INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM

ORGANIZATION AND STAFFING

MODULE 7
I-300

CERTIFICATION STATEMENT

on behalf of the

NATIONAL WILDFIRE COORDINATING GROUP

The following training material attains the standards prescribed for courses developed under the interagency curriculum established and coordinated by the National Wildfire Coordinating Group. The instruction is certified for interagency use and is known as:

Organization and Staffing

_____

Member NWCG and Training Working Team Liaison

Date ___11/7/94___

_____

Chair, Training Working Team

Date ___12/24/94___

Description of the Performance Based System

The Wildland Fire Qualifications System is a "performance based" qualifications system. In this system, the primary criteria for qualification is individual performance as observed by an evaluator using approved standards. This system differs from previous wildland fire qualifications systems which have been "training based." Training based systems use the completion of training courses or a passing score on an examination as a primary criteria for qualification.

A performance based system has two advantages over a training based system:

- Qualification is based upon real performance, as measured on the job, versus perceived performance, as measured by an examination or classroom activities.

- Personnel who have learned skills from sources outside wildfire suppression, such as agency specific training programs or training and work in prescribed fire, structural fire, law enforcement, search and rescue, etc., may not be required to complete specific courses in order to qualify in a wildfire position.

1.   The components of the wildland fire qualifications system are as follows:

   a.   Position Task Books (PTB) contain all critical tasks which are required to perform the job. PTB's have been designed in a format which will allow documentation of a trainee's ability to perform each task. Successful completion of all tasks required of the position, as determined by an evaluator, will be the basis for recommending certification.

   IMPORTANT NOTE: Training requirements include completion of all required training courses prior to obtaining a PTB. Use of the suggested training courses or job aids is recommended to prepare the employee to perform in the position.

   b.   Training courses and job aids provide the specific skills and knowledge required to perform tasks as prescribed in the PTB.

   c.   Agency Certification is issued in the form of an incident qualification card certifying that the individual is qualified to perform in a specified position.

2.   Responsibilities

   The local office is responsible for selecting trainees, proper use of task books, and certification of trainees, see the Task Book Administrators Guide 330-1 for further information.

INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM

MODULE 7

ORGANIZATION AND STAFFING

October 1994

REFERENCE TEXT
(Self Paced)

PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

The Steering Group was:

> David P. Anderson - USDA, Forest Service
> Mike Colgan - Orange County Fire Department
> Dave Engle - USDI, Bureau of Land Management
> Dan Francis - California Department of Forestry
> Ken Mallette - New Jersey State Police
> Mike Munkres - USDI, Bureau of Land Management
> Gary Nelson - Los Angeles County Fire Department
> Bill Vargas - State of New Mexico Department of Public Safety

The Contract Consultant was:

> The Terence Haney Company
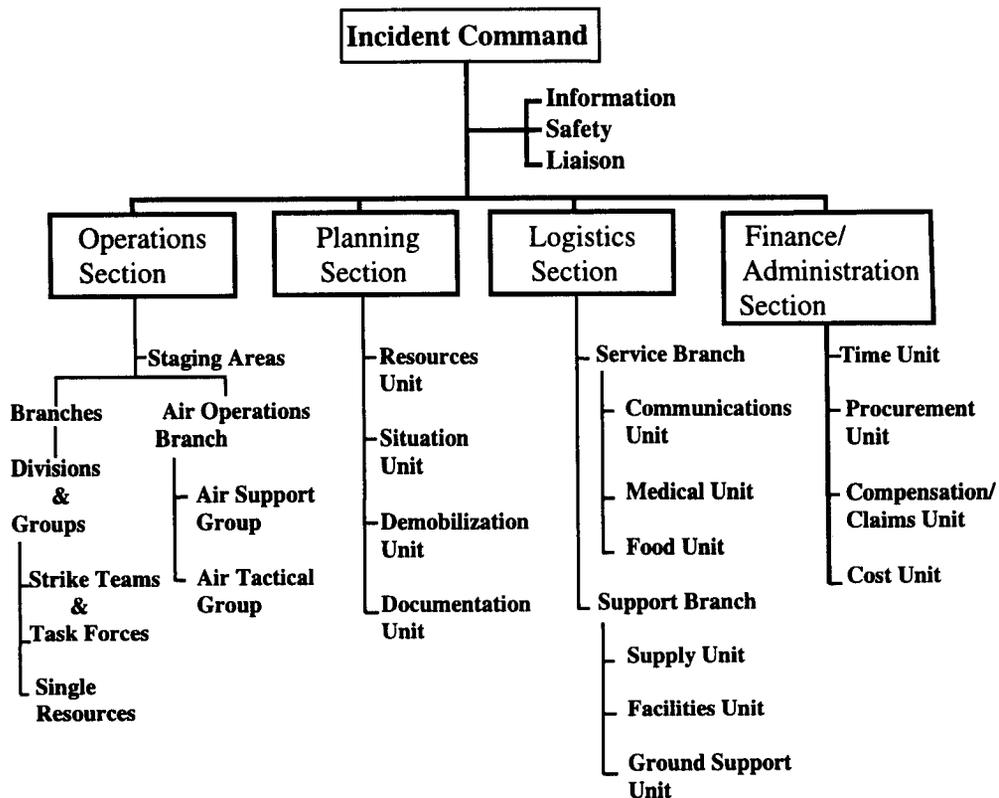> Woodland Hills, California

A self-paced module which provides a comprehensive description of the responsibilities of the organizational elements within each section of the ICS. Describes the general duties of each organizational element, terminology, staffing considerations, and reporting relationships.

