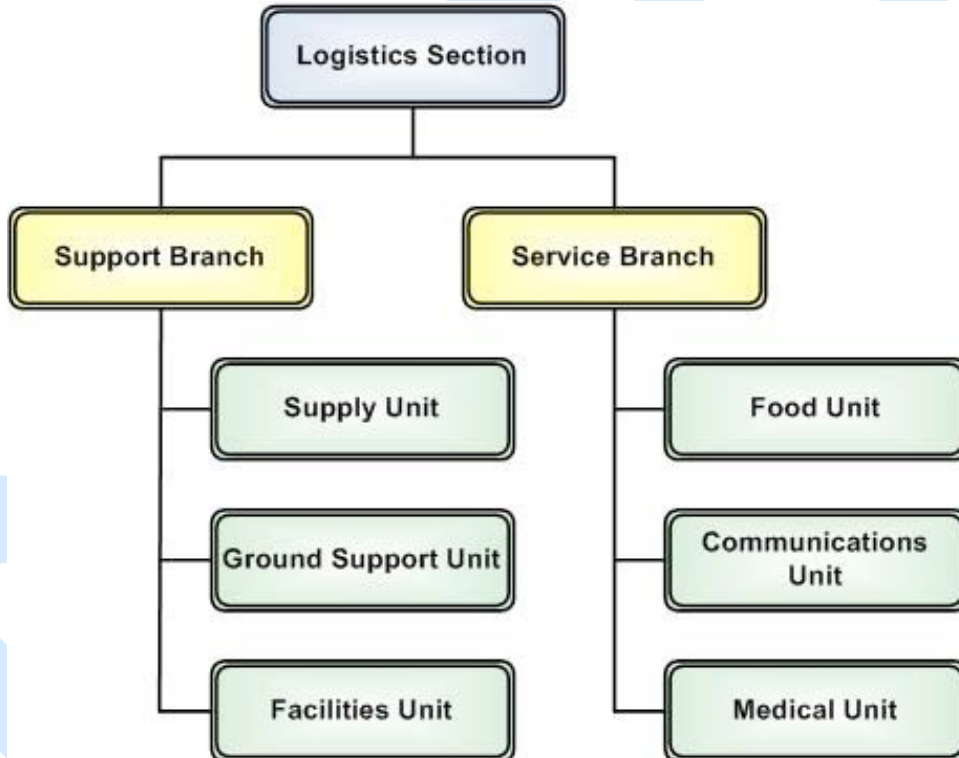
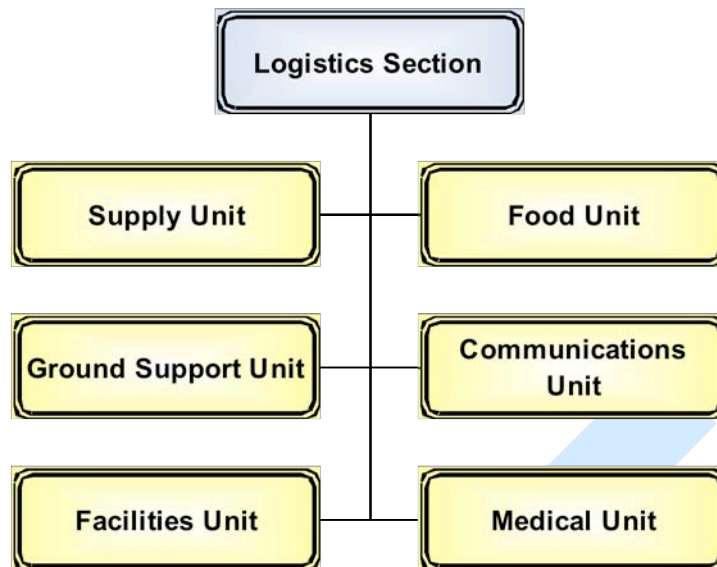


Logistics Section

The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.

The Logistics Section is led by a Section Chief. When the incident is very large or requires a number of facilities with large numbers of equipment, the Logistics Section can be divided into two branches: Service and

Support.

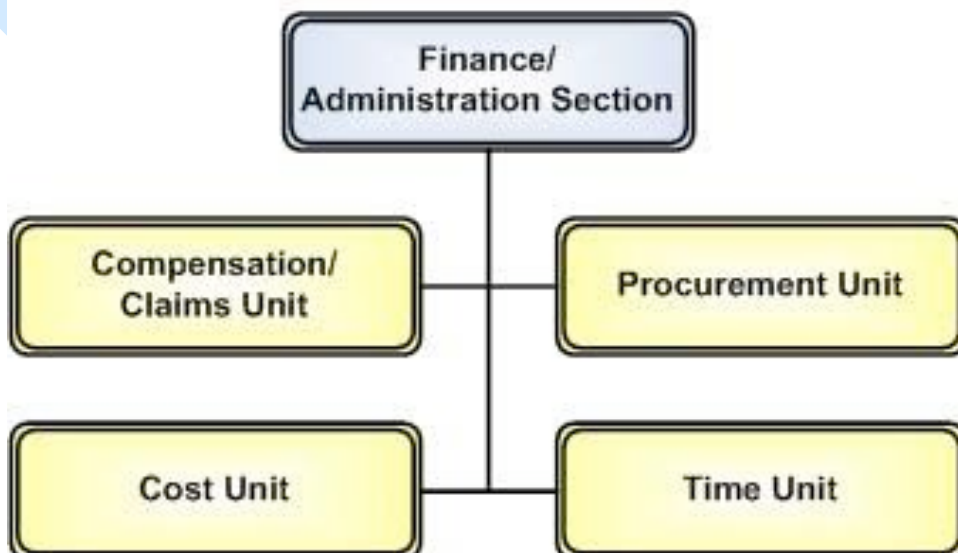


Finance/Administration Section

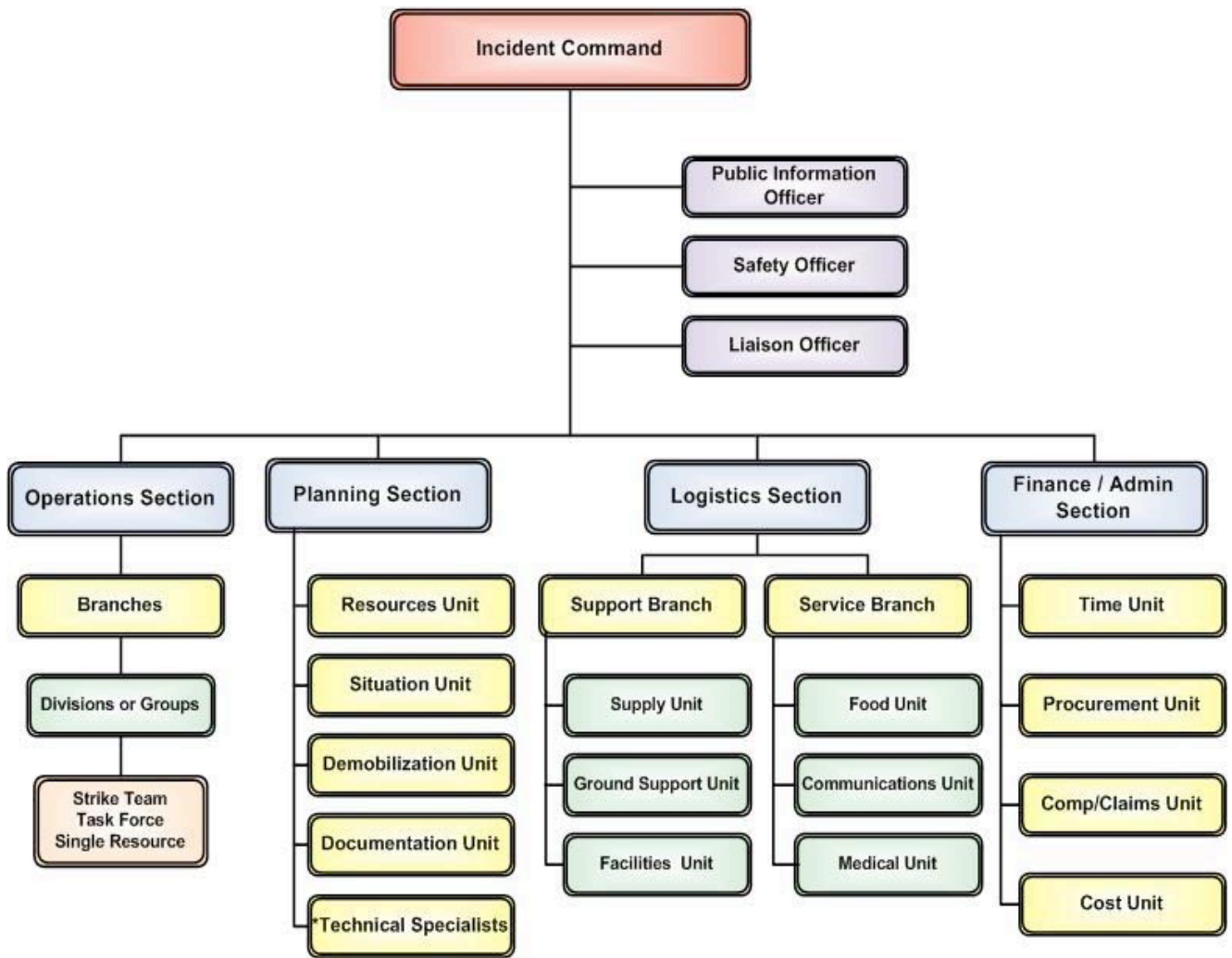
When there is a need for financial reimbursement (individual, agency, or department), and/or administrative services to support incident/event management activities, a Finance/Administration Section is established. Under ICS, not all agencies will require such assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an

essential part of incident management organization. The Section Chief must track and report incident costs to the IC. The Section Chief may also need to monitor cost expenditures to ensure that applicable statutory rules are met. Close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist in the Planning Section could provide.

The Finance/Administration Section Chief will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. In some of the functional areas (e.g., procurement), an actual unit may not need to be established if it would consist of only one person. In such a case, a procurement technical specialist could be assigned in the Planning Section. Because of the specialized nature of finance functions, the Section Chief should come from the agency that has the greatest requirement for this support.



ICS Organizational Chart



* Technical Specialists may be assigned wherever their services are required.

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CHAPTER 3: COMMON RESPONSIBILITIES

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Accountability Procedures

(1) Check-In.

All responders, regardless of agency affiliation, must check-in to verify their assignment. This can be coordinated by using an Incident Check-in List (ICS 211).

(2) Incident Action Plan (IAP).

Incident/event operations must be directed and coordinated as outlined in the IAP. Any deviation must be approved by the Operations Chief and communicated to and approved by the IC. Response organizations' personnel accountability procedures should be documented within the IAP.

(3) Unity of Command.

In order to prevent accountability breakdowns, each individual involved in incident management will be assigned to only one supervisor.

(4) Span of Control.

Supervisors must be able to adequately supervise, communicate with, manage and control all personnel under their supervision. Span of control may vary between 3 and 7 personnel per supervisor, with a recommended ratio of 1 to 5.

(5) Resource Tracking.

Supervisors must record resource status changes as they occur and report those changes to the Resources Unit. Accountability is dependent upon the incident management organization having a standard resource tracking method.

Common Responsibilities

The following checklist is applicable to all personnel in an Incident Command System (ICS) organization:

Complete	Common Responsibilities
<input type="checkbox"/>	<p>Receive assignment from agency, including:</p> <ul style="list-style-type: none"> • Job assignment (e.g., designation, position, etc.). • Brief overview of type and magnitude of incident. • Resource order number and incident number. • Travel instructions including reporting location(s) and time. • Any special communications instructions (e.g., travel, radio frequency). • Monitor incident related information from media, internet, etc., if available. • Assess personal equipment readiness for specific incident and climate (e.g., medications, money, computer, medical record, etc.). Assemble items for travel and personal support. • Inform necessary individuals as to incident assignment and contact information. • Take advantage of available travel to rest prior to arrival.

Complete	Common Responsibilities
<input type="checkbox"/>	<p>Upon arrival at the incident, check-in at one of the following designated check-in locations:</p> <ul style="list-style-type: none"> • Incident Command Post (ICP); • Base; • Staging Areas; or • Helibases. <p>Note: If instructed to report directly to a tactical assignment, check-in with the Division/Group Supervisor or the Operations Section Chief (OSC).</p>
<input type="checkbox"/>	<p>Receive briefing from immediate supervisor and document briefing on a Unit Log (ICS 214).</p>
<input type="checkbox"/>	<p>Agency representatives (AREPs) from assisting or cooperating agencies: Report to the Liaison Officer (LNO) at the ICP after check-in.</p>
<input type="checkbox"/>	<p>Acquire work materials.</p>
<input type="checkbox"/>	<p>Abide by organizational code of ethics, policies, procedures, and applicable labor agreements.</p>
<input type="checkbox"/>	<p>Participate in Incident Management Team (IMT) meetings and briefings as appropriate.</p>

Complete	Common Responsibilities
<input type="checkbox"/>	Ensure compliance with all safety practices and procedures. Report unsafe conditions to the Safety Officer (SO).
<input type="checkbox"/>	Supervisors: Maintain accountability for their assigned personnel with regard to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.
<input type="checkbox"/>	Supervisors: Organize and brief subordinates.
<input type="checkbox"/>	Know the assigned communication methods and procedures for the Area of Responsibility (AOR) and ensure that communications equipment is operating properly.
<input type="checkbox"/>	Use plain language and ICS terminology (no codes) in all radio communications.
<input type="checkbox"/>	Complete forms, reports, and Unit Log (ICS 214) that are required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
<input type="checkbox"/>	Ensure all equipment is operational prior to each work period.
<input type="checkbox"/>	Report any signs/symptoms of extended incident stress, injury, fatigue, or illness to a supervisor.

Complete	Common Responsibilities
<input type="checkbox"/>	Brief shift replacement about ongoing operations when relieved at operational periods or during rotation.
<input type="checkbox"/>	Respond to demobilization orders and brief subordinates regarding demobilization.
<input type="checkbox"/>	Prepare personal belongings for demobilization.
<input type="checkbox"/>	Complete demobilization check-out process before being released from the incident, including the return of all equipment.
<input type="checkbox"/>	Upon demobilization, report ETA to home agency.
<input type="checkbox"/>	Participate in after-action activities as directed.

Leadership Responsibilities

In NIMS ICS, a number of the leadership responsibilities are common to all functions within the ICS organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent chapters.

Complete	Leadership Responsibilities
<input type="checkbox"/>	Review Common Responsibilities.
<input type="checkbox"/>	Upon check-in, receive briefing from Supervisor.
<input type="checkbox"/>	Participate in incident meetings and briefings, as required.

Complete	Leadership Responsibilities
<input type="checkbox"/>	Determine current status of unit activities and personnel (Personnel Status Report).
<input type="checkbox"/>	Determine resource needs.
<input type="checkbox"/>	Order additional resources, as needed.
<input type="checkbox"/>	Confirm dispatch and ETA of staff and supplies.
<input type="checkbox"/>	Conduct briefings.
<input type="checkbox"/>	Assign specific duties to staff and supervise staff.
<input type="checkbox"/>	Develop and implement accountability, safety, and security measures for assigned resources.
<input type="checkbox"/>	Supervise demobilization of unit, including storage of supplies.
<input type="checkbox"/>	Conduct de-briefings with any assigned personnel.
<input type="checkbox"/>	Provide Supply Unit Leader with a list of supplies to be replenished.
<input type="checkbox"/>	Maintain unit records, including Unit Log (ICS 214).
<input type="checkbox"/>	Complete Incident Personnel Performance Rating (ICS 225).

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CHAPTER 4: OPERATIONAL PLANNING CYCLE

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Operational Planning Cycle

Sound, timely planning provides the foundation for effective incident management. The NIMS planning process represents a template for strategic, operational, and tactical planning that includes all steps an IC and other members of the Command and General Staffs should take to develop and disseminate an Incident Action Plan (IAP). The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required in developing a written IAP.

A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:

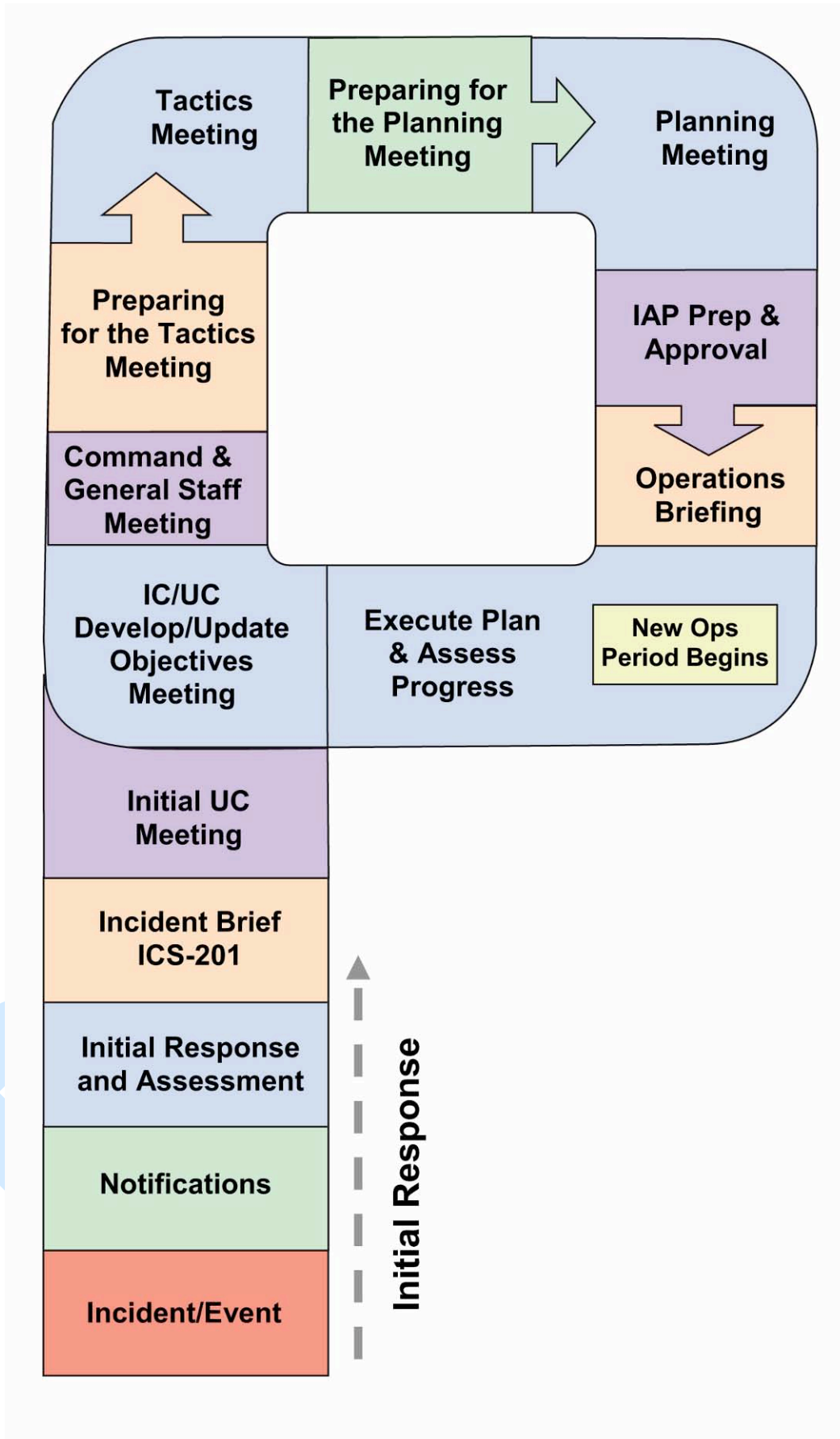
- Current information that accurately describes the incident situation and resource status;
- Predictions of the probable course of events;
- Alternative strategies to attain critical incident objectives; and
- An accurate, realistic IAP for the next operational period.

The following five primary phases must be followed, in sequence, to ensure a comprehensive IAP:

- (1) Understand the Situation;
- (2) Establish Incident Objectives and Strategy;
- (3) Develop the Plan;
- (4) Prepare and Disseminate the Plan; and
- (5) Evaluate and Revise the Plan.

The IAP must provide clear strategic direction and include a comprehensive listing of the tactical objectives, resources, reserves, and support required to accomplish each overarching incident objective. The comprehensive IAP will state the sequence of events in a coordinated way for achieving multiple incident objectives. However, the IAP is based on the best available information at the time of the planning meeting. Planning meetings should not be delayed in anticipation of future information.

During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies will enable more detailed planning and cataloging of events and “lessons learned.”



INITIAL RESPONSE AND ASSESSMENT – The period of initial response and assessment occurs in all incidents. Responses small in scope and/or duration can be coordinated using the Incident Briefing Form (ICS 201).

INCIDENT BRIEFING (ICS 201) – During the transfer-of-command process, the initial IC briefing provides the incoming Incident Command/Unified Command (IC/UC) with basic information regarding the incident situation and the resources requested/assigned to the incident. Most importantly, the Incident Briefing (ICS 201) serves as the Incident Action Plan (IAP) for the initial response, and remains in force and continues to develop (receive updates) until the response ends or the Planning Section generates the incident's first IAP.

The ICS 201 facilitates documentation of the current situation, initial response objectives, current and planned actions, resources assigned and requested, on-scene organizational structure, and incident potential. This form is essential for future planning and the effective management of initial response activities.

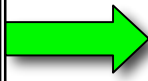
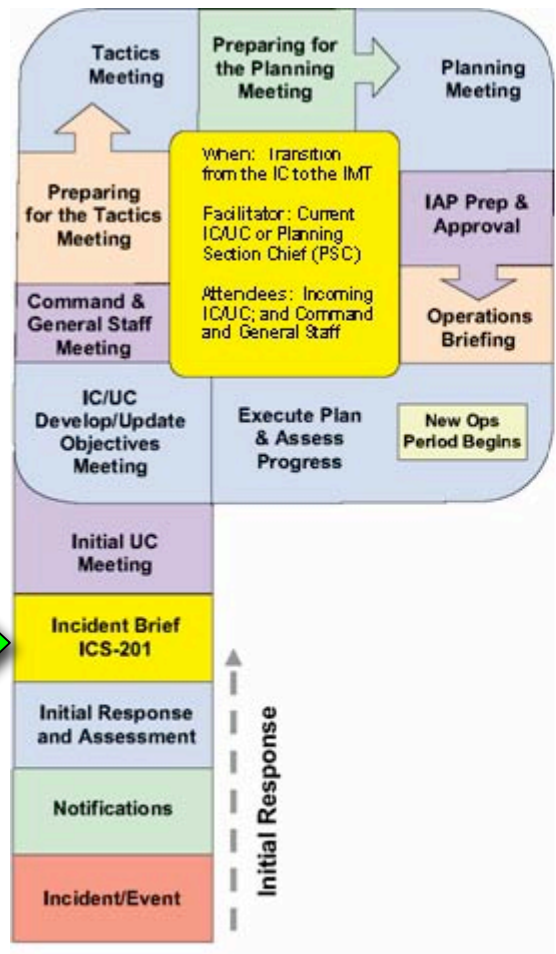
Incident Brief

Incident Commander

- ❑ Receives incident brief from the IC/UC or Planning Section Chief (PSC) using ICS 201.
- ❑ Assesses operational requirements.
- ❑ Determines current/future organizational and response requirements and objectives.

Incident Briefing (ICS 201) Agenda:
Using ICS 201 as an outline, include:

- Current situation (note territory, exposures, safety concerns, etc.; use map/charts).
- Priorities, issues and objectives.
- Current and planned actions.
- Current incident management organization.
- Resource assignments.
- Resources en route and/or ordered.
- Facilities established.
- Incident potential.



INITIAL UNIFIED COMMAND MEETING – Provides UC officials with an opportunity to discuss and concur on important issues prior to the Unified Command Objectives Meeting. The meeting should be brief and document all important decisions and directions. Prior to the meeting, ICs should have an opportunity to review and prepare to address the agenda items. The results of this meeting will help to guide the overall response efforts.

Initial UC Meeting

Incident Commander.

- ❑ Negotiates UC participation.
- ❑ Clarifies UC roles & responsibilities.
- ❑ Negotiates and agrees on key decisions including:
 - Jurisdictional boundaries;
 - Name of the incident;
 - Overall incident management organization;
 - Location of ICP, facilities, and support;
 - Operational Period length and start time;
 - Deputy IC assignments; and
 - Other key Command and General staff and technical support as needed.

Operations

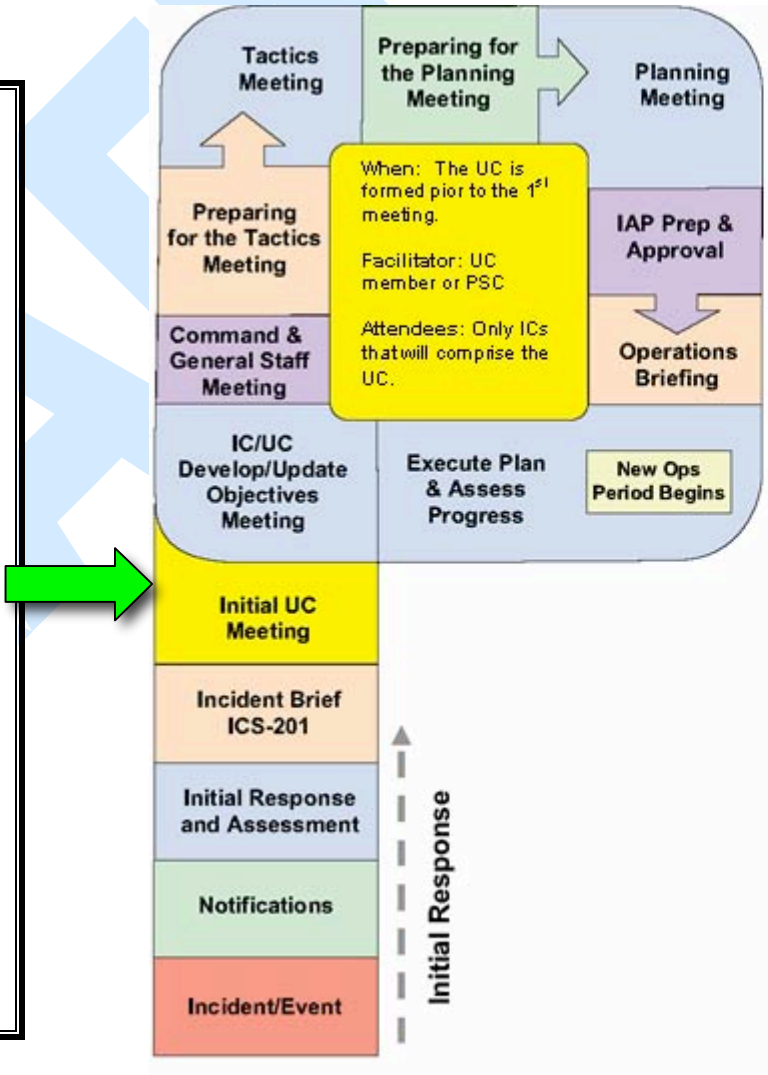
- ❑ Briefs UC members on current operations.

Planning

- ❑ If available, facilitates and documents meeting.

Logistics & Finance/Administration

- ❑ May not be activated at this time.



UNIFIED COMMAND OBJECTIVES MEETING

(Sometimes called STRATEGY MEETING) – The Unified Command will identify incident/event priorities, identify any limitations and constraints, and establish incident objectives. For recurring meetings, all products will be reviewed and updated as needed. Products resulting from this meeting, along with decisions and direction from the Initial UC meeting, will be presented at the Command and General Staff Meeting.

Unified Command Objectives Meeting

Command

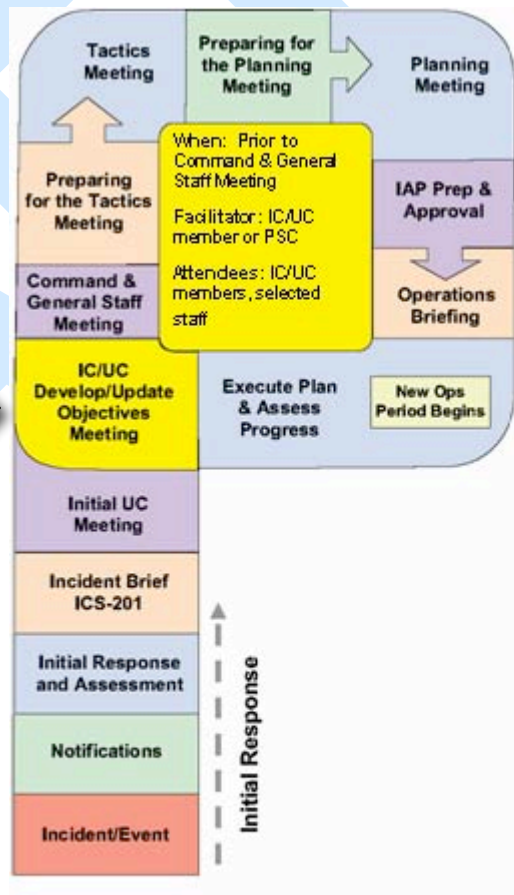
- ❑ Identifies incident priorities.
- ❑ Identifies priorities, limitations, and constraints.
- ❑ Develops incident objectives.
- ❑ Identifies key procedures.
- ❑ Develops tasks for Command and General Staff.
- ❑ Agrees on division of UC workload.
- ❑ IC of the IMT receives and signs the Delegation of Authority.

Operations

- ❑ May be present if required.

Planning

- ❑ Facilitates and documents meeting.
- ❑ Proposes draft objectives to Command.



COMMAND AND GENERAL STAFF MEETING – At the Command and General Staff Meeting, IC/UC will present their decisions and management direction to the Command and General Staff Members. This meeting should clarify and help to ensure understanding among the core IMT members on the decisions, objectives, priorities, procedures and functional assignments (tasks) that the IC/UC has discussed and approved. Ensuing Command and General Staff Meetings will cover any changes in Command direction, and review the open actions and status of assigned tasks.

Command & General Staff Meeting

Command

- ❑ Reviews key decisions, priorities, constraints, limitations, objectives, and procedures.
- ❑ Presents/reviews functional work assignments (tasks) to the Command and General Staff members.
- ❑ Reviews status of open actions, work assignments (tasks) from previous meetings.

Operations

- ❑ Provides update on current operations.

Planning

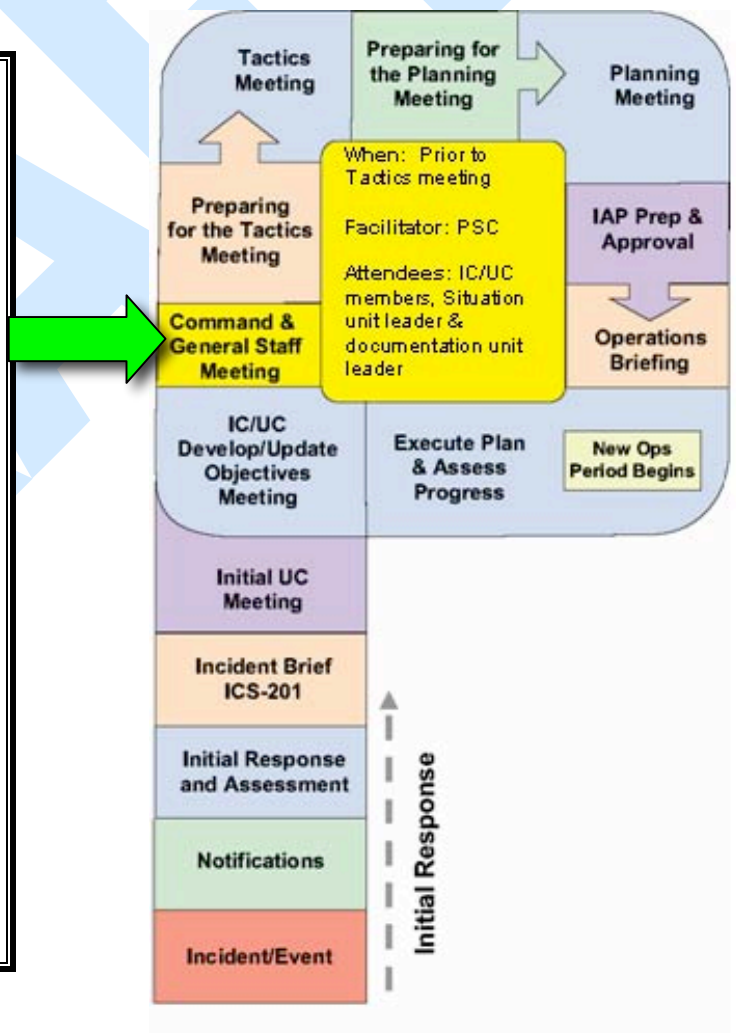
- ❑ Facilitates and documents meeting.
- ❑ Sets up meeting room.

Situation Unit Leader

- ❑ Provides update on current situation and projections if available.

Documentation Unit Leader

- ❑ Documents meeting and distributes meeting materials.



PREPARING FOR THE TACTICS MEETING – During this phase of the Operational Planning Cycle, the IC and Planning Section Chief (PSC) begin the work of preparing for the upcoming Tactics Meeting. The Operations Section Chief drafts an Operational Planning Worksheet (ICS 215) and an Operations Section organization chart for the next operational period. Also, the Safety Officer (SO) develops in conjunction with the Operations Section Chief the Hazard Risk Analysis Worksheet (Incident Safety Analysis – ICS 215a). The PSC should facilitate/support this process to the greatest extent possible to ensure that the materials, information, resources, etc., to be presented in the Tactics Meeting are organized and accurate.

