



# NATIONAL INCIDENT MANAGEMENT SYSTEM

## INCIDENT COMMAND SYSTEM

EMERGENCY RESPONDER  
FIELD OPERATIONS GUIDE

October 2010



Homeland  
Security

**TABLE OF CONTENTS**

---

**CHAPTER 1: INTRODUCTION ..... 1-1**

**CHAPTER 2: INCIDENT COMMAND SYSTEM (ICS)**

**OVERVIEW ..... 2-1**

ICS Overview..... 2-2

Modular Extension..... 2-2

Operations Section..... 2-4

Planning Section..... 2-6

Logistics Section..... 2-7

Finance/Administration Section ..... 2-8

ICS Organization Chart ..... 2-10

**CHAPTER 3: COMMON RESPONSIBILITIES..... 3-1**

Accountability Procedures..... 3-2

Common Responsibilities ..... 3-3

Leadership Responsibilities..... 3-6

**CHAPTER 4: OPERATIONAL PLANNING CYCLE ..... 4-1**

Operational Planning Cycle..... 4-2

Planning “P” ..... 4-4

**CHAPTER 5: COMMAND STAFF ..... 5-1**

Organization Chart ..... 5-2

Position Checklists ..... 5-2

**CHAPTER 6: UNIFIED COMMAND ..... 6-1**

Introduction..... 6-2

UC Composition ..... 6-2

**CHAPTER 7: OPERATIONS SECTION ..... 7-1**

Organization Chart ..... 7-2

Position Checklists ..... 7-2

OCTOBER 2010

---

<b>CHAPTER 8: PLANNING SECTION .....</b>	<b>8-1</b>
Organization Chart .....	8-2
Position Checklists .....	8-2
<b>CHAPTER 9: LOGISTICS SECTION.....</b>	<b>9-1</b>
Organization Chart .....	9-2
Position Checklists .....	9-3
<b>CHAPTER 10: FINANCE/ADMINISTRATION SECTION .....</b>	<b>10-1</b>
Organization Chart .....	10-2
Position Checklists .....	10-2
<b>ANNEX A: GLOSSARY .....</b>	<b>A-1</b>
Glossary .....	A-2
<b>ANNEX B: SAMPLE STAFFING MATRIX.....</b>	<b>B-1</b>
Sample Staffing Matrix .....	B-2
<b>ANNEX C: STATE AND LOCAL AGENCY CONTACTS .....</b>	<b>C-1</b>
State and Local Agency Contacts.....	C-2

## CHAPTER 1: INTRODUCTION

---

The National Incident Management System (NIMS) provides a consistent nationwide template to enable Federal, State, tribal, and local governments, nongovernmental organizations (NGOs), and the private sector to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity. NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. This consistency provides the foundation for utilization of NIMS for all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response. Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, directed the development and administration of NIMS.

The NIMS documents integrate best practices into a comprehensive framework for use by emergency management and response personnel in an all-hazards context nationwide. HSPD-5 requires all Federal departments and agencies to adopt NIMS and to use it in their individual incident management programs and activities, as well as in support of all actions taken to assist State, local, and tribal governments. State, local, and tribal governments are not required to participate in NIMS or adopt these best practices. As applied to non-Federal entities, NIMS documents contain guidance that is not legally binding. However, in order to participate in NIMS and to be considered NIMS compliant, it is necessary for entities to adhere to the standards, practices, and/or minimum criteria presented in the NIMS guidance documents. It is also important to note that although a State, local, or tribal government or NGO is not required to apply for Federal preparedness assistance, HSPD-5 requires Federal departments and agencies to make adoption of NIMS by State, local, and tribal governments and NGOs a condition for Federal preparedness assistance through grants, contracts, and other activities.

A basic premise of NIMS is that all incidents begin and end locally. The Federal Government supports State, local, and tribal authorities when their resources are overwhelmed or anticipated to be overwhelmed. The intention of the Federal Government in these situations is not to command the response, but rather to support the affected State, local, and tribal authorities. This is most easily achieved when all the entities are participating in a unified system of emergency management and incident response. NIMS also recognizes the role that NGOs and the private sector have in preparedness and activities to prevent, protect against, respond to, recover from, and mitigate the effects of incidents. As such, the Department of Homeland Security strongly emphasizes the importance of NIMS training for all emergency management and incident response personnel, NGOs, and the private sector.

This Field Operations Guide contains voluntary guidance and is designed to assist emergency response personnel in the use of the NIMS Incident Command System (ICS) during incident operations.