Objectives:

1. Match responsibility statements to each ICS organizational element.

2. List the ICS positions which may include deputies, and describe deputy roles and responsibilities. Describe differences between deputies and assistants.

3. Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.

4. Describe reporting relationships and information flow within the organization.
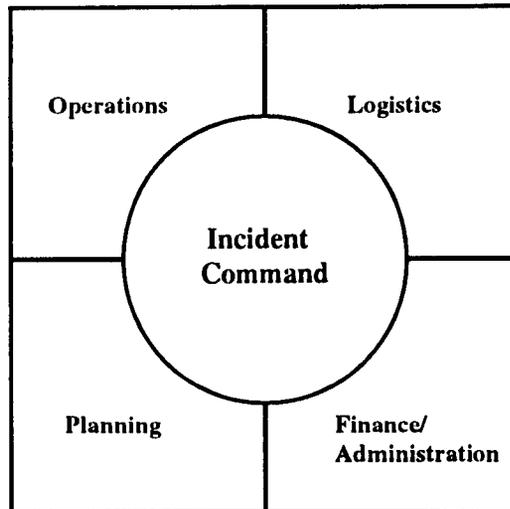
INCIDENT COMMAND SYSTEM

MAJOR ORGANIZATIONAL ELEMENTS

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Operations Section	Planning Section	Logistics Section	Finance/Administration Section
┌Staging Areas	┌Resources Unit	┌ Service Branch	┌Time Unit
Branches Air Operations Branch	┌Situation Unit	├ Communications Unit	├Procurement Unit
Divisions & Groups ┌ Air Support Group	┌Demobilization Unit	├ Medical Unit	├Compensation/ Claims Unit
Strike Teams & Task Forces └ Air Tactical Group	└Documentation Unit	└ Food Unit	└Cost Unit
└Single Resources		└ Support Branch	
		├ Supply Unit	
		├ Facilities Unit	
		└ Ground Support Unit	

I.   ICS Organization

The ICS organization is built around five major functions that are applied on any incident whether it is large or small.

A major advantage of the ICS organization is the ability to fill only those parts of the organization that are required. For some incidents, and in some applications, only a few of the organization's functional elements may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.
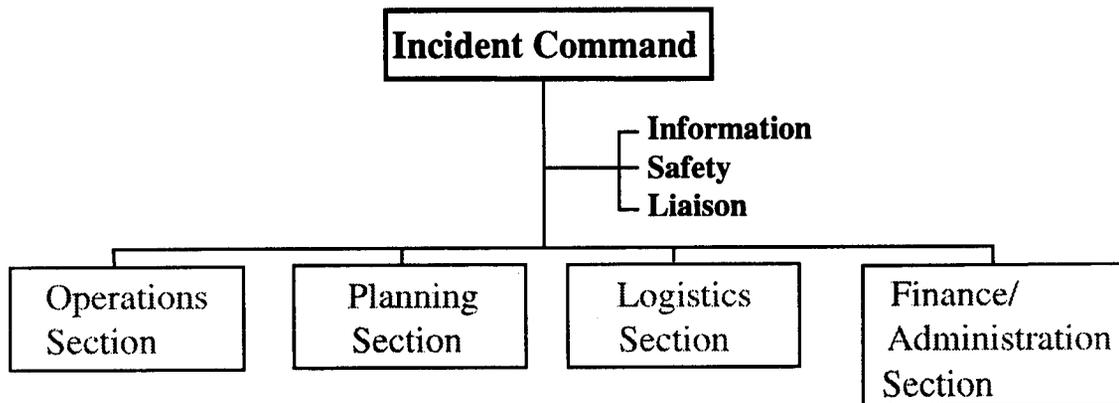
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ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times.

With this in mind, we will now examine each of the five major functional elements, concentrating on major responsibilities rather than detailed duties.

The following represent the major responsibilities and duties of the Incident Commander and the Command and General Staff positions. Individual agencies may have additional responsibilities and more detailed lists of duties.

Detailed duties for each ICS position are found in the Curriculum Companion Document ICS Position Descriptions and Responsibilities.

II.   Incident Commander and Command Staff

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The Incident Commander's responsibility is the overall management of the incident. On most incidents the command activity is carried out by a single Incident Commander. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a deputy, 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.

A Unified Command organizational structure should be established in multijurisdiction or multi-agency incidents. The Unified Command concept is a method to provide a coordinated management team when there are several agencies or jurisdictions involved in an incident. Unified Command procedures are covered in Modules 8 and 13.

A.   Incident Commander Major Responsibilities and Duties

The Incident Commander has a wide variety of responsibilities. First, we will look at the overall list, followed by a more detailed review of several of the responsibilities.

- Assess the situation and/or obtain a briefing from the prior Incident Commander.

- Determine incident objectives and strategy.

- Establish the immediate priorities.

- Establish an Incident Command Post.

- Establish an appropriate organization.

- Ensure planning meetings are scheduled as required.

- Approve and authorize the implementation of an Incident Action Plan.

- Ensure that adequate safety measures are in place.

- Coordinate activity for all Command and General Staff.

- Coordinate with key people and officials.

- Approve requests for additional resources or for the release of resources.

- Keep agency administrator informed of incident status.

- Approve the use of students, volunteers, and auxiliary personnel.

- Authorize release of information to the news media.

- Order the demobilization of the incident when appropriate.