Preparing for the Tactics Meeting

Operations

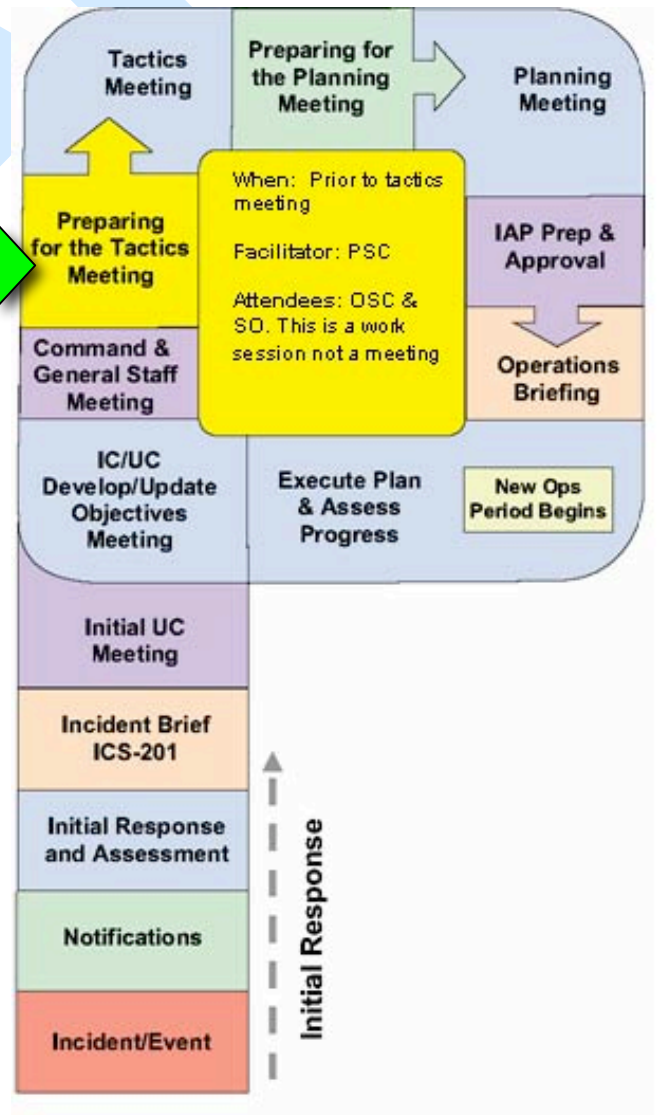
- ❑ Develops draft strategies and tactics for each operationally oriented incident objective.
- ❑ Develops alternative and/or contingency strategies and tactics.
- ❑ Outlines work assignments (tactics) and required resources using ICS 215.
- ❑ Develops/outlines Operations Section organization for next operational period.

Planning

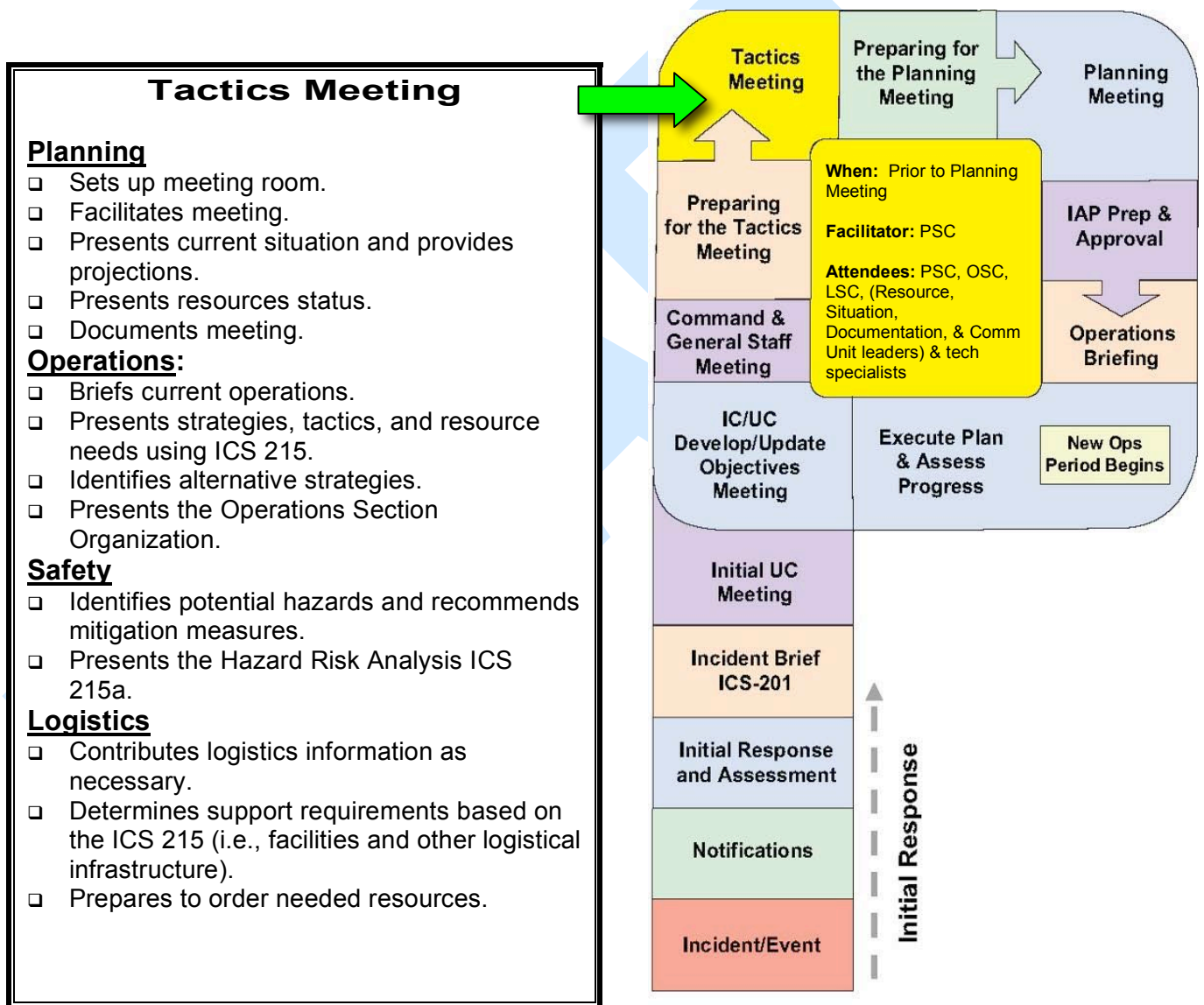
- ❑ Facilitates process.
- ❑ Reviews incident objectives and agrees on those that are the responsibility of the Operations Section to complete.
- ❑ Ensures Technical Specialists are included and prepared to contribute as appropriate.
- ❑ Presents situation information and provides projections.

Safety Officer

- ❑ Begins to develop the Hazard Risk Analysis ICS 215a



TACTICS MEETING – This 30 to 60 minute work session produces information needed to prepare the IAP. The Operations Section organization will be prepared by the Operations Section Chief (OSC) prior to the completion of the Operational Planning Worksheet (ICS 215). The SO will prepare the Hazard Risk Analysis Worksheet (Incident Safety Analysis – ICS 215a). OSC/PSC will solicit input from attendees in order to refine these draft products for full staff approval at the Planning Meeting.



PREPARING FOR THE PLANNING MEETING – The Command and General Staff prepare for the upcoming Planning Meeting. The PSC ensures the material, information, resources, etc., used or discussed in the Planning Meeting are prepared and ready for presentation during the meeting. These preparations include posting the agenda, incident objectives, map, Operations Section organizational chart, ICS 215 Operational Planning Worksheet, ICS 215a Incident Safety Analysis, etc.

Preparing for the Planning Meeting

Command

- ❑ Prepares further guidance/clarification.
- ❑ As needed, meets informally with appropriate staff members.

Operations

- ❑ Prepares on-going operations update.
- ❑ Prepares final draft ICS 215.
- ❑ Coordinates with other staff as needed.

Planning

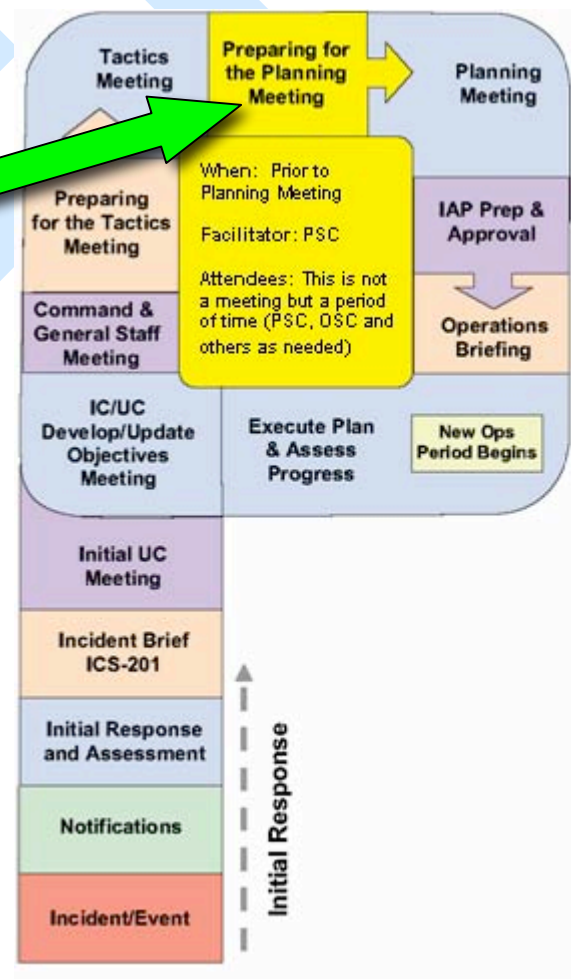
- ❑ Sets up meeting room.
- ❑ Develops resource, support, and overhead requests and submits to Logistics after the planning meeting.
- ❑ Publishes/distributes meeting schedule and ensures attendees are prepared (Posted Agenda).
- ❑ Makes duplicate documents for Command that are needed to support presentations.

Logistics

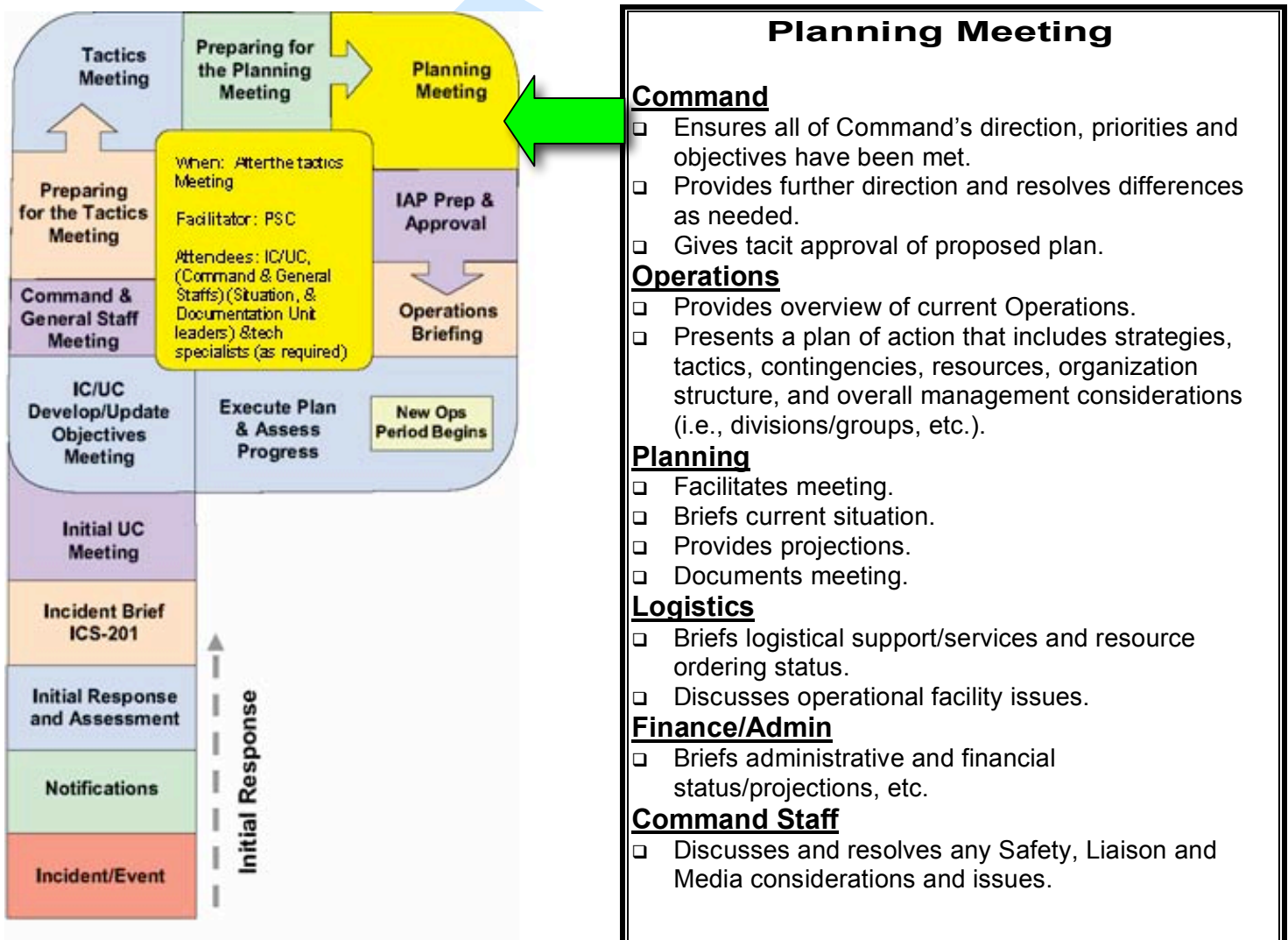
- ❑ Prepares resources orders to support IAP. (submitted after the planning meeting)
- ❑ Prepares for Planning Meeting.
- ❑ Verifies support requirements.

Finance/Admin

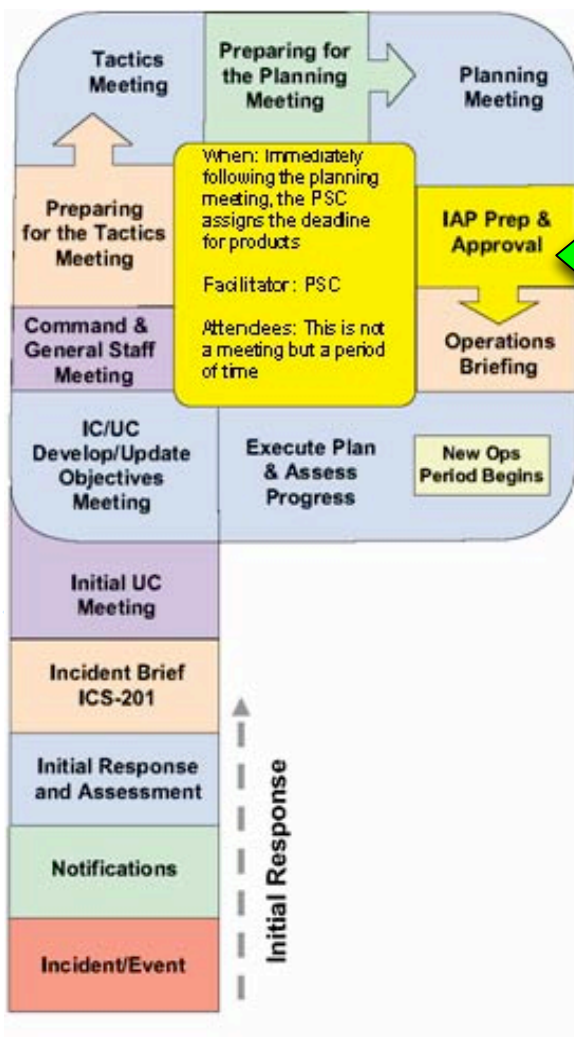
- ❑ Prepares for Planning Meeting.
- ❑ Verifies financial and administrative requirements.



PLANNING MEETING – This meeting provides an overview of the tactical plan to achieve IC current objectives for the upcoming operational period. The OSC will present the proposed plan to the Command and General Staff for review and comment. OSC will discuss strategy and tactics that were considered and chosen to best meet the objectives for the next operational period. The OSC will also briefly discuss how the incident will be managed along with work assignments, resources, and support that are required to implement the proposed plan. This meeting provides the opportunity for Command and General Staff to give final approval for the IAP. After review and updates are made, planning meeting participants commit to support the plan.



INCIDENT ACTION PLAN PREPARATION AND APPROVAL – Appropriate IMT members must immediately complete the assigned task/products that need to be included in the IAP. These products must meet the deadline as set by the PSC so that Planning Section can assemble the IAP components. The deadline must be early enough to permit timely IC/UC review, approval, and duplication of sufficient copies for the Operations Briefing and other IMT members. The Safety Officer develops the General Safety Message/Site Safety Plan for the IAP.



IAP Preparation & Approval

Command

- ❑ Reviews, approves and signs IAP.

Operations

- ❑ Provides required information for inclusion into IAP (ICS 220).
- ❑ Works with Planning to ensure that the chart and ICS 204(s) are complete.

Planning

- ❑ Facilitates gathering of required documents and assembles IAP.
- ❑ Reviews IAP for completeness.
- ❑ Provides completed IAP to IC/UC for review/approval.
- ❑ Makes sufficient copies of the IAP.
- ❑ Distributes IAP to appropriate team members and files original.

Logistics

- ❑ Reviews Logistics Section products for completeness (ICS 205, ICS 206, etc.).
- ❑ Provides logistics information for IAP.
- ❑ Verifies resources ordered/status.

Finance/Admin

- ❑ Verifies financial and administrative requirements for IAP.

IAP Common Components	Primary Responsibility
Incident Objectives (ICS 202)	Incident Commander
Organization List/Chart (ICS 203/207)	Resource Unit Leader
Assignment List (ICS 204)	Resource Unit Leader
Communication Plan (ICS 205)	Communications Unit Leader
Medical Plan (ICS 206)	Medical Unit Leader (Approved by Safety Officer)
Site Safety Plan (ICS 208) Safety Message	Safety Officer
Incident Map/Chart	Situation Unit Leader
Weather, tide, or other needed forecast	Situation Unit Leader

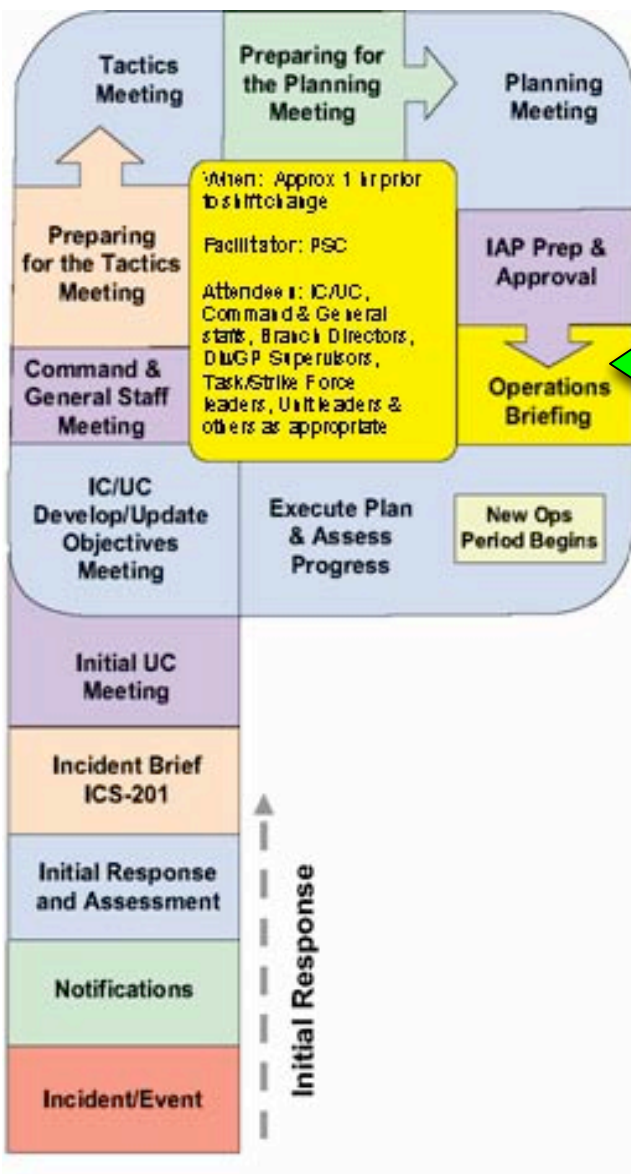
Optional Components (use as pertinent):

IAP Common Components	Primary Responsibility
Air Operations Summary (ICS 220)	Air Operations Branch Director (AOBD)
Demobilization Plan	Demobilization Unit Leader
Traffic Plan	Ground Support Unit Leader (GSUL)

IAP Common Components	Primary Responsibility
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Other Plans and/or documents, as required (215a, Risk/Hazard Analysis)	As required

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OPERATIONS BRIEFING – This briefing (30 minutes or less) presents the IAP to the Operations Section oncoming supervisory personnel. After this briefing and during the shift change, off-going supervisors should be interviewed by their relief and by the OSC in order to validate IAP effectiveness. The Division/Group Supervisor may make last minute adjustments to tactics over which they have purview. Similarly, a supervisor may reallocate resources within that Division/Group to adapt to changing conditions.



Operations Briefing

Command

- ❑ Provides guidance/clarification.
- ❑ Provides leadership presence and motivational remarks.

Operations

- ❑ Provides Operations Briefing for next operational period.
- ❑ Ensures ICS 204 tasking is clear.

Planning

- ❑ Sets up briefing area.
- ❑ Facilitates Command and General Staff and attendees briefing responsibilities.
- ❑ Resolves questions.
- ❑ Explains support plans as needed.

Logistics

- ❑ Briefs transportation, communication, and supply issues.

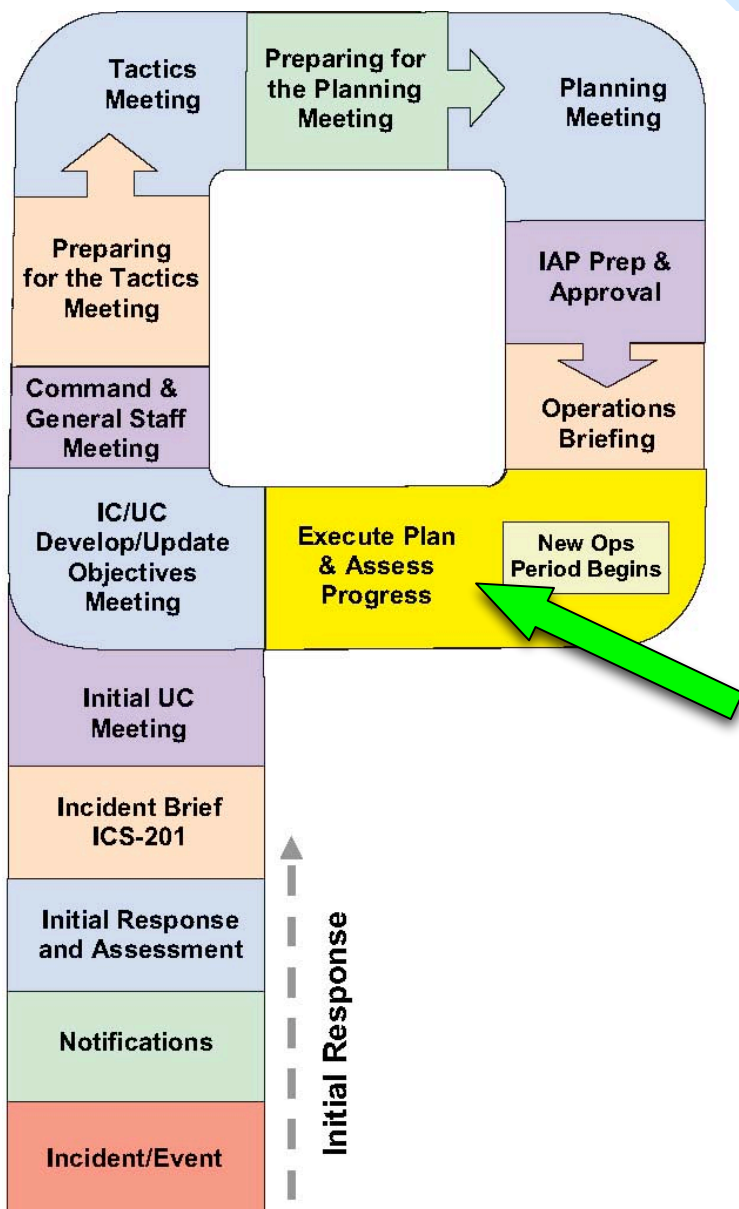
Finance/Admin

- ❑ Briefs administrative issues and provides financial report.

Staff briefs

- Operations, Logistics, Safety, Public Information, and Inter-agency and Intelligence issues.

ASSESS PROGRESS – Assessment is an ongoing, continuous process to help adjust current operations and help plan for future operations. Following the briefing and shift change, all Command Staff Section Chiefs will review the incident management progress and make recommendations to the IC/UC in preparation for the next IC/UC Objectives Meeting. This feedback/information is continuously gathered from various sources, including Field Observers, line Safety Officers responder debriefs, stakeholders, etc. IC/UC should encourage Command and General Staff to get out of the Incident Command Post (ICP) and view first-hand the areas of the incident they are supporting.



Execute Plan & Assess Progress

Incident Commander (IC/UC)

- ❑ Monitors ongoing incident management activities.
- ❑ Considers Best Response practices, evaluates prior decisions, direction, priorities, and task assignments.

Operations

- ❑ Monitors ongoing operations and makes strategic and tactical changes as necessary.
- ❑ Measures/ensures progress against assigned objectives.
- ❑ Briefs Command on a scheduled basis.

Planning

- ❑ Ensures ongoing operational information is being collected and documented.
- ❑ Develops new/revised incident objectives and provides them to IC/UC.

Logistics

- ❑ Evaluates logistical support effectiveness and makes organizational and procedural adjustments as needed.

Finance/Admin

- ❑ Monitors ongoing operations to ensure accurate and timely administrative and financial reporting.

Safety Officer

- ❑ Monitors ongoing operations and corrects unsafe practices.
- ❑ Evaluates effectiveness of the Risk Hazard Analysis (ICS 215a) and Site Safety Plan.

Special Purpose Meetings

Special Purpose meetings are most applicable to larger incidents requiring an Operational Period Planning Cycle, but may also be useful during the Initial Response Phase.

BUSINESS MANAGEMENT MEETING – The purpose of this meeting is to develop and update the Business Management Plan for finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees normally include the Finance/Administration Section Chief (FSC), Cost Unit Leader, Procurement Unit Leader, Logistics Section Chief (LSC), Situation Unit Leader, and Documentation Unit Leader.

AGENCY REPRESENTATIVE (AREP) MEETING – This meeting is held to update AREPs and ensure that they can support the IAP. It is conducted by the Liaison Officer (LNO), and attended by AREPs. It is most appropriately held shortly after the Planning Meeting in order to present the plan (IAP) for the next operational period. It allows for minor changes should the plan not meet the expectations of the AREPs.

MEDIA BRIEFING – This meeting is conducted at the Joint Information Center (JIC), or at a location near the incident. (It is not necessary to establish a JIC for all incidents.) Its purpose is to brief the media and the public on the most current and accurate facts. It is set up by the Public Information Officer (PIO), moderated by an IC/UC spokesperson, and features selected spokespersons. Spokespersons should be prepared by the PIO to address anticipated issues. The briefing should be well-planned, organized, and scheduled to meet the media's needs.

TECHNICAL SPECIALIST MEETING – Meetings to gather Technical Specialist input for the IAP.

DEMOBILIZATION PLANNING MEETING – This meeting is held to gather functional requirements from Command, Command Staff, and General Staff that would be included in the incident Demobilization Plan. Functional requirements would include: safety, logistics, and fiscal considerations and release priorities that would be addressed in the plan.

Attendees normally include: Command, OSC, PSC, LSC, FSC, LNO, SO, Intelligence Officer, PIO and Demobilization Unit Leader. The Demobilization Unit Leader then prepares a draft Demobilization Plan to include the functional requirements and distributes to Command, Command Staff, and General Staff for review and comment.

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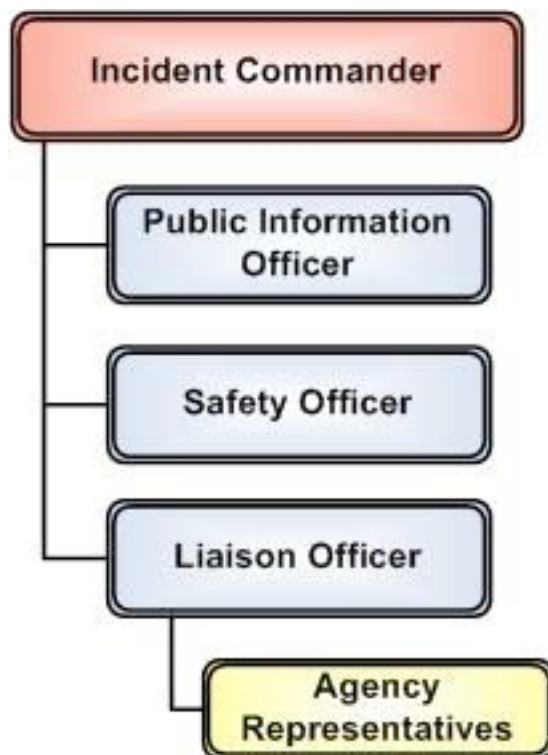
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CHAPTER 5: COMMAND STAFF

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Position Checklists.....	5-2

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Organization Chart



Position Checklists

INCIDENT COMMANDER (IC) – The IC’s responsibility is the overall management of the incident. On many incidents, the command activity is carried out by a single IC. The IC is selected based on qualifications and experience.

The IC is responsible for providing direction and guidance to the command and general staff. Command must analyze the overall requirements of the incident and determine the most appropriate direction for the management team to follow during the response. This is accomplished by making key decisions, setting priorities, developing response objectives, and assigning work (tasks) to primary staff within the first operational period and ongoing throughout the incident/event. Information and examples for key decisions and objectives are located in chapter 13.

The IC may have Deputy Incident Commanders who may be from the same agency or from an assisting agency. The Deputy Incident Commander must have the same certifications/qualifications as the person for whom they work, as they must be ready to take over that position at any time. When span of control becomes an issue for the IC, a Deputy Incident Commander/Chief of Staff may be assigned to manage the Command Staff.

The major responsibilities of the IC are:

Complete	Incident Commander Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Upon arrival, assess the situation and obtain incident briefing from IC.
<input type="checkbox"/>	Establish priorities.
<input type="checkbox"/>	Determine incident objectives and general direction for managing the incident.
<input type="checkbox"/>	Establish an Incident Command Post (ICP).
<input type="checkbox"/>	Brief the Command Staff and Section Chiefs.
<input type="checkbox"/>	Ensure scene security.
<input type="checkbox"/>	Establish an appropriate organization.
<input type="checkbox"/>	If applicable, consider the incident as a potential crime scene; preserve evidence and coordinate with law enforcement.
<input type="checkbox"/>	Ensure adherence to the operational planning cycle.

Complete	Incident Commander Major Responsibilities
<input type="checkbox"/>	Approve and authorize the implementation of an Incident Action Plan (IAP).
<input type="checkbox"/>	Ensure that adequate safety measures are in place, including the assignment of a safety officer.
<input type="checkbox"/>	Coordinate activities for all Command and General Staff.
<input type="checkbox"/>	Coordinate with key stakeholders.
<input type="checkbox"/>	Make appropriate notifications (e.g., hospitals, health department, etc.).
<input type="checkbox"/>	Approve requests for additional resources or for the release of resources.
<input type="checkbox"/>	Keep agency administrator informed of incident status.
<input type="checkbox"/>	Approve the use of trainees, volunteers, and auxiliary personnel.
<input type="checkbox"/>	Authorize release of information to the news media.
<input type="checkbox"/>	Ensure Incident Status Summary (ICS 209) is completed and forwarded to the appropriate higher authority.
<input type="checkbox"/>	Order the demobilization of the incident when appropriate.
<input type="checkbox"/>	Ensure establishment and oversight of a Joint Information Center (JIC).
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

PUBLIC INFORMATION OFFICER (PIO) – The PIO is responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.

Only one primary PIO will be assigned for each incident, including incidents operating under Unified Command (UC). The PIO may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the PIO, which would generally apply on any incident.

The major responsibilities of the PIO are:

Complete	Public Information Officer Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine from the IC if there are any limits on information release.
<input type="checkbox"/>	Develop material for use in media briefings.
<input type="checkbox"/>	Obtain IC approval of media releases.
<input type="checkbox"/>	Inform the media and conduct media briefings.
<input type="checkbox"/>	Arrange for tours and other interviews or briefings as required.

Complete	Public Information Officer Major Responsibilities
<input type="checkbox"/>	Evaluate the need for and, as appropriate, establish and operate a Joint Information System (JIS).
<input type="checkbox"/>	Establish a JIC to coordinate and disseminate accurate and timely incident-related information as necessary.
<input type="checkbox"/>	Obtain media information that may be useful to incident planning.
<input type="checkbox"/>	Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Brief Command on PIO issues and concerns.
<input type="checkbox"/>	Advise Incident Command or Unified Command (IC/UC) on all public information matters.
<input type="checkbox"/>	Manage media and public inquiries.
<input type="checkbox"/>	Coordinate emergency public information and warnings.
<input type="checkbox"/>	Conduct rumor monitoring and control.
<input type="checkbox"/>	Conduct media monitoring.
<input type="checkbox"/>	Have debriefing session with the IC prior to demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

SAFETY OFFICER (SO) – The SO’s function is to develop and recommend measures for ensuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. The SO has the authority and obligation to alter, delay, suspend, and terminate any and all operations immediately dangerous to life and health of any personnel.

Only one primary incident SO will be assigned for each incident. The SO may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities, such as air operations, hazardous materials (HAZMAT), etc. All SOs are certified/qualified to the level of operations being performed.

The major responsibilities of the SO are:

Complete	Safety Officer Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in tactics and planning meetings, as well as other meetings and briefings as required.
<input type="checkbox"/>	Identify hazardous situations associated with the incident.
<input type="checkbox"/>	Dedicate Emergency Medical Services (EMS) personnel needed for responders (ICS 206).
<input type="checkbox"/>	Develop the Risk/Hazard Analysis (ICS 215a) with the Operations Section Chief (OSC).

Complete	Safety Officer Major Responsibilities
<input type="checkbox"/>	Coordinate with law enforcement to provide security and control of perimeters.
<input type="checkbox"/>	Confirm control zones have been established and monitored.
<input type="checkbox"/>	Ensure the selection of Personal Protective Equipment (PPE) and other equipment meets the needs of the incident.
<input type="checkbox"/>	Ensure that personnel accountability system is in place for all personnel.
<input type="checkbox"/>	Ensure that working conditions are monitored and work/rest guidelines are adhered to.
<input type="checkbox"/>	Designate emergency evacuation guidelines.
<input type="checkbox"/>	Review the IAP for safety implications.
<input type="checkbox"/>	Provide safety advice in the IAP for assigned responders.
<input type="checkbox"/>	Ensure identified resources are in place to meet the mental health needs of responders.
<input type="checkbox"/>	Exercise emergency authority to stop and prevent unsafe acts and notify IC.
<input type="checkbox"/>	Investigate accidents that have occurred within the incident area.
<input type="checkbox"/>	Assign assistants, as needed.
<input type="checkbox"/>	Review and approve the Medical Plan (ICS 206).
<input type="checkbox"/>	Develop the Site Safety Plan as required.

Complete	Safety Officer Major Responsibilities
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Brief the IC on safety issues and concerns.
<input type="checkbox"/>	Have a debriefing session with the IC prior to demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

LIAISON OFFICER (LNO) – Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the LNO position on the Command Staff.

Only one primary LNO will be assigned for each incident, including incidents operating under UC and multi-jurisdiction incidents. The LNO may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The LNO is assigned to the incident to be the contact for assisting and/or cooperating with Agency Representatives (AREP).

