Informed®

NIMS

Incident Command System Field Guide™

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- ➡ **NIMS Overview & Major Components**
- ➡ **National Response Framework Relationship**
- ➡ **Incident Command System Concepts**
- ➡ **Multi-agency Coordination System**
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- ➡ **ICS Position Responsibilities & Checklists**
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- ➡ **Operational Planning Process and Cycle**
- ➡ **List of IAP / ICS Forms & Templates**

Jeff Jones, Division Chief

PREFACE

On February 28, 2003 the President directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). This system provides a consistent nationwide template to enable Federal, State, tribal, and local governments, the private sector, and non-governmental organizations to work together to prepare for, prevent, respond to, recover from and mitigate the effects of incidents regardless of cause, size, location, or complexity.

NIMS is not an operational incident management or resource allocation plan. NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.

All Federal departments and agencies are required to adopt and use NIMS as they carry out their responsibilities in response to incidents. This Presidential Directive also states that adoption and compliance with NIMS is a condition of Federal preparedness assistance.

The Incident Command System (ICS) is one component of the larger NIMS framework. The focus of this Field Guide is to provide those learning and using NIMS with some basic prompts and reminders about NIMS and specifically the Incident Command System (ICS).

NOTE: The organizational charts throughout this Field Guide are meant only to be representative of how to organize an incident using ICS. Each incident is different and local practices may vary, and thus each implementation of NIMS-ICS is likely to vary as well.

INTRODUCTION

NIMS is a comprehensive, national approach that is applicable at all jurisdictional levels and across functional disciplines, that improves the effectiveness of emergency management/response personnel across the full spectrum of potential incidents and hazard scenarios. For purpose of this field guide, incidents include:

- ❖ **Terrorism**
- ❖ **War Related Disasters**
- ❖ **Hazardous Materials Events**
- ❖ **Nuclear Accidents**
- ❖ **Aircraft Accidents**
- ❖ **Wildland and Urban Fires**
- ❖ **Floods**
- ❖ **Earthquakes**
- ❖ **Hurricanes**
- ❖ **Tornadoes**
- ❖ **Typhoons**
- ❖ **Other Types of Natural / Human Caused Disasters**

Incidents typically begin and end locally and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. However, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, levels of government, functional agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities. NIMS uses a systematic approach to integrate the best existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that will, in turn, enable a diverse set of public and private organizations to conduct well-integrated and effective emergency management and incident response operations. It does this through a core set of concepts, principles, procedures, organizational processes, terminology, and standards requirements applicable to a broad community of NIMS users.

NIMS Concepts and Principles

◆ **Flexibility**

NIMS framework allows maximum flexibility for multiagency, multijurisdictional, and multidisciplinary coordination adaptable to incident management of events that are scheduled, provide warning or notice, or those that provide no notice.

◆ **Standardization**

NIMS provides an organized set of standardized operational structures which is critical in allowing disparate organizations and agencies to work together in a predictable, coordinated manner.

MAJOR NIMS COMPONENTS

There are five major components of NIMS. These components work together to form the national framework for preventing, responding to, and recovering from all types of domestic incidents. The five components are listed in the following chart:

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                      NIMS

  Preparedness            Communications
                          & Information
                          Management

  Resource                Command and
  Management              Management

  Ongoing
  Management &
  Maintenance
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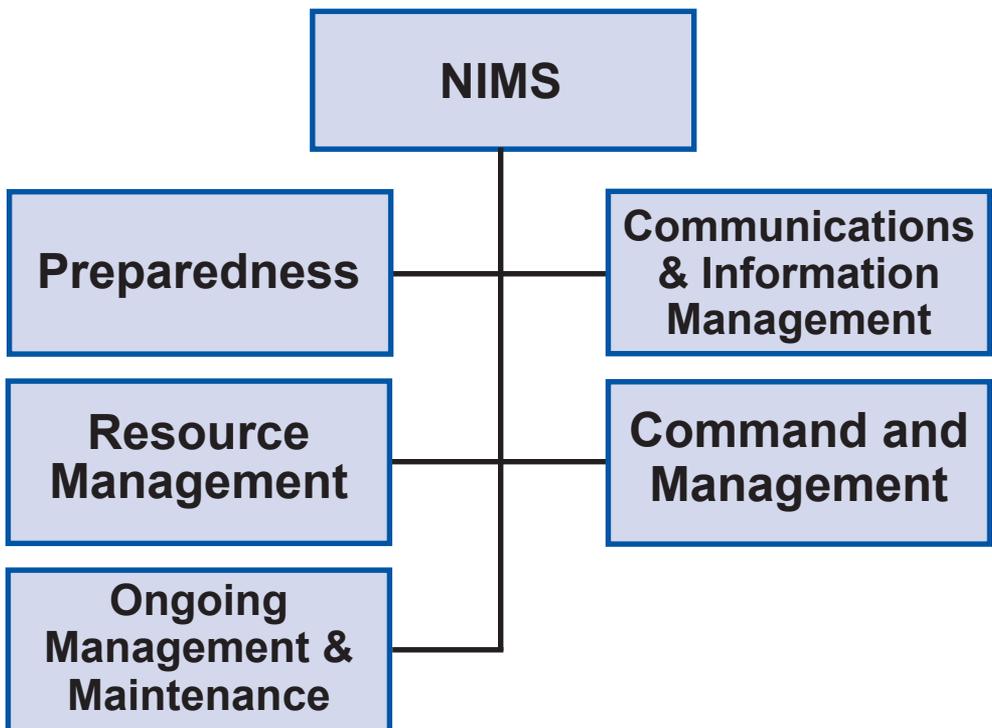
Preparedness

Preparedness is achieved and maintained through a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action.

Planning

Plans must be realistic, scalable, and applicable to all types of incidents, from daily occurrences to incidents requiring the activation of interstate mutual aid, and to those requiring a coordinated Federal response. Plans describe how personnel, equipment, and other governmental and nongovernmental resources will be used to support emergency management and incident response requirements. Plans should integrate all relevant departments, agencies, and organizations (including the private sector and NGOs, where appropriate) to facilitate coordinated emergency management and incident response activities.

Procedures and Protocols

Procedures and protocols should detail the specific actions that can be taken to implement a plan or system. Several levels of documents assist in documenting and implementing procedures. Within NIMS there are Standard Operating Procedures (SOP) or Operations Manuals, Field Operations Guides or Incident Management Handbooks (like this one), Mobilization Guides, and Job Aids. Protocols are sets of guidelines that provide for standing orders, authorizations, and delegations necessary to permit the rapid execution of a task, function without seeking permission to do so.

Training and Exercises

Being appropriately trained and putting that training to use in functional exercises is critical to the successful implementation of NIMS. Training should be consistent with standardized NIMS training. Exercises should place personnel in simulated roles and allow for measuring specific objectives and incorporating corrective actions into the planning process.

Personnel Qualifications and Certification

A critical element of preparedness under NIMS is the use of national standards that allow for the use of common or compatible structures for the qualification and certification of emergency management/response personnel. Standards will help ensure that these personnel possess the minimum knowledge, skills, and experience necessary to execute incident management and emergency response activities safely and effectively.

Equipment Certification

Emergency management/response personnel and their affiliated organizations rely on various types and kinds of equipment to perform essential tasks. A critical component of preparedness is the acquisition of equipment that will perform to certain standards, including the capability to be interoperable with equipment used by other jurisdictions and/or participating organizations.

Communications and Information Mgmt.

Effective emergency management and incident response activities rely upon flexible communications and information systems that provide a common operating picture to emergency management/response personnel and their affiliated organizations. Establishing and maintaining a common operating picture and ensuring accessibility and interoperability are the principal goals of the Communications and Information Management component of NIMS. Properly planned, established, and utilized communications enable the dissemination of information among and between command and support elements, and, as appropriate, cooperating agencies and organizations.

Resource Management

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. Utilization of the standardized resource management concepts

such as typing, inventorying, organizing, and tracking will facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident. Resource management should be flexible and scalable in order to support any incident and be adaptable to changes. Efficient and effective deployment of resources requires that resource management concepts and principles be utilized in all phases of emergency management and incident response.

Command and Management

The Incident Command System (ICS)
Whether for incidents managed locally within a single jurisdiction or for complex incidents with national implications, the ICS provides a flexible core mechanism for coordinated and collaborative incident management. Command and Management, specifically the Incident Command System is the focus of this Field Guide.

Multiagency Coordination Systems
Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. MACS is a system, NOT a facility.

Public Information Systems
Public Information consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on the incident's cause, size, and current situation to the public, responders, and additional stakeholders (both directly affected and indirectly affected). Public information must be coordinated and integrated across jurisdictions and across agencies/organizations; among Federal, State, tribal, and local governments; and with the private sector and NGOs.

Ongoing Management and Maintenance

The Ongoing Management and Maintenance Component of NIMS contains two subsections: National Integration Center (NIC) and Supporting Technologies. The National Integration Center section sets forth the responsibilities of the NIC. The Supporting Technologies section discusses principles necessary to leverage science and technology to improve capabilities and lower costs.

Relationship to the National Response Framework (NRF)

NIMS provides the template for the management of incidents, regardless of cause, size, location, or complexity. The National Response Framework (NRF) (which supercedes the National Response Plan) is an all hazards plan that builds upon the NIMS. The NRF provides the structure and mechanisms for national level policy and operational direction for incident management to ensure timely and effective Federal support to State, tribal, and local related activities. The NRF is applicable to all Federal departments and agencies that participate in operations requiring a coordinated Federal response.

NOTE: The NRF is a guide to how the nation conducts all-hazards incident management.

NIMS and the NRF are designed to improve the Nation's incident management capabilities and overall efficiency. During incidents requiring coordinated Federal support, the NRF provides the guidelines and procedures to integrate capabilities and resources into a cohesive, coordinated, and seamless national framework for incident management.

A basic premise of both NIMS and the NRF is that incidents typically be managed at the local level first. In the vast majority of incidents, local resources and local mutual aid agreements and/or assistance agreements will provide the first line of emergency response and incident management. If additional or specialized resources or capabilities are needed, Governors may request Federal assistance;

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however, NIMS is based on the concept that local jurisdictions retain command, control, and authority over response activities for their jurisdictional areas. Adhering to NIMS will allow local agencies to better utilize incoming resources.

NOTE: NIMS and the NRF are designed to ensure that local jurisdictions retain command, control, and authority over response activities for their jurisdictional areas.

INCIDENT COMMAND SYSTEM CONCEPTS

NOTE: The ICS is a management system that has been in use for over 30 years. It is designed to enable effective and efficient management of domestic incidents. It is a multi-hazard, flexible management system that coordinates the activities of an incident into the five major functional areas of command, operations, planning, logistics, and finance/administration. Intelligence/Investigation is an optional sixth functional area that is activated on a case-by-case basis.

Basic Concepts and Principles

The Incident Command System:
- Manages most incidents locally.
- Uses a standard set of organizations, doctrine, and procedures.
- Is modular and scalable.
- Has interactive management components.
- Establishes common terminology, standards, and procedures that enable diverse organizations to work together effectively.
- Incorporates measurable objectives.
- Should have the least possible disruption on existing systems and processes.
- Is user friendly and is applicable across a wide spectrum of

emergency response and incident management disciplines.

Management Characteristics

ICS's characteristics include:
- ✓ Common Terminology
- ✓ Modular organization
- ✓ Management by objective
- ✓ Reliance on an Incident Action Plan (IAP)
- ✓ Manageable span of control
- ✓ Predesignated incident locations and facilities
- ✓ Comprehensive resource management
- ✓ Integrated communications
- ✓ Establishment and transfer of command
- ✓ Chain of command and unity of command
- ✓ Unified command when needed
- ✓ Complete accountability of personnel and resources
- ✓ Controlled and managed deployment of resources
- ✓ Information and intelligence management

ICS Organization and Operations

ICS organizations have five major functional areas, referred to as **Command** and **General Staff**: **Command, Operations, Planning, Logistics,** **Finance/Administration**, and may include the **Intelligence/Investigations** function which can be organized a number of ways.

◆ **Command**
  - The **Command Position** can be a single Incident Commander (**IC**), or Unified (**UC**)
  - **Command Staff** consists of the Public Information Officer (**PIO**), Safety Officer (**SO**), and the Liaison Officer (**LNO**)
◆ **General Staff**
  - **General Staff** consist of the **Operations Section Chief**, **Planning Section Chief**, **Logistics Section Chief**, and the **Finance/Admin Section Chief**

Each of these functions can be expanded as needed to

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maintain an effective span of control.

An Area Command may be activated for span of control considerations or when there are multiple incidents requiring multiple ICS organizations that require overall coordination between each other.

ICS Position Titles

Organizational Element	Leadership Position Titles	Support Positions
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
Section	Section Chief	Deputy
Branch	Branch Director	Deputy
Divisions & Groups*	Supervisors	N/A
Unit**	Unit Leader	Manager, Coordinator
Strike Team/Task Force	Leader	Single Resource Boss, Companies/Crews
Single Resource Boss	Boss	N/A
Technical Specialist Specialist	Specialist	N/A

*The hierarchical term supervisor is used only in the Operations Section.

**Unit leader designations apply to the subunits of the Operations, Planning, Logistics, and Finance/ Administration Sections.

Incident Management Teams

An Incident Management Team (IMT) is an incident command organization made up of the Command and General Staff members and other appropriate personnel that can be deployed or activated, as needed.

National, State, and some local IMTs have formal certification and qualification, notification, deployment, and operational

procedures in place. In other cases, ad hoc IMTs are formed at an incident or for specific events.

The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the "type," or level, of IMT.

Incident Complex

Complex Incidents are two or more individual incidents located in the same general proximity that are assigned to a single Incident Commander or Unified Command to facilitate management. There are four ways to organize complex incidents:
- Combine Several Incidents Into an Incident Complex
- Divide an Incident Into Two or More Single Incidents
- Expand the Planning Capability
- Add a Second Operations or Logistics Section

Area Command

Area Command is used to oversee the management of:
- Multiple incidents that are each being handled by an Incident Command System organization; or
- A very large incident that has multiple incident management teams assigned to it.

Multiagency Coordination Systems

Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. MACS is a system, NOT a facility.

Emergency Operations Center (EOC)

The EOC is the physical location at which the coordination of information and resources to support incident management

activities normally take place.