B. Review of Selected Incident Commander Functions

Some of the above activities are self-evident and do not require much explanation. A few of them, however, are more complex and require discussion. We will look at several of these in more detail:

1. Establish an Incident Command Post (ICP)

Initially, the ICP will be wherever the Incident Commander is located. As the incident grows, it is important for the Incident Commander to establish a fixed location for the ICP and to work from that location.

The ICP provides a central coordination point from which the Incident Commander, Command Staff, and Planning functions will normally operate. Depending on the incident, other members of the General Staff may be operating in other locations, however, they will attend planning meetings and be in close contact with the Incident Commander.

The ICP can be any type of facility that is available and appropriate, e.g., vehicle, trailer, tent, an open area, or a room in a building. The ICP may be located at the Incident Base if that facility has been established.

Once established, the ICP should not be moved unless absolutely necessary. (For additional description of the ICP, see Module 4 on Incident Facilities.)

2.   Establish the Immediate Priorities

First Priority is always safety of:

- People involved in the incident
- Responders
- Other emergency workers
- Bystanders

Second Priority - Incident stabilization. Stabilization is normally tied directly to incident complexity.

When considering stabilizing the incident situation, the following "musts" are essential for the Incident Commander.

The IC must:

- Ensure life safety
- Stay in command
- Manage resources efficiently and cost effectively

3.   Determine Incident Objectives, Strategy, and Tactical Direction

It is safe to say that all agencies employ some sequence of steps to meet incident-related goals and objectives. Several different approaches have been suggested. Some of these have more steps and are more detailed than others. A suggested four-phased approach is offered below:

a.   Know Agency Policy

The Incident Commander may not always be an employee of the agency or jurisdiction experiencing an incident. Therefore, the Incident Commander must be fully aware of agency policy. This includes any operating or environmental

restrictions, and any limits of authority. Agencies will vary on how this policy is made known to the Incident Commander. Some agencies will require it in writing on large incidents, others do not. Agency policy can affect the establishment of incident objectives.

b. Establish Incident Objectives

The Incident Commander has the responsibility to determine the Incident Objectives. Incident Objectives are statements of intent related to the overall incident. Essentially, the objectives answer the question of what do we want to do. For some kinds of incidents the time to achieve the objectives is critical. In others, time, while always important, may not be an overriding issue. All Incident Objectives must be measurable.

The following are some single examples of Incident Objectives for several different kinds of incidents. Each of these is measurable, some are time dependent.

- Release all hostages safely with no further casualties.

- Stop any further flow of toxic material to river bed.

- Contain fire within existing structures.

- Search all structures for casualties by 1400 hours.

- Reduce reservoir level to 35 feet by 0800 hours tomorrow.

- Spray 20,000 acres in treatment Unit ___ by (date).

c.   Develop Appropriate Strategy(s)

Strategy describes the general method or methods that should be used either singly or in combination which will result in achieving the incident objective.

For example, for one of the Incident Objectives listed above; i.e., reduce the reservoir level to 35 feet, several strategies could be employed:

- Strategy #1 - Reduce/ divert inflow
- Strategy #2 - Open spillways
- Strategy #3 - Use pumps

Any one of these strategies would contribute to meeting the objective. All three could be used together.

d.   Execute Tactical Direction

Tactical Direction describes what must be accomplished within the selected strategy or strategies in order to achieve the Incident Objectives. Tactical Direction is the responsibility of the Incident Commander or the Operations

Section Chief if that position has been established.

The Operations Section Chief, or the Incident Commander if the Operations Section Chief has not been established, should interact with Branch Directors and Division and/or Group Supervisors on the tactics that should be employed to meet the incident objectives.

This is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can assure understanding and enhance commitment.

Tactical Direction consists of the following steps:

1) Establish Tactics: Determine the tactics that are to be used appropriate to the strategy. The tactics are normally established to be conducted within an operational period. For example, for one of the above strategies the tactic might be:

- Use truck-mounted pumps working from the road on north side discharging into spillway, and portable or stationery pumps on the east side discharging into Murkey Creek.

2)   Assign Resources: Determine and assign the kind and type of resources appropriate for the selected tactics. For example:

- Obtain three 1500-gpm truck mounted pumps from county flood control. Use two water department 500-gpm portable pumps on east side.

3)   Monitor performance: Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate.

- For example, using the above example, it may be necessary to increase the pumping capacity. This would require ordering and installing additional pumping equipment. It could also be determined that due to clogging, the use of pumps as a strategy may have to be abandoned.

It should be noted that while the above examples relate to incidents, the planning for an event would entail the same basic phases.

4.   Monitor Scene Safety

Life safety at the scene of an incident is always the top priority. If the incident is complex, or the Incident Commander is not a tactical expert in all the hazards present, a Safety Officer should be assigned. Note that under law, hazardous materials incidents require the assignment of a Safety Officer.

5.   Establish and Monitor Incident Organization

One of the primary duties of the Incident Commander is overseeing the management organization. The organization needs to be large enough to do the job at hand; yet, resource use must be cost-effective. Anticipated expansion or diminishment of the incident will call for corresponding changes to the organization. The Incident Commander is responsible to delegate authority as appropriate to meet the need.

6.   Manage Planning Meetings as Required

Planning meetings and the overall planning process are essential to achieving the incident objectives. On many incidents, the time factor does not allow prolonged planning. On the other hand, lack of planning can be disastrous. Therefore, it is important to know and use an effective planning process. Proactive planning is essential to consider future needs. Incident planning is covered in detail in Module 9.