The major responsibilities of the LNO are:

Complete	Liaison Officer Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Be a contact point for AREPs.
<input type="checkbox"/>	Maintain a list of assisting and cooperating AREPs, including name and contact information. Monitor check-in sheets daily to ensure that all AREPs are identified.

Complete	Liaison Officer Major Responsibilities
<input type="checkbox"/>	Assist in establishing and coordinating inter-agency contacts.
<input type="checkbox"/>	Keep agencies supporting the incident aware of the incident's status.
<input type="checkbox"/>	Monitor incident operations to identify current or potential inter-organizational problems.
<input type="checkbox"/>	Participate in planning meetings and provide current resource status, including limitations and capability of assisting agency resources.
<input type="checkbox"/>	Coordinate response resource needs for incident investigation activities with the OSC.
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Brief the IC on agency issues and concerns.
<input type="checkbox"/>	Have debriefing session with the IC prior to demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

AGENCY REPRESENTATIVES – In many multi-jurisdiction incidents, an agency or jurisdiction may send a representative to assist in coordination efforts.

An AREP is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

AREPs report to the LNO or to the IC in the absence of a LNO.

The major responsibilities of the AREPs are:

Complete	Agency Representatives Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Ensure that all agency resources are properly checked in at the incident.
<input type="checkbox"/>	Obtain a briefing from the LNO or IC.
<input type="checkbox"/>	Inform any assisting or cooperating agency personnel at the incident that the AREP position for that agency has been filled.
<input type="checkbox"/>	Attend briefings and planning meetings as required.
<input type="checkbox"/>	Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
<input type="checkbox"/>	Cooperate fully with the IC/UC and the General Staff on agency involvement at the incident.
<input type="checkbox"/>	Ensure the well-being of agency personnel assigned to the incident.
<input type="checkbox"/>	Advise the LNO of any special agency needs or requirements.
<input type="checkbox"/>	Report to home agency dispatch or headquarters on a pre-arranged schedule.

Complete	Agency Representatives Major Responsibilities
<input type="checkbox"/>	Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Have a debriefing session with the LNO or IC/UC before demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

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CHAPTER 6: UNIFIED COMMAND

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Introduction

Unified Command (UC) is a feature of the Incident Command System (ICS). UC members can include agencies, organizations, or private industries (when an incident affects their facilities). The need for UC is brought about when an incident affects the jurisdictional or statutory responsibility of more than one agency. The UC links the responding organizations to the incident and provides a forum for these agencies to make consensus decisions. ICs continue to carry out their respective agency's jurisdictional responsibilities. Under UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the organization to create an integrated response team.

The need for UC arises when incidents:

- Involve multiple jurisdictions.
- Involve a single jurisdiction with multiple agencies.
- Involve multiple jurisdictions with multiple agencies.
- Involve various governmental levels (e.g., federal, state, local, tribal).
- Affect multiple functional responsibilities (e.g., Search and Rescue (SAR), fire, floods, bombing, hazardous substance, health care, and Emergency Medical Service (EMS)).

UC Composition:

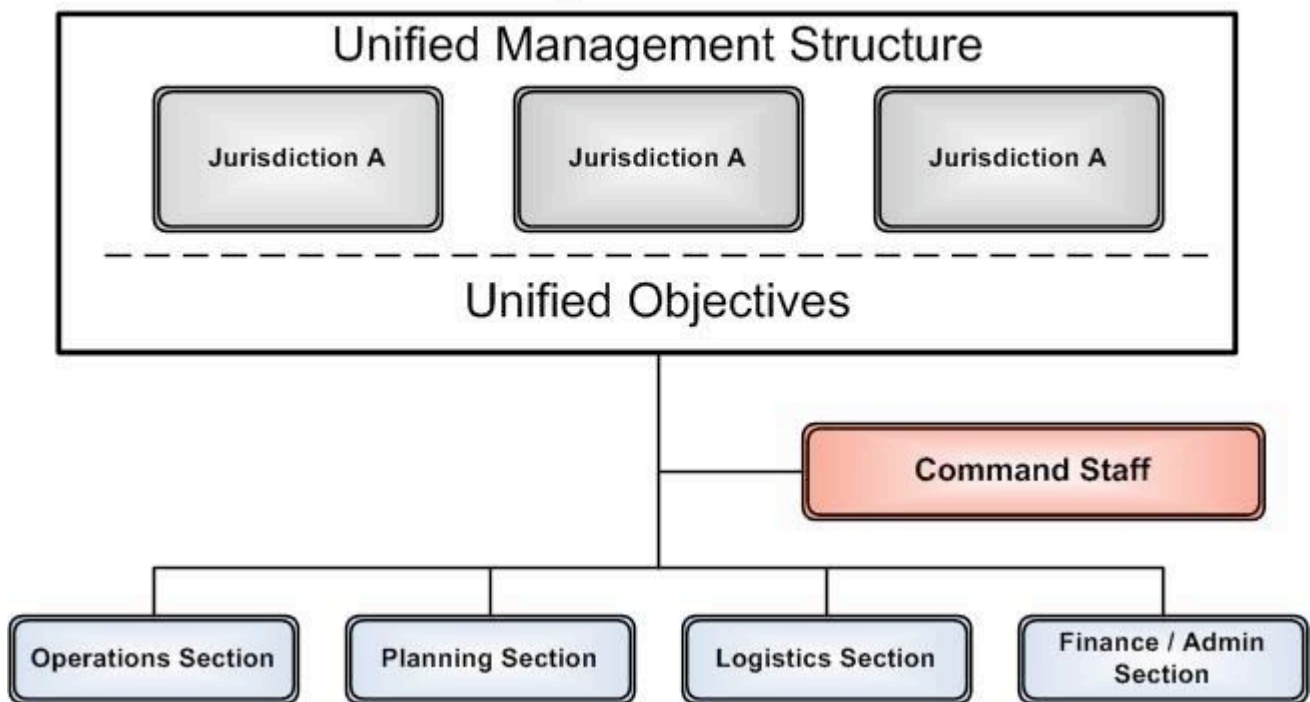
Actual UC composition for a specific incident will be determined on a case-by-case basis taking into account:

- The specifics of the incident.

- Determinations outlined in existing response plans.
- Decisions reached during the initial meeting of the UC.
- The flexible composition of the UC, which may change as an incident progresses in order to account for changes in the situation.

UC is a team effort, but to be effective the number of personnel should be kept as small as possible. A well-defined process requires the UC to set clear objectives to guide the on-scene response resources.

Multi-jurisdiction



UC is responsible for overall management of the incident. UC directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. UC is not a “decision by committee”. The principals are there to command the response to an incident. Speed is critical. UC should develop synergy based on the significant capabilities that are brought by the various representatives. There should be personal

acknowledgement of each representative's unique capabilities, a shared understanding of the situation, and agreement on the common objectives. Contentious issues may arise, but the UC framework provides a forum and a process to resolve problems and find solutions.

A cooperative attitude and a thorough understanding of ICS are essential for UC participants. With the different perspectives on UC comes the risk of disagreements, most of which can be resolved through an understanding of the underlying issues. Nevertheless, situations may arise where consensus agreement may not be reachable. In such instances, the UC member representing the agency with the most jurisdictional responsibility (usually the Incident Commander (IC)) would normally be deferred to for the final decision.

The UC has certain responsibilities as noted above. Failure to provide clear incident objectives and response direction means that UC has failed. While the UC structure is an excellent vehicle (and the only nationally-recognized vehicle) for coordination, cooperation, and communication, the duly authorized representatives must make the system work successfully.

The UC may assign Deputy IC(s) to assist in carrying out IC and/or UC responsibilities. UC members may also be assigned individual legal and administrative support from their own organizations.

To be considered for inclusion as a UC representative, the involved organization:

1. Must have jurisdictional authority or functional responsibility under a law or ordinance for the incident.
2. Incident or response operations must have impact on the organization's Area of Responsibility (AOR).
3. Must be specifically charged by law or ordinance with commanding, coordinating, or managing a major aspect of the incident response.
4. Should have the resources to support participation in the response organization.
5. Should have a representative who is certified, credentialed, or has some other type of qualification to be included.

UC representatives must be able to:

- Agree on the composition of the UC.
- Agree on incident priorities, objectives, constraints/limitations, decisions and procedures.
- Have the capability to sustain a full-time commitment to the incident.
- Have the authority to commit agency or company resources to the incident.
- Have the authority to spend agency or company funds.
- Agree on an incident organization.
- Commit to speak with "one voice" through the Public Information Officer (PIO) or Joint Information Center (JIC), if established.
- Agree on managing sensitive information and operational security issues.
- Agree on logistical support including resource ordering procedures.
- Agree on cost-sharing and cost accounting procedures, as appropriate.

It is important to note that participation in UC occurs

without any agency abdicating authority, responsibility, or accountability.

If an agency is not represented in UC but is involved in the response effort, a representative may:

- Serve as an assisting or cooperating agency or company representative who has direct contact with the Liaison Officer (LNO).
- Provide stakeholder input to the LNO (for environmental, economic, social, or political issues).
- Serve as a Technical Specialist in the Planning Section.
- Provide input directly to a member of UC.

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CHAPTER 7: AREA COMMAND

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Area Command (AC) Overview

AC is an expansion of the Incident Command function. An AC is established either to oversee the management of multiple incidents being handled by a separate Incident Command System (ICS) organization or to oversee the management of a very large incident that involves multiple ICS organizations.

The purpose of an AC is to oversee the management of the incident(s), focusing primarily on strategic assistance, direction, and resolving competition for scarce and/or critical response resources. An AC is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. This organization does not supplant the Incident Commands (ICs) and Unified Commands (UCs), but supports and provides strategic direction. Execution of tactical operations and coordination remains the responsibility of the on-scene Incident Command or Unified Command (IC/UC) structure.

For the incidents under its authority, the AC is responsible to:

Complete	
<input type="checkbox"/>	Set overall agency incident-related priorities.
<input type="checkbox"/>	Allocate critical resources based on priorities.
<input type="checkbox"/>	Ensure that incidents are properly managed.

Complete	
□	Ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.

The organization is normally small, with personnel assigned to Command, Planning, Logistics and Finance/Administration. Depending on the complexity of the interface between the incidents, specialists in other areas, such as aviation, may also be assigned to AC.

Area Command Concept of Operations

Area Command Activation

When AC or Unified AC is activated, an Area Commander will be designated and given appropriate Delegation of Authority. The authority given to the Area Commander should be written as a Delegation of Authority statement. A written delegation of authority helps to eliminate confusion and provides the Area Commander with authority to oversee the management of the incidents.

ICs covered by the AC must be notified that an AC is being established. Depending upon the agencies and incidents involved, the AC may issue a Delegation of Authority or re-delegations to the respective ICs. This will help to ensure that agency direction is made clear to all parties.

The AC team should consist of the best-qualified personnel with respect to their functional areas. The functions of AC require personnel that have experience in, and are qualified to oversee, complex incident

situations. The concepts of AC should be part of planning, training, and exercises.

Area Command Responsibilities

AC has the overall responsibility for strategic management of the incident(s) and will:

Completed	Area Command Responsibilities
<input type="checkbox"/>	Establish priorities.
<input type="checkbox"/>	Set overall objectives.
<input type="checkbox"/>	Ensure that incident management teams are qualified.
<input type="checkbox"/>	Allocate/reallocate critical resources.
<input type="checkbox"/>	Identify and report critical resource needs.
<input type="checkbox"/>	Coordinate with agency administrator, Emergency Operations Center (EOC), other Multiagency Coordination (MAC) groups, and the media.
<input type="checkbox"/>	Coordinate the demobilization of assigned resources.
<input type="checkbox"/>	Coordinate short-term recovery activities for transition to full recovery operations.
<input type="checkbox"/>	Ensure effective communications.
<input type="checkbox"/>	Provide for personnel accountability and a safe operating environment.

Area Command Staffing

The AC organization should be kept as small as possible. The size of the AC organization will be determined by the authorities and support requirements

of the incident(s) and follows standard ICS principles like flexibility and scalability. Under normal circumstances, AC staffing will consist of the following:

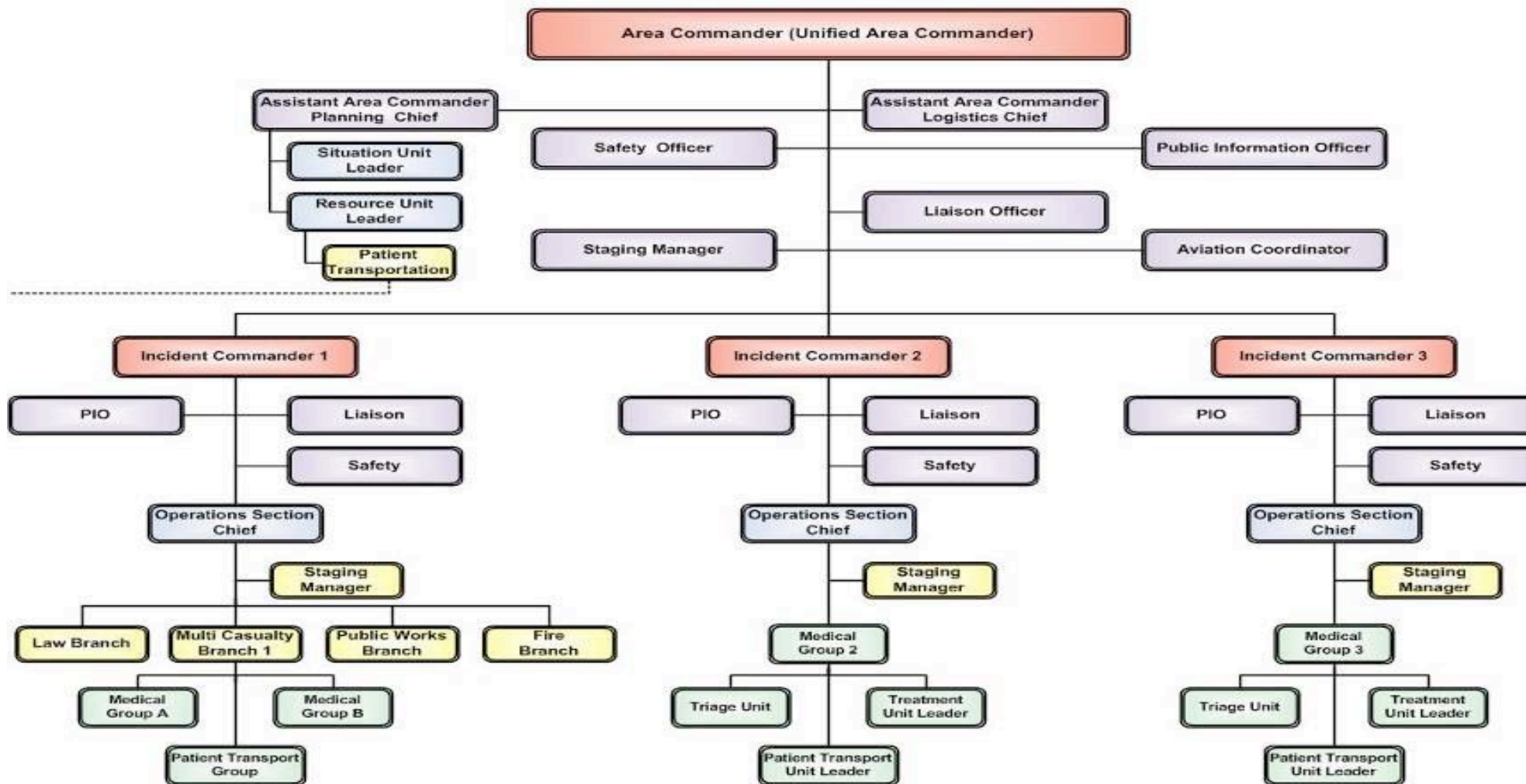
1. Area Commander(s) and Deputy/Deputies.
2. AC Logistics Chief.
3. AC Planning Chief.
4. AC Critical Resources Unit Leader.
5. AC Situation Unit Leader.
6. AC Public Information Officer (PIO).
7. AC Liaison Officer (LNO).

Optional Staffing:

8. AC Safety Officer (SO).
9. AC Intelligence Officer.
10. AC Communication Unit Leader.
11. AC Information Technology Specialist (ITS).
12. AC Facilities Unit Leader.
13. AC Documentation Unit Leader.
14. AC Finance/Administration Chief.
15. Legal Specialist.
16. Security Specialist.
17. Documentation Specialist/Executive Assistant.
18. Legislative Affairs Officer.
19. AC Aviation Coordinator.
20. AC Staging Manager.

The Area Command organization does not, in any way, replace the on-scene incident organization(s) or functions. The above positions, if established, are strictly related to supporting the AC functional responsibilities. Tactical operations continue to be directed at the on-scene IC/UC Command level.

Area Command Organization Example



Note: NIMS AC includes an Aviation Coordinator position. The AC can add the position anytime they determine a need for special aviation coordination.

Area Command Position Checklists

AREA COMMANDER

The Area Commander is responsible for the overall direction of Incident Management Teams (IMTs) assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, that incident objectives are established and that strategies are selected for the use of critical resources.

The Area Commander is responsible for providing the overall direction to the on-scene Incident Commander(s) (IC). This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected to meet AC priorities and strategic objectives.

AC also has the responsibility to coordinate with local, state, federal, and volunteer assisting and/or cooperating organizations.

DEPUTY AREA COMMANDER

The AC may have Deputy Area Commanders, who may be from the same agency or from an assisting agency. The Deputy Area Commander must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time. When span of control becomes an issue for the AC, a Deputy Area Commander/Chief of Staff may be assigned to manage the AC Command Staff.

AC LOGISTICS CHIEF

The AC Logistics Chief is responsible for providing facilities, services, and material at the AC level, and for ensuring effective use of critical resources and supplies among the IMTs.

AC PLANNING CHIEF

The AC Planning Chief is responsible for collecting, evaluating, managing, and disseminating information at the AC level. Normally, detailed information regarding incident planning specifics will be referred to and handled by the appropriate on-scene Planning Section Chief (PSC). The AC Planning Chief will generally provide information on overall planning issues and progress/status of the response from a regional or national perspective.

AC CRITICAL RESOURCES UNIT LEADER

The AC Critical Resources Unit Leader is responsible for maintaining the status of all critical tactical resources (personnel and equipment). The AC Critical Resources Unit Leader will generally provide information on critical resources issues and progress/status of the response from a regional or national perspective.

AC SITUATION UNIT LEADER

The AC Situation Unit Leader is responsible for collecting, processing and organizing incident information relating to the growth, mitigation, or intelligence activities taking place at the incident. The AC Situation Unit Leader may prepare future projections of incident growth, maps, and intelligence information. The AC Situation Unit Leader will generally provide information on overall issues and progress/status of the response from a regional or national perspective.

AC PUBLIC INFORMATION OFFICER

The AC PIO is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations. Normally, detailed information

regarding response specifics will be referred to and handled by the appropriate on-scene PIO. The AC PIO will generally provide information on overall progress and status of the response from a regional or national perspective.

AC LIAISON OFFICER

The AC Liaison Officer is responsible for establishing liaison, as needed, with representatives of assisting and cooperating agencies. This will often be with the same agencies represented at the IC level, but will typically be a link to a more senior organizational level than that represented on-scene.

AC AVIATION COORDINATOR

The AC Aviation Coordinator function is to Coordinate and manage aviation program and operations if aviation assets are assigned to AC. The AC Aviation Coordinator will also determine AC requirements for use of aviation assets and allocate air- and ground-based aviation resources according to AC priorities and objectives.

Optional Positions/Technical Specialists

AC SAFETY OFFICER

The AC Safety Officer (SO) function is to develop and recommend measures for ensuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. The AC SO will generally provide information on overall safety issues and progress/status of the response from a regional or national perspective.

AC COMMUNICATIONS UNIT LEADER

The AC Communication Unit Leader is responsible for developing plans for the effective use of AC communications equipment and facilities, installing and

testing of communications equipment, and supervision of the AC Communications Center.

AC INFORMATION TECHNOLOGY SPECIALIST

The AC Information Technology Specialist function is to analyze the requirements for data processing to support the Area Command Post (ACP) for both internal and external data transmission needs (secure and non-secure). The AC IT specialist also installs and maintains the ACP Local Area Network (LAN) and stand-alone systems, including laptops, printers, and plotters.

AC FACILITIES UNIT LEADER

The AC Facilities Unit Leader is primarily responsible for the setup, maintenance, and demobilization of AC facilities.

AC DOCUMENTATION UNIT LEADER

The AC Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files.

AC FINANCE/ADMINISTRATION CHIEF

The AC Finance/Administration Chief is responsible for all financial, administrative and cost analysis aspects of the AC and for supervising members of the AC Finance/Administration Section.

LEGAL SPECIALIST

The major responsibilities of the Legal Specialist are to:

- Advise the AC on legal issues.
- Review documents developed by AC or AC staff to ensure they meet the legal requirements of participating agencies and organizations.
- Ensure the AC documentation control system is appropriate.

- Identify what documents and/or information can or cannot be released during the response.
- Monitor compliance of agreements being used during the response.

SECURITY SPECIALIST

The major responsibilities of the Security Specialist are to:

- Determine security requirements of the ACP.
- Develop and implement the ACP Security Plan.
- Obtain assets to monitor and, if required, determine the need for an ACP identification badge system, provide this service and enforce security.
- Evaluate and recommend to AC the need for secure communications for both voice and data.
- Coordinate with on-scene security specialist(s) as needed to ensure security requirements are met.
- If needed, establish a list of levels of security clearance for ACP personnel.

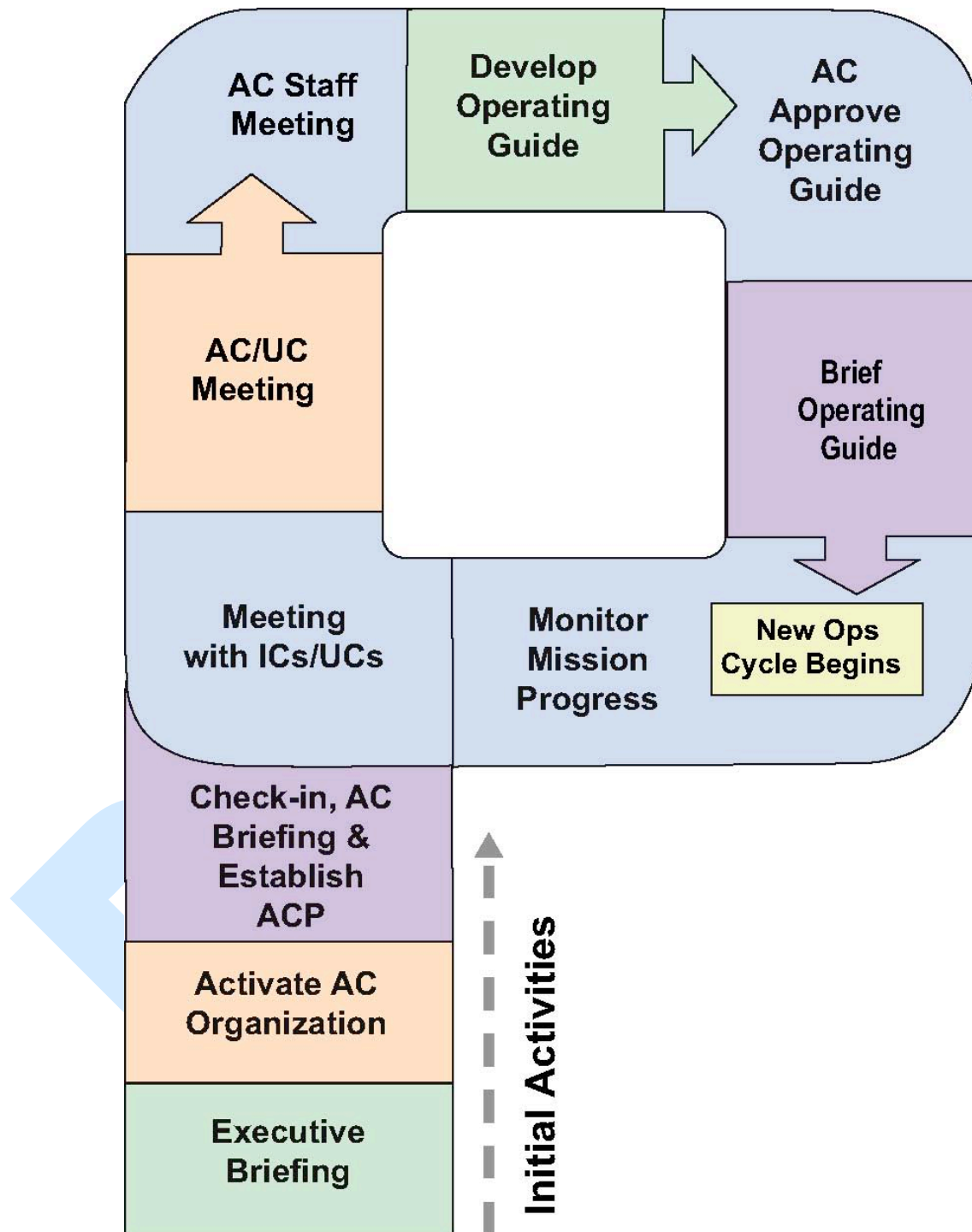
DOCUMENTATION SPECIALIST/EXECUTIVE ASSISTANT

The major responsibilities of the Documentation Specialist/Executive assistant are to:

- Determine AC requirements for documenting meetings and briefings.
- Prepare Decision Memos for AC and primary staff review and approval.
- Ensure that AC meeting notes accurately reflect what was said.
- Ensure that AC meeting notes, memos and reports are provided to the Documentation Unit Leader.

Area Command Operating Cycle

MEETINGS, BRIEFINGS, AND THE OPERATING GUIDE PROCESS



The period of initial activation of the AC organization is when a determination is made to establish an AC organization to support on-scene IMTs. Senior AREPs/Agency Executive(s) determine and designate who will represent other appropriate organizations within the AC structure.

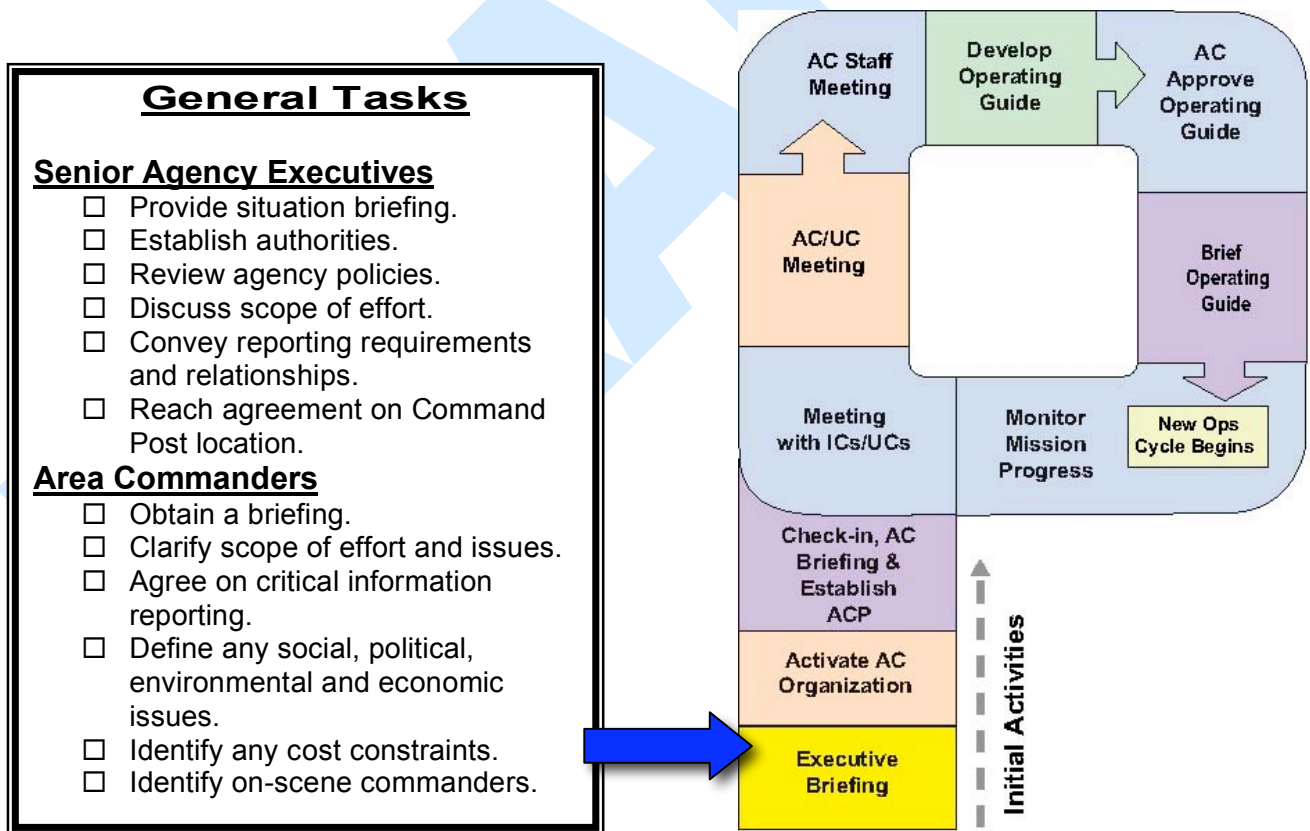
EXECUTIVE BRIEFING – This is the first activity where the representatives in AC are briefed by senior agency executives on the overall situation and includes:

- Establishing authorities.
- Receiving policy guidance.
- Reaching agreement on the scope of the job.
- Identifying ACP location.

When: Selected Area Commander(s) gather for the first time.

Facilitator: Senior Agency Executive or designee.

Attendees: Selected Area Commanders and Deputies.



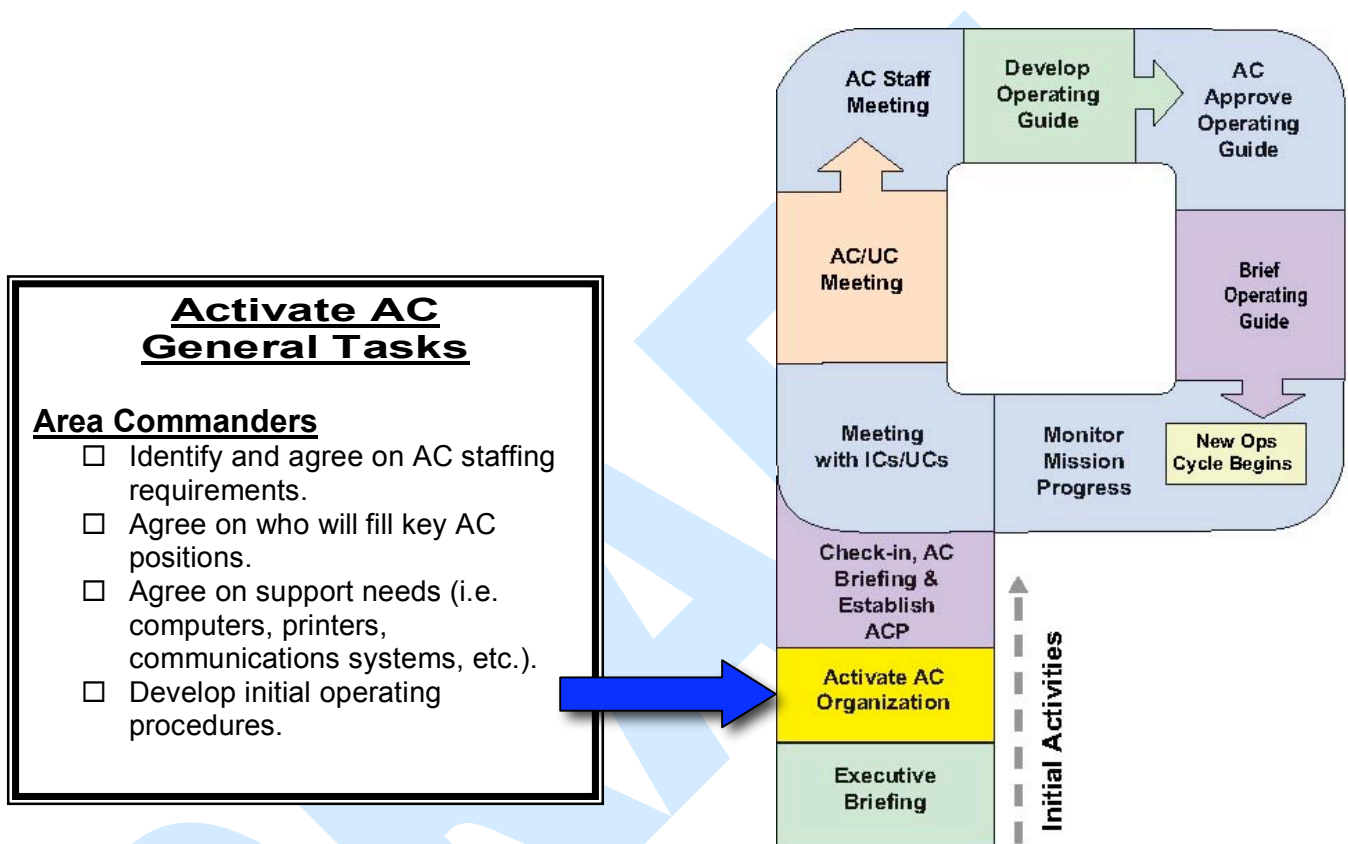
ACTIVATE AC ORGANIZATION/INITIAL AC MEETING – Provides Area Commander(s) the opportunity to determine the size of the AC organization based on the scope of effort and agreements reached at the Executive Briefing. This time block could also be used to evaluate the suitability of the proposed ACP

location to meet AC organizational needs. Area Commander(s) come to agreement on AC staffing.

When: Shortly after the Executive Briefing.

Facilitator: AC Member or AC Planning Chief (if available).

Attendees: Area Commanders.



CHECK-IN, AC STAFF BRIEFING & ESTABLISH ACP – Area Commanders will conduct an initial briefing with AC personnel. Briefing will include expectations from Area Commanders and any limitations or issues the AC will be expected to address. Establishment of the ACP may also be addressed at this time.

When: At the time AC staff begins to arrive and ACP is being established.

Facilitator: AC Planning Chief or Area Commander(s) with participation from Planning Chiefs and Logistics Chiefs.

Attendees: All AC personnel.