The EOC is:
- Organized by discipline (fire, law enforcement, public works, medical services, and so on)
- Typically staffed by people from each discipline
- Used for a higher level of coordination among jurisdictions
- May be housed in permanent or temporary facilities

Department Operations Center (DOC)

A DOC is a smaller organization representing a single discipline. In most cases will be represented in the EOC.

NOTE: All entities must be connected, communicating effectively, and cooperating together in order to be effective.

MAC Group

Typically, administrators/executives, or their appointed representatives, who are authorized to represent or 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 MACS. A MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s).

Differences Between MACs Group and Area Command

Multiagency Coordination Group	Area Command
Off-scene coordination and support organization with no direct incident authority or responsibility.	On-scene command function of the Incident Command System with oversight responsibility and authority of IMTs assigned. Area command may be established as Unified Area Command.
Members are Agency Administrators/Executives or designees from the agencies involved or heavily committed to the incident.	Members are the most highly skilled incident management personnel.
Organization generally consists of multiagency coordination personnel (including Agency Administrators/Executives), MAC Coordinator, and an intelligence and information support staff.	Organization generally consists of an Area Commander, Assistant Area Commander—Planning, and Assistant Area Commander—Logistics.
Is the Agency Administrator/Executive or designee.	Delegated authority for specific incident(s) from the Agency Administrator/Executive.
Allocate and reallocate critical resources through the communications/dispatch system by setting incident priorities.	Assign and reassign critical resources allocated to them by MAC or the normal communications/dispatch system organization.
Make coordinated Agency Administrator/Executive–level decisions on issues that affect multiple agencies.	Ensure that incident objectives and strategies are complementary between Incident Management Teams.

PUBLIC INFORMATION SYSTEMS

NOTE: Systems and protocols for communicating timely and accurate information to the public are critical during crisis.

Public Information Principles

The Public Information Officer (PIO) is a key command staff member supporting the incident command structure.
- Public Information must be coordinated and integrated across jurisdictions and across agencies/organizations.
- Organizations may retain their independence, but each should contribute to the overall unified message for maximum effectiveness.
- Well-developed public information, education strategies, and communications plans help to ensure that lifesaving measures, evacuation routes, threat and alert systems, and other public safety information is coordinated and communicated to numerous audiences in a timely, consistent manner.

System Description and Components

Public Information Officer—The PIO handles inquiries from the media, the public, and elected officials, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident, particularly regarding information on public health, safety, and protection.

Joint Information System—A JIS is an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis. It includes the plans, protocols, and structures used to provide information to the public during incident operations.

Joint Information Center—The JIC is a physical location where public information officers involved in incident management activities can co-locate to perform critical emergency information, crisis communications, and public affairs functions.

Sample Incident Command Organizational Chart

Incident Command / Unified Command

- Public Information Officer
- Safety Officer
- Liaison Officer

Operation Section Chief

- **Branch Director**
  - Division/Group Supervisor
    - Task Force Leader
    - Strike Team Leader
    - Single Resource Boss
- **Branch Director**
  - Air Operations Director
  - Division/Group Supervisor
    - Task Force Leader
    - Strike Team Leader
    - Single Resource Boss
- Staging Area Manager

Planning Section Chief

- Situation Unit Leader
- Resources Unit Leader
- Documentation Unit Leader
- Documentation Unit Leader
- Technical Specialists

Logistics Section Chief

- **Service Branch Director**
  - Communications Unit Leader
  - Medical Unit Leader
  - Food Unit Leader
- **Support Branch Director**
  - Supply Unit Leader
  - Facilities Unit Leader
  - Ground Support Unit Leader

Finance Administration Section Chief

- Time Unit Leader
- Procurement Unit Leader
- Comp/Claims Unit Leader
- Cost Unit Leader

Intelligence and Investigation Chart

Incident Command
Unified Command

Public Information Officer

Safety Officer

Liaison Officer

Intel/Investigations Officer

Operation Section Chief

Branch Director
- Division/Group Supervisor
- Strike Force Leader
- Task Team Leader
- Single Resource Boss

Staging Area Manager

Intel/Investigations Branch Director
- Division/Group Supervisor
- Task Force Leader
- Strike Team Leader
- Single Resource Boss

Intel/Investigations **Section**

Planning Section Chief

Intel/Investigations Unit Leader

Situation Unit Leader

Resources Unit Leader

Documentation Unit Leader

Documentation Unit Leader

Technical Specialists

Logistics Section Chief

Service Branch Director
- Communications Unit Leader
- Medical Unit Leader
- Food Unit Leader

Support Branch Director
- Supply Unit Leader
- Facilities Unit Leader
- Ground Support Unit Leader

Finance Administration Section Chief

- Time Unit Leader
- Procurement Unit Leader
- Comp/Claims Unit Leader
- Cost Unit Leader

Command & General Staff

Sample Command and General Staff Organizational Chart

Incident Command / Unified Command

Command Staff
- Public Information Officer
- Safety Officer
- Liaison Officer

General Staff
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Admin. Section Chief

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IC

Command (IC/UC) Responsibilities

The Incident Commander (IC) is responsible for the command function at all times. As the identity of the IC changes through transfers of command, this responsibility shifts with the title. The term Command in this section refers jointly to both the person and the function. The IC may use one or more deputies to perform specific tasks, reduce the IC's span of control, or work in a relief capacity.

IC responsibilities include:

❖ **Overall management of the incident. This includes:**
  - All of the command staff functions (PIO, SO, LNO) when they are not staffed.
  - All of the general staff functions (OSC, PSC, LSC, and FSC) when they are not staffed.
  - Staffing and managing the other command and general staff positions as needed.

❖ **Assessment of the incident priorities**
  - Name the incident
  - Establish immediate priorities
  - Establish the incident command post (ICP)
  - Determine the incident's strategic goals
  - Develop and/or approve and implement the Incident Action Plan
  - Develop an incident command structure appropriate for the incident

❖ **Assess resource needs and orders**
  - Coordinate overall emergency activities
  - Ensure adequate safety measures are in place
  - Approve requests for additional resources
  - Approve/ensure incident funding and expenditures

❖ **Coordinate with outside agencies**
  - Coordinate incident investigation
  - Authorize information release to the media
  - Order the demobilization of resources when appropriately

Incident Commander (IC/UC) Checklist

The following checklist can be used on scene by the IC/UC to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Get a briefing from the previous IC, or assess the situation

❑ Brief command and general staff and give initial assignments, including specific delegation of authority

❑ Establish the Incident Command Post (ICP)

❑ Name the incident (e.g., Murray Command)

❑ Don the IC vest and activate the ICP signal

Secondary Responsibilities

❑ Establish the appropriate ICS structure and staff positions as needed

❑ Establish incident objectives (strategy)

❑ Ensure adequate safety measures and message is in place and communicated to all workers

❑ Ensure adherence to the operational planning process (refer to the Plan. Cycl. Tab)

Tertiary Responsibilities

❑ Coordinate activity of all command and general staff

❑ Direct staff to develop plans and staffing requirements; approve requests for additional resources and funding

❑ Prepare and participate in the planning process and meetings (refer to the Plan. Cycl. Tab)

❑ Approve and authorize the implementation of an IAP

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IC/UC

❑ Approve the release of information by the PIO

❑ Determine if operational periods are necessary

❑ Coordinate with outside entities as necessary

❑ Evaluate and ensure that incident objectives are being accomplished

❑ Manage requests or release of resources as appropriate

❑ Ensure incident investigation as necessary

❑ Ensure after action process is completed and reports filed

❑ Maintain a Unit Log (ICS 214)

Public Information Officer (PIO) Responsibilities

The Public Information Officer (PIO) is responsible for interfacing with the public and media and/or with other agencies that require incident-related information.

- Develop and release information to the media, incident personnel, and other agencies as appropriate
- Determine staffing needs and order assistants as appropriate
- Coordinate and get approval from the IC/UC before the release of all incident-related information
- Monitor the public's reaction to information

Public Information Officer (PIO) Checklist

The following checklist can be used on scene by the PIO to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

- ❏ Organize, assign, and brief assistants
- ❏ Determine from the IC/UC limits on information release
- ❏ Obtain IC/UC approval for media releases

Secondary Responsibilities
- ❏ Manage media and public inquiries
- ❏ Coordinate emergency public information and warnings
- ❏ Establish any restrictions for media access
- ❏ Inform media and conduct briefings
- ❏ Arrange for tours and other interviews
- ❏ Obtain news media information that may be useful for incident planning
- ❏ Maintain current information summaries and/or displays

Tertiary Responsibilities
- ❏ Provide information on status of incident to assistants
- ❏ Brief & advise IC/UC on information issues and concerns
- ❏ Participate in operational planning processes (refer to the Plan. Cyc. Tab)
- ❏ Prepare appropriate ICS forms and other information to be included in the IAP (refer to the Plan. Cyc. Tab)
- ❏ Evaluate and establish a JIS
- ❏ Establish and staff a JIC as necessary
- ❏ Maintain Unit/Activity Log (ICS 214)
- ❏ Prepare, organize and provide appropriate information to the Documentation Unit
- ❏ Participate in the after action process

Safety Officer (SO) Responsibilities

The SO monitors incident operations and advises the IC/UC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The SO has emergency authority of the IC/UC to stop or prevent unsafe acts during incident operations. Responsibilities include:

- • Assess and communicate hazardous and unsafe situations
- • Ensure a site safety and health plan is developed

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IC/UC

- Develop safety measures or communication to assure personnel safety
- Correct unsafe acts or conditions
- Maintain awareness of active and developing situations
- Prepare and include safety messages in the IAP
- Assign one safety officer for each incident
- Assign assistants as necessary

Safety Officer (SO) Checklist

The following checklist can be used on scene by the SO to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities
- ❑ Review common responsibilities checklist in the Com. Resp. Tab
- ❑ Review the leadership responsibilities in the Com. Resp. Tab
- ❑ Organize, assign, and brief assistants
- ❑ Recon the incident visually
- ❑ Identify appropriate PPE, control zones, and safety hazards

Secondary Responsibilities
- ❑ Participate in operational planning processes (refer to the Plan. Cyc. Tab)
- ❑ Review and approve the Medical Plan (ICS 206)
- ❑ Develop the Risk/Hazard analysis (ICS 215a) with the OSC
- ❑ Prepare appropriate ICS forms and other information to be included in the IAP (refer to the Plan. Cyc. Tab)
- ❑ Ensure personnel accountability is in place and working
- ❑ Exercise emergency authority to prevent or stop unsafe acts

❑ Ensure working conditions are monitored and work/rest guidelines are adhered to

Tertiary Responsibilities

❑ Brief IC/UC on safety issues and concerns

❑ Designate emergency evacuation guidelines

❑ Investigate accidents within incident areas

❑ Maintain Unit/Activity Log (ICS 214)

❑ Prepare, organize and provide appropriate information to the Documentation Unit

❑ Participate in the after action process

Liaison Officer (LNO) Responsibilities

The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO.

- Communicate with the IC/UC the representing agencies concerns and issues
- Maintain contact of and with all involved agencies
- Prepare and include necessary information about agencies in the IAP
- Only one LNO will be assigned for each incident
- Assistants may be assigned as necessary

Liason Officer (LNO) Checklist

The following checklist can be used on scene by the LNO to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

IC/UC

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Organize, assign, and brief assistants

❑ Provide a point of contact for assisting and cooperating AREP

❑ Identify all AREP from each agency and develop complete contact information

Secondary Responsibilities

❑ Keep agencies supporting incident aware of incident status

❑ Monitor incident operations to identify current or potential interorganizational issues and advise IC as appropriate

❑ Brief IC/UC on agency issues and concerns

❑ Participate in operational planning processes (refer to the Plan. Cyc. Tab)

Tertiary Responsibilities

❑ Prepare appropriate ICS forms and other information to be included in the IAP (refer to the Plan. Cyc. Tab)

❑ Maintain Unit/Activity Log (ICS 214)

❑ Prepare, organize and provide appropriate information to the Documentation Unit

❑ Participate in the after action process

Agency Rep. (AREP) Responsibilities

In multi-jurisdictional incidents, agencies may elect to send a representative to assist in coordinating efforts.

• Interface with the LNO
• Make decisions consistent with delegated authority
• Communicate and coordinate with home agency

Agency Rep. (AREP) Checklist

Primary Responsibilities

❑ Review common responsibilities in Com. Resp. Tab.

❑ Gather contact information for Command and General Staff

Secondary Responsibilities

❑ Notify agency personnel that they have an AREP

❑ Participate in operational planning processes as required (refer to the Plan. Cyc. Tab)

❑ Advise LNO of special needs or requirements of agency

Tertiary Responsibilities

❑ Cooperate fully with IC/UC and General Staff on agency involvement

❑ Ensure well being of agency personnel assigned

❑ Report as required to home agency

❑ Participate in the after action process

❑ Maintain a Unit Log (ICS 214)

Area Command (AC) Responsibilities

Area Command is used to oversee the management of:

- Multiple incidents that are each being handled by an Incident Command System organization; or
- A very large incident that has multiple incident management teams assigned to it
- Focus primarily on strategic assistance
- AC supports IC/UCs and provides strategic direction

Area Command (AC) Checklist

Primary Responsibilities

❑ Set overall agency incident related priorities

❑ Allocate resources based on priorities

❑ Ensure that incidents are properly managed

❑ Ensure incident(s) objectives are met and do not conflict with each other

IC/UC

Secondary Responsibilities

❏ Establish priorities

❏ Set overall objectives

❏ Ensure IMTs are qualified

❏ Allocate/reallocate resources

❏ Identify and report critical resource needs

Tertiary Responsibilities

❏ Coordinate with agency administrator, EOC, other MAC groups, and the media

❏ Coordinate demobilization

❏ Coordinate recovery operations

❏ Ensure effective communications

❏ Assign duties to assigned staff, supervise, and evaluate

Incident/Unified Command Contacts

NOTE: You can write in this book with any ballpoint pen and later erase with rubbing alcohol.

Title	Name	Contact
IC/UC		
DIC		
PIO		
SO		
LNO		
AREP		

IC/UC

Operations Section

The Operations Section is responsible for managing tactical operations at the incident site to reduce immediate hazards, save lives and property, establish situation control, and restore normal conditions.