7.   Approve and Authorize the Implementation of an Incident Action Plan

ICS offers great flexibility in the use of Incident Action Plans. Plans can be oral or

written. Written plans should be provided for multijurisdiction or multi-agency incidents, or when the incident will continue for more than one Operational Period.

8. Approve Requests for Additional Resources or for the Release of Resources

On small incidents, the IC will personally determine additional resources needed and order them. As incidents grow in size and complexity, the ordering responsibility for required resources will shift to the Logistics Section Chief and to the Supply Unit if those elements of the organization have been established.

9. Authorize Release of Information to the News Media

One significant change of recent years is the increased capability and desire of the media to obtain immediate access to information. The sophistication of modern news gathering methods and equipment make it very important that all incidents have procedures in place for managing the release of information to the media, as well as responding appropriately to media inquiries.
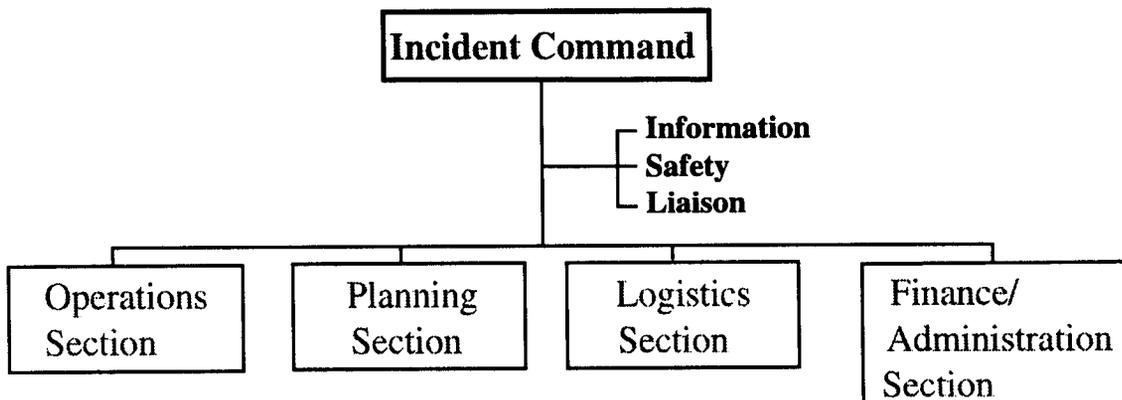
It is not at all unusual that on some incidents the media may have recent and accurate information which is not yet available to the Incident Commander through internal lines of communication. In some cases media coverage may inadvertently affect priorities.

C. Characteristics of an Effective Incident Commander

The Incident Commander is normally the most visible person on the incident. Following are just some of the characteristics associated with an effective IC:

- Command presence
- Understands ICS
- A proven manager
- Puts safety first
- Proactive
- Decisive
- Objective
- Calm
- Quick thinking
- Good communicator
- Adaptable and flexible
- Realistic about personal limitations
- Politically astute

D. Command Staff

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There are three important staff functions which are the responsibility of the Incident Commander unless Command Staff positions are established.

- Public information and media relations.

Reference Text 7-14

- Maintaining liaison with assisting and cooperating agencies.

- Ensuring safety.

On some incidents, any one of these functions can consume much of the Incident Commander's time. Therefore, it is important to recognize their importance and quickly fill the positions if necessary.

Note that the Command Staff differs from the General Staff positions for the line organization of Operations, Planning, Logistics, and Finance/Administration.

1. Information Officer

    The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

    Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multijurisdiction incidents. The Information Officer may have assistants as necessary, and the assistants may represent assisting agencies or jurisdictions.

    Reasons for the IC to designate an Information Officer:

    - An obvious high visibility or sensitive incident.
    - Media demands for information may obstruct IC effectiveness.
    - Media capabilities to acquire their own information are increasing.

- Reduces the risk of multiple sources releasing information.
- Need to alert, warn or instruct the public.

The Information Officer should consider the following when determining a location to work from at the incident:

- Be separate from the Command Post, but close enough to have access to information.

- An area for media relations and press/media briefings must be established.

- Information displays and press handouts may be required.

- Tours and photo opportunities may have to be arranged.

2. Liaison Officer and Agency Representatives

Incidents that are multijurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

The Liaison Officer is the contact for agency representatives assigned to the incident by assisting or cooperating agencies. These are personnel <u>other than those on direct tactical assignments or those involved in a Unified Command.</u>

What are the differences between an assisting agency and a cooperating agency? These are not large distinctions, but may be useful in some applications or to some agencies.

Assisting Agencies - An agency that is assisting on an incident is directly contributing tactical resources to the agency or jurisdiction that is responsible for the incident. Thus, fire, police, or public works equipment sent to another jurisdiction's incident would be considered assisting agency resources.

Cooperating Agencies - An agency which supports the incident or supplies assistance other than tactical resources would be considered a cooperating agency. Examples include the American Red Cross, Salvation Army, utility companies, etc. On some law enforcement incidents a fire agency may not send fire equipment but may supply an Agency Representative for coordination purposes. In this case, the fire agency would be considered a cooperating agency.

The following are some of the main reasons to establish the Liaison Officer position at an incident:

- When several agencies send, or plan to send, Agency Representatives to an Incident in support of their resources.

- When the IC can no longer provide the time for individual coordination with each Agency Representative.

- When it appears that two or more jurisdictions may become involved in the incident and the incident will require on-site liaison.