Check-In and AC Brief
General Tasks

Area Commanders

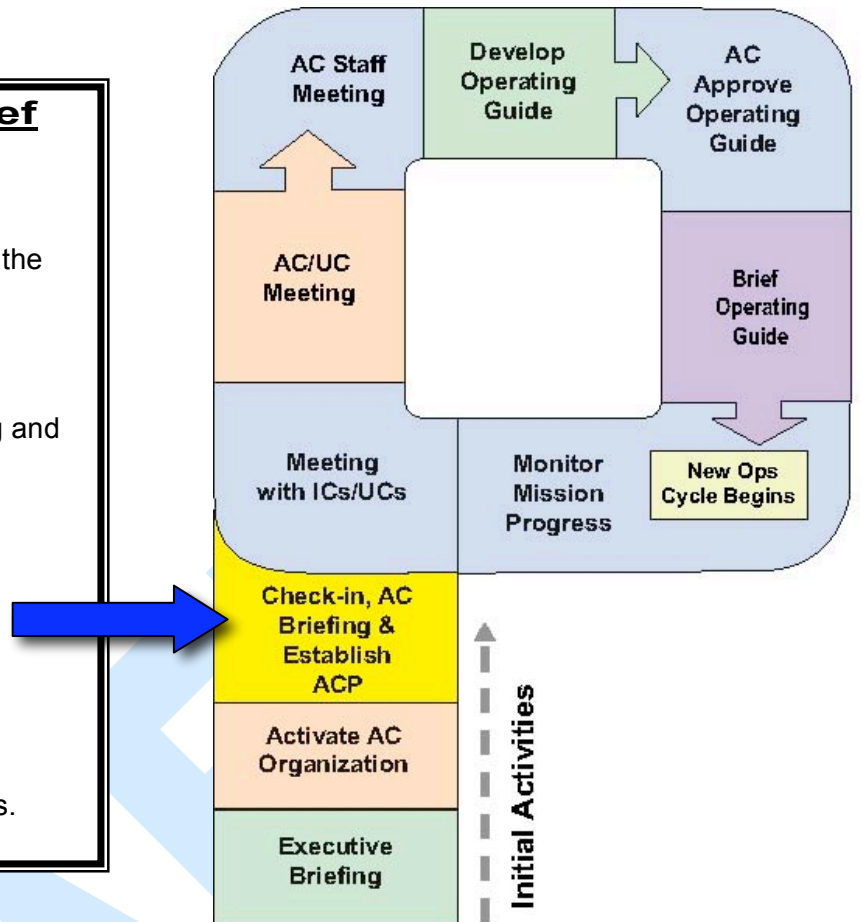
- Provide guidance to AC staff on the scope of the assignment.
- Convey agency executives' expectations, policy guidance, authorities, etc.
- Convey AC decisions on staffing and support the needs of the AC.
- Assign tasks, if necessary (i.e., preparing for the on-scene IC meeting).

AC Planning Chief

- Facilitate briefing.
- Document open actions.

AC Staff

- Clarify individual roles and responsibilities.
- Confirm individual support needs.



MEETING WITH ICs/UCs – Provides Area Commander(s) the opportunity to dialogue with ICs/UCs and receive the ICs’/UCs’ current situation, strategies, and issues.

When: As soon as possible after AC becomes operational.

Facilitator: AC Planning Chief.

Attendees: Area Commanders, Planning Chief, Logistics Chief, Finance/Administration Chief, ICs/UCs and their PSCs.

Meeting with ICs/UCs
General Tasks

Area Commanders

- Clarify AC roles and expectations.
- Provide policy and direction.
- Cover AC operating procedures.
- Provide ground rules or procedures for on-scene ICs/UCs to follow.
- ACs and on-scene ICs/UCs reach agreement on division of responsibility (i.e., media relations, stakeholder meetings, etc.).

AC Planning Chief

- Provide reporting requirements, formats, and time frames.
- Collect incident IAPs and/or ICS 201s.

AC Logistics Chief

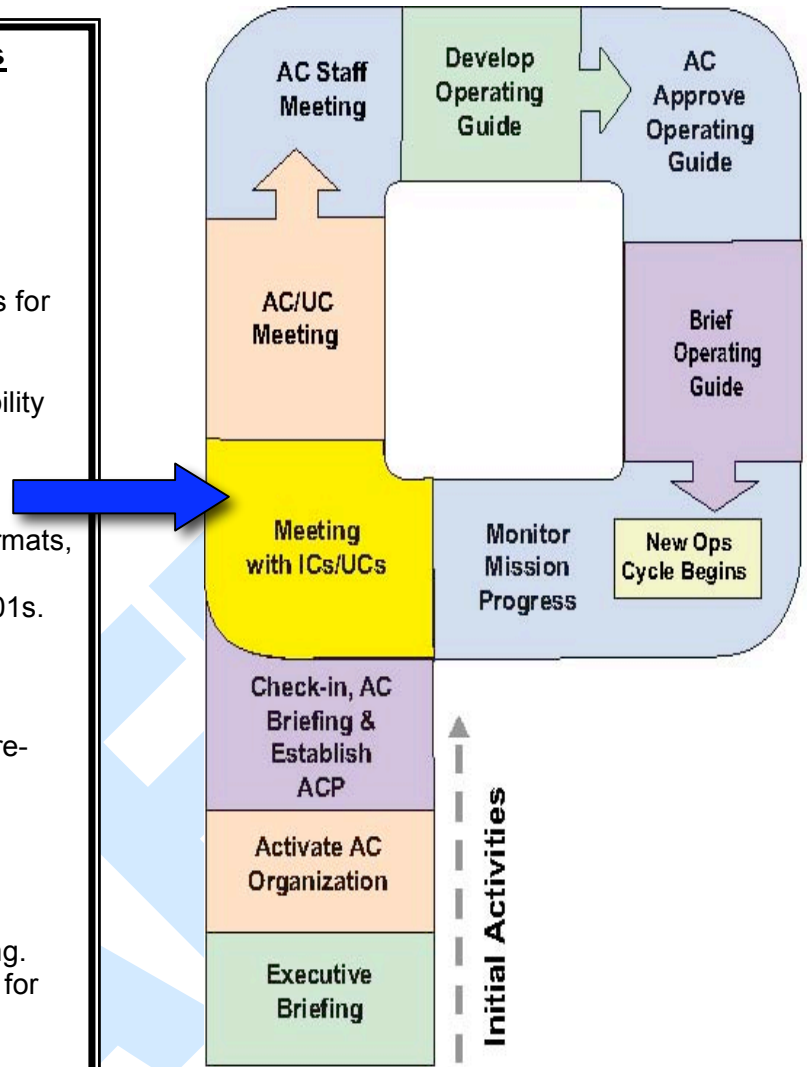
- Provide procedures for ordering specialized or critical resources.
- Explain the process for sharing or re-assigning specialized and critical resources.
- Explain the demobilization of specialized and critical resources.

AC Finance/Administration Chief

- Explain the process for cost tracking.
- Explain the notification procedures for responder illnesses, injuries or accidents.

On-scene Incident Commanders/UCs

- Provide an overall situation report for their individual incidents.
- Identify resources at risk.
- Specify current incident objectives.
- Provide response priorities.
- Provide long-term projections, as well as existing and anticipated problems.
- Provide a list of resource requirements and shortfalls.
- Identify probability of success if resource needs are met.
- Identify consequences if resource requirements are not met.
- Identify for Area Commanders, areas that AC can provide assistance to them. (political contacts, VIP visits, etc.).

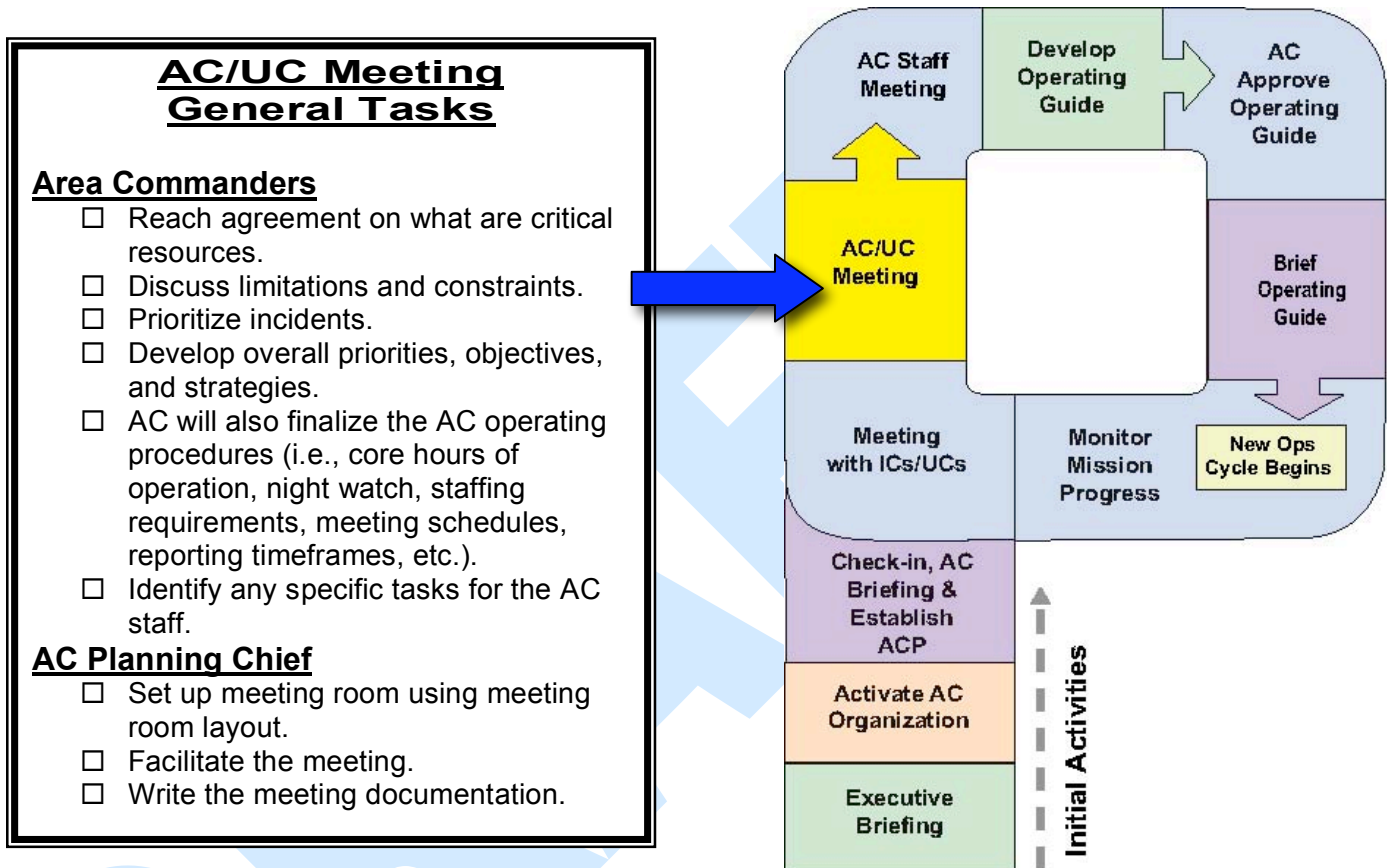


AREA COMMANDERS MEETING – During this meeting, the AC(s) will use the information derived from the IC meeting to develop overall strategies, objectives, priorities, and identify any critical resource needs or issues AC will have to deal with. ACs will have to be aware of time constraints. As needed, AC(s) will prioritize among incidents. AC(s) will also finalize the AC operating procedures.

When: As soon as possible after adjournment of IC/UC meeting.

Facilitator: AC Planning Chief.

Attendees: Area Commanders, AC Planning Chief, and other staff upon AC request.

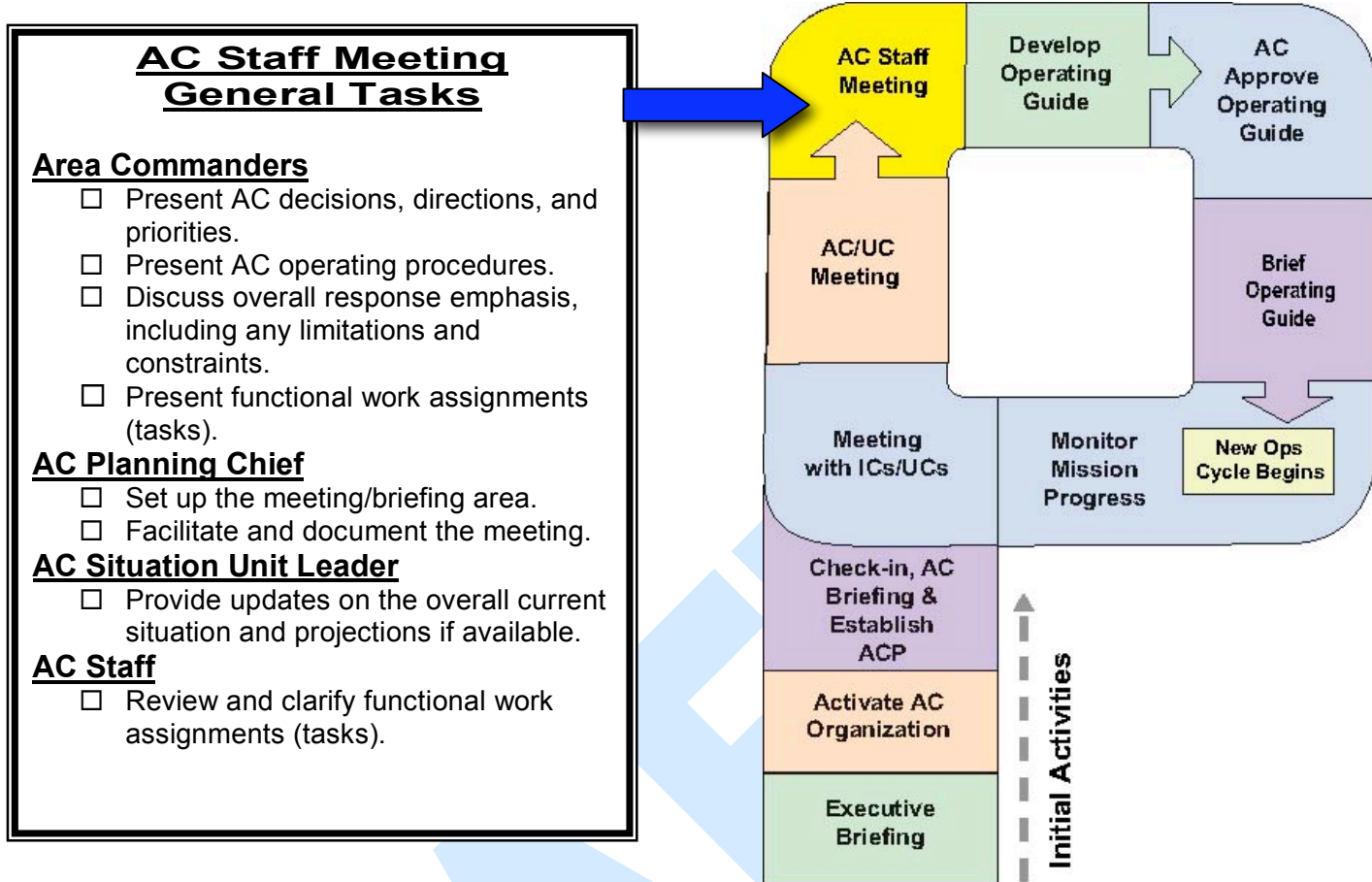


AC STAFF MEETING/BRIEFING – During this meeting, the AC(s) will present their decisions and management direction to the AC staff. The ACs must be aware of time constraints. This meeting should clarify and help to ensure understanding among the core AC staff as to decisions, objectives, priorities, procedures, and functional assignments (tasks) that the AC has discussed and reached agreement.

When: Following AC meeting.

Facilitator: AC Planning Chief.

Attendees: Area Commanders and AC staff, to include Unit Leaders and Technical Specialist if needed.

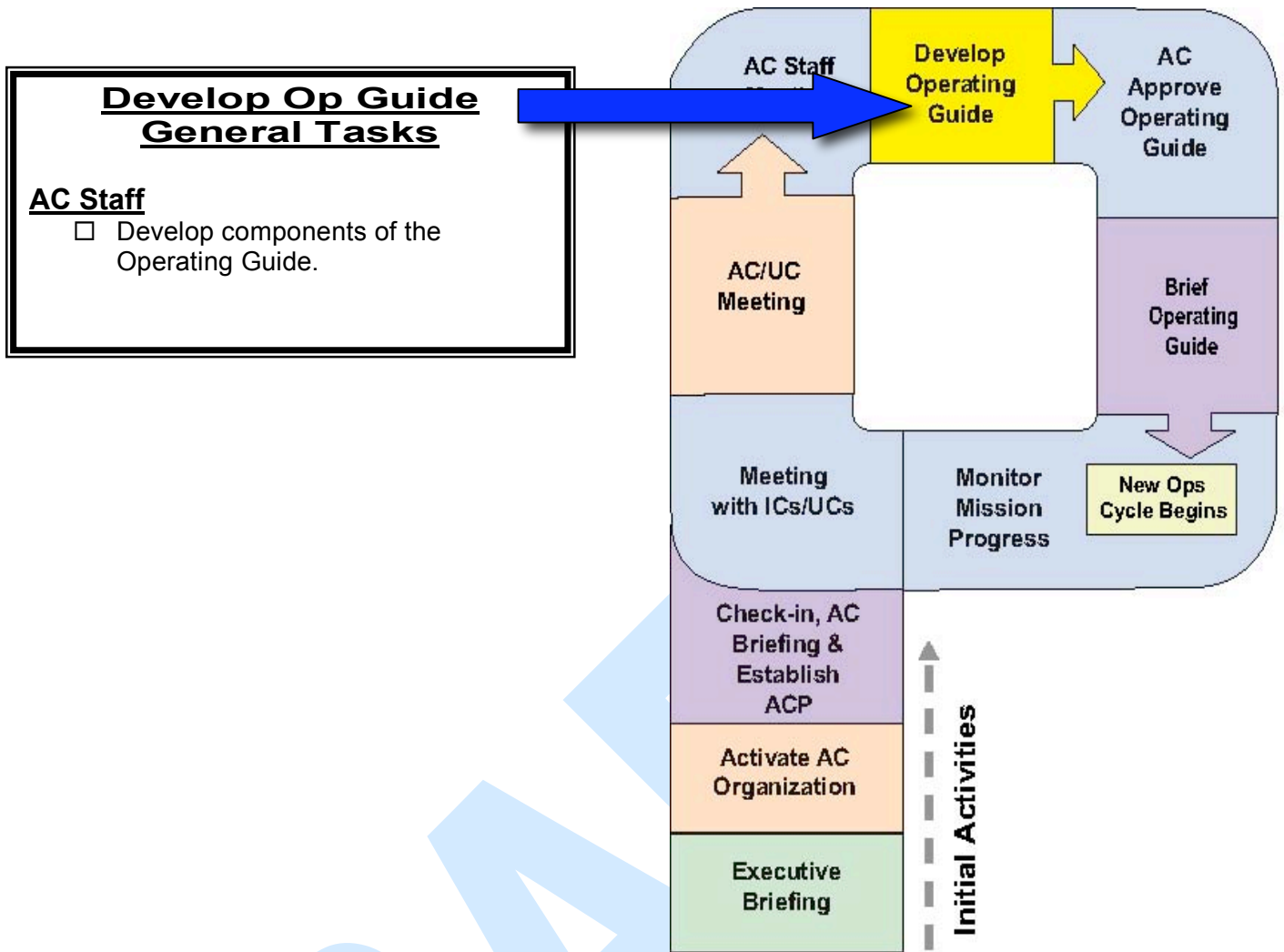


DEVELOP OPERATING GUIDE – During this block of time, AC staff develops components that are to be included in the Operating Guide. These components must meet the deadlines set by the AC Planning Chief so Planning can assemble the Operating Guide. Deadline must be early enough to permit timely AC review, approval, and duplication.

When: Following AC staff meeting.

Facilitator: AC Planning Chief facilitates process.

Attendees: None. This is not a meeting but a period of time.

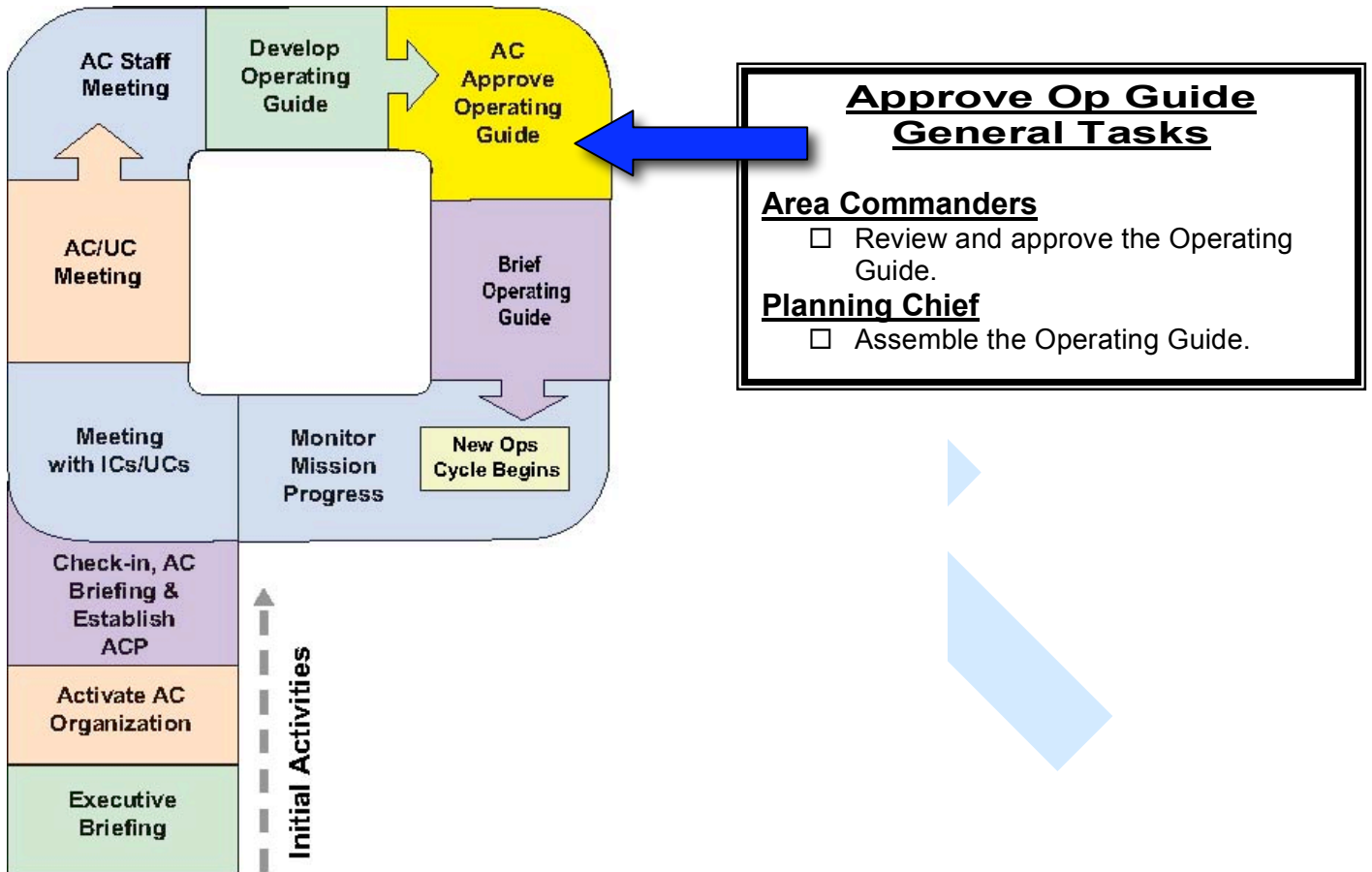


AC APPROVE OPERATING GUIDE – During this block of time, the AC Planning Chief assembles the Operating Guide, reviews content, makes adjustments if necessary, and provides the Operating Guide to AC for review and approval. Following approval, the AC Planning Chief duplicates the required number of copies for distribution.

When: Following Operating Guide Development.

Facilitator: Planning Chief and AC facilitates process.

Attendees: None. This is a block of time.

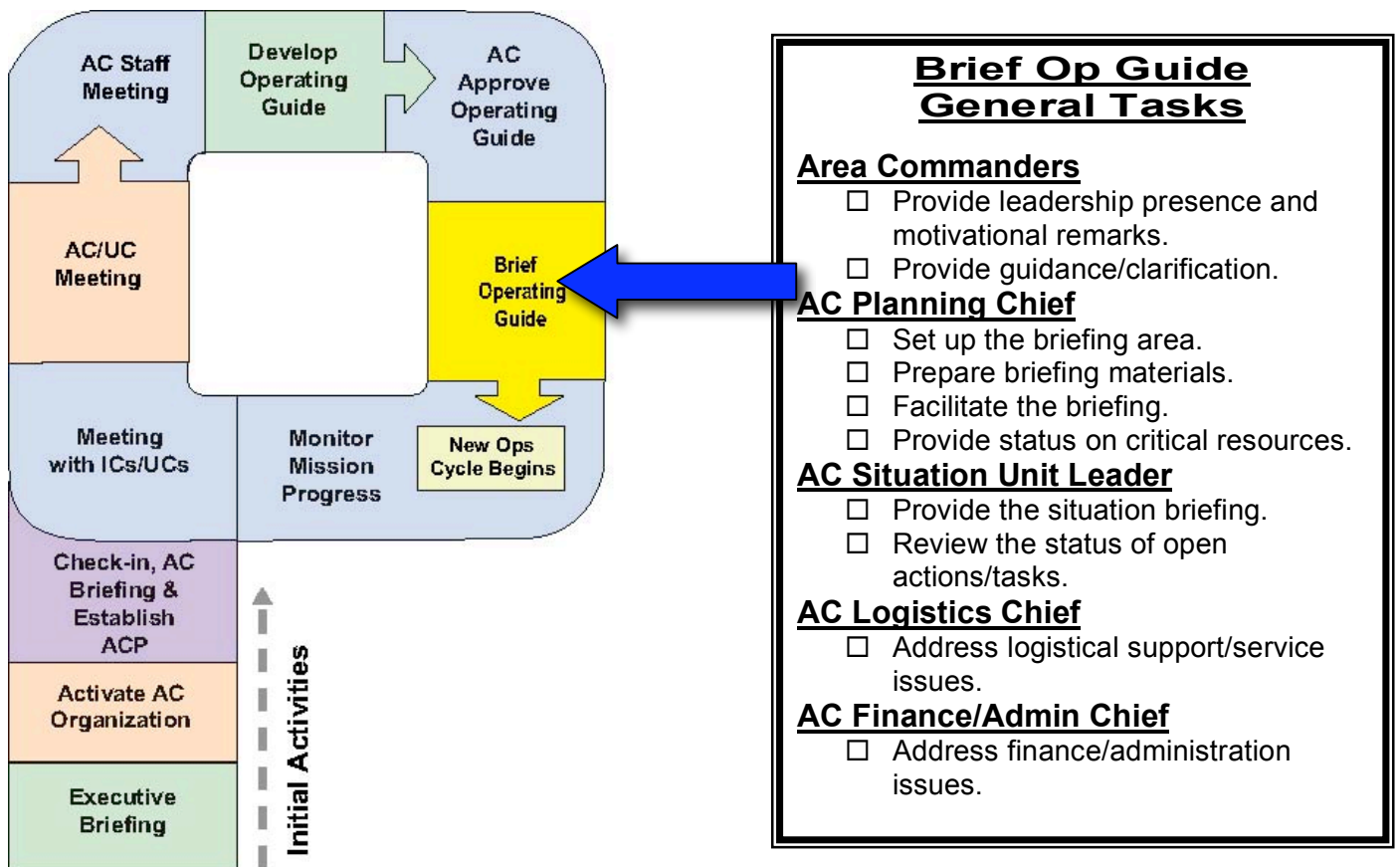


BRIEF OPERATING GUIDE – This thirty-minute-or-less briefing presents the Operating Guide to the AC staff and on-scene ICs/UCs. Briefing to on-scene ICs/UCs may be accomplished by video conferencing or another medium. Copies are either faxed or sent electronically to on-scene ICs/UCs and Agency Executives.

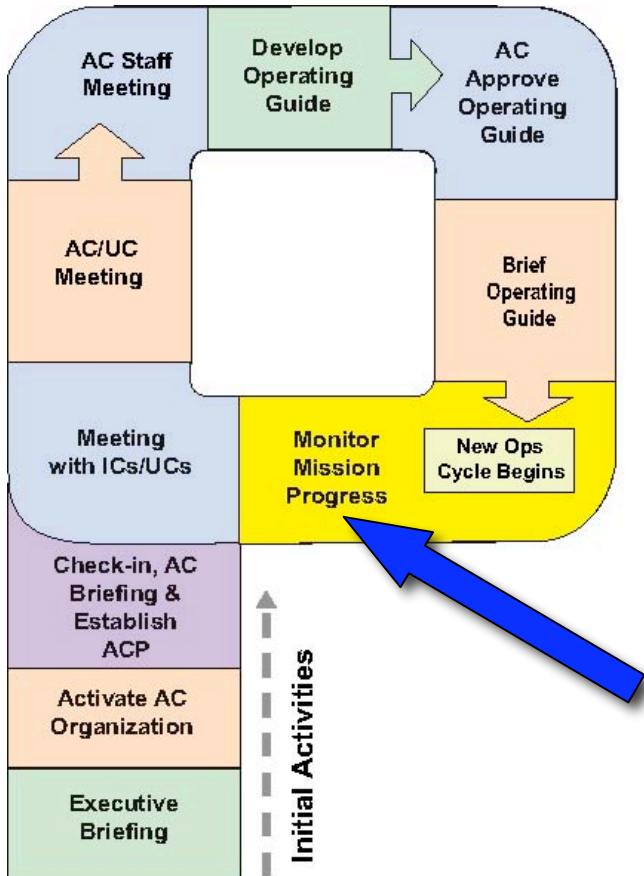
When: At or as close as possible to AC shift change.

Facilitator: AC Planning Chief.

Attendees: All AC staff and, if possible, on-scene ICs/UCs and Agency Executives.



MONITOR MISSION PROGRESS – This assessment is an ongoing, continuous process to help determine needed adjustments to the Operating Guide and assist in planning future support to the on-scene operations. Following the AC Operating Guide briefing and shift change, all AC staff will review mission progress and make recommendations to the AC(s). This feedback/information is continuously gathered from various sources.



General Tasks

Area Commanders

- Keep superiors informed of progress and issues.
- Evaluate overall AC effectiveness.
- Resolve problems as they occur.
- Follow up on staff work assignments/open actions.
- Communicate with ICs/UCs and assists as needed.
- Attend planned meetings and briefings.
- Evaluate staff effectiveness and order additional resources as needed.
- Provide leadership presence and motivational remarks.
- Provide guidance/clarification.

AC Planning Chief

- Evaluate Planning Section effectiveness.
- Evaluate staffing requirements for the next operational period.
- Prepare briefing materials.
- Conduct a Planning Section meeting.
- Ensure that the document control system is functioning properly.
- Provide status on critical resources.

AC Logistics Chief

- Address ongoing logistical support/service issues.
- Ensure appropriate communications are in place.
- Evaluate space requirements and make adjustments as needed.
- Monitor Command Post security.
- Source any critical and specialized resources.
- Evaluate Logistics staffing needs and order as needed.

AC Finance/Admin Chief

- Continue to address finance/admin issues.
- Investigate any unusual claims and brief Command about them.
- Develop cost-sharing agreements as needed.
- Monitor AC procurement procedures.
- Brief Command on any unusual high-cost items being requested.

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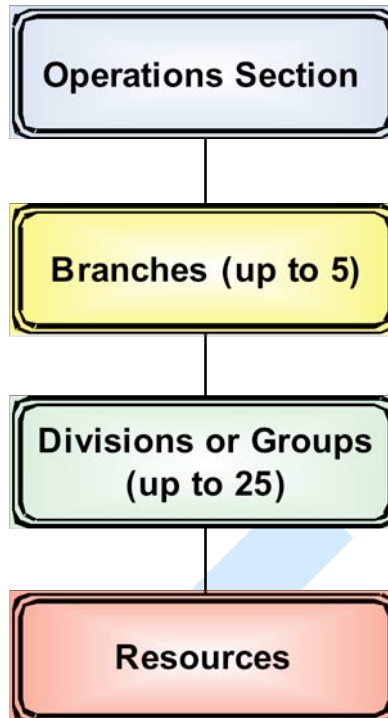
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CHAPTER 8: OPERATIONS SECTION

Organization Chart 8-2
Position Checklists 8-2

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Organization Chart



Position Checklists

OPERATIONS SECTION CHIEF (OSC) – The OSC, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary incident. The OSC is certified/qualified to the level of operations being performed and will normally be selected from the organization/agency with the most jurisdictional responsibility for the incident.

The OSC activates and supervises organization elements in accordance with the Incident Action Plan (IAP) and directs its execution. The OSC also directs the preparation of operational plans, requests or releases resources, monitors operational progress, makes expedient changes to the IAP as necessary, and reports any such changes to the Incident Commander (IC).

The OSC may have Deputy Operations Section Chiefs,

who may be from the same agency or from an assisting agency. The Deputy Operations Section Chief must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time. In complex incidents, the OSC may assign a Deputy Operations Section Chief to supervise on-scene operations.

The major responsibilities of the OSC are:

Complete	Operations Section Chief Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from Incident Command or Unified Command (IC/UC).
<input type="checkbox"/>	Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
<input type="checkbox"/>	Supervise Operations Section field personnel.
<input type="checkbox"/>	Implement the IAP for the Operations Section.
<input type="checkbox"/>	Evaluate on-scene operations and make adjustments to organization, strategies, tactics, and resources (e.g., additional manpower, equipment, etc.) as necessary.
<input type="checkbox"/>	Ensure the Resources Unit is advised of changes in the status of resources assigned to the section.

Complete	Operations Section Chief Major Responsibilities
<input type="checkbox"/>	Ensure that Operations Section personnel execute work assignments following approved safety practices.
<input type="checkbox"/>	Monitor the need for additional resources and request them as necessary to support operations.
<input type="checkbox"/>	Assemble/disassemble task force/strike teams as appropriate.
<input type="checkbox"/>	Identify/utilize staging areas.
<input type="checkbox"/>	Evaluate and monitor the current situation for use in next operational period planning.
<input type="checkbox"/>	Convert operational incident objectives into strategic and tactical options.
<input type="checkbox"/>	Coordinate and consult with the Planning Section Chief (PSC), Safety Officer (SO), Technical Specialist, modeling scenarios, trajectories, etc., on selection of appropriate strategies and tactics to accomplish objectives.
<input type="checkbox"/>	Identify kind and number of resources required to support selected strategies.
<input type="checkbox"/>	Subdivide work areas into manageable branches, divisions, and groups.
<input type="checkbox"/>	Develop work assignment and allocate tactical resources based on strategic requirements on Operational Planning Worksheet (ICS 215).
<input type="checkbox"/>	Provides input for the risk/hazard analysis (ICS 215a) to the Safety Officer.