Sample Operations Sections Organizational Chart

- Operation Section Chief
  - Staging Area Manager
  - Fire Branch Director
    - Alpha Division Supervisor
    - Bravo Division Supervisor
    - Ventilation Group Supervisor
    - Rapid Intervention Crew
  - Multi-Casualty Branch Director
    - Medical Group A Supervisor
    - Medical Group B Supervisor
    - Transportation Supervisor
  - Law Branch Director
    - Special Ops Group Supervisor
    - Investigation Group Supervisor
    - Evacuation Group Supervisor
  - Public Works Branch Director
    - Transportation Group Supervisor
    - Environmental Group Supervisor
    - Utilities Group Supervisor
  - Air Ops Director
    - Air Rescue Group Supervisor
    - Air Support Group Supervisor

Operations Section Chief (OSC) Responsibilities

The Operations Section Chief activates and supervises elements in accordance with the Incident Action Plan (IAP) by:
- Directing the execution of the IAP
- Activating and executing the Site Safety and Health Plan
- Directing the preparation of unit operational plans
- Requesting or releasing resources
- Making expedient changes to the IAPs as necessary
- Reporting to the IC/UC
- May assign a deputy OSC to assist in supervising operations activities

Operations Section Chief (OSC) Checklist

The following checklist can be used on scene by the OSC to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities
- ❑ Review common responsibilities checklist in the Com. Resp. section
- ❑ Review the leadership responsibilities in the Com. Resp. section
- ❑ Evaluate, organize, assign, and brief Ops section staff
- ❑ Recon the incident visually if possible
- ❑ Develop and implement operations portion of IAP (refer to Plan. Cycl. Tab)
- ❑ Brief and assign operations personnel in accordance with IAP
- ❑ Supervise Ops section personnel

Secondary Responsibilities
- ❑ Supervise execution of the IAP for Operations
- ❑ Coordinate with SO to carry out operational activities while

Ops

complying with all safety requirements

❑ Monitor and request resources needed to implement Operation's tactics as part of the IAP development (ICS 215)

❑ Implement effective strategies and tactics to meet operational objectives.

❑ Assist the SO in developing the risk/hazard analysis (ICS 215a)

❑ Make, or approve, expedient changes to the IAP during the operational period, as necessary

❑ Monitor and evaluate the current situation status and make recommendations for use in the next operational period

❑ Prepare and participate in the tactics meeting (refer to Plan. Cycl. Tab)

❑ Participate in operational planning processes and development of the tactical portions of the IAP (ICS 204 & ICS 220) (refer to Plan. Cycl. Tab)

Tertiary Responsibilities

❑ Inform RESL of changes in the status of resources assigned to section.

❑ Approve suggested list of resources to be released from assigned status (not released from the incident)

❑ Assemble and disassemble teams/task forces assigned to operations section

❑ Organize the Ops section effectively to ensure manageable span of control and safe operations of all Ops personnel

❑ Report information about changes in the implementation of the IAP, special activities, events, and occurrences to IC/UC as well as to PSC and PIO

❑ Identify and use staging areas as necessary/appropriate

❑ Develop and make recommendations to Plans for demobilization of Ops resources

❑ Receive and implement demob plans

❑ Participate in operational briefings to IMT members, media, community, and dignitaries

❑ Maintain Unit/Activity Log (ICS 214)

Staging Area Manager Checklist (STAM)

The following checklist can be used on scene by the STAM to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities
❑ Review common responsibilities checklist in the Com. Resp. Tab
❑ Organize, assign, and brief assistant(s)
❑ Plan and organize the staging area for quick and effective deployment or resources
❑ Establish expected resource levels from the OSC
❑ Advise OSC when resource levels reach minimums

Secondary Responsibilities
❑ Establish and maintain boundaries of staging areas
❑ Post signs for identification and traffic control
❑ Establish check-in function, as appropriate
❑ Determine and request logistical support for personnel and/or equipment, as needed
❑ Ensure security of staging area
❑ Advise OSC of all changing situations/conditions on scene
❑ Respond to requests for resource assignments
❑ Respond to requests for information, as required
❑ Keep RESL informed of the status of all resources in staging

Tertiary Responsibilities
❑ Arrange for maintenance needs for resources in Staging
❑ Establish an accountability system for all resources/ equipment checked-in and out of Staging
❑ Demobilize or reposition staging areas, as needed
❑ Maintain Unit/Activity Log (ICS 214)

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Branch Director (OPBD) Checklist

The following checklist can be used on scene by the Branch Director to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Identify branch organization and resources

❑ Organize, assign, brief assistants, and ensure that all supervisors have a copy of the current IAP

Secondary Responsibilities

❑ Implement the IAP for the branch

❑ Develop, with subordinates, alternatives for Branch control operations

❑ Attend meetings and briefings at the request of the OSC

❑ Review Division/Group Assignment Lists (ICS 204) for Divisions/Groups within Branch; modify lists based on effectiveness of current operations

❑ Assign specific work tasks to Division/Group Supervisors

❑ Supervise Branch operations

❑ Resolve logistics problems reported by subordinates

❑ Report to OSC when: IAP is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur

Tertiary Responsibilities

❑ Keep RESL (through chain-of-command) informed of resource status of resources assigned to the branch

❑ Approve accident and medical reports (home agency forms) originating within the Branch

- ❑ Evaluate demobilization and implement demob plan when appropriate
- ❑ Debrief with OSC at the end of each operational period
- ❑ Maintain Unit/Activity Log (ICS 214)

Division or Group Supervisor (DIVS) Checklist

The following checklist can be used on scene by the Division or Group Supervisor to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities
- ❑ Review common responsibilities checklist in the Com. Resp. Tab
- ❑ Review the leadership responsibilities in the Com. Resp. Tab
- ❑ Identify Division/Group organization and resources
- ❑ Organize, assign, and brief assistants
- ❑ Provide copies of the current IAP to subordinates
- ❑ Implement IAP for division/group
- ❑ Supervise Division/Group resources, making changes as needed

Secondary Responsibilities
- ❑ Review division/group assignments and incident activities with subordinates and assign tasks
- ❑ Coordinate activities with other divisions
- ❑ Determine need for assistance on assigned tasks
- ❑ Submit situation and resources status information to Branch Director or OSC
- ❑ Report special occurrences or events such as accidents or sickness to the immediate supervisor
- ❑ Resolve logistics problems within the division/group

Tertiary Responsibilities

❑ Keep RESL (through chain-of-command) informed of resource status of resources assigned to the branch

❑ Participate in developing Branch plans for the next operational period (refer to the Plan. Cycl. Tab)

❑ Evaluate demobilization and implement demob plan when appropriate

❑ Debrief as directed at the end of each operational period

❑ Maintain Unit/Activity Log (ICS 214)

Strike Team/Task Force Leader (TFL) Checklist

The following checklist can be used on scene by the Strike Team/Task Force Leader to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Organize, assign, brief assistants and assign tasks

Secondary Responsibilities

❑ Monitor work progress and make changes, when necessary

❑ Keep supervisor informed of progress, changes, and resources status/needs

❑ Coordinate activities with other Strike Teams, Task Forces, and single resources

❑ Submit situation and resource status information to Division/Group Supervisor

Tertiary Responsibilities

❑ Retain control of resources while in available or out-of-service status
❑ Debrief as directed at the end of each operational period
❑ Maintain Unit/Activity Log (ICS 214)

Single Resource Boss Checklist

The following checklist can be used on scene by the Single Resource Boss to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab
❑ Review the leadership responsibilities in the Com. Resp. Tab
❑ Review assignments
❑ Obtain necessary equipment/supplies
❑ Review weather/environmental conditions for assignment area
❑ Brief subordinates on safety measures

Secondary Responsibilities

❑ Monitor work progress
❑ Ensure adequate communications with supervisor and subordinates
❑ Keep supervisor informed of progress and any changes
❑ Inform supervisor of problems with assigned resources
❑ Brief relief personnel, and advise them of any change in conditions

Tertiary Responsibilities

❑ Return equipment and supplies to appropriate unit
❑ Complete and turn in all time and use records on personnel and equipment

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❑ Keep RESL (through chain-of-command) informed of resource status of resources assigned to the branch

❑ Evaluate demobilization and implement demob plan when appropriate

❑ Debrief with OSC at the end of each operational period

❑ Maintain Unit/Activity log (ICS 214)

Air Operations Branch Director (AOBD)

The following checklist can be used on scene by the AOBD to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This checklist is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Organize preliminary air operations

❑ 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

❑ Attend the tactics and planning meetings to obtain information for completing the Air Operations Summary Worksheet (ICS 220), as needed (refer to the Plan. Cycl. Tab)

❑ Participate in preparation of the IAP through the OSC (refer to the Plan. Cycl. Tab)

❑ Ensure that the air operations portion of the IAP takes into consideration the Air Traffic Control (ATC) requirements of assigned aircraft

- ❏ Coordinate with the COML to designate air tactical and support frequencies
- ❏ Ensure dependable communication between air operation branch and air units

Secondary Responsibilities

- ❏ Perform operational planning for air operations (refer to the Plan. Cycl. Tab)
- ❏ Prepare and provide Air Operations Summary Worksheet (ICS 220), if completed, to the Air Support Group (ASG) and Fixed-Wing Bases
- ❏ Supervise all air operations activities associated with the incident
- ❏ Evaluate helibase and helispot locations
- ❏ Establish procedures for emergency reassignment of aircraft
- ❏ Coordinate approved flights of non-incident aircraft in the TFR
- ❏ Initiate airspace deconfliction
- ❏ Coordinate with appropriate Command Center(s) through normal channels on incident air operations activities
- ❏ Consider requests for logistical use of incident aircraft
- ❏ Report to the OSC on air operations activities
- ❏ Report any special incidents/accidents
- ❏ Develop an Aviation Site Safety Plan in concert with SO

Tertiary Responsibilities

- ❏ Arrange for an accident investigation team when warranted
- ❏ Debrief with OSC as directed at the end of each operational period
- ❏ Ensure that SAFECOMS are documented and reported
- ❏ Maintain a Unit Log (ICS 214)

Air Tactical Group Supervisor

The following checklist can be used on scene by the Air Tactical Group Supervisor to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This checklist is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Obtain a copy of the IAP from the AOBD, including Air Operations Summary Worksheet (ICS 220), if completed

Secondary Responsibilities

❑ Participate in air operations planning activities (refer to the Plan. Cycl. Tab)

❑ Inform AOBD of group activities

❑ Identify resources/supplies dispatched for the Air Tactical Group

❑ Request special air tactical items from appropriate sources through Logistics Section

❑ Coordinate activities with AOBD

❑ Obtain assigned ground-to-air frequency for airbase operations from the COML or Incident Radio Communications Plan (ICS 205)

❑ Inform AOBD of capability to provide night flying service

Tertiary Responsibilities

❑ Ensure compliance with each agency's operations checklist for day and night operations

❑ Debrief as directed at the end of each shift

❑ Monitors SAFENETS and ensures that the AOBD receives them in a timely manner

❑ Maintain a Unit Log (ICS 214)

Air Support Group Supervisor

The following checklist can be used on scene by the Air Support Group Supervisor to prompt and remind him/her of

what this branch of the organization should be focusing on.

NOTE: checklist is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Obtain a copy of the IAP from the AOBD, including Air Operations Summary Worksheet (ICS 220), if completed

❑ Participate in air operations planning activities (refer to the Plan. Cycl. Tab)

❑ Inform AOBD of group activities

Secondary Responsibilities

❑ Identify resources/supplies dispatched for the ASG

❑ Request special air support items from appropriate sources through Logistics Section

❑ Determine the need for assignment of personnel and equipment at each airbase

❑ Coordinate activities with AOBD

❑ Obtain assigned ground-to-air frequency for airbase operations from the COML or Incident Radio Communications Plan (ICS 205)

❑ Inform AOBD of capability to provide night flying operations
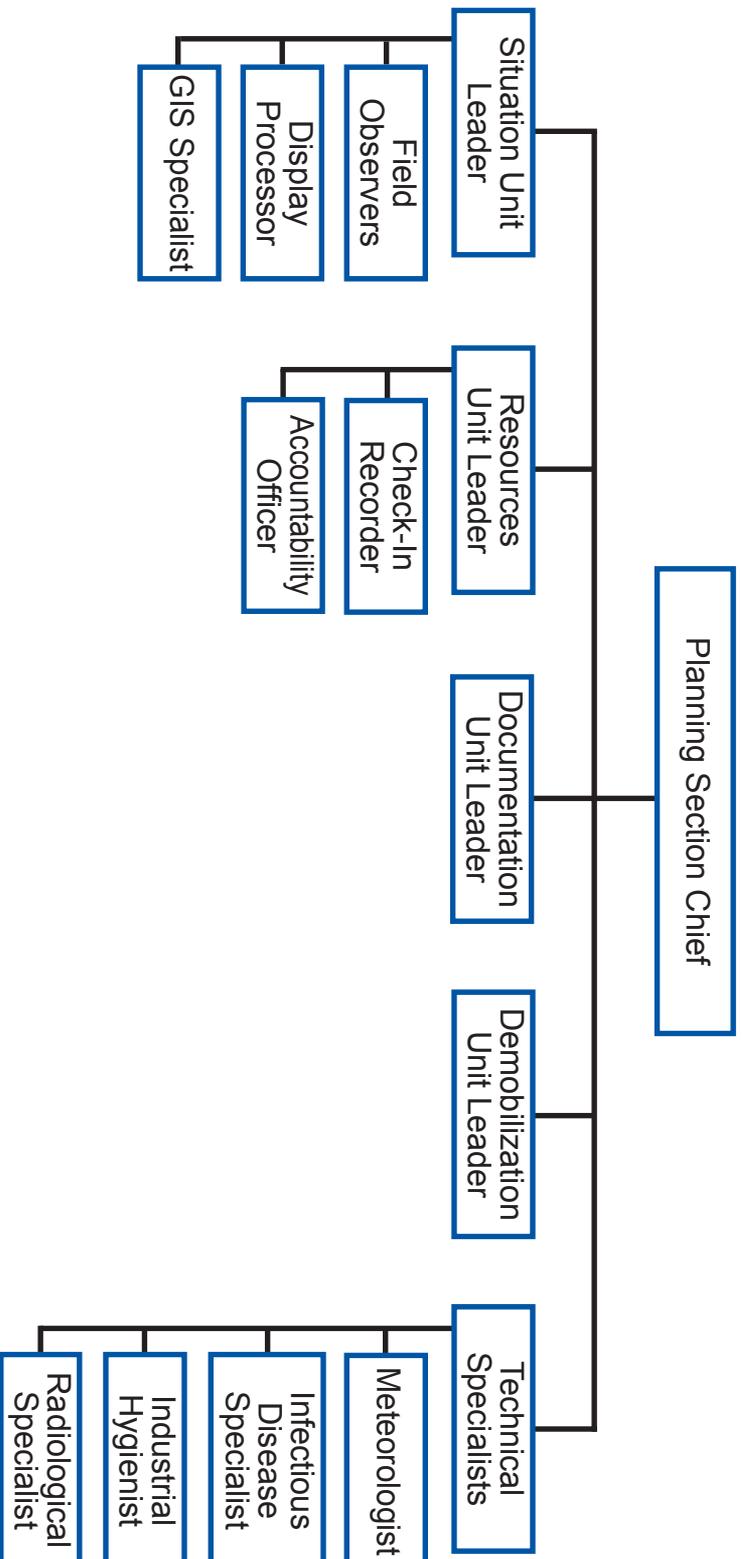
Tertiary Responsibilities

❑ Ensure compliance with each agency's operations checklist for day and night operations

❑ Ensure dust abatement procedures are implemented at helibases and helispots.