Agency Representatives

> In many multijurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.
>
> An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency <u>who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident.</u>
>
> Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

3. Safety Officer

The Safety Officer's function on the Command Staff is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

All public safety agencies stress the importance of safety as an individual responsibility. HAZMAT incidents require the assignment of a Safety Officer. Supervisors are instructed to watch for potential unsafe conditions.

Only one Safety Officer will be assigned for each incident. The Safety Officer 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, etc.

The Safety Officer will correct unsafe situations by working through the chain of command. However, the Safety Officer may exercise emergency authority to <u>directly stop</u> unsafe acts if personnel are in imminent life-threatening danger.

III.   The ICS General Staff Positions

The General Staff consists of the following positions:

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief

A.   Operations Section

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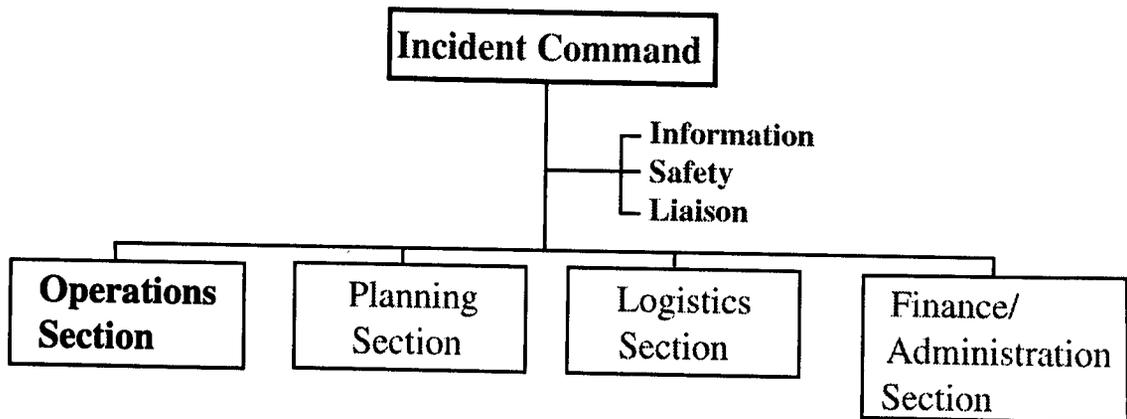
The Operations Section is responsible for managing all tactical operations at an incident. The build-up of the Operations Section is generally dictated by the number of tactical resources involved and span of control considerations.

There is no precise guideline for when the Operations Section will be established on an incident. In some cases, depending upon the complexity of the incident and the desires of the Incident Commander, it may be the first section to

be established. In other situations, the IC may elect to maintain control of Operations, and establish Logistics, Planning, and, if necessary, Finance/Administration functions as separate sections before designating an Operations Section.

The Operations Section consists of the following components:

- Ground or surface-based tactical resources

- Aviation (Air) resources - helicopters and fixed-wing aircraft

- Staging Areas

Incidents will use any or all of these components, depending on the need.

1. Ground or Surface Tactical Resources

    There are three ways of organizing tactical resources on an incident. The determination of how resources will be used will be determined based on the application area and the tactical requirement. Resources can be used as:

    - Single Resources
    - Task Forces
    - Strike Teams

    Depending on the need, tactical resources can be placed into an Operations organization made up of:

    - Resources reporting to the Incident Commander or Operations Section Chief

    - Divisions or Groups

- Branches

2. Aviation Resources

Many incidents require the use of tactical or logistical aircraft to support the incident. In ICS, all aviation resources assigned for exclusive use of the incident are assigned to the Operations Section. These include aircraft providing logistical support.

The Operations Section Chief may establish a separate Air Operations Branch when:

- The complexity (or expected complexity) of air operations and/or the number of aircraft assigned to the incident requires additional management support.

- The incident requires both tactical and logistical use of air support.

When the Air Operations organization is formally established on an incident, it will be set up as an Air Operations Branch within the Operations Section. Module 10 covers Air Operations in detail.

3. Staging Areas

The third component of the Operations Section is the Staging Area.

The term Staging Area is commonly used in emergency management; however, in ICS the use of Staging Areas takes on some special meanings. Three of these special meanings are:
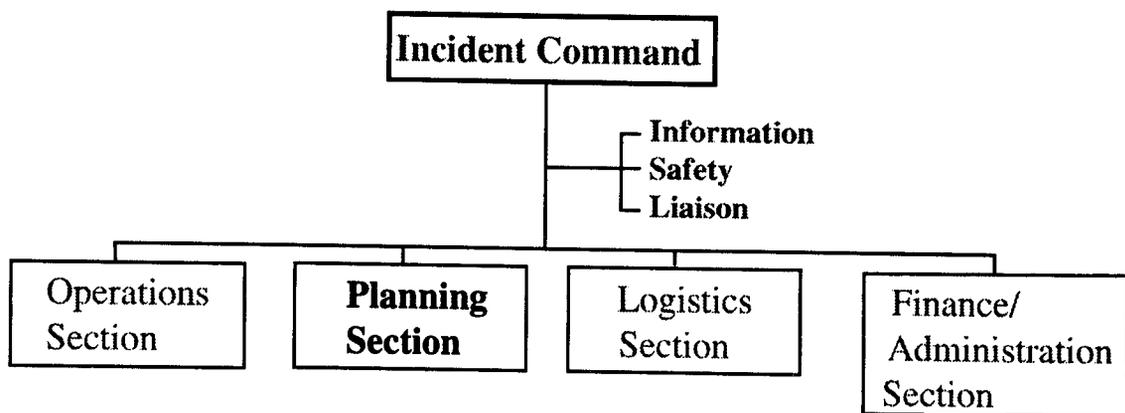
- An ICS Staging Area is a temporary location for placing

resources available for incident assignments. <u>All resources within the Staging Area belong to the Incident.</u> Staging areas should, if possible, be located so resources can be at the scene of their assignment within three to five minutes.