Complete	Operations Section Chief Major Responsibilities
<input type="checkbox"/>	Coordinate planned activities with the SO to ensure compliance with safety practices.
<input type="checkbox"/>	Identify appropriate Personal Protective Equipment (PPE) options prior to committing personnel.
<input type="checkbox"/>	Participate in the planning process and the development of the tactical portions (ICS 204 and ICS 220) of the IAP.
<input type="checkbox"/>	Assist with development of long-range strategic, contingency, and demobilization plans.
<input type="checkbox"/>	Develop a recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
<input type="checkbox"/>	Receive and implement applicable portions of the Incident Demobilization Plan.
<input type="checkbox"/>	Participate in operational briefings to Incident Management Team (IMT) members as well as briefings to media, and visiting dignitaries.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

BRANCH DIRECTOR – The Branch Directors, when activated, are under the direction of the OSC and are responsible for the implementation of the portion of the IAP appropriate to the Branches.

The major responsibilities of the Branch Director are:

Complete	Branch Director Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Receive a briefing from the OSC and/or previous branch director.
<input type="checkbox"/>	Identify Divisions, Groups, and resources assigned to the Branch.
<input type="checkbox"/>	Ensure that Division and/or Group Supervisors have a copy of the IAP.
<input type="checkbox"/>	Implement the IAP for the Branch.
<input type="checkbox"/>	Develop with subordinates alternatives for Branch control operations.
<input type="checkbox"/>	Review/modify Division/Group Assignment Lists (ICS 204) for Divisions/Groups within the Branch.
<input type="checkbox"/>	Assign specific work tasks to Division/Group Supervisors.
<input type="checkbox"/>	Supervise Branch operations.
<input type="checkbox"/>	Attend meetings and briefings as required.
<input type="checkbox"/>	Ensure through chain of command that the Resources Unit is advised of changes in the status of resources assigned to the Branch.
<input type="checkbox"/>	<p>Report to OSC when:</p> <ul style="list-style-type: none"> • The IAP is to be modified; • Additional resources are needed; • Surplus resources are available; or • Hazardous situations or significant events occur.

Complete	Branch Director Major Responsibilities
<input type="checkbox"/>	Consider demobilization well in advance.
<input type="checkbox"/>	Debrief with OSC and/or as directed at the end of each shift.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

DIVISION/GROUP SUPERVISOR – The Division/Group Supervisor reports to the OSC (or Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the IAP, assignment of resources within the Division/Group, and reporting on the progress of control operations and status of resources within the Division (geographic area)/Group (functional).

The major responsibilities of the Division/Group Supervisor are:

Complete	Division/Group Supervisor Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from the OSC, Branch Director, and/or previous division/group supervisor.
<input type="checkbox"/>	Identify resources assigned to the Division/Group.
<input type="checkbox"/>	Provide the IAP to subordinates, as needed.

Complete	Division/Group Supervisor Major Responsibilities
<input type="checkbox"/>	Review the Division/Group's assigned tasks and incident activities with subordinates.
<input type="checkbox"/>	Implement the IAP for the Division/Group.
<input type="checkbox"/>	Supervise Division/Group resources and make changes as appropriate.
<input type="checkbox"/>	Ensure through chain of command that Resources Unit is advised of all changes in the status of resources assigned to the Division/ Group.
<input type="checkbox"/>	Coordinate activities with adjacent Divisions/ Groups.
<input type="checkbox"/>	Determine any need for assistance on assigned tasks.
<input type="checkbox"/>	Submit situation and resources status information as directed by the Branch Director or OSC.
<input type="checkbox"/>	Report hazardous situations, special occurrences, or significant events (e.g., accidents, illness) to the immediate supervisor.
<input type="checkbox"/>	Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
<input type="checkbox"/>	Participate in the development of Branch plans for the next operational period, as requested.
<input type="checkbox"/>	Consider demobilization well in advance.

Complete	Division/Group Supervisor Major Responsibilities
<input type="checkbox"/>	Debrief as directed at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

STRIKE TEAM/TASK FORCE LEADER (TFL) – The Strike Team/TFL reports to a Branch Director or Division/Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress, resources status, and other important information, and maintains work records on assigned personnel.

The major responsibilities of the Strike Team/TFL are:

Complete	Strike Team/Task Force Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from person relieving.
<input type="checkbox"/>	Obtain a briefing from supervisor.
<input type="checkbox"/>	Review assignments with subordinates and assign tasks.
<input type="checkbox"/>	Monitor work progress and make changes when necessary.

Complete	Strike Team/Task Force Leader Major Responsibilities
<input type="checkbox"/>	Keep supervisor informed of progress and any changes.
<input type="checkbox"/>	Coordinate activities with adjacent Strike Teams, Task Forces and single resources.
<input type="checkbox"/>	Travel to and from active assignment area with assigned resources.
<input type="checkbox"/>	Retain control of assigned resources while in available or out-of-service status.
<input type="checkbox"/>	Submit situation and resource status information through chain of command as appropriate.
<input type="checkbox"/>	Debrief as directed at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

SINGLE RESOURCE LEADER – The major responsibilities of the Single Resource Leader are:

Complete	Single Resource Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review assignments.
<input type="checkbox"/>	Obtain a briefing from person relieving.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Review weather/environmental conditions for assignment area.

Complete	Single Resource Leader Major Responsibilities
<input type="checkbox"/>	Brief subordinates on safety measures.
<input type="checkbox"/>	Monitor work progress.
<input type="checkbox"/>	Ensure adequate communications with supervisor and subordinates.
<input type="checkbox"/>	Keep supervisor informed of progress and any changes.
<input type="checkbox"/>	Inform supervisor of problems with assigned resources.
<input type="checkbox"/>	Brief relief personnel, and advise them of any change in conditions.
<input type="checkbox"/>	Return equipment and supplies to appropriate unit.
<input type="checkbox"/>	Complete and turn in all time and use records on personnel and equipment.
<input type="checkbox"/>	Debrief as directed at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

STAGING AREA MANAGER – The Staging Area Manager is under the direction of the IC/UC (not usually) or Operations Section Chief (primarily) and is responsible for managing all activities within a Staging Area.

The major responsibilities of the Staging Area Manager are:

Complete	Staging Area Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Proceed to Staging Area.
<input type="checkbox"/>	Obtain a briefing from person relieving.
<input type="checkbox"/>	Establish Staging Area layout.
<input type="checkbox"/>	Determine any support needs for equipment, food distribution, sanitation, and security.
<input type="checkbox"/>	Establish check-in function as appropriate.
<input type="checkbox"/>	Ensure security of staged resources.
<input type="checkbox"/>	Post areas for identification and traffic control.
<input type="checkbox"/>	Request maintenance service for equipment at Staging Area as appropriate.
<input type="checkbox"/>	Respond to requests for resource assignments. (Note: This may be direct from the OSC or via the Incident Communications Center.)
<input type="checkbox"/>	Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
<input type="checkbox"/>	Determine required resource levels from the OSC.
<input type="checkbox"/>	Advise the OSC or IC/UC (if no OSC designated) when reserve levels reach minimums.

Complete	Staging Area Manager Major Responsibilities
<input type="checkbox"/>	Maintain and provide status to Resource Unit of all resources in Staging Area.
<input type="checkbox"/>	Maintain the Staging Area in orderly condition.
<input type="checkbox"/>	Demobilize the Staging Area in accordance with the Incident Demobilization Plan.
<input type="checkbox"/>	Debrief with OSC or as directed at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

AIR OPERATIONS BRANCH DIRECTOR (AOBD) –

The AOBD is ground-based and is primarily responsible for preparing the Air Operations Summary Worksheet (ICS 220), the air operations portion of the IAP, and for providing logistical support and direction to incident aircraft and personnel. The Air Operations Summary Worksheet (ICS 220) serves the same purpose as the Assignment List (ICS 204) for other operational resources by assigning and managing aviation resources on the incident. The Air Operations Summary Worksheet (ICS 220) may or may not be completed depending on the needs of the incident.

Individual aircrews retain primary responsibility to ensure their aircraft are operated in accordance with their own agency's restrictions, guidelines, and directives. It is also the responsibility of individual aircrews to keep the AOBD informed of their Agency's restrictions, guidelines, and directives that may affect their ability to execute incident assignments. After the IAP is approved, the AOBD is responsible for

overseeing the tactical and logistical assignments of the Air Operations Branch. In coordination with the Logistics Section, the AOBD is responsible for providing logistical support to aircraft and personnel operating on the incident.

The major responsibilities of the AOBD are:

Complete	Air Operations Branch Director Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Organize preliminary air operations.
<input type="checkbox"/>	Coordinate airspace use with the Federal Aviation Administration (FAA). Request declaration (or cancellation) of Temporary Flight Restriction (TFR) In Accordance With (IAW) FAA 14 Code of Federal Regulations (CFR) 91.137 and post Notice to Airmen (NOTAM) as required.
<input type="checkbox"/>	Attend the tactics meeting and planning meeting to obtain information for completing the Air Operations Summary Worksheet (ICS 220), if needed.
<input type="checkbox"/>	Participate in preparation of the IAP through the OSC. Ensure that the air operations portion of the IAP takes into consideration the Air Traffic Control (ATC) requirements of assigned aircraft.
<input type="checkbox"/>	Coordinate with the Communication Unit Leader to designate air tactical and support frequencies.

Complete	Air Operations Branch Director Major Responsibilities
<input type="checkbox"/>	Ensure dependable communication between air operation branch and air units.
<input type="checkbox"/>	Perform operational planning for air operations.
<input type="checkbox"/>	Prepare and provide Air Operations Summary Worksheet (ICS 220), if completed, to the Air Support Group (ASG) and Fixed-Wing Bases.
<input type="checkbox"/>	Supervise all air operations activities associated with the incident.
<input type="checkbox"/>	Evaluate helibase and helispot locations.
<input type="checkbox"/>	Establish procedures for emergency reassignment of aircraft.
<input type="checkbox"/>	Coordinate approved flights of non-incident aircraft in the TFR.
<input type="checkbox"/>	Initiate airspace deconfliction.
<input type="checkbox"/>	Coordinate with appropriate Command Center(s) through normal channels on incident air operations activities.
<input type="checkbox"/>	Consider requests for logistical use of incident aircraft.
<input type="checkbox"/>	Report to the OSC on air operations activities.
<input type="checkbox"/>	Report any special incidents/accidents.
<input type="checkbox"/>	Develop an Aviation Site Safety Plan in concert with SO.

Complete	Air Operations Branch Director Major Responsibilities
<input type="checkbox"/>	Arrange for an accident investigation team when warranted.
<input type="checkbox"/>	Debrief with OSC as directed at the end of each operational period.
<input type="checkbox"/>	Ensure that SAFECOMS are documented and reported.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

AIR TACTICAL GROUP SUPERVISOR – The Air Tactical Group Supervisor is primarily responsible for tactical operations and coordination of aircraft and aircrews over the incident. The Air Tactical Group Supervisor performs these coordination activities while airborne. The Air Tactical Group Supervisor reports to the AOBD.

The major responsibilities of the Air Tactical Group Supervisor are:

Complete	Air Tactical Group Supervisor Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a copy of the IAP from the AOBD, including Air Operations Summary Worksheet (ICS 220), if completed.
<input type="checkbox"/>	Participate in air operations planning activities.
<input type="checkbox"/>	Inform AOBD of group activities.

Complete	Air Tactical Group Supervisor Major Responsibilities
<input type="checkbox"/>	Identify resources/supplies dispatched for the Air Tactical Group.
<input type="checkbox"/>	Request special air tactical items from appropriate sources through Logistics Section.
<input type="checkbox"/>	Coordinate activities with AOBD.
<input type="checkbox"/>	Obtain assigned ground-to-air frequency for airbase operations from the Communication Unit Leader or Incident Radio Communications Plan (ICS 205).
<input type="checkbox"/>	Inform AOBD of capability to provide night flying service.
<input type="checkbox"/>	Ensure compliance with each agency's operations checklist for day and night operations.
<input type="checkbox"/>	Debrief as directed at the end of each shift.
<input type="checkbox"/>	Monitors SAFENETS and ensures that the AOBD receives them in a timely manner
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

AIR SUPPORT GROUP SUPERVISOR – The Air Support Group Supervisor is primarily responsible for supporting aircraft and aircrews. This includes: 1) providing fuel and other supplies; 2) providing maintenance and repair of aircraft; 3) keeping records of aircraft activity, and 4) providing enforcement of safety regulations and reports to the AOBD.

The major responsibilities of the Air Support Group Supervisor are:

Complete	Air Support Group Supervisor Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a copy of the IAP from the AOBD, including Air Operations Summary Worksheet (ICS 220), if completed.
<input type="checkbox"/>	Participate in air operations planning activities.
<input type="checkbox"/>	Inform AOBD of group activities.
<input type="checkbox"/>	Identify resources/supplies dispatched for the ASG.
<input type="checkbox"/>	Request special air support items from appropriate sources through Logistics Section.
<input type="checkbox"/>	Determine the need for assignment of personnel and equipment at each airbase.
<input type="checkbox"/>	Coordinate activities with AOBD.
<input type="checkbox"/>	Obtain assigned ground-to-air frequency for airbase operations from the Communication Unit Leader or Incident Radio Communications Plan (ICS 205).
<input type="checkbox"/>	Inform AOBD of capability to provide night flying operations.
<input type="checkbox"/>	Ensure compliance with each agency's operations checklist for day and night operations.
<input type="checkbox"/>	Ensure dust abatement procedures are implemented at helibases and helispots.

<input type="checkbox"/>	Provide crash-rescue service for helibases and helispots.
<input type="checkbox"/>	Debrief as directed at the end of each shift.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

TECHNICAL SPECIALISTS – Incidents or events may require the use of Technical Specialists who have specialized knowledge, skills and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. See Chapter 9 for more detailed information on Technical Specialists.

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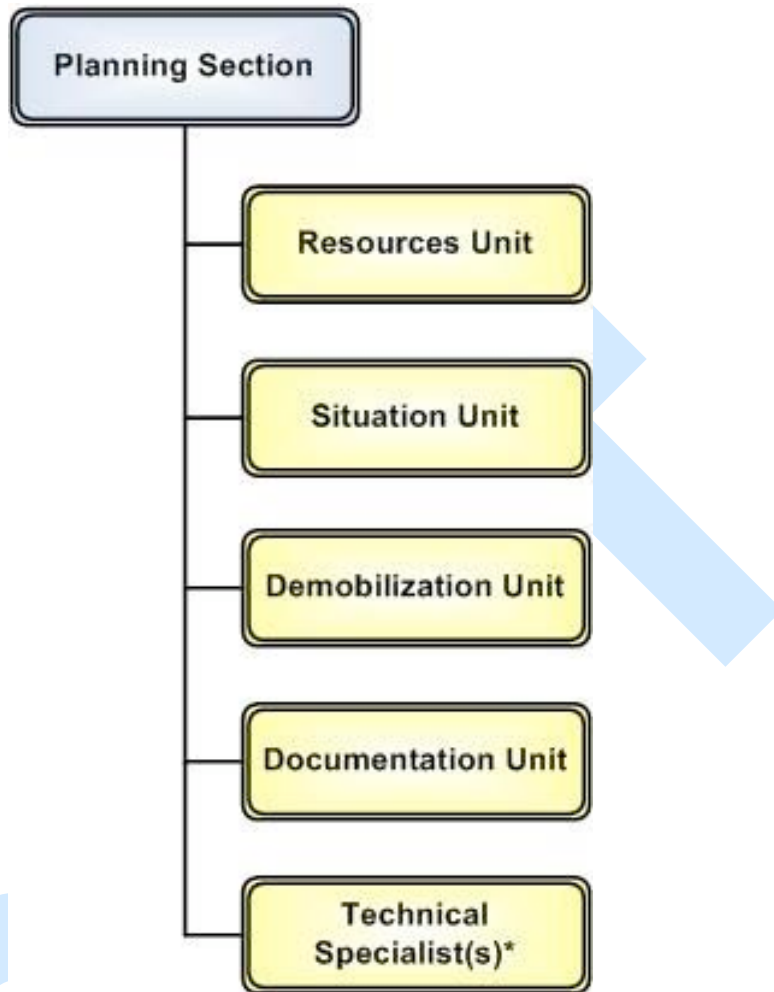
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CHAPTER 9: PLANNING SECTION

Organization Chart	9-2
Position Checklists	9-2

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Organization Chart



***May be assigned wherever their services are required.**

Position Checklists

PLANNING SECTION CHIEF (PSC) – The PSC, a member of the General Staff, is responsible for the collection, evaluation, dissemination and use of incident information and maintaining status of assigned resources. Information is needed to:

- 1) Understand the current situation.
- 2) Predict the probable course of incident events.
- 3) Prepare strategies and plans, as well as alternative strategies and plans for the incident.
- 4) Submit required incident status reports.

The PSC may have Deputy PSCs, who may be from the same agency or from an assisting agency. The Deputy PSC must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time.

The major duties of the PSC are:

Complete	Planning Section Chief Major Duties
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Collect, process, and display incident information.
<input type="checkbox"/>	Assist Operation Section Chief (OSC) in the development of response strategies.
<input type="checkbox"/>	Supervise preparation of the Incident Action Plan (IAP).
<input type="checkbox"/>	Facilitate planning meetings and briefings.
<input type="checkbox"/>	Supervise the tracking of incident personnel and resources through the Resources Unit.
<input type="checkbox"/>	Assign personnel already on-site to Incident Command System (ICS) organizational positions as appropriate.
<input type="checkbox"/>	Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources, Situation).
<input type="checkbox"/>	Determine the need for any specialized resources in support of the incident.

Complete	Planning Section Chief Major Duties
<input type="checkbox"/>	Establish special information collection activities as necessary (e.g., weather, environmental, toxics, etc.).
<input type="checkbox"/>	Assemble information on alternative strategies.
<input type="checkbox"/>	Provide periodic predictions on incident potential.
<input type="checkbox"/>	Report any significant changes in incident status.
<input type="checkbox"/>	Compile and display incident status information.
<input type="checkbox"/>	Oversee preparation and implementation of the Incident Demobilization Plan.
<input type="checkbox"/>	Incorporate plans (e.g., Traffic, Medical, Communications, and Site Safety) into the IAP.
<input type="checkbox"/>	Develop other incident supporting plans (e.g., salvage, transition, security).
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

RESOURCE UNIT LEADER – The Resource Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) and personnel at an incident. This is achieved by overseeing the check-in of all resources, and maintaining a status-keeping system indicating current location and status of all resources.

The major responsibilities of the Resource Unit Leader are:

CHECK-IN/STATUS RECORDER – Check-in/Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

The major responsibilities of the Recorders are:

Complete	Check-in/Status Recorder Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain required work materials, including Check-in Lists (ICS 211), Resource Status Cards (ICS 219) and status display boards.
<input type="checkbox"/>	Establish communications with the Communication Center and Ground Support Unit.
<input type="checkbox"/>	Post signs so that people arriving with resources can easily find incident check-in location(s).
<input type="checkbox"/>	Record check-in information on Check-in Lists (ICS 211).
<input type="checkbox"/>	Transmit check-in information to the Resources Unit on a regular prearranged schedule or as needed.

Complete	Check-in/Status Recorder Major Responsibilities
<input type="checkbox"/>	Forward completed Check-in Lists (ICS 211) and Status Change Cards (ICS 210) to the Resources Unit.
<input type="checkbox"/>	Receive, record, and maintain resource status information on Resource Status Cards (ICS 219) for incident-assigned resources, strike teams, task forces and overhead personnel.
<input type="checkbox"/>	Maintain files of Check-in Lists (ICS 211).
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

SITUATION UNIT LEADER – The Situation Unit Leader is responsible for collecting, processing, organizing, and displaying incident information relating to the growth, mitigation or intelligence activities taking place on the incident. The Situation Unit Leader may prepare future projections of incident growth, maps and intelligence information.

The major responsibilities of the Situation Unit Leader are:

Complete	Situation Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Begin collection and analysis of incident data as soon as possible.

Complete	Situation Unit Leader Major Responsibilities
<input type="checkbox"/>	Prepare, post, or disseminate resource and situation status information as required, including special requests.
<input type="checkbox"/>	Prepare periodic predictions or as requested by the PSC.
<input type="checkbox"/>	Prepare the Incident Status Summary Form (ICS 209).
<input type="checkbox"/>	Provide photographic services and maps if required.
<input type="checkbox"/>	Conduct situation briefings at meetings and briefings as required by the PSC.
<input type="checkbox"/>	Develop and maintain master chart(s)/map(s) of the incident.
<input type="checkbox"/>	Maintain chart/map of incident in the common area of the Incident Command Post (ICP) for all responders to view.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

DISPLAY PROCESSOR (DP) – The DP is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerials, other photographs, and infrared data.

The major responsibilities of the DP are:

Complete	Display Processor Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.

Complete	Display Processor Major Responsibilities
<input type="checkbox"/>	Determine: <ul style="list-style-type: none"> • Location of work assignment. • Numbers, types, and locations of displays required. • Priorities. • Map requirements for the IAP. • Time limits for completion. • Field Observer assignments and communications means.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Assist Situation Unit Leader in analyzing and evaluating field reports.
<input type="checkbox"/>	Develop required displays in accordance with time limits for completion. Examples of displays include: <ul style="list-style-type: none"> • Geographic Information System (GIS) information. • Demographic information. • Incident projection data. • Enlargement of ICS forms.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

FIELD OBSERVER – The Field Observer is responsible for collecting situation information from personal observations on the incident and providing this information to the Situation Unit Leader.

The major responsibilities of the Field Observer are:

Complete	Field Observer Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.

Complete	Field Observer Major Responsibilities
<input type="checkbox"/>	Determine: <ul style="list-style-type: none"> • Location of assignment. • Type of information required. • Priorities. • Time limits for completion. • Method of communication. • Method of transportation.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Perform Field Observer responsibilities including but not limited to the following: <ul style="list-style-type: none"> • Perimeters of incident. • Locations of trouble spots. • Weather conditions. • Hazards, including escape routes and safe areas. • Progress of operations resources.
<input type="checkbox"/>	Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).
<input type="checkbox"/>	Report information to the Situation Unit Leader by established procedures.
<input type="checkbox"/>	Report immediately any condition observed that may cause danger and a safety hazard to personnel.
<input type="checkbox"/>	Gather intelligence that will lead to accurate predictions.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

DOCUMENTATION UNIT LEADER – The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files.

Examples of incident documentation include: IAP(s), incident reports, communication logs, injury claims, situation status reports, etc. Thorough documentation is critical to post-incident analysis. Some of the documents may originate in other sections. The Documentation Unit Leader shall ensure each section is maintaining and providing appropriate documents. The Documentation Unit will provide duplication and copying services for all other sections. The Documentation Unit will store incident files for legal, analytical, and historical purposes.

The major responsibilities of the Documentation Unit Leader are:

Complete	Documentation Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Set up work area; begin organization of incident files.
<input type="checkbox"/>	Establish duplication service; respond to requests.
<input type="checkbox"/>	File all official forms and reports.
<input type="checkbox"/>	Review records for accuracy and completeness; inform appropriate units of errors or omissions.
<input type="checkbox"/>	Provide incident documentation as requested.

Complete	Documentation Unit Leader Major Responsibilities
<input type="checkbox"/>	Organize files for submitting final incident documentation package.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

DEMOBILIZATION UNIT LEADER – The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all Agencies require or have specific demobilization instructions.

The major responsibilities of the Demobilization Unit Leader are:

Complete	Demobilization Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Review incident resource records to determine the likely size and extent of demobilization effort.
<input type="checkbox"/>	Coordinate demobilization with Area Representatives (AREPs).
<input type="checkbox"/>	Monitor the on-going Operations Section resource needs.
<input type="checkbox"/>	Identify surplus resources and probable release time.

Complete	Demobilization Unit Leader Major Responsibilities
<input type="checkbox"/>	Establish communications with off-incident facilities, as necessary.
<input type="checkbox"/>	Develop an Incident Demobilization Plan that should include: <ul style="list-style-type: none"> • General information section. • Responsibilities section. • Release priorities. • Release procedures. • Demobilization Checkout Form (ICS 221). • Directory.
<input type="checkbox"/>	Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
<input type="checkbox"/>	Distribute demobilization plan (on and off-site).
<input type="checkbox"/>	Provide status reports to appropriate requestors.
<input type="checkbox"/>	Ensure that all Sections/Units understand their specific demobilization responsibilities.
<input type="checkbox"/>	Supervise execution of the Incident Demobilization Plan.
<input type="checkbox"/>	Brief the PSC on demobilization progress.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

TECHNICAL SPECIALISTS – Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are

required.

The major responsibilities of the Technical Specialists are:

Complete	Technical Specialists Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Provide technical expertise and advice to Command and General Staff as needed.
<input type="checkbox"/>	Attend meetings and briefings as appropriate to clarify and help to resolve technical issues within area of expertise.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

Other major responsibilities that might apply to the Technical Specialists as appropriate are:

Complete	Technical Specialists Other Major Responsibilities
<input type="checkbox"/>	Provide technical expertise during the development of the IAP and other support plans.
<input type="checkbox"/>	Work with the Safety Officer (SO) to mitigate unsafe practices.
<input type="checkbox"/>	Work closely with Liaison Officer (LNO) to help facilitate understanding among stakeholders and special interest groups.
<input type="checkbox"/>	Be available to attend press briefings to clarify technical issues.
<input type="checkbox"/>	Research technical issues and provide findings to decision makers.

Complete	Technical Specialists Other Major Responsibilities
<input type="checkbox"/>	Troubleshoot technical problems and provide advice on resolution.
<input type="checkbox"/>	Review specialized plans and clarify meaning.

The following are examples of Technical Specialists. This is not a complete list, but examples of the many kinds of specialists that may be used and a possible location for their position in an ICS organization. However, the Incident Command or Unified Command (IC/UC) may assign Technical Specialists to any position within the ICS organization based on incident need. For example, the Critical Incident Stress Management (CISM) Specialist is normally assigned in Logistics under the Medical Unit Leader; however, an additional CISM Specialist is often assigned in the Command Staff working directly for the Incident Commander (IC).

Command Staff:

- Auxiliary Liaison Specialist.
- Legal Specialist.
- Volunteer Specialist/Coordinator.

Operations:

- Air Tanker/Fixed Wing Coordinator.
- Helicopter Coordinator.
- Helibase Manager.
- Helispot Manager.

Planning:

- Documentation Specialist.
- Environmental Specialist.
- Geographic Information System Specialist.
- Historian.
- Public Health Specialist.

- Salvage and Engineering Technical Specialist.
- Situation Report Specialist.
- Training Specialist.
- Weather Observer.

Logistics:

- Communications Restoration Manager.
- Contingency Communications Manager.
- Chaplain.
- CISM Specialist/Coordinator.
- Damage Assessment Teams.
- Evacuation Teams/Specialists.
- Entitlement Specialist.
- Facility Repair and Reconstruction Manager.
- Facility Maintenance/Repair Teams/Specialists.
- Family Assistance Specialist/Coordinator.
- Human Resource Specialist.
- Receiving and Distribution Manager.
- Legal Support Teams/Specialists.
- Medical Teams/Specialists.
- Personnel Accountability Manager.
- Personnel Support Teams/Specialists.

The Planning Section should also prepare for the transition into Recovery.

Recovery is the development, coordination, and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs that: Identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons

learned; and develop initiatives to mitigate the effects of future incidents.

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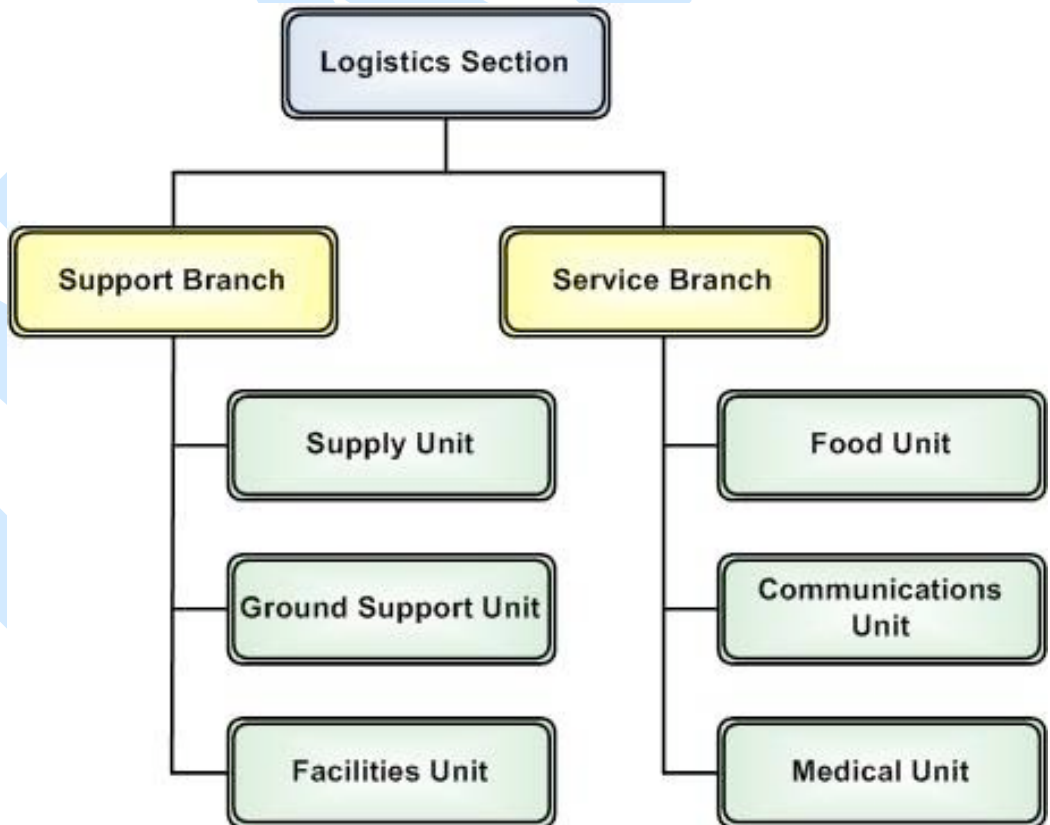
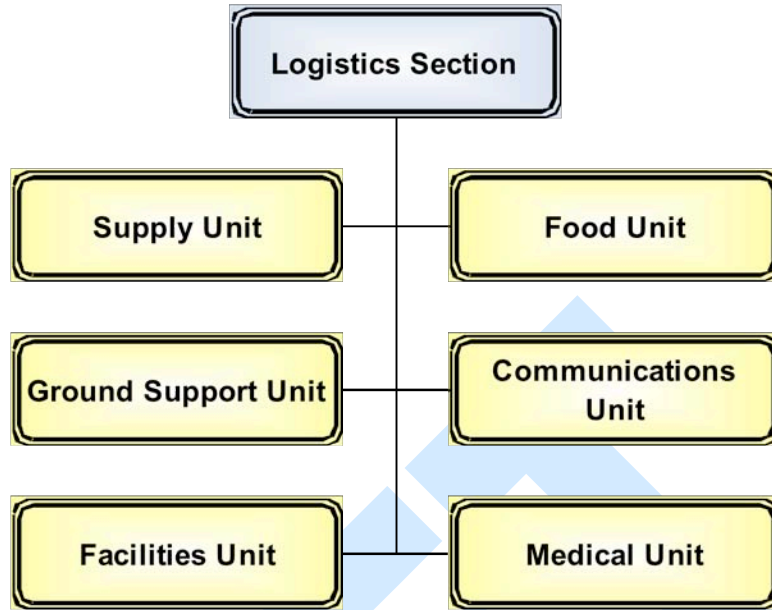
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CHAPTER 10: LOGISTICS SECTION

Organization Chart	10-2
Position Checklists	10-3

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Organization Chart



Position Checklists

LOGISTICS SECTION CHIEF (LSC) – The LSC, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The LSC participates in the development and implementation of the Incident Action Plan (IAP), activates and supervises the Branches and Units within the Logistics Section.

The LSC may have Deputy LSCs, who may be from the same agency or from an assisting agency. The Deputy LSC must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time.

The major responsibilities of the LSC are:

Complete	Logistics Section Chief Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Plan the organization of the Logistics Section.
<input type="checkbox"/>	Assign work locations and preliminary work tasks to Section personnel.
<input type="checkbox"/>	Notify the Resources Unit of the Logistics Section Units activated, including names and locations of assigned personnel.
<input type="checkbox"/>	Assemble and brief Logistics Branch Directors and Unit Leaders.
<input type="checkbox"/>	Determine and supply immediate incident resource and facility needs.

Complete	Logistics Section Chief Major Responsibilities
<input type="checkbox"/>	In conjunction with Command, develop and advise all Sections of the Incident Management Team (IMT) resource approval and requesting process.
<input type="checkbox"/>	Review Operational Planning worksheet (ICS 215) and estimate section needs for upcoming operational period.
<input type="checkbox"/>	Identify long-term service and support requirements for planned and expected operations.
<input type="checkbox"/>	Advise Command and other Section Chiefs on resource availability to support incident needs.
<input type="checkbox"/>	Provide input to and review the Communications Plan, Medical Plan and Traffic Plan.
<input type="checkbox"/>	Identify resource needs for incident contingencies.
<input type="checkbox"/>	Coordinate and process requests for additional resources.
<input type="checkbox"/>	Track resource effectiveness and make necessary adjustments.
<input type="checkbox"/>	Advise on current service and support capabilities.
<input type="checkbox"/>	Request and/or set up expanded ordering processes as appropriate to support incident.

Complete	Logistics Section Chief Major Responsibilities
<input type="checkbox"/>	Develop recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
<input type="checkbox"/>	Receive and implement applicable portions of the incident Demobilization Plan.
<input type="checkbox"/>	Ensure the general welfare and safety of Logistics Section personnel.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

SERVICE BRANCH DIRECTOR – The Service Branch Director, when activated, is under the supervision of the LSC and is responsible for the management of all service activities at the incident. The Service Branch Director supervises the operations of the Communications, Medical and Food Units.

The major responsibilities of the Service Branch Director are:

Complete	Service Branch Director Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain working materials.
<input type="checkbox"/>	Determine the level of service required to support operations.

Complete	Service Branch Director Major Responsibilities
<input type="checkbox"/>	Confirm dispatch of Branch personnel.
<input type="checkbox"/>	Participate in planning meetings of Logistics Section personnel.
<input type="checkbox"/>	Review the IAP.
<input type="checkbox"/>	Organize and prepare assignments for Service Branch personnel.
<input type="checkbox"/>	Coordinate activities of Branch Units.
<input type="checkbox"/>	Inform the LSC of Branch activities.
<input type="checkbox"/>	Resolve Service Branch problems.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

COMMUNICATIONS UNIT LEADER – The Communication Unit Leader is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.

The major responsibilities of the Communication Unit Leader are:

Complete	Communications Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.

Complete	Communications Unit Leader Major Responsibilities
<input type="checkbox"/>	Determine Unit personnel needs.
<input type="checkbox"/>	Prepare and implement the Incident Radio Communications Plan (ICS 205).
<input type="checkbox"/>	Ensure the Incident Communications Center and the Message Center is established.
<input type="checkbox"/>	Establish appropriate communications distribution/maintenance locations within base/camp(s).
<input type="checkbox"/>	Ensure communications systems are installed and tested.
<input type="checkbox"/>	Ensure an equipment accountability system is established.
<input type="checkbox"/>	Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.
<input type="checkbox"/>	<p>Provide technical information as required on:</p> <ul style="list-style-type: none"> • Adequacy of communications systems currently in operation. • Geographic limitation on communications systems. • Equipment capabilities/limitations. • Amount and types of equipment available. • Anticipated problems in the use of communications equipment.
<input type="checkbox"/>	Supervise Communications Unit activities.