❑ Provide crash-rescue service for helibases and helispots

❑ Debrief as directed at the end of each shift

❑ Maintain a Unit Log (ICS 214)

Operations Section Contacts

Title	Name	Contact
OSC		
Dep. OSC		
STAM		
OPBD		
AOBD		
Air Tact. Group Sup.		
Air Support Group Sup.		
DIVS		
TFL		
Single Res.		

Sample Planning Section Organizational Chart

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                                    Planning Section Chief
         ┌──────────────┬──────────────┼──────────────┬──────────────┐
 Situation Unit     Resources     Documentation   Demobilization   Technical
    Leader         Unit Leader     Unit Leader     Unit Leader     Specialists
      │                │                                              │
 ┌────┼────┐      ┌────┴────┐                              ┌────┬────┬────┬────┐
Field  Display  Check-In  Accountability              Meteorologist  Infectious  Industrial  Radiological
Observers Processor GIS Recorder Officer                              Disease     Hygienist   Specialist
          GIS                                                         Specialist
       Specialist
```

Situation Unit Leader
- Field Observers
- Display Processor
- GIS Specialist

Resources Unit Leader
- Check-In Recorder
- Accountability Officer

Documentation Unit Leader

Demobilization Unit Leader

Technical Specialists
- Meteorologist
- Infectious Disease Specialist
- Industrial Hygienist
- Radiological Specialist

Planning Section

The Planning Section is responsible for collecting, evaluating, disseminating, and using information about the incident and status of resources. Information is needed to:
   1 Understand the current situation
   2 Predict probable course of incident events
   3 Prepare alternative strategies for the incident
   4 Submit required incident status reports.

Planning Section Chief (PSC) Responsibilities

The Planning Section Chief (PSC) is responsible for:
 • Working closely with the OSC and the IC in formulating the best possible picture of the current situation.
 • Working closely with the IC and the OSC in determining the incident strategy and tactical objectives.
 • Staffing, organizing, and supervising the planning section.
 • Planning for relief and replacement of staff as appropriate.
 • Preparing for and participating in the operational planning cycle.
 • Completing necessary ICS forms for the IAP.
 • Ensuring the IAP is constructed, copied, and disseminated to all incident personnel.
 • Communicating and implementing the IAP.
 • Providing periodic status reports to the IC.
 • May assign a deputy PSC to assist in supervising planning activities.

Planning Section Chief (PSC) Checklist

The following checklist can be used on scene by the PSC to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Activate Planning Section units

❑ Organize, assign, and brief assistants

❑ Recon the incident visually or get a SITSTAT report from the OSC or IC as appropriate

❑ Gather, prepare and display incident information (SITSTAT & RESTAT)

❑ Brief and assign operations personnel in accordance with IAP

❑ Assign available personnel already on site to ICS organizational positions, as appropriate

Secondary Responsibilities

❑ Supervise IAP preparation

❑ Provide input to the IC/UC and OSC in preparing the IAP

❑ Lead the operational planning process (refer to the Plan. Cyc. Tab)

❑ Facilitate and lead planning and other meetings, as required

❑ Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the IAP

❑ Supervise the accountability of incident resources through RESL

❑ Determine need for any specialized resources in support of the incident

❑ Provide RESL with the Planning Section's organizational structure, including names and locations of assigned personnel

❑ Assign Technical Specialists, where needed

❑ Organize and staff to gather special information needs such as weather, environmental, hazards, etc.

❑ Contemplate and formulate information on alternative

strategies (best to worst case scenarios)
- ❏ Provide periodic predictions on incident potential
- ❏ Compile and display incident status summary information
- ❏ Coordinate with the PIO on the current SITSTAT and RESTAT so that release of incident information is accurate
- ❏ Provide status reports to appropriate requesters
- ❏ Advise General Staff of any significant changes in incident status
- ❏ Incorporate specialized plans (i.e., traffic, evacuation, foam, environmental, and safety) Traffic Plan (from GSUL), and other supporting plans in the IAP
- ❏ Instruct Planning Section Units in distribution and routing of incident information

Tertiary Responsibilities
- ❏ Supervise and ensure resource release recommendations (DEMOB Plan) for submission to the IC/UC
- ❏ Maintain Section records
- ❏ Ensure the final incident documentation package is prepared and organized effectively
- ❏ Participate in after action process
- ❏ Maintain Unit/Activity Log (ICS 214)

Situation Unit Leader (SITL) Checklist

The following checklist can be used on scene by the SITL to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities
- ❏ Review common responsibilities checklist in the Com. Resp. Tab
- ❏ Review the leadership responsibilities in the Com. Resp. Tab

- ❏ Start collecting and analyzing incident information as soon as possible.
- ❏ Participate in the operational planning process and meetings, as required by the PSC (refer to the Plan. Cyc. Tab)
- ❏ Conduct situation updates at meetings and briefings as required by the PSC

Secondary Responsibilities

- ❏ Prepare and maintain Incident Situation Display(s) (these may be maps, forms, weather reports, victim or damage assessment information, and other reports from technical specialists)
- ❏ Provide photographic services and maps
- ❏ Collect and maintain current incident data as required by the Incident Information Center
- ❏ Prepare periodic predictions, as requested by the PSC
- ❏ Prepare, post, and disseminate resource and situation status information, as required in the Incident Information Center
- ❏ Prepare the Incident Status Summary (ICS 209)
- ❏ Provide status report to the PSC
- ❏ Provide status reports to appropriate requesters

Tertiary Responsibilities

- ❏ Develop and maintain master chart(s)/map(s) of the incident.
- ❏ Receive briefings and information from field observers
- ❏ Maintain Unit/Activity Log (ICS 214)

Resource Unit Leader (RESL) Checklist

The following checklist can be used on scene by the RESL to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Participate in the operational planning process and meetings, as required by the PSC (refer to the Plan. Cyc. Tab)

❑ Conduct resource status updates at meetings and briefings as required by the PSC

❑ Using the Incident Briefing (ICS 201), prepare and maintain the Incident Situation Display (organization chart and resource allocation and deployment sections)

Secondary Responsibilities

❑ Establish check-in function at incident locations and work to achieve total accountability and tracking of all incident resources (personnel and equipment)

❑ Establish contacts with incident facilities to track resource status as Assigned, Available, or Out of Service

❑ Gather, post, and maintain incident resource status. Maintain master roster of all resources checked in at the incident

❑ Prepare Organization Assignment List (ICS 203) and Organization Chart (ICS 207)

❑ Prepare appropriate parts of Assignment Lists (ICS 204)

❑ Provide status report to the PSC

❑ Provide status reports to appropriate requesters

Tertiary Responsibilities

❑ Maintain Unit/Activity Log (ICS 214)

Documentation Unit Leader (DOCL) Checklist

The following checklist can be used on scene by the DOCL to prompt and remind him/her of what this branch of the organization should be focusing on.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Collect and organize incident files information, forms, IAPs, information releases and reports

Secondary Responsibilities

❑ Establish duplication service and respond to requests

❑ File copies of all official forms and reports

❑ Check on accuracy and completeness of records submitted for files and correct errors or omissions by contacting appropriate ICS units

❑ Provide incident documentation to appropriate requesters

❑ Provide status report to the PSC

❑ Provide status reports to appropriate requesters

Tertiary Responsibilities

❑ Organize files for submitting the final incident documentation package

❑ Maintain Unit/Activity Log (ICS 214)

Demobilization Unit Leader (DMOB) Checklist

The following checklist can be used on scene by the DMOB to prompt and remind him/her of what this branch of the organization should be focusing on.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com.

Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Review incident resource records to determine probable size of demobilization effort

❑ Identify surplus resources and probable release time

❑ Participate in the operational planning process and meetings, as required by the PSC (refer to the Plan. Cyc. Tab)

Secondary Responsibilities

❑ Monitor the on-going Operations Section resource needs

❑ Evaluate logistics and transportation capabilities required to support demobilization

❑ Establish communications with off-incident facilities

❑ Prepare and obtain approval of Demobilization Plan, including required decontamination

❑ Distribute Demobilization Plan to each processing point

❑ Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan

❑ Monitor implementation and assist in coordinating the Demobilization Plan

❑ Coordinate demobilization with AREPs

❑ Brief PSC on progress of demobilization

❑ Provide status reports to appropriate requesters

Tertiary Responsibilities

❑ Maintain Unit/Activity Log (ICS 214)

Technical Specialists

The ICS is designed to function in a wide variety of incident scenarios where the use of technical specialists may be helpful or necessary. These personnel have special skills and are activated only when needed. Specialists may serve anywhere within the organization, including the Command Staff. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident

that they perform in their everyday jobs, and they are typically specially certified in their fields or professions.

- ✓ Agricultural specialist
- ✓ Attorneys or legal counsel
- ✓ Biologists
- ✓ Cost specialist
- ✓ Environmental specialist
- ✓ Explosives specialist
- ✓ Fire Behavior specialist
- ✓ Hazardous materials specialist
- ✓ Industrial Hygienist
- ✓ Infectious disease specialist
- ✓ Intelligence specialist
- ✓ Historical or Cultural Resources specialist
- ✓ Human Resources specialist
- ✓ Medical specialist
- ✓ Meteorologist
- ✓ Pharmaceutical specialist
- ✓ Radiological specialist
- ✓ Structural engineering specialist
- ✓ Training specialist
- ✓ Transportation specialist
- ✓ Veterinarians
- ✓ Waste Management specialist
- ✓ Any other expert or specialist that can assist with specific challenges of the incident.

Technical Specialist Checklist

The following checklist can be used on scene by the Technical Specialists to prompt and remind him/her of what they should be focusing to provide assistance to their branch of the organization.

NOTE: This checklist is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab.

❑ Provide technical expertise and advice to Command and General Staff as needed

❑ Attend meetings and briefings as appropriate to clarify and help to resolve technical issues within area of expertise

Secondary Responsibilities

❑ Provide technical expertise during the development of the IAP and other support plans

❑ Work with the Safety Officer (SO) to mitigate unsafe practices

❑ Work closely with Liaison Officer (LNO) to help facilitate understanding among stakeholders and special interest groups

❑ Be available to attend press briefings to clarify technical issues

❑ Research technical issues and provide findings to decision makers

❑ Troubleshoot technical problems and provide advice on resolution

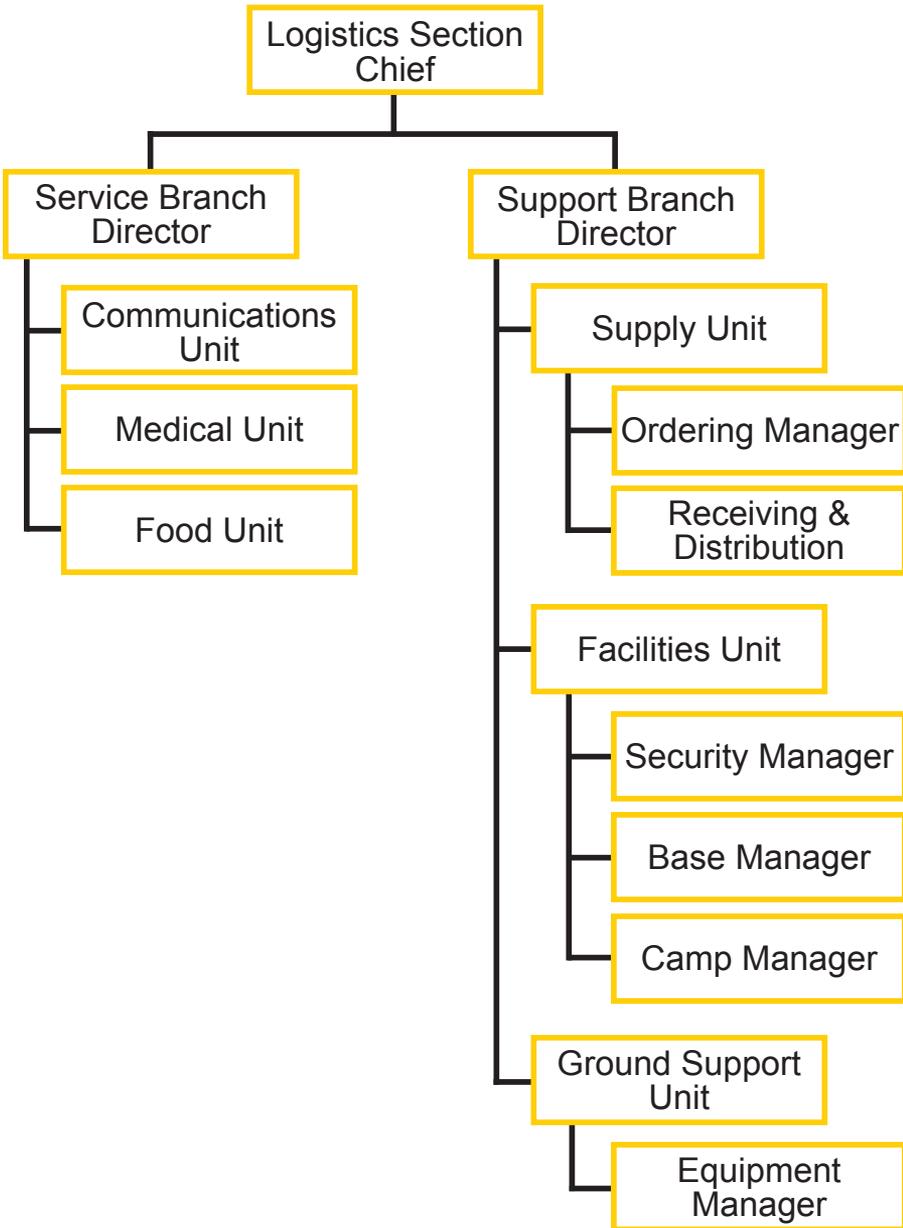❑ Review specialized plans and clarify meaning

Tertiary Responsibilities

❑ Maintain a Unit Log (ICS 214)

Planning Section Contacts

Title	Name	Contact
PSC		
Deputy PSC		
SITL		
Display Processor		
Field Observer		
RESL		
Check-in Recorder		
DOCL		
DEMOB		
Tech Specialists		

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Logistics Section Organizational Chart

- Logistics Section Chief
  - Service Branch Director
    - Communications Unit
    - Medical Unit
    - Food Unit
  - Support Branch Director
    - Supply Unit
      - Ordering Manager
      - Receiving & Distribution
    - Facilities Unit
      - Security Manager
      - Base Manager
      - Camp Manager
    - Ground Support Unit
      - Equipment Manager

Logistics Section

The Logistics Section is responsible for providing facilities, services, and materials in support of the incident response. The LSC participates in developing and implementing the IAP and activates and supervises Branches and Units within the Logistics Section.

Logistics Section Chief (LSC) Responsibilities

The LSC is responsible for:
- Working closely with the IC/UC in anticipating and providing all incident support requirements.
- Ordering of all resources through appropriate procurement methods.
- Providing and establish all incident facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.
- Staffing, organizing, and supervising the logistics section.
- Planning for relief and replacement of staff as appropriate.
- Preparing for and participating in the operational planning process.
- Completing necessary ICS forms for the IAP.
- Providing periodic status reports to the IC/UC.
- May assign a Deputy LSC to assist in supervising Logistics activities.

Logistics Section Chief (LSC) Checklist

The following checklist can be used on scene by the LSC to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab
❑ Review the leadership responsibilities in the Com. Resp. Tab
❑ Plan the organization of the Logistics section
❑ Staff and brief Logistics Branch Directors and Unit Leaders