This guide is intended for use when implementing ICS in response to an incident, regardless of type, size, or location. It does not replace emergency operations plans, laws, regulations, and ordinances. Rather, this document provides guidance for assigned incident personnel.

This document follows the guidelines set out by NIMS for the use of plain language and clear text; therefore, the document contains few acronyms.

If you need a reference for an acronym, please use the FEMA Acronyms, Abbreviations, and Terms (FAAT) List ([www.fema.gov/plan/prepare/faat.shtm](http://www.fema.gov/plan/prepare/faat.shtm)).

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

The organization charts throughout this guide are only intended as **examples** of how an ICS organization may be developed or organized in response to an incident. Also, ICS forms (numbers and titles) are referenced throughout this guide; see FEMA 502-2 (ICS Forms Booklet) for a complete list of forms.

Chapters 2 through 11 of this document provide information applicable to all disciplines when implementing ICS. For example, the duties and responsibilities of the Planning Section Chief are found in Chapter 8; under ICS, the Planning Section Chief's job description does not change from one type of incident to another. Each chapter lists specific job descriptions that have proven valuable in past response operations.

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

OCTOBER 2010

---

THIS PAGE INTENTIONALLY LEFT BLANK

---

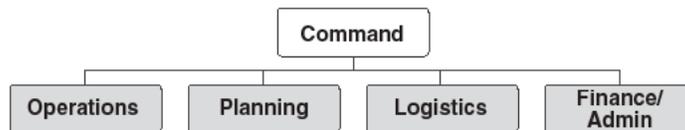
**CHAPTER 2: INCIDENT COMMAND SYSTEM (ICS) OVERVIEW**

ICS Overview..... 2-2  
Modular Extension..... 2-2  
Operations Section..... 2-4  
Planning Section..... 2-6  
Logistics Section..... 2-7  
Finance/Administration Section ..... 2-8  
ICS Organization Chart ..... 2-10

---

## ICS Overview

The Incident Command System (ICS) organization has five major management functions: Command, Operations, Planning, Logistics, and Finance/Administration.



## Modular Extension

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

The ICS structural organization builds from the top down; responsibility and performance begin with the incident command element and the Incident Commander (IC). If the need arises, four separate Sections (functional areas) can be used to organize the staff. Each of these may have subordinate Branches, Divisions, Groups, or Units, depending on the management requirements of the incident.

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

The IC's initial management assignments will normally be one or more Section Chiefs to manage the major ICS functional areas (Operations, Planning, Logistics, and Finance and Administration). The Section Chiefs will further delegate management authority for

their areas as required. If a Section Chief sees the need, he or she may establish Branches, Divisions, Groups, or Units (depending on the management requirements of the incident). Similarly, each functional unit leader will further assign individual tasks within the unit as needed.

Incidents often involve private individuals, companies, nongovernmental service providers, and nongovernmental organizations, some of which may be fully trained and qualified to participate.

#### Incident Commander

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

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

#### Command Staff

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

#### General Staff

The General Staff encompasses incident management personnel who represent the major functional elements of the ICS, including

the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. The Command Staff and General Staff should continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC.

#### Incident Management Teams

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

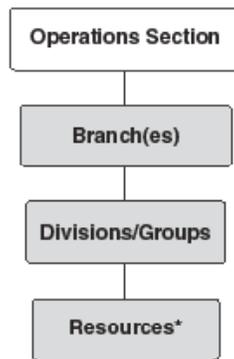
#### **Operations Section**

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

Because of its functional unit management structure, ICS is applicable across a spectrum of incidents and events differing in size, scope, and complexity. The types of agencies that could be included in the Operations Section are fire, law enforcement, public health, public works, medical, emergency medical, and disability or other special need services, working together or separately depending on the situation.

Incident operations can be organized and executed in many ways. The specific method selected will depend on the type of incident, agencies involved, and objectives and strategies of the incident management effort. In some cases, a method will be selected to accommodate jurisdictional boundaries, categorizing the method as

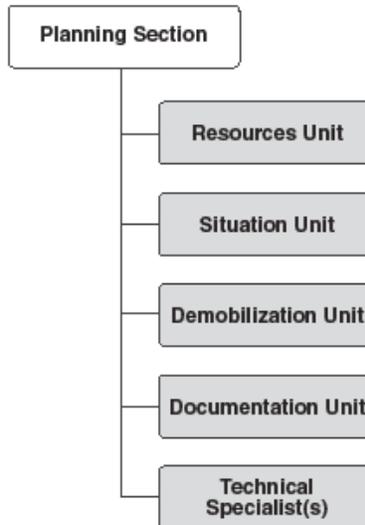
a Division. In other cases, the approach will be strictly functional and, therefore, be categorized as Groups. A mix of functional (Group) and geographic (Division) approaches may be appropriate. ICS offers extensive flexibility in determining the appropriate approach using the factors described above. For more information, see Chapter 7.