Complete	Communications Unit Leader Major Responsibilities
<input type="checkbox"/>	Maintain records on all communications equipment as appropriate.
<input type="checkbox"/>	Ensure equipment is tested and repaired.
<input type="checkbox"/>	Recover equipment from Units being demobilized.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

INCIDENT DISPATCHER – The Incident Dispatcher is responsible for receiving, transmitting radio and telephone messages among and between personnel and to provide dispatch services at the incident.

The major responsibilities of the Incident Dispatcher are:

Complete	Incident Dispatcher Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Ensure adequate staffing.
<input type="checkbox"/>	Obtain and review the IAP to determine the incident organization and Incident Radio Communications Plan.
<input type="checkbox"/>	Set up Incident Communications Center; check-out equipment.
<input type="checkbox"/>	Request service on any inoperable or marginal equipment.
<input type="checkbox"/>	Set-up Message Center location, as required.

Complete	Incident Dispatcher Major Responsibilities
<input type="checkbox"/>	Receive and transmit messages within and external to the incident.
<input type="checkbox"/>	Maintain Status Change Cards (ICS 210) and General Messages (ICS 213).
<input type="checkbox"/>	Maintain a record of unusual incident occurrences.
<input type="checkbox"/>	Provide a briefing to relief personnel on: <ul style="list-style-type: none"> • Current activities. • Equipment status. • Any unusual communications situations.
<input type="checkbox"/>	Turn in appropriate documents to the Communications Unit Leader.
<input type="checkbox"/>	Demobilize the Communications Center in accordance with the Incident Demobilization Plan.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

MEDICAL UNIT LEADER – The Medical Unit Leader, under the direction of the Service Branch Director or LSC, is primarily responsible for the development of the Medical Plan; providing medical care and overseeing health aspects of response personnel; obtaining medical aid and transportation for injured and ill response personnel; coordinating with other functions to resolve health and safety issues; and preparation of reports and records.

The major responsibilities of the Medical Unit Leader are:

Complete	Medical Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in Logistics Section/Service Branch planning activities.
<input type="checkbox"/>	Establish the Medical Unit.
<input type="checkbox"/>	Prepare the Medical Plan (ICS 206).
<input type="checkbox"/>	Provide any relevant medical input into the planning process for strategy development.
<input type="checkbox"/>	Coordinate with Safety Officer (SO), Operations, hazmat specialists, and others on proper personnel protection procedures for incident personnel.
<input type="checkbox"/>	Prepare procedures (Medivac Plans-ground/aerial) for major medical and public health emergencies.
<input type="checkbox"/>	Develop transportation routes and methods for injured incident personnel.
<input type="checkbox"/>	Ensure incident personnel patients are tracked as they move from origin, care facility, and disposition.
<input type="checkbox"/>	Provide continuity of medical care for incident personnel.
<input type="checkbox"/>	Declare major medical emergency as appropriate.
<input type="checkbox"/>	Provide or oversee medical and rehab care delivered to incident personnel.

Complete	Medical Unit Leader Major Responsibilities
<input type="checkbox"/>	Monitor health aspects and trends of incident personnel including excessive incident stress.
<input type="checkbox"/>	Respond to requests for medical aid, medical transportation, and medical supplies.
<input type="checkbox"/>	Coordinate requests for Federal medical assistance (i.e., Strategic National Stockpile (SNS)).
<input type="checkbox"/>	In conjunction with the Finance/Administration Section, prepare and submit necessary authorizations, reports, and administrative documentation related to injuries, compensation, or death of incident personnel.
<input type="checkbox"/>	Coordinate personnel and mortuary affairs for incident personnel fatalities.
<input type="checkbox"/>	Provide oversight and liaison as necessary for incident victims among emergency medical care, medical examiner, and hospital care.
<input type="checkbox"/>	Provide for security and proper disposition of incident medical records.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

RESPONDER REHABILITATION MANAGER – The Responder Rehabilitation Manager reports to the Medical Unit Leader and is responsible for the rehabilitation of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

The major responsibilities of the Responder Rehabilitation Manager are:

Complete	Responder Rehabilitation Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Designate the responder rehabilitation location and have the location announced on the radio with radio designation "Rehab".
<input type="checkbox"/>	Coordinate with Medical Unit Leader to request necessary medical personnel to evaluate the medical condition of personnel being rehabilitated.
<input type="checkbox"/>	Request necessary resources for rehabilitation of personnel, e.g., water, juice, food, personnel.
<input type="checkbox"/>	Request food through the Food Unit or LSC, as necessary, for personnel being rehabilitated.
<input type="checkbox"/>	Release rehabilitated personnel for reassignment.
<input type="checkbox"/>	Maintain appropriate records and documentation.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

FOOD UNIT LEADER – The Food Unit Leader is responsible for supplying the food and water needs for the entire incident, including all remote locations (e.g., camps, staging areas), as well as providing food for

personnel unable to leave tactical field assignments.

The major responsibilities of the Food Unit Leader are:

Complete	Food Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine food and water requirements.
<input type="checkbox"/>	Determine the method of food distribution to best fit each facility or situation.
<input type="checkbox"/>	Obtain necessary equipment and supplies and establish cooking facilities.
<input type="checkbox"/>	Ensure that well-balanced menus are provided.
<input type="checkbox"/>	Order sufficient food and potable water from the Supply Unit.
<input type="checkbox"/>	Maintain an inventory of food and water.
<input type="checkbox"/>	Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
<input type="checkbox"/>	Supervise Food Unit personnel as appropriate.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

SUPPORT BRANCH DIRECTOR – The Support Branch Director, when activated, is under the direction of the LSC, and is responsible for the development and implementation of logistics plans in support of the IAP. The Support Branch Director supervises the operations

of the Supply, Facilities, and Ground Support.

The major responsibilities of the Support Branch Director are:

Complete	Support Branch Director Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain work materials.
<input type="checkbox"/>	Identify Support Branch personnel dispatched to the incident.
<input type="checkbox"/>	Determine initial support operations in coordination with the LSC and Service Branch Director.
<input type="checkbox"/>	Prepare initial organization and assignments for support operations.
<input type="checkbox"/>	Assemble and brief Support Branch personnel.
<input type="checkbox"/>	Determine if assigned Branch resources are sufficient.
<input type="checkbox"/>	Oversee work progress of assigned units and inform the LSC of their activities.
<input type="checkbox"/>	Resolve problems associated with requests from the Operations Section.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

SUPPLY UNIT LEADER – The Supply Unit Leader is primarily responsible for ordering personnel,

equipment, and supplies; receiving, storing, and distributing all supplies for the incident; maintaining an inventory of supplies; and storing, disbursing, and servicing non-expendable supplies and equipment.

The major responsibilities of the Supply Unit Leader are:

Complete	Supply Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in Logistics Section/Support Branch planning activities.
<input type="checkbox"/>	Determine the type and amount of supplies en route.
<input type="checkbox"/>	Review the IAP for information on operations of the Supply Unit.
<input type="checkbox"/>	Develop and implement safety and security requirements.
<input type="checkbox"/>	Order, receive, distribute, and store supplies and equipment.
<input type="checkbox"/>	Receive and respond to requests for personnel, supplies, and equipment.
<input type="checkbox"/>	Maintain an inventory of supplies and equipment.
<input type="checkbox"/>	Service reusable equipment.
<input type="checkbox"/>	Submit reports to the Support Branch Director.

<input type="checkbox"/>	Maintain a Unit Log (ICS 214).
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ORDERING MANAGER – The Ordering Manager is responsible for placing all orders for personnel, supplies, and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader.

The major responsibilities of the Ordering Manager are:

Complete	Ordering Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain necessary agency(s) order forms.
<input type="checkbox"/>	Establish ordering procedures.
<input type="checkbox"/>	Establish name and telephone numbers of agency(s) personnel receiving orders.
<input type="checkbox"/>	Set up filing system.
<input type="checkbox"/>	Obtain roster of incident personnel who have ordering authority.
<input type="checkbox"/>	Obtain list of previously ordered supplies and equipment.
<input type="checkbox"/>	Ensure order forms are filled out correctly.
<input type="checkbox"/>	Place orders in a timely manner.
<input type="checkbox"/>	Consolidate orders when possible.
<input type="checkbox"/>	Identify times and locations for delivery of supplies and equipment.
<input type="checkbox"/>	Keep Receiving and Distribution Manager informed of orders placed.

<input type="checkbox"/>	Submit all ordering documents to the Documentation Unit through the Supply Unit Leader before demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

RECEIVING AND DISTRIBUTION MANAGER – The Receiving and Distribution Manager is responsible for receiving and distributing all supplies and equipment (other than primary resources), and the service and repair of tools and equipment. The Receiving and Distribution Manager reports to the Supply Unit Leader.

The major responsibilities of the Receiving and Distribution Manager are:

Complete	Receiving and Distribution Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Order required personnel to operate supply area.
<input type="checkbox"/>	Organize the layout of the supply area.
<input type="checkbox"/>	Establish procedures for operating the supply area.
<input type="checkbox"/>	Set up a filing system for receiving and distributing supplies and equipment.
<input type="checkbox"/>	Maintain inventory of supplies and equipment.
<input type="checkbox"/>	Develop security requirement for supply area.

Complete	Receiving and Distribution Manager Major Responsibilities
<input type="checkbox"/>	Establish procedures for receiving supplies and equipment.
<input type="checkbox"/>	Submit necessary reports to the Supply Unit Leader.
<input type="checkbox"/>	Notify Ordering Manager of supplies and equipment received.
<input type="checkbox"/>	Provide necessary supply records to Supply Unit Leader.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

FACILITIES UNIT LEADER – The Facilities Unit Leader is primarily responsible for the set up, maintenance, and demobilization of incident facilities (Base, Camp(s), Incident Command Post (ICP), and staging areas), as well as security services required to support incident operations. The Facilities Unit Leader provides sleeping and sanitation facilities for incident personnel, and manages Base and Camp(s) operations. Each facility is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The Facilities Unit Leader reports to the Support Branch Director.

The major responsibilities of the Facilities Unit Leader are:

Complete	Facilities Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.

Complete	Facilities Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from the Support Branch Director or the LSC.
<input type="checkbox"/>	Receive and review a copy of the IAP.
<input type="checkbox"/>	Participate in Logistics Section/Support Branch planning activities.
<input type="checkbox"/>	In conjunction with the Finance/Administration Section, determine locations suitable for incident support facilities and secure permission to use through appropriate means.
<input type="checkbox"/>	Inspect facilities prior to occupation, and document conditions and preexisting damage.
<input type="checkbox"/>	Determine requirements for each facility, including the ICP.
<input type="checkbox"/>	Prepare layouts of incident facilities.
<input type="checkbox"/>	Notify Unit Leaders of facility layout.
<input type="checkbox"/>	Activate incident facilities.
<input type="checkbox"/>	Provide Facility Managers and personnel to operate facilities.
<input type="checkbox"/>	Provide sleeping facilities.
<input type="checkbox"/>	Provide security services.
<input type="checkbox"/>	Provide food and water service.
<input type="checkbox"/>	Provide sanitation and shower service as needed.

Complete	Facilities Unit Leader Major Responsibilities
<input type="checkbox"/>	Provide facility maintenance services (sanitation, lighting, clean up, trash removal, etc.).
<input type="checkbox"/>	Inspect all facilities for damage and potential claims.
<input type="checkbox"/>	Demobilize incident facilities.
<input type="checkbox"/>	Maintain facility records.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

FACILITY MAINTENANCE SPECIALIST – The Facility Maintenance Specialist is responsible to ensure that proper sleeping and sanitation facilities are maintained; to provide shower facilities; to provide and maintain lights and other electrical equipment; and to maintain the Base, Camp, and ICP facilities in a clean and orderly manner.

The major responsibilities of the Facility Maintenance Specialist are:

Complete	Facility Maintenance Specialist Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Request required maintenance support personnel and assign duties.
<input type="checkbox"/>	Obtain supplies, tools, and equipment.
<input type="checkbox"/>	Supervise/perform assigned work activities.
<input type="checkbox"/>	Ensure that all facilities are maintained in a safe condition.

<input type="checkbox"/>	Disassemble temporary facilities when no longer required.
<input type="checkbox"/>	Restore area to pre-incident condition.

SECURITY MANAGER – The Security Manager is responsible for providing safeguards needed to protect personnel and property from loss or damage.

The major responsibilities of the Security Manager are:

Complete	Security Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Establish contacts with local law enforcement agencies as required.
<input type="checkbox"/>	Contact the Resource Use Specialist for crews or Area Representatives (AREPs) to discuss any special custodial requirements that may affect operations.
<input type="checkbox"/>	Request required personnel support to accomplish work assignments.
<input type="checkbox"/>	Ensure security of classified material and/or systems.
<input type="checkbox"/>	Ensure that support personnel are qualified to manage security problems.
<input type="checkbox"/>	Develop Security Plan for incident facilities.
<input type="checkbox"/>	Adjust Security Plan for personnel and equipment changes and releases.
<input type="checkbox"/>	Coordinate security activities with appropriate incident personnel.

Complete	Security Manager Major Responsibilities
<input type="checkbox"/>	Keep the peace, prevent assaults, and settle disputes through coordination with AREPs.
<input type="checkbox"/>	Prevent theft of all government and personal property.
<input type="checkbox"/>	Document all complaints and suspicious occurrences.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

BASE MANAGER – The Base Manager is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at the Base.

The major responsibilities of the Base Manager are:

Complete	Base Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine personnel support requirements.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Ensure that all facilities and equipment are set up and properly functioning.
<input type="checkbox"/>	Supervise the establishment of: <ul style="list-style-type: none"> • Sanitation facilities, including showers. • Sleeping facilities.
<input type="checkbox"/>	Make sleeping area assignments.
<input type="checkbox"/>	Adhere to all applicable safety and health standards and regulations.

Complete	Base Manager Major Responsibilities
<input type="checkbox"/>	Ensure that all facility maintenance services are provided.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

CAMP MANAGER – On large incidents, one or more camps may be established by the General Staff to provide better support to operations. Camps may be in place several days or may be moved depending upon the nature of the incident. Functional unit activities performed at the ICS Base may be performed at the Camp(s). These could include: Supply, Medical, Ground Support, Food, Communications, and Finance/Administration, as well as, the Facilities Unit functions of facility maintenance and security. Camp Managers are responsible to provide non-technical coordination for all units operating within the Camp. Units assigned to Camps will be determined by the ICS General Staff. Personnel requirements for units at Camps will be determined by the parent unit based on kind and size of incident and expected duration of Camp operations.

The major responsibilities of the Camp Manager are:

Complete	Camp Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine personnel support requirements.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Ensure that all sanitation, shower, and sleeping facilities are set up and properly functioning.

Complete	Camp Manager Major Responsibilities
<input type="checkbox"/>	Make sleeping arrangements.
<input type="checkbox"/>	Provide direct supervision for all facility maintenance and security services at Camp.
<input type="checkbox"/>	Ensure that strict compliance is made with all applicable safety regulations.
<input type="checkbox"/>	Ensure that all Camp to Base communications are centrally coordinated.
<input type="checkbox"/>	Ensure that all Camp to Base transportation scheduling is centrally coordinated.
<input type="checkbox"/>	Provide overall coordination of all Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

GROUND SUPPORT UNIT LEADER (GSUL) – The GSUL is primarily responsible for ensuring: maintenance and repair of primary tactical equipment, vehicles, mobile ground support equipment, and fueling services; transportation of personnel, supplies, food, and equipment in support of incident operations; recording all ground equipment usage time, including contract equipment assigned to the incident; and implementing the Traffic Plan for the incident.

The major responsibilities of the GSUL are:

Complete	Ground Support Unit Leader Major Responsibilities
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Complete	Ground Support Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in Support Branch/Logistics Section planning activities.
<input type="checkbox"/>	Develop and implement the Traffic Plan.
<input type="checkbox"/>	Support out-of-service resources.
<input type="checkbox"/>	Notify the Resources Unit of all status changes on support and transportation vehicles.
<input type="checkbox"/>	Arrange for and activate fueling, maintenance, and repair of ground resources.
<input type="checkbox"/>	Maintain Support Vehicle Inventory and transportation vehicles (ICS 218).
<input type="checkbox"/>	Provide transportation services in accordance with (IAW) requests from the LSC or Support Branch Director.
<input type="checkbox"/>	Collect use information on rented equipment.
<input type="checkbox"/>	Requisition maintenance and repair supplies (fuel, spare parts, etc.).
<input type="checkbox"/>	Maintain incident roads.
<input type="checkbox"/>	Submit reports to Support Branch Director as directed.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

EQUIPMENT MANAGER – The Equipment Manager provides service, repair, and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided.

The major responsibilities of the Equipment Manager are:

Complete	Equipment Manager Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain the IAP to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Provide maintenance and fueling according to schedule.
<input type="checkbox"/>	Prepare schedules to maximize use of available transportation.
<input type="checkbox"/>	Provide transportation and support vehicles for incident use.
<input type="checkbox"/>	Coordinate with AREPs on service and repair policies as required.
<input type="checkbox"/>	Inspect equipment condition and ensure coverage by equipment agreement.
<input type="checkbox"/>	Determine supplies (gasoline, diesel, oil, and parts needed to maintain equipment in an efficient operating condition) and place orders with the Supply Unit.

Complete	Equipment Manager Major Responsibilities
<input type="checkbox"/>	Maintain Support Vehicle Inventory (ICS 218).
<input type="checkbox"/>	Maintain equipment rental records.
<input type="checkbox"/>	Maintain equipment service and use records.
<input type="checkbox"/>	Check all service repair areas to ensure that all appropriate safety measures are being taken.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

TECHNICAL SPECIALISTS – Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. See Chapter 9 for more detailed information on Technical Specialists.

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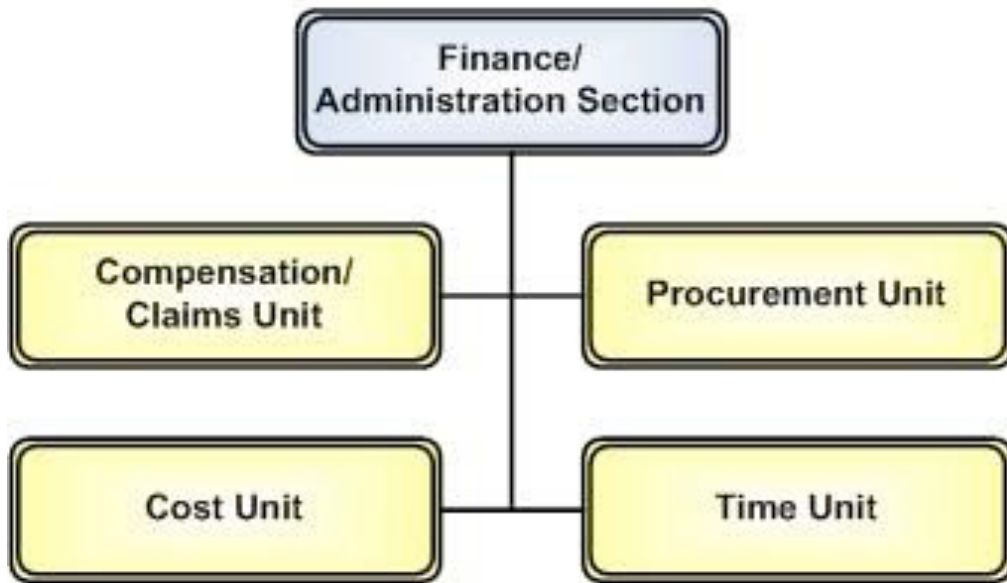
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CHAPTER 11: FINANCE/ADMINISTRATION SECTION

Organization Chart 11-2
Position Checklists 11-2

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Organization Chart



Position Checklists

FINANCE/ADMINISTRATION SECTION CHIEF (FSC)

The FSC, a member of the General Staff, is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

The FSC may have Deputy FSCs, who may be from the same agency or from an assisting agency. The Deputy FSC must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time.

The major responsibilities of the FSC are:

Complete	Finance/Administration Section Chief Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.

Complete	Finance/Administration Section Chief Major Responsibilities
<input type="checkbox"/>	Participate in incident planning meetings and briefings as required.
<input type="checkbox"/>	Review operational plans and provide alternatives where financially appropriate.
<input type="checkbox"/>	Manage all financial aspects of an incident.
<input type="checkbox"/>	Provide financial and cost analysis information as requested.
<input type="checkbox"/>	Gather pertinent information from briefings with responsible agencies.
<input type="checkbox"/>	Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
<input type="checkbox"/>	Meet with Area Representatives (AREPs), as needed.
<input type="checkbox"/>	Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.
<input type="checkbox"/>	Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
<input type="checkbox"/>	Provide financial input to demobilization planning.
<input type="checkbox"/>	Ensure that all obligation documents initiated at the incident are properly prepared and completed.

Complete	Finance/Administration Section Chief Major Responsibilities
<input type="checkbox"/>	Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
<input type="checkbox"/>	Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.
<input type="checkbox"/>	Receive and implement applicable portions of the incident Demobilization Plan.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

TIME UNIT LEADER – The Time Unit Leader is responsible for equipment and personnel time recording.

The major responsibilities of the Time Unit Leader are:

Complete	Time Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine incident requirements for time recording function.
<input type="checkbox"/>	Determine resource needs.
<input type="checkbox"/>	Contact appropriate agency personnel/representatives.

Complete	Time Unit Leader Major Responsibilities
<input type="checkbox"/>	Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
<input type="checkbox"/>	Establish time unit objectives.
<input type="checkbox"/>	Maintain separate logs for overtime hours.
<input type="checkbox"/>	Submit cost estimate data forms to the Cost Unit, as required.
<input type="checkbox"/>	Maintain records security.
<input type="checkbox"/>	Ensure that all records are current and complete prior to demobilization.
<input type="checkbox"/>	Release time reports from assisting agency personnel to the respective AREPs prior to demobilization.
<input type="checkbox"/>	Brief the FSC on current problems and recommendations, outstanding issues, and follow-up requirements.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

EQUIPMENT TIME RECORDER – Under supervision of the Time Unit Leader, the Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

The major responsibilities of the Equipment Time Recorder are:

Complete	Equipment Time Recorder Major Responsibilities
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Complete	Equipment Time Recorder Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Set up the Equipment Time Recorder function in location designated by the Time Unit Leader.
<input type="checkbox"/>	Advise Ground Support Unit, Facilities Unit, and the Air Support Group (ASG) of the requirement to establish and maintain a file for maintaining a daily record of equipment time.
<input type="checkbox"/>	Assist Units in establishing a system for collecting equipment time reports.
<input type="checkbox"/>	Post all equipment time tickets within four (4) hours after the end of each operational period.
<input type="checkbox"/>	Prepare a use and summary invoice for equipment, as required, within 12 hours after equipment arrival at the incident.
<input type="checkbox"/>	Submit data to Time Unit Leader for cost effectiveness analysis.
<input type="checkbox"/>	Maintain current posting on all charges or credits for fuel, parts, and services.
<input type="checkbox"/>	Verify all time data and deductions with owner/operator of equipment.
<input type="checkbox"/>	Complete all forms according to agency specifications.
<input type="checkbox"/>	Close out forms prior to demobilization.

Complete	Equipment Time Recorder Major Responsibilities
<input type="checkbox"/>	Distribute copies per agency and incident policy.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

PERSONNEL TIME RECORDER – Under supervision of the Time Unit Leader, the Personnel Time Recorder is responsible for overseeing the recording of time for all personnel assigned to an incident.

The major responsibilities of the Personnel Time Recorder are:

Complete	Personnel Time Recorder Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Establish and maintain a file for incident personnel time reports within the first operational period.
<input type="checkbox"/>	Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
<input type="checkbox"/>	Ensure that all employee identification information is verified to be correct on the time report.
<input type="checkbox"/>	Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents.
<input type="checkbox"/>	Ensure that time reports are signed.

Complete	Personnel Time Recorder Major Responsibilities
<input type="checkbox"/>	Close-out time documents prior to personnel leaving the incident.
<input type="checkbox"/>	Distribute all time documents according to agency policy.
<input type="checkbox"/>	Maintain a log of excessive hours worked and give to the Time Unit Leader daily.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

PROCUREMENT UNIT LEADER – The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

The major responsibilities of the Procurement Unit Leader are:

Complete	Procurement Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Review incident needs and any special procedures with Unit Leaders, as needed.
<input type="checkbox"/>	Coordinate with local jurisdiction on plans and supply sources.
<input type="checkbox"/>	Obtain the Incident Procurement Plan.
<input type="checkbox"/>	Prepare and authorize contracts, building, and land-use agreements.

Complete	Procurement Unit Leader Major Responsibilities
<input type="checkbox"/>	Draft memoranda of understanding as necessary.
<input type="checkbox"/>	Establish contracts and agreements with supply vendors.
<input type="checkbox"/>	Provide for coordination between the Ordering Manager and all other procurement organizations supporting the incident.
<input type="checkbox"/>	Ensure that a system is in place that meets agency property management requirements.
<input type="checkbox"/>	Ensure proper accounting for all new property.
<input type="checkbox"/>	Interpret contracts and agreements; resolve disputes within delegated authority.
<input type="checkbox"/>	Coordinate with the Compensation/Claims Unit for processing claims.
<input type="checkbox"/>	Complete final processing of contracts and send documents for payment.
<input type="checkbox"/>	Coordinate cost data in contracts with the Cost Unit Leader.
<input type="checkbox"/>	Brief the FSC on current problems and recommendations, outstanding issues and follow-up requirements.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

COMPENSATION AND CLAIMS UNIT LEADER – The Compensation/Claims Unit Leader is responsible for

the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activities (other than injury) for an incident.

The major responsibilities of the Compensation/Claims Unit Leader are:

Complete	Compensation/Claims Unit Leader
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from the FSC.
<input type="checkbox"/>	Establish contact with the incident Medical Unit Leader, Safety Officer (SO), and Liaison Officer (LNO) (or AREPs if no LNO is assigned).
<input type="checkbox"/>	Determine the need for Compensation for Injury and Claims Specialists, and order personnel as needed.
<input type="checkbox"/>	Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
<input type="checkbox"/>	Review Medical Plan (ICS 206).
<input type="checkbox"/>	Ensure that Claims Specialists have adequate workspace and supplies.
<input type="checkbox"/>	Review and coordinate procedures for handling claims with the Procurement Unit.
<input type="checkbox"/>	Brief the Claims Specialists on incident activity.

Complete	Compensation/Claims Unit Leader
<input type="checkbox"/>	Periodically review logs and forms produced by the Claims Specialists to ensure that they are complete, entries are timely and accurate, and that they are in compliance with agency requirements and policies.
<input type="checkbox"/>	Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
<input type="checkbox"/>	Keep the FSC briefed on Unit status and activity.
<input type="checkbox"/>	Demobilize Unit in accordance with the Incident Demobilization Plan.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

COMPENSATION FOR INJURY SPECIALIST – Under the supervision of the Compensation/Claims Unit Leader, the Compensation for Injury Specialist is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit.

The major responsibilities of the Compensation for Injury Specialist are:

Complete	Compensation For Injury Specialist Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.

Complete	Compensation For Injury Specialist Major Responsibilities
<input type="checkbox"/>	Co-Locate Compensation for Injury Specialist with the Medical Unit when possible.
<input type="checkbox"/>	Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
<input type="checkbox"/>	Obtain a copy of Medical Plan (ICS 206).
<input type="checkbox"/>	Provide written authority for persons requiring medical treatment.
<input type="checkbox"/>	Ensure that correct agency forms are being used.
<input type="checkbox"/>	Provide correct billing forms for transmittal to doctor and/or hospital.
<input type="checkbox"/>	Coordinate with Medical Unit to keep informed on status of injured and/or hospitalized personnel.
<input type="checkbox"/>	Obtain all witness statements from SO and/or Medical Unit and review for completeness.
<input type="checkbox"/>	Maintain a log of all injuries occurring at the incident.
<input type="checkbox"/>	Coordinate/handle all administrative paperwork on serious injuries or fatalities.
<input type="checkbox"/>	Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals after demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

CLAIMS SPECIALIST – Under the supervision of the Compensation/Claims Unit Leader, the Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident.

The major responsibilities of the Claims Specialist are:

Complete	Claims Specialist Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Develop and maintain a log of potential claims.
<input type="checkbox"/>	Coordinate a claims prevention plan with applicable incident functions.
<input type="checkbox"/>	Initiate an investigation on all claims other than personnel injury.
<input type="checkbox"/>	Ensure that site and property involved in an investigation are protected.
<input type="checkbox"/>	Coordinate with the investigation team as necessary.
<input type="checkbox"/>	Obtain witness statements pertaining to claims other than personnel injury.
<input type="checkbox"/>	Document any incomplete investigations.
<input type="checkbox"/>	Document follow-up action needs by the local agency.
<input type="checkbox"/>	Keep the Compensation/Claims Unit Leader advised on the nature and status of all existing and potential claims.
<input type="checkbox"/>	Ensure the use of correct agency forms.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

COST UNIT LEADER – The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

The major responsibilities of the Cost Unit Leader are:

Complete	Cost Unit Leader Major Responsibilities
<input type="checkbox"/>	Review the Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from the FSC.
<input type="checkbox"/>	Coordinate with agency headquarters on cost reporting procedures.
<input type="checkbox"/>	Collect and record all cost data.
<input type="checkbox"/>	Develop incident cost summaries.
<input type="checkbox"/>	Prepare resources-use cost estimates for the Planning Section.
<input type="checkbox"/>	Make cost-saving recommendations to the FSC.
<input type="checkbox"/>	Ensure all cost documents are accurately prepared.
<input type="checkbox"/>	Maintain cumulative incident cost records.
<input type="checkbox"/>	Complete all records prior to demobilization.
<input type="checkbox"/>	Provide reports to the FSC.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

TECHNICAL SPECIALISTS – Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. See Chapter 9 for more detailed information on Technical Specialists.

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CHAPTER 12: INTELLIGENCE/INVESTIGATION

Introduction	12-2
Organization Chart	12-4

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Introduction

This is a brief summary of intelligence/investigation as used in the National Incident Management System (NIMS) Incident Command System (ICS). The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data that may come from a variety of different sources. Intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander (IC), who have proper clearance and a "need-to-know", to assist them in decision-making.

Traditionally, intelligence/investigation functions are located in the Situation Unit under the Planning Section. However, the Incident Command or Unified Command (IC/UC) may need to assign intelligence and investigation to other parts of the ICS organization. Intelligence and investigation may be organized in of the following ways:

1. As an Intelligence Unit within the Planning Section. This option may be most appropriate in an incident with a need for tactical intelligence that can be handled by the Planning Section but requires a separate unit from the Situation Unit.
2. Within the Command Staff as the Intelligence Officer. This option may be most appropriate in incidents in which real-time incident-related intelligence is needed.
3. As an Intelligence Branch or Group within the Operations Section. This option may be most

appropriate in incidents with a high need for tactical intelligence actions.

4. As a separate General Staff Intelligence Section. This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.
5. As an Intelligence Technical Specialist. This option can be used for any situation because a Technical Specialist can be assigned where most needed in the ICS organization, but may be most appropriate when little intelligence information is required by the incident.

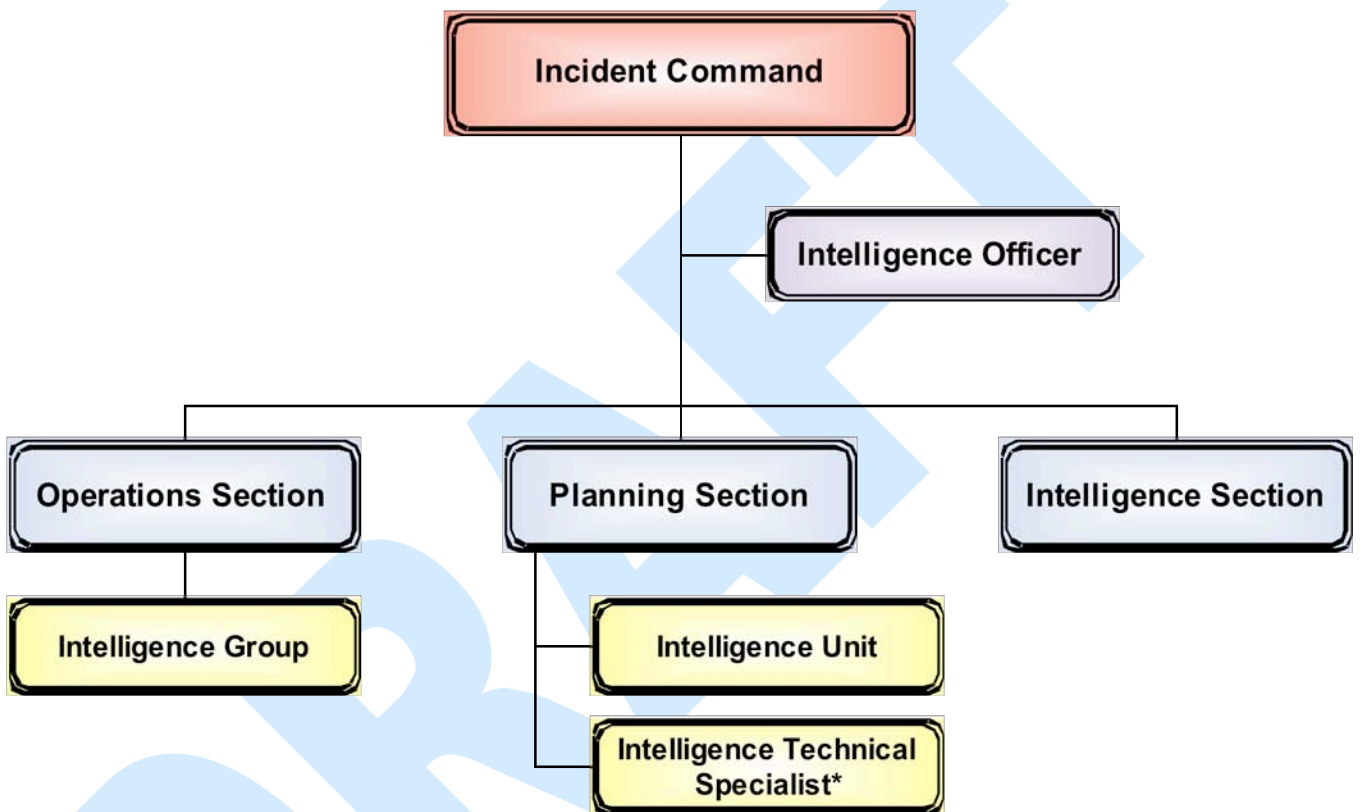
Regardless of how it is organized, intelligence and investigation is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the IC. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

Intelligence and investigation also has the responsibility for coordinating information-security and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer (PIO), particularly where such public awareness

activities may affect information or Operations Security (OPSEC).