❑ Assign work locations and preliminary tasks to assigned personnel

Secondary Responsibilities

❑ Notify RESL of Logistics Section units activated including names and locations of assigned personnel
❑ Participate in the operational planning cycle (refer to the Plan. Cyc. Tab)
❑ Participate in IAP preparation
❑ Identify service and support requirements for planned and expected operations
❑ Provide input to, and review, Communications Plan, Medical Plan, and Transportation Plan
❑ Coordinate and process requests for additional resources
❑ Review Operational Planning worksheet (ICS 215) and estimate section needs for upcoming operational period
❑ Advise IMT members on current service and support capabilities
❑ Prepare service and support elements of the IAP
❑ Estimate future service and support requirements
❑ Identify resource needs for incident contingencies

❏ Track resource effectiveness and make necessary adjustments

Tertiary Responsibilities

❏ Provide input to Demobilization Plan as required by PSC
❏ Request and/or set up expanded ordering processes as appropriate to support incident
❏ Recommend release of unit resources in conformance with Demobilization Plan
❏ Ensure general welfare and safety of Logistics Section personnel
❏ Participate in after action process
❏ Maintain Unit/Activity Log (ICS 214)

Service Branch Director (SVBD)

The following checklist can be used on scene by the SVBD to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❏ Review common responsibilities checklist in the Com. Resp. Tab
❏ Review the leadership responsibilities in the Com. Resp. Tab
❏ Obtain working materials from Logistics Kit
❏ Determine level of service required to support operations
❏ Confirm dispatch of Branch personnel
❏ Participate in planning proceess of Logistics Section

Secondary Responsibilities

❏ Review Incident Action Plan
❏ Communicate with, organize and prepare assignments for Service Branch personnel.
❏ Coordinate activities of Service Branch Units

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❑ Inform LSC of activities

❑ Resolve Service Branch problems

Tertiary Responsibilities

❑ Maintain Unit/Activity Log (ICS 214)

Communications Unit Leader (COML) Checklist

The following checklist can be used on scene by the COML to prompt and remind him/her of what they should be accomplishing.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Determine Unit personnel needs

❑ Prepare and implement the Incident Radio Communications Plan (ICS 205)

❑ Ensure the Incident Communications Center and the Message Center is established

❑ Establish appropriate communications distribution/ maintenance locations within base/camp(s)

❑ Ensure communications systems are installed and tested.

❑ Ensure an equipment accountability system is established

❑ Ensure personal portable radio equipment from cache is distributed per Incident radio Communications Plan

Secondary Responsibilities

❑ Provide technical information as required on:
  • 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
❑ Supervise Communications Unit activities

Tertiary Responsibilities
❑ Maintain records on all communications equipment as appropriate
❑ Ensure equipment is tested and repaired
❑ Recover equipment from Units being demobilized
❑ Maintain a Unit/Activity Log (ICS 214)

Medical Unit Leader (MEDL) Checklist

The following checklist can be used on scene by the MEDL to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities
❑ Review common responsibilities checklist in the Com. Resp. Tab
❑ Review the leadership responsibilities in the Com. Resp. Tab
❑ Obtain briefing from SVBD or LSC
❑ Participate in Logistics Section/Service Branch planning activities
❑ Determine level of emergency medical activities performed prior to activation of Medical Unit

Secondary Responsibilities
❑ Activate Medical Unit
❑ Prepare the Medical Plan (ICS 206)
❑ Provide medical input into the planning process for strategy development
❑ Coordinate with SO, Ops, Tech. Specialists, and other on proper PPE procedures for incident personnel

LOGS

❑ Prepare procedures for major medical emergency

❑ Declare major medical and public health emergencies, as appropriate

❑ Develop transportation routes and methods for injured incident personnel

❑ Respond to requests for medical aid

❑ Ensure incident personnel patients are tracked as they move from origin, care facility, and disposition

❑ Provide continuity of medical care for incident personnel

❑ Declare major medical emergency as appropriate

❑ Provide or oversee medical and rehab care delivered to incident personnel

❑ Monitor health aspects and trends of incident personnel including excessive incident stress

❑ Respond to requests for medical aid, medical transportation, and medical supplies

❑ Coordinate requests for Federal medical assistance [i.e., Strategic National Stockpile (SNS)]

Tertiary Responsibilities

❑ Prepare medical reports and submit, as directed

❑ 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

❑ Coordinate personnel and mortuary affairs for incident personnel fatalities

❑ Provide oversight and liaison as necessary for incident victims among emergency medical care, medical examiner, and hospital care

❑ Provide for security and proper disposition of incident medical records

❑ Maintain Unit/Activity Log (ICS 214)

Food Unit Leader (FDUL) Checklist

The following checklist can be used on scene by the FDUL to prompt and remind him/her of what this branch of the

organization should be focusing on.

Primary Responsibilities
- ❏ Review common responsibilities checklist in the Com. Resp. Tab
- ❏ Review the leadership responsibilities in the Com. Resp. Tab
- ❏ Determine location of working assignment, and number and location of personnel to be fed
- ❏ Determine method of feeding to best fit each situation

Secondary Responsibilities
- ❏ Obtain necessary equipment and supplies to operate food service facilities
- ❏ Set up Food Unit equipment
- ❏ Prepare menus to ensure incident personnel receive well-balanced meals
- ❏ Ensure that sufficient food and potable water is available to meet all incident needs
- ❏ Ensure that all appropriate health and safety measures are taken
- ❏ Supervise cooks and other Food Unit personnel
- ❏ Keep inventory of food on hand and receive food orders
- ❏ Provide Supply Unit Leader food supply orders

Tertiary Responsibilities
- ❏ Maintain Unit/Activity Log (ICS 214)

Support Branch Director (SUBD)

The following checklist can be used on scene by the SUBD to prompt and remind him/her of what this branch of the organization should be focusing on.

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LOGS

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Identify Support Branch personnel dispatched to the incident

❑ Determine initial support operations in coordination with LSC and SVBD

❑ Prepare initial organization and assignments for support operations

❑ Determine resource needs of Branch, assemble and brief personnel

Secondary Responsibilities

❑ Maintain supervision of assigned unit work progress and inform LSC of activities

❑ Resolve problems associated with requests from Operations Section

Tertiary Responsibilities

❑ Maintain Unit/Activity Log (ICS 214)

Supply Unit Leader (SPUL) Checklist

The following checklist can be used on scene by the SPUL to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com.

Resp. Tab
- ❏ Review the leadership responsibilities in the Com. Resp. Tab
- ❏ Participate in Logistics Section/Support Branch planning activities
- ❏ Provide Kits as developed by your local agency to Planning, Logistics and Finance Sections
- ❏ Determine the type and amount of supplies enroute
- ❏ Arrange for receiving ordered supplies
- ❏ Review IAP for information on operations of the Supply Unit
- ❏ Develop and implement safety and security requirements

Secondary Responsibilities
- ❏ Order, receive, distribute, and store supplies and equipment and coordinate contracts and resource orders with the Finance Section
- ❏ Receive, and respond to, requests for personnel, supplies, and equipment

Tertiary Responsibilities
- ❏ Maintain inventory of supplies and equipment
- ❏ Coordinate service of reusable equipment
- ❏ Submit reports to the SUBD
- ❏ Maintain Unit/Activity Log (ICS 214)

Facilities Unit Leader (FACL) Checklist

The following checklist can be used on scene by the FACL to prompt and remind him/her of what this branch of the organization should be focusing on.

Primary Responsibilities
- ❏ Review common responsibilities checklist in the Com. Resp. Tab
- ❏ Review the leadership responsibilities in the Com. Resp. Tab
- ❏ Review IAP

LOGS

❏ Participate in Logistics Section/Support Branch planning activities

❏ Determine requirements for each facility to be established and secure permission to use through appropriate means

❏ Inspect facilities prior to occupation, and document conditions and preexisting damage

❏ Determine requirements for the ICP

Secondary Responsibilities

❏ Prepare layouts of incident facilities

❏ Notify unit leaders of facility layout

❏ Activate incident facilities

❏ Provide Base and Camp Managers

❏ Obtain personnel to operate facilities

❏ Provide sleeping facilities

❏ Provide security services

❏ Provide sanitation and shower service as needed

❏ Provide facility maintenance services - sanitation, lighting, and cleanup

Tertiary Responsibilities

❏ Demobilize base and camp facilities

❏ Restore area to pre-incident condition

❏ Maintain Facilities Unit records

❏ Maintain Unit/Activity Log (ICS 214)

Ground Support Unit Leader (GSUL) Checklist

The following checklist can be used on scene by the GSUL to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❏ Review common responsibilities checklist in the Com.

Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Participate in Support Branch/Logistics Section planning activities

❑ Coordinate development of the Transportation Plan with the Planning Section

Secondary Responsibilities

❑ Support out-of-service resources

❑ Notify RESL of all status changes on support and transportation vehicles

❑ Arrange for, and activate, fueling, maintenance, and repair of ground transportation resources

❑ Maintain inventory of support and transportation vehicles (ICS 218)

❑ Coordinate transportation services

❑ Maintain usage information on rented equipment

❑ Requisition maintenance and repair supplies (e.g., fuel, spare parts)

❑ Coordinate incident road maintenance

Tertiary Responsibilities

❑ Submit reports to SUBD, as directed

❑ Maintain Unit/Activity Log (ICS 214)

Standard Incident Facilities

Incident Command Post (ICP)

The ICP signifies the location of the tactical-level, on-scene incident command and management organization. It typically comprises the IC and immediate staff and may include other designated incident management officials and responders from Federal, State, local, and tribal agencies, as well as private-sector and nongovernmental organizations.

Typically, the ICP is located at or in the immediate vicinity of the incident site and is the focus for the conduct of direct, on-scene control of tactical operations. Incident planning is

LOGS

also conducted at the ICP; an incident communications center also would normally be established at this location. The ICP may be collocated with the incident base, if the communications requirements can be met. The ICP may perform local EOC-like functions in the context of smaller jurisdictions or less complex incident scenarios.

Incident Base

An Incident Base is the location at which primary support activities are conducted. A single incident base is established to house all equipment and personnel support operations. The Logistics Section, which orders all resources and supplies, is also located at this base. The Incident Base should be designed to be able to support operations at multiple incident sites.

Camps

Camps are separate from the Incident Base and are located in satellite fashion from the Incident Base where they can best support incident operations. Camps provide certain essential auxiliary forms of support, such as food, sleeping areas, and sanitation. Camps may also provide minor maintenance and servicing of equipment. Camps may be relocated to meet changing operational requirements.

Staging Areas

Staging areas are established for temporary location of available resources. Staging Areas will be established by the OSC to enable positioning of and accounting for resources not immediately assigned. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Staging Areas may include temporary feeding, fueling, and sanitation services. The OSC assigns a manager for each Staging Area, who checks in all incoming resources, dispatches resources at the OSC's request, and requests Logistics Section Support, as necessary, for resources located in the Staging Area. Personnel check in with the RESL at the Staging Area, while

supplies and equipment are checked in with the Supply Unit. If neither of these functions is activated, resources report to the Staging Area Manager for direction.

Helibases

Locations in and around the incident area at which helicopters may be parked, maintained, fueled and loaded with retardants, personnel, or equipment. More than one helibase may be required on very large incidents. Once established on an incident, a helibase will usually not be relocated.
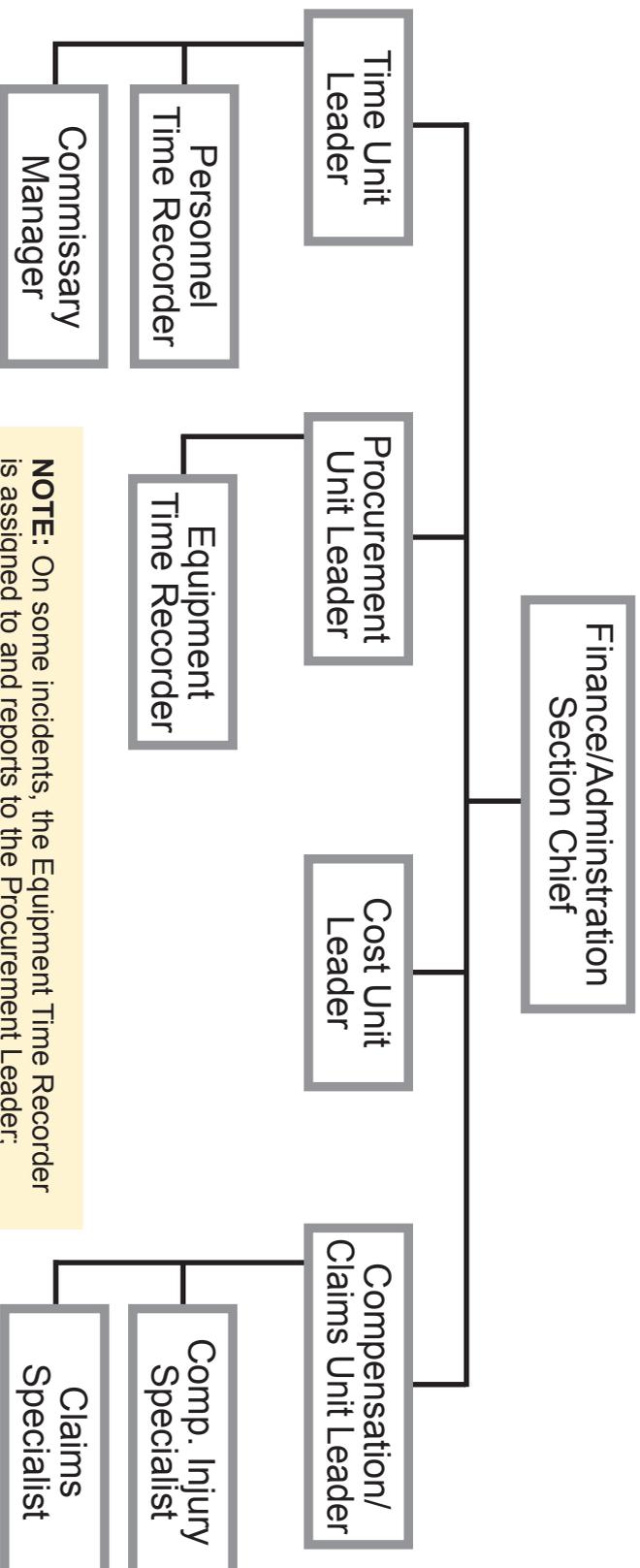
Helispots

Helispots are more temporary and less used locations than helibases at which helicopters can land, take off, and in some cases, load water or retardants. They may also be near the triage site for transport of the injured.

NOTE: Some of these facilities may be located together. Staging areas can be located with other facilities. The Incident Command Post and Base can be located with any of the others except a Camp. Camps can only be located with a Staging area or Helispot. The Helibase can't be located with a Camp or Helispot, but can locate with the ICP, Staging Area, or Incident Base. The Helispot can locate with all facilities except the Helibase