- Resources assigned to a Staging Area are available <u>on a three-minute basis</u> to take on active assignment.

- <u>Staging Areas are temporary facilities.</u> They can be set up at any appropriate location in the incident area and moved or deactivated as needed. <u>Several Staging Areas may be used on a single incident.</u>

Staging Area Managers report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief position has not been filled.

B. Planning Section

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In ICS, the Planning Section is responsible for managing all information relevant to an incident.

When activated, the Section is managed by the Planning Section Chief who is a member of the General Staff.

The Planning Section collects, evaluates, processes, and disseminates information for use at the incident. Dissemination can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.

Some incidents may require personnel with specialized skills to be temporarily assigned to the Planning Section. These persons are called Technical Specialists. Examples of Technical Specialists include:

- Chemist
- Hydrologist
- Geologist
- Meteorologist
- Training Specialist

A wide variety of Technical Specialists could be used, depending upon the requirements of the incident.

There are four units within the Planning Section that can be activated as necessary:

- Resources Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit

The Planning Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, then the responsibility for that unit's duties will remain with the Planning Section Chief.

In ICS, a number of the Unit Leader's responsibilities are common to all units in all parts of the organization. Common

responsibilities of Unit Leaders are listed below. These will not be repeated in Unit listings below:

- Obtain briefing from Section Chief.

- Participate in incident planning meetings, as required.

- Determine current status of unit activities.

- Confirm dispatch and estimated time of arrival of staff and supplies.

- Assign specific duties to staff; supervise staff.

- Develop and implement accountability, safety, and security measures for personnel and resources.

- Supervise demobilization of unit, including storage of supplies.

- Provide Supply Unit Leader with a list of supplies to be replenished.

- Maintain unit records, including Unit Log.

1. Resources Unit

This unit is responsible for maintaining the status of all assigned resources (primary and support) at an incident. It achieves this through:

- Overseeing the check-in of all resources.

- Maintaining a status-keeping system indicating current

location and status of all
resources.

- Maintenance of a master list of
  all resources, e.g., key
  supervisory personnel,
  primary and support resources,
  etc.

2. Situation Unit

The collection, processing, and organizing
of all incident information takes place
within the Situation Unit. The Situation
Unit may prepare future projections of
incident growth, maps, and intelligence
information.

Three positions report directly to the
Situation Unit Leader:

- Display Processor -- Maintains
  incident status information
  obtained from Field Observers,
  resource status reports, etc.
  Information is posted on maps
  and status boards as
  appropriate.

- Field Observer -- Collects and
  reports on situation
  information from the field.

- Weather Observer -- Collects
  current weather information
  from the weather service or an
  assigned meteorologist.

3. Documentation Unit

The Documentation Unit is responsible for
the maintenance of accurate, up-to-date
incident files. Duplication services will also

be provided by the Documentation Unit. Incident files will be stored for legal, analytical, and historical purposes.

4.   Demobilization Unit

The Demobilization Unit 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 specific demobilization instructions.

Planning for demobilization should begin at the early stages of an incident, particularly in the development of rosters of personnel and resources, thus ensuring the efficient and safe demobilization of all resources.

After generating an approved plan, the Demobilization Unit is responsible for distributing the plan at the incident and off-incident, as necessary.

5.   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. In the Planning Section, Technical Specialists may report to the following:

- Planning Section Chief
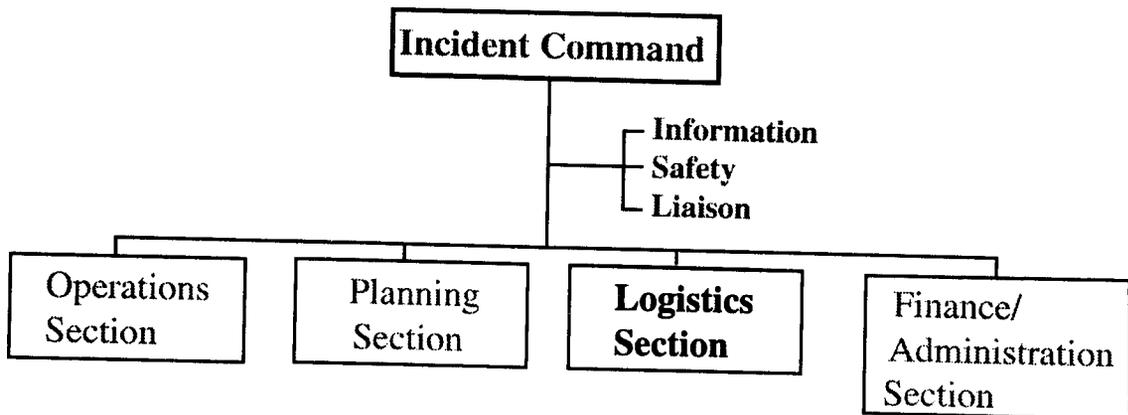- A designated Unit Leader

In some cases, they may be reassigned to other parts of the organization (e.g., resource use specialists assigned to the Logistics Section).