Organization Chart

Locations where Intelligence/Investigation may be located in the ICS Organization



* May be assigned wherever their services are required.

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CHAPTER 13: ADDITIONAL RESOURCES

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Example Decisions and Objectives

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Introduction

These examples can be used by Command to help facilitate their responsibilities. The information/examples provided can be used as is or modified in response to specific risk applications.

Decision Examples:

- Determine incident name.
- Obtain/issue delegation(s) of authority as required.
- Determine incident objectives and priorities.
- Determine organizations/agencies that will be represented in Unified Command (UC).
- Integration of assisting and cooperating organizations/agencies.
- Determine ICS facilities and locations.
- Determine operational period and hours of operation.
- Manage sensitive and critical information/intelligence.
- Determine resource ordering process, cost sharing, and cost accounting.
- Operational security issues.
- Determine internal organizational procedures.

Incident Priority Examples:

- Life safety.
- Incident stabilization.
- Property conservation.
- Environmental protection.
- Threat to Homeland Security.
- Restoration of critical infrastructure.
- Investigation and apprehension of those responsible.

Incident Objective Examples:

Safety:

- Conduct Operational Risk Assessment and ensure controls are in place to protect responders and the public.
- Identify safety and risk management factors, mitigate and monitor for compliance for both the public and responders.

Search and Rescue:

- Conduct Search and Rescue (SAR).
- Establish accountability procedures for all victims and response personnel.
- Locate and evacuate all at risk or affected people.
- Evacuate victims to medical transfer areas or facilities once rescued from immediate peril.

Medical:

- Account for and provide temporary shelter for displaced victims.
- Triage, treat, and transport the injured.

Fire:

- Commence fire fighting operations to confine, contain, extinguish, and overhaul fire.
- Conduct damage/stability assessment.
- Develop and implement a salvage plan.

Environmental:

- Provide protection of environmentally-sensitive areas, including wildlife and historic properties.
- Identify and maximize the protection of environmentally-sensitive areas.
- Identify Threatened and Sensitive Species and prepare to recover and rehabilitate injured wildlife.
- Investigate the potential for and feasibility of alternative technologies to support response efforts.

Management:

- Manage a coordinated inter-agency response effort that reflects the makeup of UC.
- Establish an appropriate IMT organization that can

effectively meet the initial and long term challenges to resolving the incident.

- Ensure IMT members have and use all appropriate ICS forms.
- Identify all appropriate agency/organization mandates, mutual aid/memorandum of understanding agreements, practices, and protocols for inclusion in the overall response effort.
- Identify and minimize adverse social, political, and economic effects.
- Coordinate response with other agencies, including Emergency Operations Centers (EOCs) (if activated).
- Evaluate all planned actions to determine potential impacts on social, political, and economic entities.
- Identify potentially competing response activities to ensure that they are closely coordinated.
- Identify and establish incident support facilities to support inter-agency response efforts.
- Keep the public, stakeholders, and the media informed of response activities.
- Ensure appropriate financial accounting practices are established and adhered to.
- Ensure that internal/external resource ordering procedures are established and adhered to.
- Establish an incident documentation system.
- Establish an appropriate structure to facilitate communications with stakeholders and agency/organization coordination facilities.

Task/Work Assignment Examples:

Command and general staff expect Command to assign them specific tasks based on the unique characteristics of an incident. The Operations Section Chief (OSC) normally receives tasks (work assignments) from Command in the form of incident

objectives. Some examples of common tasks (work assignments):

Safety Officer (SO):

- Develop a site safety and transportation plan, including support facilities.
- Designate assistant SOs (as needed).
- Monitor for compliance with site safety plan.
- Report any serious incidents, accidents, or injuries immediately to Command.
- Work closely with Logistics to ensure that appropriate communications are in place to support the response effort.
- Develop ICS 215a

Public Information Officer (PIO):

- Develop a media strategy that includes a Joint Information System (JIS) and review strategy/gain approval from the IC prior to implementation.
- Establish contact with other Public Information personnel.
- Locate and establish a Joint Information Center (JIC).
- Provide talking points to IC for press briefings, dignitary visits, and town hall meetings.
- Keep IC informed of any potential adverse political, social, and economic impacts.

Liaison Officer (LNO):

- Develop a strategy to ensure communication and coordination with appropriate stakeholders and submit a draft to IC for review and approval.
- Keep IC informed of any issues that may arise with stakeholders.

Intelligence Officer:

- Identify critical intelligence needs and develop intelligence flow plan and brief IMT.
- Ensure that all Requests for Information (RFI) are sent and the Command is briefed on all Field

Intelligence Reports.

- Act as central point of coordination for all inter-agency intelligence organizations.
- Screen intelligence information for Security Sensitive Information (SSI) classification.

Note: Intelligence Officer & PSC should be located in close proximity and work closely together to maximize the efficiency of both. This position may also function as a General Staff or Command Staff member.

Planning:

- Ensure that ICS 209 is completed, approved and disseminated as required.
- Develop an alternate plan for mitigation of incident.
- Develop a contingency plan for sustainment of long-term incident staffing.
- Brief staff on document control system, including handling and storing secure documents.
- Provide all documents that need review or approval by IC at least one hour prior to implementation or release.

Operations:

- Implement Incident Action Plan.

Logistics:

- Develop and brief the staff on the internal/external resource ordering process and monitor for compliance.
- Ensure that appropriate security is established at each incident support facility.
- Develop a plan; establish secure communication for both internal and external use and brief staff.

Finance/Administration:

- Provide IC with a summary of daily cost estimates.
- Establish a claims system and brief the staff on the process.
- Advise IC of high cost specialized equipment use.

Example Staffing Matrix

EXAMPLE STAFFING MATRIX																
COMMAND																
<ol style="list-style-type: none"> 1. Incident Commander - one per incident unless Unified Command is established. 2. Unified Command is typically established during multi-jurisdictional and/or multi-functional incidents. 3. Incident Commanders, Section Chiefs and Branch Directors may have deputies as needed. 4. Command Staff Officer - one per function per incident. 5. Command Staff may have assistants as needed. 6. Agency Representatives report to Liaison Officer. 																
EXAMPLE STAFFING MATRIX (Wildland fire example based on a 12-hour operational period)																
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d9d9d9;"> <th rowspan="2" style="width: 50%; text-align: center; padding: 5px;">Unit Position</th> <th colspan="5" style="text-align: center; padding: 5px;">Size of Incident (Number of Divisions/Groups)</th> </tr> <tr style="background-color: #d9d9d9;"> <th style="width: 10%; text-align: center; padding: 5px;">2</th> <th style="width: 10%; text-align: center; padding: 5px;">5</th> <th style="width: 10%; text-align: center; padding: 5px;">10</th> <th style="width: 10%; text-align: center; padding: 5px;">15</th> <th style="width: 10%; text-align: center; padding: 5px;">25</th> </tr> </thead> </table>						Unit Position	Size of Incident (Number of Divisions/Groups)					2	5	10	15	25
Unit Position	Size of Incident (Number of Divisions/Groups)															
	2	5	10	15	25											
Operations																
Operations Section Chief																
One Per Operational Period																
Deputy Operations Section Chief	1	1	1	2	3											
Branch Director		2	3	4	6											
<i>Division/Group Supervisor</i>	2	5	10	15	25											
Strike Team Leaders	As Needed															
Task Force Leaders	As Needed															
<i>Air Operations Director</i>		1	1	1	1											
Air Tactical Group Supervisor	1	1	1	1	1											
Helicopter Coordinator	As Needed															
<i>Air Support Group Supervisor</i>	1	1	1	1	1											
Helibase Manager	One Per Helibase															
Helispot Manager	One Per Helispot															
<i>Staging Area Manager</i>	One Per Staging Area															
Planning																
Planning Section Chief																
One Per Incident																
Deputy Planning Section Chief	1	1	1	2	3											
Resource Unit Leader	1	1	1	1	1											
Assistant Resource Unit Leader			1	1	2											
<i>Status Recorders</i>	1	2	3	3	4											
<i>Check-In Recorders</i>	As Needed															
Technical Specialists	As Needed															
Situation Unit Leader	1	1	1	1	1											
Assistant Situation Unit Leader			1	1	2											
<i>Display/Report Processor</i>		1	1	1	2											
<i>SITREP/OPSUM Processors</i>	1	1	1	2	2											
<i>Field Observer</i>		1	2	2	4											
<i>Weather Observer</i>	As Needed															
<i>Aerial/Ortho Photo Analyst</i>	As Needed															
<i>Computer Terminal Operator</i>		1	1	1	1											
Environmental Unit Leader	1	1	1	1	1											
Documentation Unit Leader		1	1	1	1											
Demobilization Unit Leader			1	1	1											
Demobilization Recorders from Resources	As Needed															

EXAMPLE STAFFING MATRIX					
Unit Position	Size of Incident (Number of Divisions/Groups)				
	2	5	10	15	25
Logistics					
Logistics Section Chief	One Per Incident				
Deputy Logistics Section Chief				1	2
Service Branch Director	As Needed				
<i>Communications Unit Leader</i>	1	1	1	1	1
<i>Assistant Communications Unit Leader</i>			1	1	2
Incident Communications Manager	1	1	1	1	1
Incident Dispatcher	1	2	3	3	4
Message Center Operator		1	1	2	2
Messenger		1	2	2	2
Communications Technician		1	2	4	4
<i>Medical Unit Leader</i>	1	1	1	1	1
Assistant Medical Unit Leader	As Needed				
<i>Food Unit Leader</i>		1	1	1	1
Food Unit Assistant (each camp)	As Needed				
<i>Support Branch Director</i>	As Needed				
<i>Supply Unit Leader</i>		1	1	1	1
Camp Supply Assistant (each camp)	As Needed				
Ordering Manager			1	1	1
Receiving/Distribution Manager		1	1	1	1
Recorders		1	1	2	2
Supply Unit Staff		2	2	2	2
<i>Facilities Unit Leader</i>		1	1	1	1
Base Manager		1	1	1	1
Camp Manager (each camp)	As Needed				
Facilities Maintenance Specialist		1	1	1	1
Security Manager		1	1	1	1
Facilities Unit Staff		6	6	12	12
<i>Ground Support Unit Leader</i>	1	1	1	1	1
Equipment Manager		1	1	1	1
Assistants	As Needed				
Equipment Timekeeper		1	1	1	1
Mechanics	1	1	3	5	7
Drivers	As Needed				
Operators	As Needed				
Finance/Administration					
Finance/Administration Section Chief	One Per Incident				
Deputy Finance/Admin Section Chief					1
<i>Time Unit Leader</i>		1	1	1	1
<i>Time Recorder, Personnel</i>		1	3	3	5
<i>Time Recorder, Equipment</i>		1	2	2	3
<i>Procurement Unit Leader</i>		1	1	1	1
<i>Compensation/Claims Unit Leader</i>		1	1	1	1
<i>Compensation Specialist</i>	As Needed				
<i>Claims Specialist</i>	As Needed				
<i>Cost Unit Leader</i>		1	1	1	1
<i>Cost Analyst</i>			1	1	1

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Federal Resources

Agencies
Federal Bureau of Investigation (FBI), Weapons of Mass Destruction (WMD) Coordinator, Hazmat Response Unit (HMRU)
U.S. Army Medical Research Institute of Chemical Defense (USAMRICD)
U.S. Army Medical Research Institute of Infectious Disease (USAMRIID)
U.S. Army Medical Research Institute of Chemical Causality Care Division (USAMRICD - CCCD)
U.S. Army Tech Escort Unit (TEU)
Soldier and Biological Chemical Command (SBCCOM)
Centers for Disease Control and Prevention (CDC)
Agency for Toxic Substance Disease Registry (ATSDR)
Federal Emergency Management Agency (FEMA)
Disaster Medical Assistance Team (DMAT)
Disaster Mortuary Response Team (DMORT)
Chemical/Biological Incident Response Force (CBIRF)
Bureau of Alcohol, Tobacco, and Firearms (ATF)
Department of Energy Nuclear Emergency Support Team (DOE NEST)

Note: This list is not all encompassing. Different types of incidents will generate different responses by

assisting agencies. Supplement this list with local/State resources as needed.

STATE/LOCAL Agencies

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CHAPTER 14: GLOSSARY AND ACRONYMS

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Glossary

AGENCY – A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

AGENCY ADMINISTRATOR or EXECUTIVE – The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions and providing direction to the management organization for an incident.

AGENCY DISPATCH – The agency or jurisdictional facility from which resources are sent to incidents.

AGENCY REPRESENTATIVE – A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

AIR OPERATIONS BRANCH – The Operations Section Chief may establish an Air Operations Branch to meet mission requirements dependent on the nature of the incident and the availability of air assets.

AIR OPERATIONS BRANCH DIRECTOR – The person primarily responsible for preparing and implementing and supporting the air operations portion of the Incident Action Plan.

ALL-HAZARDS – Any incident, natural or manmade that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

AREA COMMAND – An organization established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged.

ASSESSMENT – The evaluation and interpretation of measurements and other information to provide a basis for decision making.

ASSIGNED RESOURCES – Resources that have been checked in and assigned work tasks on an incident.

ASSIGNMENTS – Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

ASSISTANT – Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

ASSISTING AGENCY – An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

AVAILABLE RESOURCES – Resources assigned to an incident, checked in, and available for a mission assignment.

BASE – The location at which primary Logistics functions for an incident are coordinated and administered.

BRANCH – Organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

CACHE – A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

CAMP – A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

CHAIN OF COMMAND – A series of command, control, executive, or management positions in hierarchical order of authority.

CHECK-IN – The process through which resources first report to an incident.

CHIEF – The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigation (if established as a separate section).

COMMAND – The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

COMMAND STAFF – Consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander.

COMMUNICATIONS UNIT – An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC.

COMPLEX – Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

CONTINGENCY PLAN – The portion of an IAP or other plan that identifies possible but unlikely events and the contingency resources needed to mitigate those events.

CONTROL ZONES – The geographical areas within the control lines set up at a HAZMAT incident. The three zones most commonly used are the Exclusion Zone, Contamination Reduction Zone, and Support Zone.

COOPERATING AGENCY – An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

COORDINATE – To advance systematically an analysis and exchange of information among principals

who have or may have a need to know certain information to carry out specific incident management responsibilities.

COST SHARING AGREEMENTS – Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be verbal between an authorized agency or jurisdictional representatives at the incident.

COST UNIT – Functional Unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

CRITICAL INFRASTRUCTURE – Systems and assets, whether physical or virtual, so vital to the United States or a community that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.

DELEGATION OF AUTHORITY – A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

DEMOBILIZATION – The orderly, safe, and efficient return of an incident resource to its original location and status.

DEMOBILIZATION UNIT – Functional Unit within the Planning Section responsible for ensuring orderly, safe, and efficient demobilization of incident resources.

DEPUTY – A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

DIRECTOR – The ICS title for individuals responsible for supervision of a Branch.

DISPATCH – The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

DIVISION – The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

DOCUMENTATION UNIT – Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

EMERGENCY OPERATIONS CENTER – The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.

EMERGENCY PUBLIC INFORMATION – Situational and directive information that is disseminated to the public in anticipation of or during an emergency.

EVACUATION – Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

EVENT – A planned, non-emergency activity (e.g., sporting events, concerts, parades, etc.).

EXPANDED ORDERING – An organization that is authorized to set up outside of the ICP to assist the Logistics Section with ordering supplies, services and resources to support the incident.

FACILITIES UNIT – functional Unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

FINANCE/ADMINISTRATION SECTION – The section responsible for all administrative and financial considerations surrounding an incident.

FIELD OPERATING GUIDE (FOG) OR HANDBOOK – A durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

FOOD UNIT – Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

FUNCTION – Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigation, may be established, if required, to meet incident management needs.

GENERAL STAFF – A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

GEOGRAPHIC INFORMATION SYSTEM (GIS) – An electronic information system, which provides a geo-referenced database to support management decision-making.

GROUND SUPPORT UNIT – Functional Unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

GROUP – Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

HAZARD – Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

HAZARDOUS MATERIAL – A substance or material, that has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated (see 49 CFR 171.8).

HAZARD/RISK WORKSHEET (215a) – A worksheet displaying the risks and hazards on an incident, and the mitigations recommended to reduce the exposure to personnel, equipment and the public. This worksheet is prepared by the OSC and SO.

HELIBASE – A location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

HELISPOT – A location where a helicopter can take off and land. Some helispots may be used for temporary loading.

IDENTIFICATION AND AUTHENTICATION – Individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports), must be properly authenticated and certified for security purposes.

INCIDENT– An occurrence or event, natural or manmade that requires a response to protect life or property.

INCIDENT ACTION PLAN – An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments.

It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

INCIDENT BASE – Location at the incident where the primary logistics functions are coordinated and administered. The ICP may be co-located with the base. There is only one base per incident.

INCIDENT COMMANDER – The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

INCIDENT COMMAND POST – The field location where the primary command functions are performed. The ICP may be co-located with the incident base or other incident facilities.

INCIDENT COMMAND SYSTEM (ICS) – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

INCIDENT COMMUNICATIONS – Incident Command manages communications at an incident, using a

common communications plan and an incident-based communications center established solely for use by the command, tactical, and support resources assigned to the incident. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

INCIDENT MANAGEMENT – The broad spectrum of activities and organizations providing effective and efficient operations, coordination and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident regardless of cause, size, or complexity.

INCIDENT MANAGEMENT TEAM – An IC and the appropriate Command and General Staff personnel assigned to an incident.

INCIDENT OBJECTIVES – Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

INTELLIGENCE OFFICER – The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities

INITIAL ACTION – The actions taken by those responders first to arrive at an incident site.

INITIAL RESPONSE – Resources initially committed to an incident.

INTELLIGENCE/INVESTIGATIONS – Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to the determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

JOB AID – A checklist or other aid that is useful in performing or training for a job.

JOINT INFORMATION CENTER – A facility established to coordinate all incident-related public information activities. Public information officials from all participating agencies should collocate at the JIC.

JOINT INFORMATION SYSTEM – Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations

JURISDICTION – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal and local

boundary lines) or functional (e.g., law enforcement, public health).

LIAISON – A form of communication for establishing and maintaining mutual understanding and cooperation.

LIAISON OFFICER – A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

LOGISTICS – Providing resources and other services to support incident management.

LOGISTICS SECTION – The section responsible for providing facilities, services, and material support for the incident.

MANAGEMENT BY OBJECTIVE – A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

MANAGERS – Individuals within ICS organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

MEDICAL UNIT – Functional Unit within the Service Branch of the Logistics Section responsible for the development of the Incident Medical Plan, and for providing emergency medical treatment of incident personnel and as required establish rest and rehabilitation for incident personnel.

MESSAGE CENTER – Part of the Communications Center (co-located with or adjacent to it). It receives, records, and routes information about resources reporting to the incident and resource status, and handles administration and tactical traffic.

MITIGATION – Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

MOBILIZATION – The process and procedures used by all organizations—Federal, State, tribal, and local — for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

MULTIAGENCY COORDINATION (MAC) – Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the System. It can provide coordinated decisionmaking and resource

allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

MULTI-AGENCY COORDINATION SYSTEM –

Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOCs and MAC Groups. These systems assist agencies and organizations responding to an incident.

MULTI-JURISDICTIONAL INCIDENT – An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents may be managed under UC.

NATIONAL – Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and polity.

NATIONAL INCIDENT MANAGEMENT SYSTEM –

Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

NATIONAL RESPONSE PLAN – A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

NONGOVERNMENTAL ORGANIZATION – An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

NUCLEAR INCIDENT RESPONSE TEAM (NIRT) – Created by the Homeland Security Act (HLSA) to provide DHS with a nuclear/radiological response capability. When activated, the NIRT consists of specialized Federal response teams drawn from DOE and/or EPA.

OFFICERS – The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

OPERATIONAL PERIOD – The time scheduled 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.

OPERATIONS SECTION – The section responsible for all tactical incident operations and implementation of the IAP. In ICS, it normally includes subordinate branches, divisions, and/or groups.

OPERATIONS SECTION CHIEF – The Operations Section Chief directly manages all incident tactical activities and implements the IAP.

OUT-OF-SERVICE RESOURCES – Resources assigned to an incident, but that are unable to respond for mechanical, rest, or personnel reasons.

OVERHEAD PERSONNEL – Personnel who are assigned to supervisory positions that includes: Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

PERSONNEL ACCOUNTABILITY – The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

PERSONAL PROTECTIVE EQUIPMENT – That equipment and clothing required to shield or isolate personnel from hazards that may be encountered.

PLAIN LANGUAGE – The use of plain English in radio communications transmission. Neither 10 Codes nor agency-specific codes are used when using Plain Language.

PLANNING MEETING – A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning.

PLANNING SECTION – The section responsible for the collection, evaluation, and dissemination of operational

information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

PREPAREDNESS – A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

PREVENTION – Actions to avoid an incident or to intervene to stop an incident from occurring while protecting lives and property

PROCESSES – Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently.

PROCUREMENT UNIT – Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

PUBLIC INFORMATION OFFICER – A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

RECOVERY – The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services;

individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

REIMBURSEMENT – Provides a mechanism to recoup funds expended for incident-specific activities.

REPORTING LOCATION – A facility/location where incident assigned resources may check-in. Usually at a(n): Incident Command Post-Resources Unit, Base, Staging Area, Helibase, or Division/Group Supervisors (for direct line assignments). Check-in occurs at one location only.

RESOURCE IDENTIFICATION AND ORDERING – Resource managers use standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities.

RESOURCES – Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

RESOURCES UNIT – Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. It also evaluates

resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

RESPONDER REHABILITATION – Also known as "rehab," a treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

RESPONSE – Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

SAFETY OFFICER – A member of the Command Staff responsible for monitoring incident operations and advising the IC on all matters relating to operational safety including the health and safety of emergency responder personnel.

SECTION – The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigation (if established). The section is organizationally situated between the branch and the Incident Command.

SINGLE RESOURCE – Individual personnel, supplies and equipment items, and the operators associated with them.

SITE SAFETY AND HEALTH PLAN (SSHP) – Site-specific document required by State and Federal Occupational (OSHA) regulations and specified in the Area Contingency Plan. The SSHP, at minimum, addresses, includes, or contains the following elements: Health and safety hazard analysis for each site task or operation, comprehensive operations work plan, personnel training requirements, PPE selection criteria, site-specific occupational medical monitoring requirements, air monitoring plan, site control measures, confined space entry procedures (if needed), pre-entry briefings (tailgate meetings, initial and as needed), pre-operations commencement health and safety briefing for all incident participants, and quality assurance of SSHP effectiveness.

SITUATION ASSESSMENT – The evaluation and interpretation of information gathered from a variety of sources (including weather information and forecasts, computerized models, GIS data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision makers, can provide a basis for incident management decision making.

SITUATION UNIT – Functional Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses.

SPAN OF CONTROL – The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.

STAGING AREA – Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

STAKEHOLDERS – Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation.

STATE – When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

STRATEGIC– Strategic elements of incident management are characterized by continuous long-term, high level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

STRATEGIC NATIONAL STOCKPILE (SNS) – A federal supply of medicine and medical supplies to protect the American public if there is a public health emergency (e.g., terrorist attack, flu outbreak, earthquake, etc.) severe enough to cause local supplies to run out. Once Federal and local authorities agree that the SNS is needed, medicines will be delivered to any State 12 hours. Each state has plans

to receive and distribute SNS medicine and medical supplies to local communities as quickly as possible.

STRATEGY – The general plan or direction selected to accomplish incident objectives.

STRATEGIC PLAN – A plan that addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.

STRIKE TEAM – A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

SUPERVISOR – The ICS title for an individual responsible for a division or group.

SUPPLY UNIT – Functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

TACTICAL DIRECTION – Directions given by the OSC that includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

TACTICS – Deploying and directing resources on an incident to accomplish the objectives designated by strategy.

TASK FORCE – Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

TECHNICAL ASSISTANCE – Support provided to State, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

TECHNICAL SPECIALISTS – Personnel with special skills that can be used anywhere within the ICS organization.

TERRORISM – Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government.

THREAT – An indication of possible violence, harm, or danger.

TIME UNIT – Functional Unit within the Finance/Administration Section responsible for recording time for incident personnel and hired resources.

TOOLS – Those instruments and capabilities that allow for the professional performance of tasks, such as

information systems, agreements, doctrine, capabilities, and legislative authorities.

TRIAGE – A process for sorting injured people into groups based on their need for or likely benefit from immediate medical treatment.

TRIBAL – Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

TYPE – An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

UNIFIED COMMAND – An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

UNIT – The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

UNIT LEADER – The individual in charge of managing Units within an ICS functional section.

UNITY OF COMMAND – Each individual involved in incident operations will be assigned to only one supervisor.

VOLUNTEER – For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed.

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Acronyms

AC	Area Command
ACP	Area Command Post
AOBD	Air Operations Branch Director
AOR	Area of Responsibility
ARC	American Red Cross
AREP	Agency Representative
ASG	Air Support Group
ATC	Air Traffic Control
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
ATSDR	Agency for Toxic Substance Disease Registry
C2	Command and Control
CBIRF	Chemical/Biological Incident Response Force
CBRNE	Chemical, Biological, Radiological, Nuclear
CCCD	Chemical Causality Care Division (USAMRICD)
CDC	Centers for Disease Control and Prevention
CFR	Code of Federal Regulations
CISM	Critical Incident Stress Management
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DoD	Department of Defense
DOE	Department of Energy
DP	Display Processor
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency

ERFOG	Emergency Responder Field Operating Guide
ETA	Estimated Time of Arrival
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FOG	Field Operating Guide
FSC	Finance/Administration Section Chief
GIS	Geographic Information System
GSUL	Ground Support Unit Leader
HAZMAT	Hazardous Material
HHS	Department of Health & Human Services
HLSA	Homeland Security Act
HMRU	HAZMAT Response Unit
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IAW	In Accordance With
IC	Incident Commander
IC or UC	Incident Command or Unified Command
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
ITS	Information Technology Specialist
JIC	Joint Information Center
JIS	Joint Information System
LAN	Local Area Network
LNO	Liaison Officer
LSC	Logistics Section Chief
MAC	Multi-agency Coordination
MACS	Multi-agency Coordination System
MOU	Memorandum of Understanding
NEST	Nuclear Emergency Support Team

NG	National Guard
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
NOTAM	Notice to Airmen
NRP	National Response Plan
OPSEC	Operations Security
OPSUM	Operational Summary
OSC	Operations Section Chief
OSD	Office of the Secretary of Defense
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSC	Planning Section Chief
RFI	Request for Information
SAR	Search and Rescue
SBCCOM	Soldier and Biological Chemical Command
SM	Security Manager
SITREP	Situation Report
SNS	Strategic National Stockpile
SO	Safety Officer
TEU	U.S. Army Tech Escort Unit
TES	Threatened and Sensitive Species
TFL	Task Force Leader
TFR	Temporary Flight Restriction
UC	Unified Command
USAMRICD	U.S. Army Medical Research Institute of Chemical Defense
USAMRIID	U.S. Army Medical Research Institute of Infectious Disease
USC	United States Code
VIP	Very Important Person

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CHAPTER 15: EMERGENCY RESPONDERS ICS FORMS

ICS Form #	Form Title	Prepared By
ICS 201	Incident Briefing	Initial Incident Commander
ICS 202	Incident Objectives	Planning Section Chief
ICS 203	Organization Assignment List	Resources Unit Leader
ICS 204	Assignment List	Resources Unit Leader & Operations Section Chief
ICS 205	Incident Radio Communications Plan	Communications Unit Leader
ICS 206	Medical Plan	Medical Unit Leader
ICS 207	Organization Chart	Resources Unit Leader
ICS 209	Incident Status Summary	Situation Unit Leader
ICS 210	Status Change Card	Communications Leader
ICS 211	Check-In List	Resources Unit/ Check-in Recorder
ICS 213	General Message	Any Message Originator
ICS 214	Unit Log	All Sections and Units
ICS 215	Operational	Operations Section

ICS Form #	Form Title	Prepared By
	Planning Worksheet	Chief
ICS 215a	Hazard Risk Analysis Worksheet	Operations Section Chief and Safety Officer
ICS 216	Radio Requirements Worksheet	Communications Unit
ICS 217	Radio Frequency Assignment Worksheet	Communications Unit
ICS 218	Support Vehicle Inventory	Ground Support Unit
ICS 219	Resource Status Card	Resources Unit
ICS 220	Air Operations Summary Worksheet	Operations Section Chief or Air Branch Director
ICS 221	Demobilization Checkout	Demobilization Unit Leader
ICS 224	Crew Performance Rating Form	
ICS 225	Incident Personnel Performance Rating Form	
ICS 226	Individual Personnel Rating	

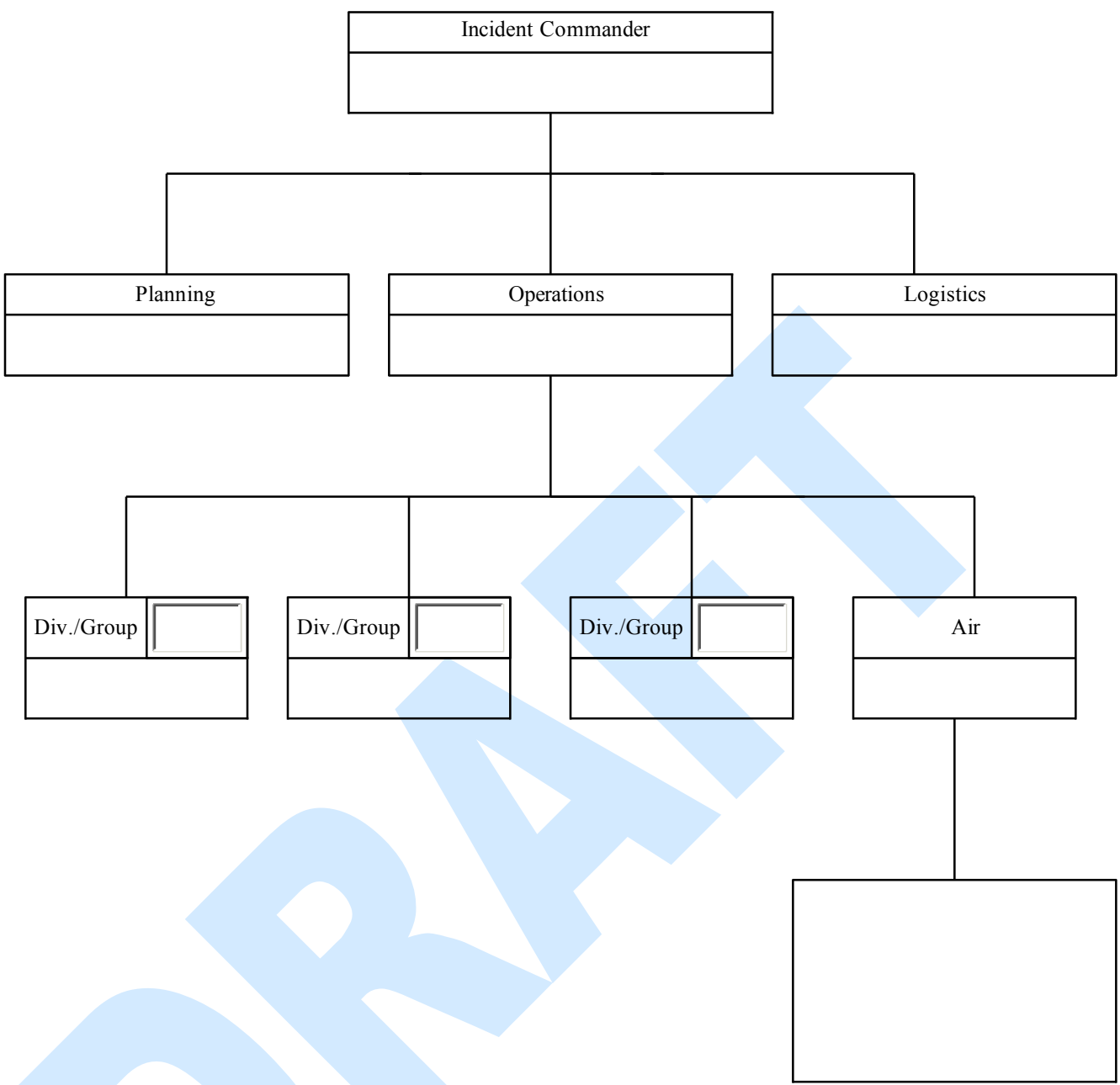
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ICS201 Incident Briefing

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Map sketch	Show perimeter and control lines, resources assignments, incident facilities, and other special information on a sketch map or attached to the topographic or orthophoto map.
5	Prepared by (name/position)	Enter the name and position of the person completing the form.
6	Summary of current actions	Enter the strategy and tactics used on the incident and note any specific problem areas.
7	Current organization	Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary.
8	Resource summary	Enter the following information about the resources allocated to the incident. Enter the number and type of resource ordered.
	Resources ordered	Enter the number and type of resource ordered.
	Resources identification	Enter the agency three letter designator, S/T, Kind/Type and resource designator.
	ETA	Enter the estimated arrival time.
	On-site	Enter the arrival time or a checkmark in upon arrival.
	Location/assignment	Enter the assigned location of the resource and/or the actual assignment.

INCIDENT BRIEFING ICS-201	1. Incident Name <input type="text"/>	2. Date Prepared <input type="text"/>	3. Time Prepared <input type="text"/>
4. Map Sketch			
			
	Page 1	5. Prepared By (Name and Position) <input type="text"/>	

6. Summary of Organizational Actions



ICS202 Incident Objectives

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Operational period (date/time)	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5	General objectives for the incident (include alternatives)	Enter short, clear, and concise statements of the objectives for managing the incident including alternatives. The control objectives usually apply for the duration of the incident.
6	Weather forecast for operational period	Enter weather prediction information for the specified operational period.
7	General safety message	Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached.
8	Attachments (X if attached)	The form is ready for distribution when appropriate attachments are completed and attached to the form.
9	Prepared by (planning section chief)	Enter the name and position of the person completing the form (usually the Planning Section Chief).
10	Authorized by (incident commander)	Enter the name and position of the person approving the form (usually the Incident Commander).

INCIDENT OBJECTIVES ICS-202	1. Incident Name	2. Date Prepared	3. Time Prepared
	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Operational Period (Date/Time)			
<input type="text"/>			
5. General Control Objectives for the Incident (Include Alternatives)			
<input type="text"/>			
6. Weather Forecast for Operational Period			
<input type="text"/>			
7. General Safety Message			
<input type="text"/>			
8. Attachments (X If Attached)			
<input type="checkbox"/> Organization List - (ICS 203)	<input type="checkbox"/> Medical Plan - (ICS 206)	<input type="checkbox"/> <input type="text"/>	
<input type="checkbox"/> Div. Assignment Lists - (ICS 204)	<input type="checkbox"/> Incident Map	<input type="checkbox"/> <input type="text"/>	
<input type="checkbox"/> Communications Plan - (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> <input type="text"/>	
9. Prepared by (Planning Section Chief)	10. Approved by (Incident Commander)		
<input type="text"/>	<input type="text"/>		

ICS203 Organization Assignment List

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Operational period (date/time)	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5	Incident Commander and Command Staff	Enter short, clear, and concise statements of the objectives for managing the incident including alternatives. The control objectives usually apply for the duration of the incident.
6	Agency representatives	Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Divisions/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
7	Planning section	Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Divisions/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
8	Logistics section	Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Divisions/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
9	Operations section	Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Divisions/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
10	Finance/administration	Enter the names of personnel

	section	staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Divisions/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
	Prepared by	Enter the name of the Resources Unit member preparing the form. Attach form to the Incident Objectives.