LOGS

Logistics Section Contacts		
Title	**Name**	**Contact**
LSC		
Dep. LSC		
SVBD		
COML		
MEDL		
FDUL		
SUBD		
SPUL		
Ordering Manager		
Receiving & Dist.		
FACL		
Security Manager		
Base Manager		
Camp Manager		
GSUL		
Equip. Manager		

Sample Finance Section Organizational Chart

Finance/Adminstration Section Chief

- Time Unit Leader
  - Personnel Time Recorder
  - Commissary Manager
- Procurement Unit Leader
  - Equipment Time Recorder
- Cost Unit Leader
- Compensation/ Claims Unit Leader
  - Comp. Injury Specialist
  - Claims Specialist

NOTE: On some incidents, the Equipment Time Recorder is assigned to and reports to the Procurement Leader; however, this is a skill position and can be assigned anywhere in the Incident Command organization. Some managers prefer to keep all time keeping under the Time Unit and assign the Equipment Time Recorder to the Time Unit Leader.

Fin./Admin.

Finance/Administration

The Finance/Administration Section is responsible for all financial and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

Finance Section Chief (FSC) Responsibilities

The FSC is responsible for:
- Working closely with the IC/UC in estimating, tracking and approving all incident expenses
- Monitoring and coordinating funding from multiple sources
- Ensuring that all local, state, and federal rules and laws are complied with in regard to spending
- Staffing, organizing, and supervising the Finance Section
- Planning for relief and replacement of staff as appropriate
- Preparing for and participating in operational planning process (refer to Plan. Cycl. Tab)
- Completing necessary ICS forms for the IAP
- Providing periodic status reports to the IC
- May assign a Deputy FSC to assist in supervising Finance activities.

Finance Section Chief (FSC) Checklist

The following checklist can be used on scene by the FSC to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Attend briefing with responsible company/agency to gather information

❑ Participate in operational planning process and meetings to gather information on overall strategy (refer to Plan. Cycl. Tab)

❑ Manage all financial aspects of an incident

❑ Provide financial and cost analysis information as requested

❑ Review operational plans and provide alternatives where financially appropriate.

❑ Determine resource needs of the Finance/Administration section

❑ Develop an operating plan for Finance/Administration function on incident

❑ Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance

Secondary Responsibilities

❑ Inform members of Command & General Staff when Section is fully operational

❑ Meet with AREPs, as required

❑ Provide input in all planning sessions on financial and cost analysis matters

Fin./Admin.

❑ Maintain daily contact with company/agency(s) administrative headquarters on finance matters

❑ Ensure that all personnel time records are transmitted to home company/agency according to policy

Tertiary Responsibilities

❑ Participate in all demobilization planning

❑ Ensure that all obligation documents initiated at the incident are properly prepared and completed

❑ Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident

❑ Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate

❑ Release resources in conformance with the Demobilization Plan

❑ Participate in the after action process

❑ Maintain Unit/Activity Log (ICS 214)

Compensation/Claims Unit Leader (COMP) Checklist

The following checklist can be used on scene by the COMP to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. Tab

❑ Review the leadership responsibilities in the Com. Resp. Tab

❑ Establish contact with MEDL, SO, LNO, and AREPs

❑ Determine the need for Compensation for Injury and Claims Specialists and staff unit, as needed

Secondary Responsibilities

❑ If possible, co-locate Compensation-for-Injury work area with the Medical Unit

❑ Obtain a copy of the Incident Medical Plan (ICS 206)

❑ Coordinate with Procurement Unit on procedures for handling claims

❑ Periodically review documents produced by subordinates

Tertiary Responsibilities

❑ Obtain Demobilization Plan and ensure that Compensation-for-Injury and Claims Specialists are adequately briefed on Demobilization Plan

❑ Ensure that all Compensation-for-Injury and Claims documents are up to date and routed to the proper company/agency

❑ Keep FSC briefed on Unit status and activity

❑ Demobilize Unit in accordance with the demobilization plan

❑ Maintain Unit/Activity Log (ICS 214)

Cost Unit Leader (COST) Checklist

The following checklist can be used on scene by the COST to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

❑ Review common responsibilities checklist in the Com. Resp. tab

❑ Review the leadership responsibilities in the Com. Resp. tab

❑ Coordinate with company/agency headquarters on cost-reporting procedures

Secondary Responsibilities

❑ Obtain and record all cost data

Fin./Admin.

❑ Prepare incident cost summaries
❑ Prepare resource-use cost estimates for Planning
❑ Make recommendations for cost-savings to FSC
❑ Maintain cumulative incident cost records
❑ Ensure that all cost documents are accurately prepared

Tertiary Responsibilities
❑ Complete all records prior to demobilization
❑ Provide reports to FSC
❑ Maintain Unit/Activity Log (ICS 214)

Procurement Unit Leader (PROC) Checklist

The following checklist can be used on scene by the PROC to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities
❑ Review common responsibilities checklist in the Com. Resp. Tab
❑ Review the leadership responsibilities in the Com. Resp. Tab
❑ Contact appropriate Unit Leaders on incident needs and any special procedures
❑ Coordinate with local jurisdictions on plans and supply sources
❑ Create/obtain the Incident Procurement Plan

Secondary Responsibilities
❑ Prepare and sign contracts and land use agreements, as needed
❑ Draft memorandums of understanding (MOUs)
❑ Establish contracts with supply vendors, as required
❑ Coordinate between the Ordering Manage and all other procurement organizations supporting the incident

- ❏ Ensure that a system is in place that meets agency property management requirements
- ❏ Ensure proper accounting for all new property
- ❏ Interpret contracts/agreements and resolve claims or disputes within delegated authority
- ❏ Coordinate with Compensation/Claims Unit on procedures for handing claims
- ❏ Finalize all agreements and contracts
- ❏ Complete final processing and send documents for payment

Tertiary Responsibilities

- ❏ Coordinate cost data in contracts with COST
- ❏ Maintain Unit/Activity Log (ICS 214)

Time Unit Leader (TIME) Checklist

The following checklist can be used on scene by the TIME to prompt and remind him/her of what this branch of the organization should be focusing on.

NOTE: This is not intended to be a comprehensive and complete checklist for all situations, rather a reminder of the major tasks that should be accomplished.

Primary Responsibilities

- ❏ Review common responsibilities checklist in the Com. Resp. Tab
- ❏ Review the leadership responsibilities in the Com. Resp. Tab
- ❏ Establish and maintain a file for personnel time reports within the first operational period
- ❏ Determine and obtain Unit staffing
- ❏ Contact appropriate AREPs

Secondary Responsibilities

- ❏ For each operational period, initiate, gather, or update a time report from all applicable personnel assigned to the incident
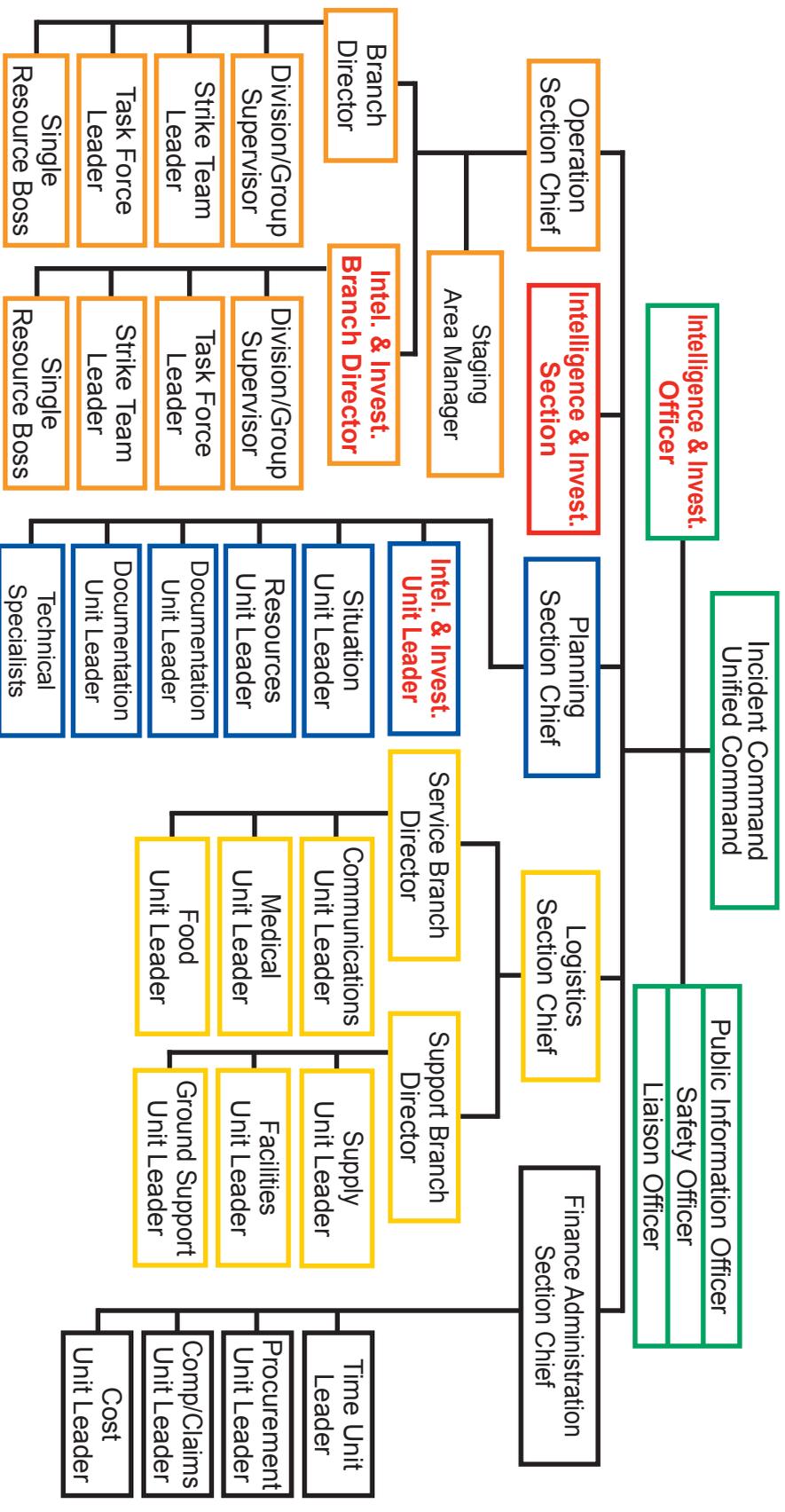
Fin./Admin.

❑ Verify that all personnel identification information is correct on the time report

❑ Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents

❑ Ensure that time reports are signed

❑ Close out time documents prior to personnel leaving the incident

❑ Distribute all time documents according to company/ agency policy

❑ Maintain a log of overtime hours worked and give to TIME daily

Tertiary Responsibilities

❑ Maintain records security

❑ Ensure all records are current and complete prior to demobilization

❑ Brief FSC on current problems and recommendation, outstanding issues, and follow-up requirements

❑ Maintain Unit/Activity Log (ICS 214)

Finance/Administration Section Contacts

Title	Name	Contact
FSC		
Dep. FSC		
TIME		
Pers. Time Rec.		
Commissary Man.		
PROC		
Equip. Time Rec.		
COST		
COMP		
Comp. Inj. Sp.		
Claims Spec.		

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Intelligence and Investigation Chart

Incident Command
Unified Command

Intelligence & Invest. Officer

Public Information Officer
Safety Officer
Liaison Officer

Operation Section Chief
- Branch Director
  - Division/Group Supervisor
    - Strike Team Leader
    - Task Force Leader
    - Single Resource Boss
- Staging Area Manager

Intelligence & Invest. Section
- **Intel. & Invest. Branch Director**
  - Division/Group Supervisor
    - Task Force Leader
    - Strike Team Leader
    - Single Resource Boss

Planning Section Chief
- **Intel. & Invest. Unit Leader**
  - Situation Unit Leader
  - Resources Unit Leader
  - Documentation Unit Leader
  - Documentation Unit Leader
  - Technical Specialists

Logistics Section Chief
- Service Branch Director
  - Communications Unit Leader
  - Medical Unit Leader
  - Food Unit Leader
- Support Branch Director
  - Supply Unit Leader
  - Facilities Unit Leader
  - Ground Support Unit Leader

Finance Administration Section Chief
- Time Unit Leader
- Procurement Unit Leader
- Comp/Claims Unit Leader
- Cost Unit Leader

INTELLIGENCE & INVESTIGATION

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 critical to effective incident mitigation. Traditionally, Intelligence and Investigation functions are carried out as part of the Planning Section (SITSTAT). However, in exceptional situations, the IC may need to assign the Intelligence and Investigation functions to other parts of the ICS organization. Within the scope of NIMS, the Intelligence and Investigation function may be organized in one of the following ways:

Within the Command Staff

This option may be most appropriate in incidents in which real-time incident-related intelligence is needed.

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.

Branch within the Operations Section

This option may be most appropriate in incidents with a high need for tactical intelligence actions.

Separate General Staff 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 large volumes 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.

Intel

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.

NOTE: Regardless of how it is organized, Intelligence and Investigation function is also responsible for developing, conducting, and managing information related to 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. The information and intelligence function also has the responsibility for coordinating information and operations security matters with public awareness activities that fall under the responsibility of the PIO, particularly where such public awareness activities may affect information or operations security.

Common Responsibilities

There are common responsibilities and tasks that apply to every person working within the ICS organization. There are common leadership responsibilities that apply to all personnel placed in a leadership role.

Accountability Procedures

1 **Check-in:** all deployed personnel must check-in upon arrival to the incident site. This is typically with the Plans Section and normally uses an Incident Check-in List (ICS-211).

2 **Incident Action Plan (IAP):** The IAP drives incident operations and tasks. Changes must be communicated and coordinated with the OSC who communicates and get's approval of the IC/UC.

3 **Unity of Command:** All members of the ICS organization will have only one direct supervisor. This will prevent accountability breakdowns.

4 **Span of Control:** Adequate supervision by supervisors is a must. Within ICS a manageable span of control varies between 3-7 personnel or functions per supervisor. A 1 to 5 ratio is preferred.

5 **Resource Tracking:** Any changes in resource status change (available, assigned, or out-of-service) should be recorded by the supervisor and reported to the RESL. Effective accountability is reliant on everyone committing to a common resource tracking method.

Com. Resp.

Common Responsibilities Checklist

The following checklist can be used on scene by all deployed personnel to prompt and remind him/her of those common elements that apply to everyone.

Primary Responsibilities
❑ Receive assignment, reporting location, reporting time, and travel instructions as necessary
❑ Get a short description of the type and severity of the incident.
❑ Special communications instructions
❑ Monitor incident status via radio, media or other means as possible
❑ Acquire and organize work materials including appropriate PPE for yourself
❑ Use travel time to rest if possible

Secondary Responsibilities
❑ Upon arrival, check-in at check in location (ICP, Base, Staging, or Helibases)
❑ Receive briefing from immediate supervisor
❑ Participate in IMT meetings and briefing as required
❑ Maintain effective accountability for assigned personnel and resources
❑ Ensure compliance with all safety practices and procedures.
❑ Supervisors - organize, assign, and brief assistants

Tertiary Responsibilities
❑ Use clear text and ICS terminology
❑ Complete necessary and required documentation and ICS forms including your own Unit Log (ICS-214)
❑ Ensure equipment is operational prior to each work period.
❑ Brief replacements related to operations when changing at shift changes
❑ Demobilize as directed
❑ Participate in the after-action processes

Leadership Responsibilities Checklist

The following checklist can be used on scene by all deployed personnel in leadership positions to prompt and remind him/her of those common elements that apply to everyone.

Primary Responsibilities

❑ Review all personnel checklists

❑ After checking in and confirming assignment, receive briefing from your supervisor