**\*Includes Task Forces, Strike Teams, Units, and Single Resources**

### **Planning Section**

The Planning Section is responsible for collecting, evaluating, and disseminating incident situational information. This Section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The Planning Section prepares Incident Action Plans and incident maps, and gathers and disseminates information and intelligence critical to the incident. The Planning Section can have up to four primary Units and may include Technical Specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment. For more information, see Chapter 8.

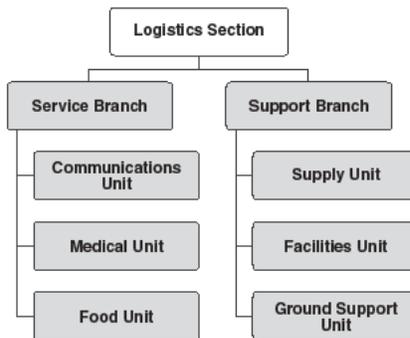
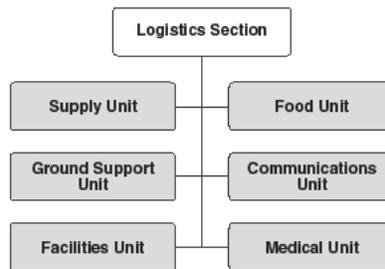


---

## Logistics Section

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

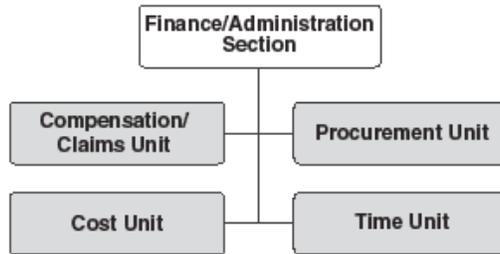
When the incident is very large, or requires a number of facilities with large numbers of equipment, the Logistics Section can be divided into two Branches: Service and Support. For more information, see Chapter 9.



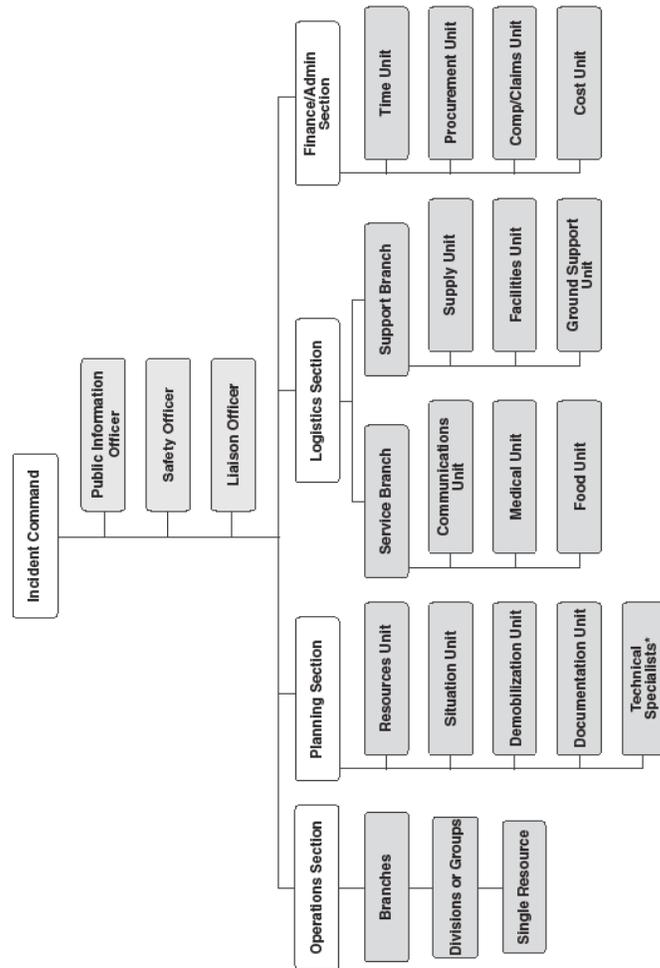
### **Finance/Administration Section**

When there is a need for financial reimbursement (individual, agency, or department) and/or administrative services to support incident/event management activities, a Finance/Administration Section is established. Under ICS, not all agencies will require such assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administration Section is an essential part of the incident management organization. The Section Chief should track and report incident costs to the IC. The Section Chief may also need to monitor cost expenditures to ensure that applicable statutory rules are met. Close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a Technical Specialist in the Planning Section could provide.