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Organization Assignment List ICS-203		1. Incident Name	2. Date Prepared	3. Time Prepared
Position	Name	4. Operational Period Date/Time		
5. Incident Commander and Staff		9. Operational Section		
Incident Commander		Chief		
Deputy		Deputy		
Safety Officer		a. Branch I - Division/Groups		
Information Officer		Branch Director		
Liaison Officer		Deputy		
6. Agency Representatives		Division/Group		
Agency	Name	Division/Group		
		Division/Group		
		b. Branch II - Division/Groups		
		Branch Director		
		Deputy		
7. Planning Section		Division/Group		
Chief		Division/Group		
Deputy		Division/Group		
Resources Unit		Division/Group		
Situation Unit		c. Branch III - Division/Groups		
Documentation Unit		Branch Director		
Demobilization Unit		Deputy		
Technical Specialists		Division/Group		
		Division/Group		
		Division/Group		
8. Logistics Section		d. Air Operations Branch		
Chief		Air Operations BR Dir		
Deputy		Air Tactical Group Sup.		
a. Support Branch		Air Support Group Sup.		
Director		Helicopter Coordinator		
Supply Unit		Air Tanker/Fixed Wing CRD		
Facilities Unit		10. Finance/Administration Section		
Ground Support Unit		Chief		
b. Service Branch		Deputy		
Director		Time Unit		
Communication Unit		Procurement Unit		
Medical Unit		Cost Unit		
Food Unit		Compensations/Claims		
Prepared By (Resources Unit)				

ICS204 Assignment List

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Operational period (date/time)	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5	Operations personnel	Enter the name of the Operations Chief, applicable Branch Director, Division Supervisor, and Air Tactical Group Supervisor.
6	Resources assigned this period	List resource designators, leader name, total number of personnel, transportation needed, and pick-up and drop-off times.
7	Work assignments	Enter the specific work assignments given to each of the resources.
8	Special instructions	Enter statement calling attention to any safety problems or specific precautions to be exercised or other important information.
9	Division/group communications summary	The Communications Unit provides this information on the form for Command, Division, Tactical, Support, and Ground-to-Air frequencies.
10	Prepared by	Enter the name of the Resources Unit member preparing the form. Attach form to the Incident Objectives.
11	Approved by	Enter the name of the person approving the form (usually the Planning Section Chief).

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1. Branch <input style="width: 95%;" type="text"/>		2. Division/Group <input style="width: 95%;" type="text"/>		ASSIGNMENT LIST ICS-204			
3. Incident Name <input style="width: 95%;" type="text"/>				4. Operational Period Date: <input style="width: 80%;" type="text"/> Time: <input style="width: 80%;" type="text"/>			
5. Operational Personnel							
Operations Chief <input style="width: 80%;" type="text"/>		Division/Group Supervisor <input style="width: 95%;" type="text"/>					
Branch Director <input style="width: 80%;" type="text"/>		Air Tactical Group Supervisor <input style="width: 95%;" type="text"/>					
6. Resources Assigned This Period							
Strike Team/Task/Force/ Resource Designator	EMT	Leader	Number Persons	Trans. Needed	Pickup PT./Time	Drop Off PT./Time	
7. Control Operations <input style="width: 95%; height: 50px;" type="text"/>							
8. Special Instructions <input style="width: 95%; height: 50px;" type="text"/>							
9. Division/Group Communication Summary							
Function	Freq.	System	Channel	Function	Frequency	System	Channel
Command	Local			Support			
	Repeat				Repeat		
Div/Group Tactical				Air to Ground			
Prepared by (Resource Unit Leader) <input style="width: 95%;" type="text"/>			10. Approved by (Planning Section Chief) <input style="width: 95%;" type="text"/>		Date <input style="width: 80%;" type="text"/>	Time <input style="width: 80%;" type="text"/>	

ICS205 Incident Radio Communications Plan

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date/Time prepared	Enter date prepared (month, day, year) and time prepared (24-hour clock).
3	Operational period (date/time)	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
4	Base radio channel utilization	Enter the radio cache system(s) assigned and used on the incident (e.g., Boise Cache, FIREMARS, Region 5 Emergency Cache, etc.).
	Channel number	Enter the radio channel numbers assigned.
	Function	Enter the function each channel number is assigned (i.e., command, support, division tactical, and ground-to-air).
	Frequency	Enter the radio frequency tone number assigned to each specified function (e.g., 153.400).
	Assignment	Enter the ICS organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
	Remarks	This section should include narrative information regarding special situations.
5	Prepared by (communications unit)	Enter the name of the Communications Unit member preparing the form. Attach form to the Incident Objectives.

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INCIDENT RADIO COMMUNICATIONS PLAN ICS-205			1. Incident Name <input type="text"/>		
2. Date Prepared <input type="text"/>	Time Prepared <input type="text"/>	3. Operational Period Date/Time: <input type="text"/>			
4. Base Radio Channel Utilization					
System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
5. Prepared By (Communications Unit)					

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INCIDENT RADIO COMMUNICATIONS PLAN ICS-205			1. Incident Name <input type="text"/>		
2. Date Prepared <input type="text"/>	Time Prepared <input type="text"/>	3. Operational Period Date/Time: <input type="text"/>			
4. Base Radio Channel Utilization					
System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
5. Prepared By (Communications Unit)					

ICS206

Medical Plan

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Operational period (date/time)	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5	Medical aid stations	Enter name and location of incident medical aid stations (e.g., Cajon Staging Area, Cajon Camp Ground), contact number, and indicate with a ✓ if paramedics are located at the site.
6	Transportation	Enter name and location of organization providing transportation, contact number, and indicate with a ✓ if paramedics are located at the site.
B	Incident ambulances	Name of organization providing ambulances and the incident location. Also indicate if paramedics are aboard.
7	Hospitals	List hospitals which could serve this incident. Incident name, address, the travel time by air and ground from the incident to the hospital, phone number, and indicate with a ✓ if the hospital has helped and has paramedics on site.
8	Medical emergency procedures	Note any special emergency instructions for use by incident personnel.
9	Prepared by (Planning Section Chief)	Enter the name of the planning section chief. Attach form to the Incident Objectives.
10	Reviewed by (Safety Officer)	Obtain the name of the Safety Officer who must review the plan.

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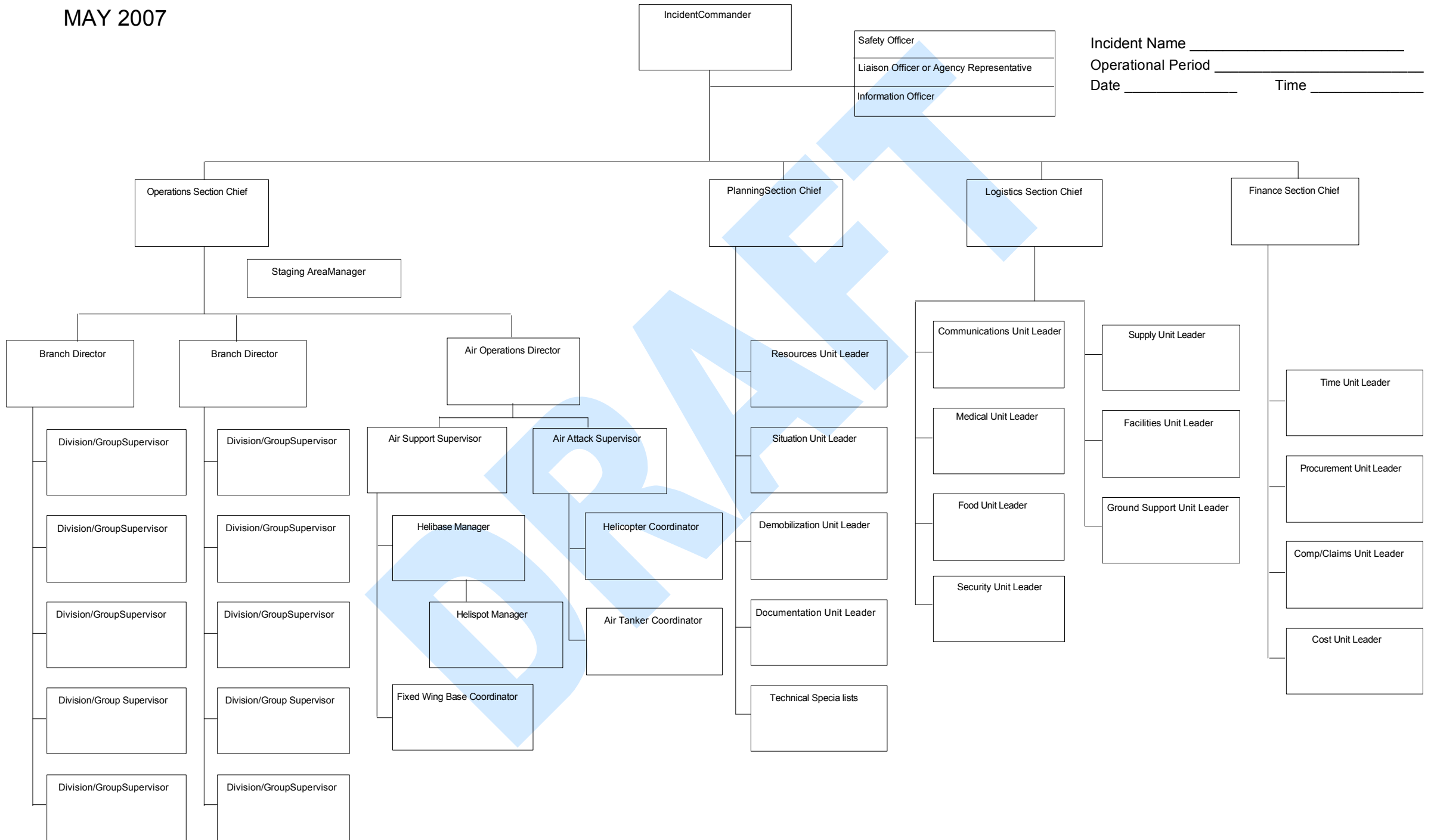
Medical Plan ICS-206	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period		
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
5. Operational Period (Date/Time)						
Medical Aid Stations	Location		Paramedics Yes No			
<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		
6. Transportation						
Name	Address	Phone	Paramedics Yes No			
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
B. Incident Ambulances						
Name	Location	Phone	Paramedics Yes No			
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		
7. Hospitals						
Name	Address	Travel Air	Time Ground	Phone	Helped Yes No	Paramedics Yes No
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Medical Emergency Procedures						
<input type="text"/>						
9. Prepared by (Planning Section Chief)				10. Approved by (Incident Commander)		
<input type="text"/>				<input type="text"/>		

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ICS207 Incident Organization Chart

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Operational period (date/time)	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5	Incident Commander/Unified Command	Enter name of the Incident Commander and/or unified command.
6	Organization Chart	Complete the incident organization chart.

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NIMS Incident Status Summary (ICS-209)

Current Date:	Current Time:	State:	County:	City:	Unit / Other:	Incident Name:	
Start Date:	Start Time:	Initial:	Update:	Final:	Incident Closed: Y/N	Incident Number:	
Incident Kind (fire, LE, hazmat, planned event):	Primary Causal Factor:		Jurisdiction:	Ownership:	Incident Commander:	Incident Command Organization:	
Legal Description (Township, Section, Range, etc):	Latitude:	Short Location Description (in reference to nearest town):					
	Longitude:						
Incident Report Information							
Estimated Incident Management Costs to Date:		Incident Size/Area Involved:		Incident Control Status:		Expected Incident Management Completion Date:	
Estimated Final Incident Management Costs:		Projected Final Incident Size/Area:		<input type="checkbox"/> LOW <input type="checkbox"/> MEDIUM <input type="checkbox"/> HIGH <input type="checkbox"/> CONTROLLED			
Non-Responder Injuries this Reporting Period:	Non-Responder Injuries to Date:	Non-Responder Fatalities to Date:	Materials, issues, & challenges to be addressed in incident area:				
Responder Injuries this Reporting Period:	Responder Injuries to Date:	Responder Fatalities to Date:	Damage Assessment Information				
			Type of Asset or Structure	Threatened:	Damage To:	Destroyed:	
Human Life/Safety Threat Management: <input type="checkbox"/> Shelter-in-place in progress <input type="checkbox"/> Evacuation(s) in progress <input type="checkbox"/> No evacuation(s) imminent <input type="checkbox"/> Potential future threat <input type="checkbox"/> No likely threat <input type="checkbox"/> Mass notifications in progress			Residential				
			Commercial				
			Critical Infrastructure & Key Resources – List:				

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Notes:				
	Economic Impacts			
	Other Resources			

Incident Decision Support Information

Current Risk Information in 12, 24, 48, 72 hour time frames and beyond:
(Summarize primary threats to life, property, communities, critical infrastructure, economic conditions, continuity of operations, local stability, other resources.)

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

Critical Resource Needs (kind & amount, in priority order, and in 24, 48, and 72 hour time frames):

12 hours:

24 hours:

48 hours:

72 hours:

Significant events today (evacuations, significant progress made, etc.):

Current Weather Conditions

Wind Speed in mph:

Wind Direction:

Temperature:

Relative Humidity:

Notes:

Projected incident activity, potential, movement, escalation, or spread and influencing factors during the next operational period and in 24, 48, and 72 hour time frames:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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Actions planned for next operational period:

Projected resource demobilization start date:

STRATEGIC DISCUSSION:
Relation of overall strategy, constraints, and available current information to:
 1) critical resource needs identified above
 2) the Incident Action Plan and management objectives and targets,
 3) expected results.
 Explain major problems and concerns (operational challenges, social/political/economic concerns or impacts, incident control problems, etc.).

REMARKS:

Resource Commitment Information

Resource :																					Total Personnel:
Agency:																					
TOTAL:																					

Cooperating and Assisting Agencies Not Listed Above:

Approval & Routing Information

Prepared by:	Approved by:	Primary Individual Sent To:	Time Sent
NIMS Position:	NIMS Position:	NIMS Position:	Date: Time: Primary Location Sent To:

1. Incident Name	2. Operational Period (Date / Time) From: _____ To: _____	STATUS CHANGE ICS 210
3. Personnel / Resource Name or I.D.		
4. New Status <input type="checkbox"/> Available / Staged <input type="checkbox"/> Assigned _____ <input type="checkbox"/> Out of Service		
5. FROM Location or Status	6. TO Location or Status	
7. Time of Location / Status Change		
8. Comments		
9. Prepared by:		Date / Time
10. Processed by: (Resource Unit)		Date / Time
STATUS CHANGE		ICS 210

ICS211 Incident Check-in List

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Check-in location (check all that apply)	Place a check mark in the appropriate box indicating where the resource or person checked in at the incident.
3	Date/time	Enter date (month, day, year) and time prepared (24-hour clock).
4	List personnel (overhead) by agency and name or list equipment by the following format	Use this section to list agency three-letter designator and individual names for all overhead (supervisory) personnel. When listing equipment, use three-letter designator, indicate if resource is a single resource, task force or strike team; enter kind or resource (letter for single resources, Number 1-3 for Strike Team); enter type of resource (1-4), and designated identification number.
5	Order/Request Number	Order number will be assigned by Agency dispatching the resources or personnel to the incident.
6	Date/ Time Check-In	Self explanatory.
7	Leader's Name	Self explanatory.
8	Total No. Personnel	Enter total number of personnel in strike teams, task forces or manning single resources. Include leaders.
9	Manifest	Indicate if a manifest was prepared.
10	Crew or Individual's Weight	Self explanatory.
11	Home Base	Location at which the resource/individual is normally

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		assigned. (May not be departure location.)
12	Departure Point	Location from which resource/individual departed for this incident.
13	Method of Travel	Means of travel to incident (bus, truck, engine, personal vehicle, etc.)
14	Incident Assignment	Assignment at time of dispatch.
15	Other Qualifications	List any other ICS position the individual has been trained to fill.
16	Sent to RESTAT Time/Int	Enter initials and time that the information pertaining to that entry was sent to the Resources Unit.
17	Prepared by (Name and Position) Use back for remarks or comments	Enter name of Check-In Recorder.

INCIDENT CHECK-IN LIST Check one: <input type="checkbox"/> Personnel <input type="checkbox"/> Handcrew <input type="checkbox"/> Misc. <input type="checkbox"/> Engines <input type="checkbox"/> Dozers <input type="checkbox"/> Helicopters <input type="checkbox"/> Aircraft	1. Incident Name	2. Check-In Location (complete all that apply)					3. Date/Time
		<input type="checkbox"/> Base	<input type="checkbox"/> Camp	<input type="checkbox"/> Staging Area	<input type="checkbox"/> ICP Restat	<input type="checkbox"/> Helibase	

Check-In Information

4. List Personnel (overhead) by Agency & Name - OR- List equipment by the following format:					5.	6.	7.	8.	9.		10.	11.	12.	13.	14.	15.	16.		
Agency	Single	Kind	Type	I.D. No/Name	Order/Request Number	Date/ Time Check-In	Leader's Name	Total No. Personnel	Yes	No	Manifest	Crew or Individual's Weight	Home Base	Departure Point	Method of Travel	Incident Assignment	Other Qualifications	Ser RE: Tim	

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ICS215 Operational Planning Worksheet

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter time prepared (24-hour clock).
3	Time prepared	Enter date prepared (month, day, year).
4	Operational period (date/time)	Enter the time interval for which the information applies. Record the start time and end time and date(s).
5	Division or other location	Enter the Division letter or location of the work assignment for the resources.
6	Work assignments	Enter the specific work assignments given to each of the Divisions.
7	Resources by type (show Strike Team as ST)	Complete resource headings, both for kind and type appropriate for the incident. Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) required "REQ", and the number of resources available "HAVE" to perform the work assignment. Then record the number of resources needed "NEED" by subtracting the number in the "HAVE" row from the number in the "REQ" row.
8	Reporting location	Enter the specific location the "needed" resources are to report for the work assignment (staging area, location on the fire line, etc.)
9	Requested arrival time	Enter time resources are requested to arrive at the reporting location.
10	Total resources required	Enter the total number of resources by type (engines, crews, dozers, etc.) required, on hand, and ordered.
11	Prepared by (Name and Position)	Record the name and position of the person completing the form.

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OPERATIONAL PLANNING WORKSHEET					1. INCIDENT NAME	2. DATE PREPARED	3. OPERATIONAL PERIOD (DATE/TIME)		
4. DIVISION OR OTHER LOCATION	5. WORK ASSIGNMENTS	6. RESOURCES BY TYPE (SHOW STRIKE TEAM AS ST)						7. REPORTING LOCATION	8. REQUESTED ARRIVAL TIME
		RESOURCE							
		TYPE							
		REQ							
		HAVE							
		NEED							
		REQ							
		HAVE							
		NEED							
		REQ							
		HAVE							
		NEED							
		REQ							
		HAVE							
		NEED							
		REQ							
		HAVE							
		NEED							
		REQ							
		HAVE							
		NEED							
		REQ							
		HAVE							
		NEED							
		REQ							
		HAVE							
		NEED							
	9. TOTAL RESOURCES REQUIRED	SINGLE RESOURCES	STRIKE TEAMS					10. PREPARED BY (NAME AND POSITION)	
	TOTAL RESOURCES ON HAND								
215 ICS	TOTAL RESOURCES NEEDED								

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ICS215a Incident Action Plan Safety Analysis Planning Worksheet

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter time prepared (24-hour clock).
3	Time prepared	Enter date prepared (month, day, year).
4	Operational period (date/time)	Enter the time interval for which the information applies. Record the start time and end time and date(s).
5	Division or group	
6	Potential hazards	
7	Mitigations	
8	Prepared by (Name and Position)	



INCIDENT ACTION PLAN SAFETY ANALYSIS		1. Incident Name	2. Date	3. Time
Division or Group	Potential Hazards	Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Type of Hazard:		
		Mitigations (e.g., PPE, buddy system, escape routes)		
Prepared by (Name and Position)				

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ICS216 Radio Requirements Worksheet

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Branch	Enter the Branch number (I, II, etc.) for which radio requirements are being prepared.
5	Agency	Enter the three-letter designator of the agency staffing the Branch Director position (e.g., VNC, CDF, ANF, LFD, etc.)
6	Operational period	Enter the time interval for which the assignment applies. Record the start date/time and end date/time.
7	Tactical frequency	Enter the radio frequency to be used by the Branch Director to communicate with each Division/Group Supervisor in the Branch.
8	Division/group	Enter for each Division/Group in the Branch the Division/Group identifier (A, B, etc.) and the agency assigned (e.g., LAC, VNC, etc.)
9	Agency	List all units assigned to each Division/Group. Record the agency designator, unit or resource identification, and total number of radios needed for each unit or resource.
10	Prepared by (name and position)	Enter the name and position of the person completing the worksheet.

RADIO REQUIREMENTS WORKSHEET			1. Incident Name			2. Date			3. Time		
4. Branch			5. Agency			6. Operational Period			7. Tactical Frequency		
8. Division/Group			Division/Group			Division/Group			Division/Group		
Agency			Agency			Agency			Agency		
9. Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements
Page 64 of			10. Prepared by (Name and Position)								

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ICS217 Radio Frequency Assignment Sheet

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Operational period (date/time)	Enter the time interval for which the assignment applies. Record the start date/time and end date/time.
5	Radio data	For each radio cache and frequency assigned, record the associated function. Functional assignments are: Command Support Division tactical Ground-to-air
6	Incident organization	List frequencies allocated for each channel for each organizational element activated, record the number of radios required to perform the designated function on the specified frequency.
7	Agency	List the frequencies for each major agency assigned to the incident. Also list the function and channel number assigned.
8	Total radios requested	Total each column. This provides the number of radios required by each organizational unit. Also total each row which provides the number of radios using each available frequency.
10	Prepared by (name and position)	Enter the name and position of the person completing the worksheet.

ICS218

Support Vehicle Inventory

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Vehicle category	Specific vehicle category (e.g., bus, stakeside, etc.).
5	Vehicle/equipment information	Record the following vehicle information:
	Resource Order No.	
	Resource ID	
	Incident ID No.	
	Vehicle Type	Specific vehicle type (e.g., bus, stakeside, etc.).
	Vehicle Make	Vehicle manufacturer name (e.g., GMC, International).
	Capacity Size	Vehicle capacity/size, (e.g., 30-person bus, 3/4-ton truck).
	Vehicle License	Serial or other identification number.
	Location	Location of vehicle.
	Release Time	Time vehicle is released from the incident.
6	Prepared by (ground support unit)	Enter the name of the person completing the form.

SUPPORT VEHICLE INVENTORY (Use separate sheet for each vehicle category)	1. Incident Name	2. Date Prepared	3. Time Prepared
--	------------------	------------------	------------------

Vehicle Category: Buses Dozers Engines Lowboys Pickups/Sedans Tenders Other

Vehicle/Equipment Information

Resource Order No.	Incident ID No.	Vehicle Type	Vehicle Make	Capacity Size	Agency/Owner	Vehicle License Rig Number	Location	Release Time

Page ___ of ____	5. Prepared by (Ground Support Unit)
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ICS220

Air Operations Summary

Item number	Item title	Instruction
1	Incident name	Print the name assigned to the incident.
2	Date prepared	Enter date prepared (month, day, year).
3	Time prepared	Enter time prepared (24-hour clock).
4	Helibases	
5	Fixed wing bases	
6	Personnel and communications	
7	Remarks (spec. instructions, safety notes, hazards, priorities)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
8	Location/function	Enter area on incident where air resources will be assigned (i.e., Div. A, Branch II, Standby) or function (i.e., Air Tactical Group Supervisor, Situation Unit, MEDIVAC, etc.) to which they will be assigned.
9	Assignment	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, MEDIVAC, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used.
10	Fixed wing	Enter the number and type (1, 2, or 3) of air tankers allocated to the location/function.
11	Helicopters	Enter the number and type of helicopters allocated to the location/function.
12	Time	As applicable, enter the time (24-hour clock), when allocated air

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		resources should be available and when they should commence their assignment.
13	Aircraft assigned	Enter the designators of the aircraft assigned. Gather information from Resources Unit, helibases, and fixedwing bases.
14	Operating base	Enter the base (helibase, helispot, fixed-wing base) that each air resource is expected to initiate operations from.
15	Totals	Enter the total number of fixed-wing and helicopters assigned to the incident in the number columns. Enter the total number of each type air tanker and helicopter assigned in Type column.
16	Air operations support equipment	Enter the designators and location of other support resources (i.e., helicopter support units, engines, IR, etc.) assigned to Air Operations.
17	Prepared by 9 (include date and time)	Enter the name of the person in Air Operations completing the form. Enter the date and time form was completed.

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AIR OPERATIONS SUMMARY		1. Incident Name				Helibases Fixed Wing Bases					
4. Personnel and Communications		Name		Air/Air Frequency		Air/Ground Frequency		5. Remarks (Spec. Instructions, Safety Notes, Hazards, Priorities)			
Air Operations Director											
Air Attack Supervisor											
Helicopter Coordinator											
Air Tanker Coordinator											
6. Location/Function		7. Assignment		8. Fixed Wing		9. Helicopters		10. Time		11. Aircraft Assigned	12. Operating Base
				No.	Type	No.	Type	Available	Commence		
		13. Totals									
14. Air Operations Support Equipment							15. Prepared by (include Date and Time)				

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ICS221

Demobilization Checkout

Item number	Item title	Instruction
1	Incident name/number	Print the name assigned to the incident.
2	Date/time prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3	Demobilization number	Enter Agency Request Number, Order Number, or Agency Demob Number if applicable.
4	Unit/personnel released	Enter appropriate vehicle or Strike Team/Task Force ID. Number(s) and Leader's name or individual overhead or staff personnel being released.
5	Transportation Type/No	Method and vehicle ID. Number for transportation back to home unit. Enter N/A if own transportation is provided. *Additional specific details should be included in Remarks, block #12.
6	Actual Release Date/Time	To be completed at conclusion of Demob at time of actual release from incident. Would normally be last item of form to be completed.
7	Manifest	Mark appropriate box. If yes, enter manifest number. Some agencies require a manifest for air travel.
8	Destination	Location to which Unit or personnel have been released, i.e., Area, Region, Home Base, Airport, Mobilization Center, etc.
9	Notified	Identify Area, Agency, or Region notified and enter date & time of notification.
10	Unit Leader Responsible for Collecting Performance Rating	Self-explanatory. Note, not all agencies require these ratings.
11	Unit/personnel	Demobilization Unit Leader will identify with a check in the box to the left of those units requiring

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		check-out. Identified Unit Leaders are to initial to the right to indicate release.
		Blank boxes are provided for any additional check (unit requirements as needed), i.e., Safety Officer, Agency Representative, etc.
12	Remarks	Any additional information pertaining to demobilization or release.
13	Prepared by (include date and time)	

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DEMOBILIZATION CHECKOUT		
1. Incident Name/Number	2. Date/Time	3. Demob. No.
4. Unit/Personnel Released		
5. Transportation Type/No.		
6. Actual Release Date/Time	7. Manifest? <input type="checkbox"/> Yes <input type="checkbox"/> No Number	
8. Destination	9. Notified: <input type="checkbox"/> Agency <input type="checkbox"/> Region <input type="checkbox"/> Area <input type="checkbox"/> Dispatch Name: Date:	
10. Unit Leader Responsible for Collecting Performance Rating		
11. Unit/Personnel		
You and your resources have been released subject to sign off from the following: <i>Demob. Unit Leader check the appropriate box</i>		
Logistics Section		
<input type="checkbox"/> Supply Unit	_____	
<input type="checkbox"/> Communications Unit	_____	
<input type="checkbox"/> Facilities Unit	_____	
<input type="checkbox"/> Ground Support Unit Leader	_____	
Planning Section		
<input type="checkbox"/> Documentation Unit	_____	
Finance Section		
<input type="checkbox"/> Time Unit	_____	
Other		
<input type="checkbox"/>	_____	
<input type="checkbox"/>	_____	
12. Remarks		
13. Prepared by (include Date and Time)		

ICS224**Crew Performance Rating**

Item number	Item title	Instruction
1	Crew name and number	Enter agency name, crew name and numerical identifier.
2	Incident name and number	Enter name and numerical identifier assigned to the incident.
3	Crew boss (name)	Enter name of Crew Boss.
4	Crew home unit and address	Enter name and address of Crew's regularly assigned work location.
5	Location of incident (complete address)	Enter location indicating specific landmark, place name, or if applicable, street address.
6	Crew representative	Enter name of Crew Representative.
7	Dates of incident	Enter date that the crew was assigned and date that the crew was released from the assignment.
8	Number of shifts worked	Enter the number of shifts worked on the incident.
9	Crew evaluation	Place an "X" in the box indicating which rating, ranging from "Needs to Improve" to "Superior", most nearly describes performance observed.
10	Supervisory performances	Place an "X" in the box indicating the rating that most nearly described the overall performance of the listed supervisory personnel.
11	Areas needing improvement	The Rater should enter brief description of the areas or factors needing improvement.
12	Names of outstanding workers (comment)	Enter the names of any crew members that performed in such a manner as to deserve particular recognition. Include supportive comments describing the nature of the performance.
13	Names of individuals needing improvement	Enter names of any crew members whose performance indicated need

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17	Rated By (signature)	Enter signature of person rating employee performance.
18	Home unit (address)	Enter address of Rater's regular work location.
19	Position of incident	Enter the ICS position held by the Rater.
20	Date	Enter date of entry of Rater's signature.

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CREW PERFORMANCE RATING		Instructions: This rating is to be used only for determining an individual's fire fighting qualifications. All blocks must be completed. Crew will be rated by the immediate supervisor, not crew representative. If deficiencies are indicated for items 9 and 10, explain in item 11.				
1. Crew Name and Number		2. Fire Name and Number		3. Crew Boss (name)		
4. Crew Home Unit and Address			5. Location of Fire (complete address)			
6. Crew Representative		7. Dates on Fire		8. Number of Shifts Worked		
9. Crew Evaluation				11. Areas Needing Improvement		
Rating Factors	Excellent	Satisfactory	Deficient			Needs to Improve
Physical Condition						
Hot Line Construction						
Mop-Up						
Off Line Conduct						
Use of Safe Practices						
Crew Organization and Equipment						
Other (specify)						
10. Supervisory Performances						
Crew Boss						
Squad Bosses						
Crew Representative						
12. Names of Outstanding Workers (comment)			13. Names of Individuals Needing Improvement (indicate area(s))			
14. Remarks						
15. Crew Boss (signature) This rating has been discussed with me.					16. Date	
17. Rated By (signature)	18. Home Unit (address)	19. Position of Fire		20. Date		

ICS225 Incident Personnel Performance Rating

Item number	Item title	Instruction
1	Name	Enter name of employee being rated.
2	Incident name and number	Enter name and numerical identifier assigned to the incident.
3	Home unit (address)	Enter Agency name and address of rated employee's regularly assigned work location.
4	Location of fire (address)	Enter location indicating specific landmark, place name, or if applicable, street address.
5	Fire position	Enter title of position in which rated employee performed, i.e., Division Supervisor or Resources Unit Leader.
6	Date of assignment	Enter the date assigned to the position and the date released from the assignment.
7	Acres burned	Enter the total number of acres burned on the incident.
8	Incident kind	
9	Evaluation	Follow the instructions under Item 9 on the Rating Form.
10	Remarks	Enter any remarks that support, clarify, or amplify the ratings entered under Item 9.
11	Employee (signature)	Following discussion of the rating, the employee should enter signature.
12	Date	Enter date of entry of signature under Item 11.
13	Rated by (signature)	Enter signature of person rating employee performance.
14	Home unit (address)	Enter agency and regular assignment identification of person rating employee performance.
15	Position of incident	Enter the ICS position held by the Rater.
16	Date	Enter date of entry of signature under Item 13.

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PERSONNEL
PERFORMANCE RATING

INSTRUCTIONS: The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the fire. Rating will be reviewed with employee who will sign at the bottom.

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE

1. Name		2. Fire Name and Number	
3. Home Unit (address)		4. Location of Fire (address)	
5. Fire Position	6. Date of Assignment From: To:	7. Acres Burned	8. Fuel Type(s)

9. Evaluation

Enter X under appropriate rating number and under proper heading for each category listed. Definition for each rating number follows:

- 0 - Deficient. Does not meet minimum requirements of the individual element.
DEFICIENCIES MUST BE IDENTIFIED IN REMARKS.
- 1 - Needs to improve. Meets some or most of the requirements of the individual element.
IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
- 2 - Satisfactory. Employee meets all requirements of the individual element.
- 3 - Superior. Employee consistently exceeds the performance requirements.

Rating Factors	Hot Line			Mop-Up			Camp			Other specify)		
	0	1	2	3	0	1	2	3	0	1	2	3
Knowledge of the job												
Ability to obtain performance												
Attitude												
Decisions under stress												
Initiative												
Consideration for personnel welfare												
Obtain necessary equipment and supplies												
Physical ability for the job												
Safety												
Other (specify)												

10. Remarks

11. Employee (signature) This rating has been discussed with me			12. Date		
13. Rated By (signature)		14. Home Unit (address)		15. Position of Fire	
			16. Date		

INDIVIDUAL PERFORMANCE RATING

INSTRUCTIONS: The immediate supervisor will prepare this form for a subordinate person. Rating will be reviewed with the individual who will sign and date the form. The completed rating will be given to the Planning Section Chief before the rater leaves the incident.

1. NAME		2. INCIDENT NAME AND NUMBER	START DATE OF INCIDENT
3. HOME UNIT ADDRESS		4. INCIDENT AGENCY AND ADDRESS	
5. POSITION HELD ON INCIDENT	6. TRAINEE POSITION <input type="checkbox"/> YES <input type="checkbox"/> NO	7. INCIDENT COMPLEXITY <input type="checkbox"/> I <input type="checkbox"/> II <input type="checkbox"/> III	8. DATE OF ASSIGNMENT FROM: TO:

9. List the main duties from the Position Checklist, on which the position will be rated. Enter X under the appropriate column indicating the individuals level of performance for each duty listed.	PERFORMANCE LEVEL				
	Did not apply on this incident	Unacceptable	Need to Improve	Fully Successful	Exceeds Successful

10. REMARKS

11. THIS RATING HAS BEEN DISCUSSED WITH ME (Signature of individual being rated.)			12. DATE	
13. RATED BY (Signature)	14. HOME UNIT	15. POSITION HELD ON THIS INCIDENT	16. DATE	

MAY 2007

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DRAFT