❑ Participate in meetings and the operational planning process as required (refer to Plan Cycl. Tab)

Secondary Responsibilities

❑ Evaluate the current status of assigned area and resources

❑ Assess resource needs

❑ Request additional resources as needed

❑ Conduct briefings to ensure understanding of the current plan (IAP)

❑ Assign duties to assigned staff, supervise, and evaluate efficacy

Tertiary Responsibilities

❑ Utilize the accountability procedures employed on the incident

❑ Ensure full compliance with all safety practices

❑ Facilitate demobilization of resources within area of responsibility

❑ Debrief assigned personnel before demobilization

❑ Maintain unit records including Unit Log (ICS-214)

❑ Perform personnel performance ratings process (ICS-225)

Com. Resp.

OPERATIONAL PLANNING CYCLE

Effective planning provides the foundation for successful mitigation of incidents. The entire Command and General staff participates in the planning process and in developing the Incident Action Plan (IAP). The planning process must:
- **Provide a clear and accurate picture of the current situation and resource status**
- **Effectively predict probably courses of the event (best and worst case)**
- **Involve alternative strategies (plan A, B, C, and D)**
- **Create a foundation for a realistic IAP for the next operational period**

There are five primary phases of the planning process that are generally the same regardless of the type and complexity of the incident. The IC on simple incidents must develop and communicate a simple plan through oral briefings. More complex incidents require a more complete, time consuming planning process and written IAP prepared by an entire IMT.

Five Phase of the Planning Process

1 Understand the Situation
This first phase involves gathering, recording, analyzing, and displaying a clear and accurate picture of the incident evolving at the moment.

1 Establish Incident Objectives and Strategy
The second phase involves determining an effective strategy and formulating and prioritizing the incident objectives. The strategy and objectives must consider alternative strategies.

2 Develop the Plan
The third phase involves determining the tactical direction and the specific resources needed for implementing the strategy for one operational period. Prior to formal planning meetings, each member of the command and general staff is responsible for gathering the necessary information so that they can successfully and collectively develop the plan.

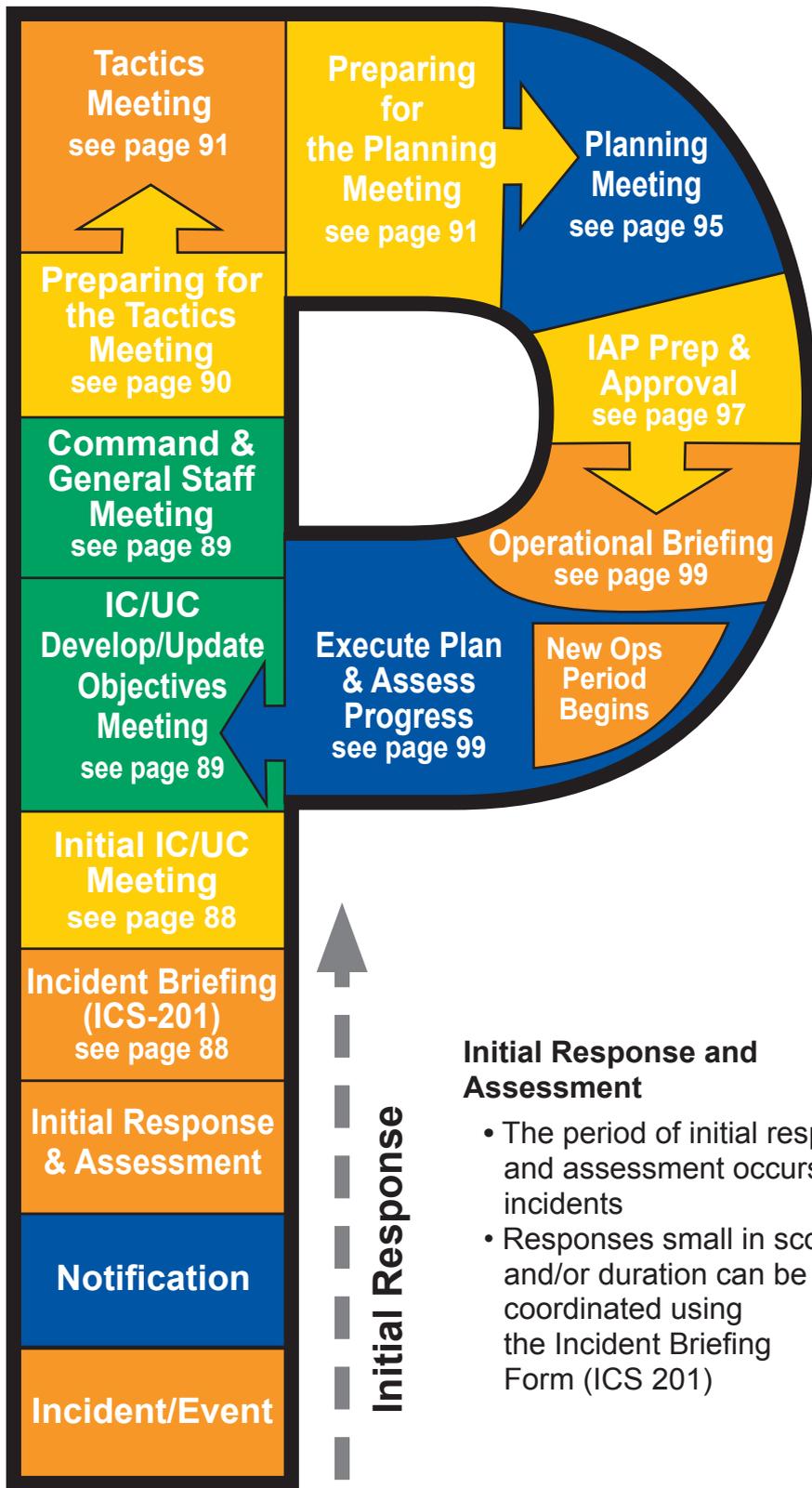### 3 Prepare and Disseminate the Plan

The fourth phase involves preparing the plan in a format that is appropriate for the size and complexity of the incident. For initial response this will likely be notes for an oral briefing and oral assignments or orders. For incidents with multiple operational periods more formal written IAPs are necessary.

4 Execute, Evaluate, and Revise the Plan

The fifth phase of this cyclical process is to execute and evaluate the plan in order to ensure success. The command team must regularly compare planned progress with actual progress. Adjustments in the plan can then be made as new information emerges or conditions change or adjustments can be implemented in the IAP for the next operational period.

Planning Responsibilities & Activities

NOTE: The "Planning – P" graphic is a visual representation of the Operational Planning Cycle. The Operational Planning Cycle is repeated for each Operational Period of an incident and results in the IAP for that Operational Period. Each step in this cycle is described in detail on the following pages.

Plans/Cyc.

Tactics Meeting
see page 91

Preparing for the Planning Meeting
see page 91

Planning Meeting
see page 95

Preparing for the Tactics Meeting
see page 90

IAP Prep & Approval
see page 97

Command & General Staff Meeting
see page 89

IC/UC Develop/Update Objectives Meeting
see page 89

Operational Briefing
see page 99

Execute Plan & Assess Progress
see page 99

New Ops Period Begins

Initial IC/UC Meeting
see page 88

Incident Briefing (ICS-201)
see page 88

Initial Response & Assessment

Notification

Incident/Event

Initial Response

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

✓ When - Transition from the IC to the IMT
✓ Facilitator - Current IC/UC or PSC
✓ Attendees - Incoming IC/UC and C&GS

Incident Commander (IC/UC)

❑ Receives incident brief from the IC/UC or 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 IC/UC Meeting

✓ When - The IC/UC is formed prior to the first meeting
✓ Facilitator - IC/UC member or PSC
✓ Attendees - Only ICs that will comprise the UC

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

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• 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

IC/UC Objectives Meeting
(Sometimes called "Strategy" Meeting)

✓ When - Prior to C&GS Meeting

✓ Facilitator - IC/UC member or PSC

✓ Attendees - IC/UC members & selected staff

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 & General Staff Meeting

✓ When - Prior to Tactics meeting

✓ Facilitator - PSC

✓ Attendees - IC/UC members, SITL & DOCL

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

- ✓ When - Prior to Tactics Meeting
- ✓ Facilitator - PSC
- ✓ Attendees - OSC & SO. This is a work session, **not** a 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

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Safety Officer

❏ Begins to develop the Hazard Risk Analysis ICS 215a

Tactics Meeting

✓ When - Prior to Planning Meeting

✓ Facilitator - PSC

✓ Attendees - PSC, OSC, LSC, SITL, RESL, DOCL, COML
  & Technical Specialist as needed

Planning

❏ Sets up meeting room

❏ Facilitates meeting

❏ Presents current situation and provides projections

❏ Presents resources status

❏ Documents meeting

Operations

❏ Briefs current operations

❏ Presents strategies, tactics, and resource needs using
  ICS 215

❏ Identifies alternative strategies

❏ Presents the Operations Section Organization

Safety

❏ Identifies potential hazards and recommends mitigation
  measures

❏ Presents the Hazard Risk Analysis ICS 215a

Logistics

❏ Contributes logistics information as necessary

❏ Determines support requirements based on the ICS 215
  (i.e., facilities and other logistical infrastructure)

❏ Prepares to order needed resources

❏ Presents situation information and provides projections

Preparing for the Planning Meeting

✓ When - Prior to Planning Meeting

✓ Facilitator - PSC

✓ Attendees - This is not a meeting but a period of time.

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

❑ Evaluate the current situation and decide whether the current planning is adequate for the remainder of the operational period (i.e., until next plan takes effect)

❑ Advise the IC and the OSC of any suggested revisions to the current plan as necessary

❑ Establish a planning cycle for the IC

❑ Determine Planning Meeting attendees in consultation with the IC

❑ Establish the location and time for the Planning Meeting.

❑ Ensure that planning boards and forms are available

❑ Notify necessary support staff about the meeting and their assignments

❑ Ensure that a current situation and resource briefing will be available for the meeting

❑ Obtain an estimate of regional resource availability from agency dispatch for use in planning for the next operational period

❑ Obtain necessary agency policy, legal, or fiscal constraints for use in the Planning Meeting

Plans/Cyc.

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

NOTES:

Planning Process Checklist

Planning Step		Responsibility
1	Briefing on situation and resource status	PSC
2	Set/Review incident objectives	IC/UC
3	Plot control lines/points, establish branch and division boundaries and identify group assignments.	OSC
4	Specify tactics for each division/Group	OSC
5	Specify safety mitigation measure for identified hazards in divisions/groups	SO
6	Specify resources needed by divisions and group	OSC, PSC
7	Specify Operations facilities and reporting locations. Plot on map	OSC, PSC, LSC
8	Develop resource and personnel order	LSC
9	Consider communications, medical, and traffic plan requirements	LSC, PSC
10	Finalize, approve, and implement incident action plan	PSC, IC, OSC

Plans/Cyc.

Planning Meeting

✓ When - After the Tactics meeting
✓ Facilitator - PSC
✓ Attendees - IC/UC, C&GS, SITL, DOCL, & Technical
  Specialists as needed

Command

❑ Ensures all of Command's direction, priorities and
  objectives have been met
❑ Provides further direction and resolves differences as
  needed
❑ Gives tacit approval of proposed plan

Operations

❑ Provides overview of current Operations
❑ Presents a plan of action that includes strategies, tactics,
  contingencies, resources, organization structure, and
  overall management considerations (i.e., divisions/groups,
  etc.)

Planning

❑ Facilitates meeting
❑ Briefs current situation
❑ Provides projections
❑ Documents meeting

Logistics

❑ Briefs logistical support/services and resource ordering
  status
❑ Discusses operational facility issues

Finance/Admin

❑ Briefs administrative and financial status/projections, etc.

Command Staff

❑ Discusses and resolves any Safety, Liaison and Media
  considerations and issues

Planning Meeting Agenda

The Planning Meeting is generally facilitated by the PSC.

NOTES: Remind attendees to turn off pagers, cell phones, and radios so that the meeting can progress quickly and without interruption.

Incident Status	SITL OSC
Review Objectives/Strategy	OSC/PSC
Prioritize and Set Control Objectives	IC/UC, OSC
Review and Establish Safety Plan	SO
Establish Branch and Division Areas	OSC
Specify Resource Need	OSC, RESL
Identify Logistical Issues and Concerns	LSC
Review Communication, Medical, and Transportation Plans	LSC, PSC
Consider Potential Problems/ Opportunities	IC/UC, PSC
Discuss Public Information Issues	PIO
Review Financial Implications	FSC
Finalize and approve the final plan	IC/UC, PSC, OSC, LSC, FSC

NOTE: Remind attendees of the IAP document deadline and location for turning them in.

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IAP Preparation and Approval

✓ When - Immediately following the Planning Meeting, the PSC assigns the deadline for products.

✓ Facilitator - PSC

✓ Attendees - This is not a meeting but a period of time

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 Contents and Typical Attachments

Components	Prepared By
Common Components	
Incident Objectives (ICS 202)	IC/UC
Organization List or Chart (ICS 203)	RESL
Assignment List (ICS 204)	RESL
Communications Plan (ICS 205)	COML
Logistics Plan	LSC
Responder Medical Plan (ICS 206)	MEDL
Incident Map	SITL
Health and Safety Plan	SO
Other Potential Components	
Air Operations Summary	Air Ops BD
Traffic Plan	Ground Support
Decontamination Plan	Tech Specialist
Waste Management Plan	Tech Specialist
Environmental Protection Plan	Tech Specialist
Demobilization Plan	DEMOB
Operational Medical Plan	Specialist
Evacuation Plan	Tech Specialist
Site Security Plan	Intelligence/Investigation
Investigation Plan	Intelligence/Investigation
Evidence Recovery Plan	Intelligence/Investigation
Other	As Required

Plans/Cyc.

Operational Briefing

✓ When - Approximately 1 hour prior to shift change
✓ Facilitator - PSC
✓ Attendees - IC/UC, C&GS, Branch Directors, DIVS, Task Force/Strike Team Leaders, Unit Leaders and others as appropriate

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

Execute Plan and 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

Plans/Cyc.

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.

Public Meetings

These meetings are held to communicate with the public the progress being made and other important information to keep them informed and understanding the operations and management of the incident.

Final Documentation Package Contents

The final incident documentation package should include all documentation that helps document the methods used to manage and mitigate the incident. Liability necessitates an accurate, organized, and comprehensive documentation package. The following is a list of things that may be part of the final documentation package, but is not intended to represent everything that could be in the package.

❑ IAPs for every operational period
❑ All incident maps
❑ Facility maps
❑ Transportation maps
❑ Any incident displays that have been produced
❑ All press releases or public information records
❑ Documentation from public meetings
❑ Complete financial records and accounting of incident expenses
❑ Unit logs
❑ After Action reports

Plans/Cyc.

APPENDICES

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/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.

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.

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.

All-Hazards: Any incident, natural or man-made, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Allocated Resources: Resources dispatched to an incident.

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. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assigned Resource: Personnel or teams that have checked in or, in the case of equipment and facilities, have been received and are supporting incident operations.

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. See also Supporting Agency.

Available Resource: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: Based on credentialing and resource ordering, provides incident-specific credentials and can be used to limit access to various incident sites.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section,

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and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

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.

Categorizing Resources: Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: Personnel certification entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections.

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

Command Staff: In an incident management organization, the 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.