Often, Technical Specialists are assigned to the Situation Unit if their expertise is needed for a short time only. If they will be required for a longer length of time, or if several specialists are assigned to the same task, a separate unit may be established in the Planning Section. For example, if hazardous materials are a major ongoing factor within an incident, a Toxic Hazards Analysis Unit comprised of toxic substance specialists may be created.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologist
- Environmental Impact Specialist
- Flood Control Specialist
- Water Use Specialist
- Fuels and Flammable Specialist
- Hazardous Substance Specialist
- Fire Behavior Specialist
- Structural Engineer
- Training Specialist

C.   Logistics Section

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All incident support needs are provided by the Logistics Section, with the exception of aviation support. Aviation support is handled by the Air Support Group in the Air Operations Branch.

The Logistics Section is responsible for the following:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fueling
- Food services
- Medical services
- Ordering resources

The Logistics Section is managed by the Logistics Section Chief, who may assign a Deputy. A Deputy is most often assigned when all designated units (listed below) within the Logistics Section are activated.

On very large incidents, or on incidents requiring a great deal of equipment or facilities, the Logistics Section may be divided into two Branches -- Service Branch and Support Branch. Each Branch is led by a Branch Director, who reports to the Logistics Section Chief. This is most often done for span of control reasons, resulting in a more manageable organization.

Six units may be established within the Logistics Section:

- Supply Unit
- Facilities Unit
- Ground Support Unit
- Communications Unit
- Food Unit
- Medical Unit

The Logistics Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief.

1.   Supply Unit

The Supply Unit is responsible for ordering, receiving, processing, and storing all incident-related resources.

All off-incident resources will be ordered through the Supply Unit, including:

- Tactical and support resources (including personnel).

- All expendable and non-expendable support supplies.

As needed, the Supply Unit will manage tool operations, including the storage, disbursement, and service of all tools and portable non-expendable equipment.

Two Managers report directly to the Supply Unit Leader:

Ordering Manager -- Places all orders for incident supplies and equipment.

Receiving and Distribution Manager -- Receives and distributes all supplies and equipment (other than primary tactical resources), and is responsible for the service and repair of tools and equipment.

For some applications, a Tool and Equipment Specialist may be assigned to service and repair all hand tools. The specialist reports to the Receiving and Distribution Manager.

2. Facilities Unit

This unit is responsible for set-up, maintenance, and demobilization of all incident support facilities except Staging Areas. These facilities are:

- Incident Command Post

- Incident Base

- Camps

- Other facilities within the incident area to be used for feeding, sleeping, and sanitation services.

Note that existing structures in the vicinity of the incident may be used as incident facilities as appropriate.

Additional support items (e.g., portable toilets, shower facilities, food handling units, etc.) will be ordered through the Supply Unit.

The Facilities Unit will also provide security services to the incident as needed.

Three managers report directly to the Facilities Unit Leader. When established at an incident, they have important responsibilities.

Security Manager -- Provides safeguards necessary for protection of personnel and property from loss or damage.

Base Manager -- Ensures that appropriate sanitation, security, and facility management services are in place at the Base.

Camp Manager -- On large incidents, one or more camps may be established. Camps may be in place several days or they may be moved to various locations. Activities at the camps may include many of those regularly performed at the Base (e.g., Supply, Food, Medical, Resources, etc.). Camp Managers are responsible for providing non-technical coordination for all Units operating within the camp.

3.   Ground Support Unit

The Ground Support Unit is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies, and equipment, and the development of the Incident Traffic Plan.

An Equipment Manager reports to the Ground Support Unit Leader and is responsible for the service, repair, and fuel for all equipment; transportation and support vehicle services; and to maintain equipment use and service records.

4.   Communications Unit

The Communications Unit is responsible for developing plans for the use of incident communications equipment and facilities; installing and testing of communications

equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.

Communications planning is particularly important in ICS, where an incident may grow to include numerous agencies. Determining required radio nets, establishing interagency frequency assignments, and ensuring maximum use of communications capability is essential.

> If an Incident Communications Center is established, an Incident Dispatcher is responsible for receiving and transmitting radio, telephone, FAX, and computer messages, and for providing incident dispatch services.

5.   Food Unit

The Food Unit is responsible for supplying the food 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.

Planning is essential to the efficient supply of food. Working with the Planning Section Resources Unit, the Food Unit must anticipate the numbers of personnel to be fed and develop plans for supplying food to all incident areas.

The Food Unit interacts with the Facilities Unit for location of fixed-feeding site; the Supply Unit for food ordering; and the Ground and Air Support Units for transporting food.

6. Medical Unit

    Most major incidents require the establishment of a Medical Unit that is responsible for all medical services <u>for incident assigned personnel.</u> The Unit will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the Finance/Administration Section with processing injury-related claims.

    Note that the provision of medical assistance to the public or victims of the emergency is an operational function, and would be done by the Operations Section and not by the Logistics Section Medical Unit.

D. Finance/Administration Section

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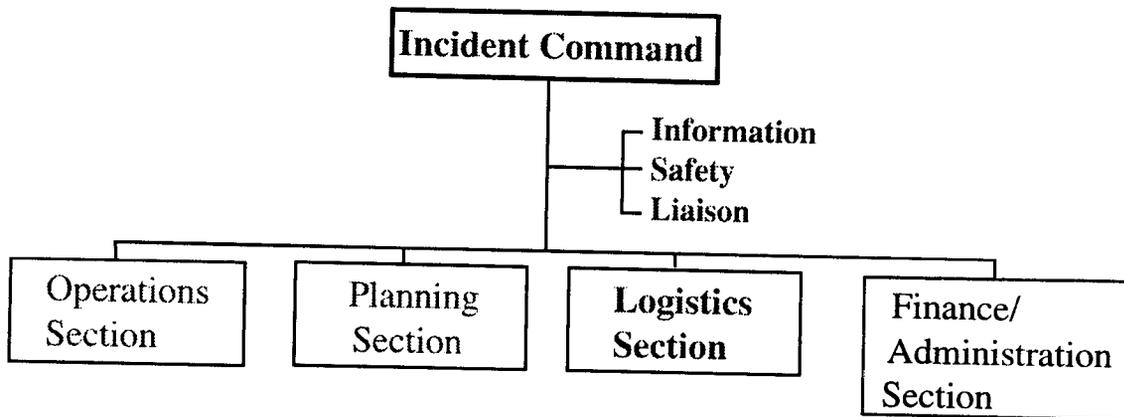
The Finance/Administration Section is responsible for managing all financial aspects of an incident.

Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for Finance/Administration services will the Section be activated.

On some incidents only one Finance/ Administration function may be required (e.g., cost analysis). Often, it is more efficient to fill that function through a Technical Specialist assigned to the Planning Section.

There are four units which may be established within the Finance/Administration Section:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

The Finance/Administration Section Chief will determine the need to activate or deactivate a unit. In certain functional areas, e.g., Compensation, a unit may not be established if only one person would be assigned. Instead, in this example, a single Claims Specialist may be assigned.

Due to the specialized nature of the Finance/ Administration function, the Finance/ Administration Section Chief is usually a member of the jurisdictional agency requiring financial services. The Section Chief may designate a deputy.

1. Time Unit

   The Time Unit is responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency time recording policies, and managing commissary operations if established at the incident.

   As applicable, personnel time records will be collected and processed for each operational period. (The Time Unit Leader may find it helpful to select assistants familiar with the various agency time recording policies.)

Two positions may report to the
Time Unit Leader:

- Personnel Time
Recorder -- Oversees the
recording of time for all
personnel assigned to an
incident. Also records
all personnel-related
items, e.g., transfers,
promotions, etc.

- Commissary Manager --
Establish, maintain, and
demobilize commissary.
Also responsible for
commissary security.

2.   Procurement Unit

All financial matters pertaining to vendor
contracts, leases, and fiscal agreements are
managed by the Procurement Unit. The
unit is also responsible for maintaining
equipment time records.

The Procurement Unit establishes local
sources for equipment and supplies;
manages all equipment rental agreements;
and processes all rental and supply fiscal
document billing invoices. The unit works
closely with local fiscal authorities to
ensure efficiency.

In some agencies, certain procurement
activities will be filled by the Supply Unit
in the Logistics Section. Therefore, it is
necessary that these two units closely
coordinate their activity.

Equipment Time Recorder --
Oversees the recording of time for
all equipment assigned to an incident.

Also posts all charges or credits for fuel, parts, service, etc., used by equipment.

3.   Compensation/Claims Unit

In ICS, Compensation-for-Injury and Claims are contained within one Unit. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

Two Specialists report to the Compensation/Claims Unit Leader:

- Compensation-for-Injury Specialist -- Administers financial matters arising from serious injuries and deaths on an incident. Work is done in close cooperation with the Medical Unit.

- Claims Specialist -- Manages all claims-

related activities (other than injury) for an incident.

4.   Cost Unit

The Cost Unit provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

The Cost Unit function is becoming increasingly important, with frequent requests by the Planning Section for cost estimates related to strategies for achieving Incident Objectives. Accurate information on the actual costs of all assigned resources is essential.

IV.   Reporting Relationships and Information Flow Within the Incident Organization.

As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.

There are essentially two principles to be followed:

1.   To the extent possible there is complete freedom within the organization to exchange information.

2.   Orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.

Each of these is elaborated as follows:

A.   Information Exchange

The ICS organizational framework is open for individuals to freely supply and exchange information. Three examples are:

1. The Food Unit Leader may directly contact the Planning Section's Resources Unit to determine the number of persons requiring feeding.

2. The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.

3. Division Supervisor A may contact the Situation Unit Leader to share information on an unusual environmental hazard in the Division.

B. Flow of Orders and Directives Within the ICS Organization

Three examples are:

1. Division B supervisor requests fuel for resources within the Division.

   This request will be passed through the Branch or Operations Section Chief to ensure that fuel requests can be consolidated before going to Logistics.

2. Operations Section Chief in a Branch and Division organization will pass directives to change the status of resources within a particular division through the Branch Director.

   (This ensures that Branch is aware of any changes.)

3. The Situation Unit Leader will request additional personnel to work in the unit through the Planning Section Chief.

(This ensures that personnel already assigned to the Planning Section will be used if available.)

MODULE 7

ORGANIZATION AND STAFFING

Functional Area Presentation

Discussion Questions

Functional Area Presentation

Discussion Questions

1. Describe the primary responsibilities for the assigned area under this scenario.

2. Identify which positions within this functional area would have deputies and assistants and explain why.

3. Develop an example to show the reporting relationships between this functional area and other areas within the organization. Show both command and information flow relationships.

4. Name other parts of the ICS organization that this area deals with extensively and describe their purposes.

5. Describe what Technical Specialists and Agency Representatives might be used to support this function. Discuss the work role of at least one Technical Specialist in the application area of your choice.