Common Operating Picture: Offers an overview of an incident thereby providing incident information enabling the IC/Unified Command (UC) and any supporting agencies

and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases—avoids the use of different words/phrases for same concepts, consistency, to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/ response personnel. Center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of MACS are formally established.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used for support.

Complex: Two or more individual incidents located in the same general area and 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.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the predelegation of emergency authority, and active command and control during response and recovery operations.

Continuity of Operations (COOP): Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations (NGOs), as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

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.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

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

Credentialing: Providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national 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. Same as the Letter of Expectation.

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.

Department Operations Center (DOC): An Emergency Operating Center, specific to a single department or agency. Their focus is on internal agency incident management and response. They are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

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 resources 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: Any incident(s), whether natural or man-made, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or

instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, private sector organizations, critical infrastructure owners and operators, NGOs, and all other organizations and individuals who assume an emergency management role. Also known as Emergency Responder.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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.

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.

Field Operations Guide: Durable pocket or desk guides

that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The ICS functional section responsible for approving and tracking all expenditures and spending related to the incident.

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. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence/Investigations, 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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Geographic Information System (GIS): An electronic information system, which provides a georeferenced 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.

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 human-caused that requires an emergency response to protect life or property.

Incident Action Plan (IAP): 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 Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): 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 (ICP): The field location at which the primary tactical-level, on-scene incident command functions is performed. The ICP may be co-located with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field level incident management operations.

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 (IMT): The IC and 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.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

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: Intelligence 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 determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities.

Interoperability: Allows emergency management/response personnel and their affiliated organizations to communicate

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within and across agencies and jurisdictions via voice, data, or video-on-demand, in real-time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

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., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Kind: Broad classes that characterize like resources, such as teams, personnel, equipment, supplies, vehicles, and aircraft.

Liaison Officer (LNO): A member of the Command Staff

responsible for coordinating with representatives from cooperating and assisting agencies.

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 (MBO): A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; 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.

Metrics: Measurable standards that are useful in describing a resource's capability.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents.

Mobilization: The process and procedures used by all organizations—Federal, State, local, and tribal—for

activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination (MAC) Group: 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 decision making 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.

Multiagency Coordination System(s) (MACS): 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.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual Aid Agreements and/or Assistance Agreements: Written or oral agreements between and among agencies/ organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated ser-vices. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies

at all levels, the private sector, and nongovernmental organizations to work seamlessly to prevent, protect against, 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 Framework (NRF): A guide to how the nation conducts all-hazards incident management.

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

NIMS Integration Center (NIC): The NIC is part of the Department of Homeland Security. The NIC has the responsibility for the ongoing development of the NIMS. Especially those sections that are primarily conceptual.

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 Incident Action Plan. Operational periods can be of various lengths, although usually they last 12–24 hours.

Operations Section: The section responsible for all tactical incident operations. 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.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private sector, and/or nongovernmental organizations.

Out of Service Resource: Personnel, teams, equipment, or facilities that have been assigned to an incident but are unable to function for mechanical, rest, or personal reasons

or because their condition makes them unusable.

Personal Protective Equipment (PPE): Clothing or devices worn to help isolate a person from direct exposure to a hazardous material or situation. This can include protective clothing, respiratory protection and eye protection

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

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.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, nonemergency activity (e.g., sporting events, concerts, parades, etc.).

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Portability: Facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Planning Section: Organizational element 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.

Preparedness Organizations: Provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees (LEPCs), Critical Infrastructure Sector Coordinating Councils).

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Procurement Unit: Functional Unit within the Finance/

Administration Section responsible for financial matters involving vendor contracts.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The development, publication control, publication supply, and distribution of NIMS materials are managed through this subsystem.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

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.

Recovery Plan: A plan developed to restore the affected area or community.

Reimbursement: Provides a mechanism to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

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. This unit 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.

Safety Officer (SO): A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (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.

Situation Report: Often contain confirmed or verified information regarding the specific details relating to the incident.

Situation Status (SITSTAT): A report on the current conditions and circumstances of a particular incident that is typically prepared by the Situation Unit Leader from the Planning Section.

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 individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Operating Guidelines (SOG): A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Reports: Relay information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

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.

Supporting Agency: An agency that provides support and/or resource assistance to another agency.

Supporting Technologies: Any technology that may be used to support the NIMS. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

System: An integrated combination of people, equipment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

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. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

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 by mass destruction, assassination, or kidnapping.

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.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located, helps staff prepare to receive resources, protects the safety of personnel and security of supplies and equipment, and enables the coordination of movement of personnel, equipment, and supplies.

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: A classification of resources in the ICS 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 Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when

responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An application of ICS used when there is more than one agency with 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 having 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. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g. Base Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

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.

ACRONYMS

ALS	Advanced Life Support
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	Alcohol, Tobacco, Firearms, and Explosives (Bureau of)
ATSDR	Agency for Toxic Substance Disease Registry
BLS	Basic Life Support
CBIRF	Chemical/Biological Incident Response Force
CBRNE	Chemical, Biological, Radiological, Nuclear
CCCD	Chemical Causality Care Division (USAMRICD)
CDC	Center for Disease Control and Prevention
CFR	Code of Federal Regulations
CISM	Critical Incident Stress Management
COG	Continuity of Government
COOP	Continuity of Operations
COML	Communications Unit Leader
COMP	Compensation/Claims Unit Leader
COST	Cost Unit Leader
DHS	Department of Homeland Security
DIC	Deputy Incident Commander
DIVS	Division/Group Supervisor
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DMOB	Demobilization Unit Leader
DOC	Department Operations Center
DOCL	Documentation Unit Leader
DoD	Department of Defense

DOE	Department of Energy
DP	Display Processor
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ETA	Estimated Time of Arrival
FAA	Federal Aviation Administration
FACL	Facilities Unit Leader
FBI	Federal Bureau of Investigation
FDUL	Food Unit Leader
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
FSC	Finance Section Chief
GIS	Geographic Information System
GSUL	Ground Support Unit Leader
HAZMAT	Hazardous Materials
HHS	Department of Health & Human Services
HLSA	Homeland Security Act
HMRU	HazMat Response Unit
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Command or Unified Command
IMT	Incident Management Team
ITS	Information Technology Specialist
JIC	Joint Information Center
JIS	Joint Information System
LAN	Local Area Network
LEPC	Local Emergency Planning Committee
LNO	Liaison Officer

Acronyms

LSC	Logistics Section Chief
MAC	Multiagency Coordination
MACS	Multagency Coordination System
MEDL	Medical Unit Leader
MOU	Memorandum of Understanding
NEST	Nuclear Emergency Support Team
NG	National Guard
NGO	Nongovernmental Organization
NIC	NIMS Integration Center
NIMS	National Incident Management System
NRF	National Response Framework
NWCG	National Wildfire Coordinating Group
OPBD	Operations Branch Director
OSC	Operations Section Chief
OSD	Office of the Secretary of Defense
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
POLREP	Pollution Report
PPE	Personal Protective Equipment
PROC	Procurement Unit Leader
PSC	Planning Section Chief
PVO	Private Voluntary Organization
R&D	Research and Development
RESL	Resource Unit Leader
RESTAT	Resources Status
RFI	Request for Information
ROSS	Resource Ordering System
SAR	Search and Rescue
SDO	Standards Development Organizations
SITSTAT	Situation Status
SITL	Situation Unit Leader
SITREP	Situation Report
SM	Security Manager
SO	Safety Officer

SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SPUL	Supply Unit Leader
STAM	Staging Area Manager
SUBD	Support Branch Director
SVBD	Service Branch Director
TES	Threatened and Sensitive Species
TFL	Task Force Leader
TFR	Temporary Flight Restriction
TIME	Time Unit Leader
UC	Unified Command
USAR	Urban Search and Rescue
USC	United States Code
VIP	Very Important Person

Acronyms

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 208	Safety Message/ Plan	Safety Officer
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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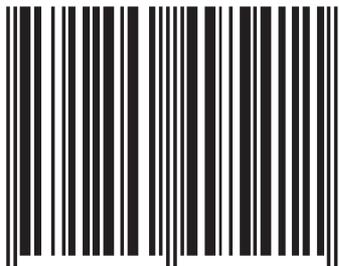
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This book belongs to: _____

This book is waterproof and alcohol-fast.