The Finance/Administration Section Chief will determine, given current and anticipated future requirements, the need for establishing specific subordinate Units. In some of the functional areas (e.g., procurement), an actual Unit may not need to be established if it would consist of only one person. In such a case, a Procurement Technical Specialist could be assigned in the Planning Section. Because of the specialized nature of finance functions, the Section Chief should come from the agency that has the greatest requirement for this support. For more information, see Chapter 10.



### ICS Organization Chart



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

OCTOBER 2010

**CHAPTER 3: COMMON RESPONSIBILITIES**

---

Accountability Procedures ..... 3-2  
Common Responsibilities ..... 3-3  
Leadership Responsibilities ..... 3-6

### **Accountability Procedures**

(1) Check-In.

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

(2) Incident Action Plan (IAP).

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

(3) Unity of Command.

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

(4) Span of Control.

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

(5) Resource Tracking.

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

---

**Common Responsibilities**

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

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

Complete	Common Responsibilities
<input type="checkbox"/>	<p>Upon arrival at the incident, check in at one of the following designated check-in locations:</p> <ul style="list-style-type: none"> <li>● Incident Command Post (ICP),</li> <li>● Incident Base,</li> <li>● Staging Areas, or</li> <li>● Helibases.</li> </ul> <p>Note: If instructed to report directly to a tactical assignment, check in with the Division/Group Supervisor or the Operations Section Chief.</p>
<input type="checkbox"/>	<p>Receive briefing from immediate supervisor and document briefing on a Unit Log (ICS 214).</p>
<input type="checkbox"/>	<p>Coordinate with Agency Representatives from assisting or cooperating agencies. Report to the Liaison Officer at the ICP after check-in.</p>
<input type="checkbox"/>	<p>Acquire work materials.</p>
<input type="checkbox"/>	<p>Abide by organizational code of ethics, policies, procedures, and applicable labor agreements.</p>
<input type="checkbox"/>	<p>Participate in Incident Management Team meetings and briefings as appropriate.</p>
<input type="checkbox"/>	<p>Ensure compliance with all safety practices and procedures. Report unsafe conditions to the Safety Officer.</p>
<input type="checkbox"/>	<p>Supervisors: Maintain accountability for assigned personnel with regard to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.</p>

Complete	Common Responsibilities
<input type="checkbox"/>	Know the assigned communications methods and procedures for the area of responsibility and ensure that communications equipment is operating properly.
<input type="checkbox"/>	Use plain language and ICS terminology (no codes) in all radio communications.
<input type="checkbox"/>	Complete forms, reports, and Unit Log (ICS 214) that are required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
<input type="checkbox"/>	Ensure all equipment is operational prior to each work period.
<input type="checkbox"/>	Report any signs/symptoms of extended incident stress, injury, fatigue, or illness to a supervisor.
<input type="checkbox"/>	Brief shift replacement about ongoing operations when relieved at operational periods or during rotation.
<input type="checkbox"/>	Respond to demobilization orders and brief subordinates regarding demobilization.
<input type="checkbox"/>	Prepare personal belongings for demobilization.
<input type="checkbox"/>	Complete demobilization checkout process before being released from the incident, including the return of all equipment.
<input type="checkbox"/>	Upon demobilization, report estimated time of arrival (ETA) to home agency.
<input type="checkbox"/>	Participate in after-action activities as directed.

---

### Leadership Responsibilities

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

Complete	Leadership Responsibilities
<input type="checkbox"/>	Review Common Responsibilities.
<input type="checkbox"/>	Upon check-in, receive briefing from supervisor.
<input type="checkbox"/>	Participate in incident meetings and briefings, as required.
<input type="checkbox"/>	Determine current status of Unit activities and personnel (Personnel Status Report).
<input type="checkbox"/>	Determine resource needs.
<input type="checkbox"/>	Order additional resources, as needed.
<input type="checkbox"/>	Confirm dispatch and ETA of staff, equipment, and supplies.
<input type="checkbox"/>	Conduct briefings.
<input type="checkbox"/>	Assign specific duties to staff and supervise staff.
<input type="checkbox"/>	Develop and implement accountability, safety, and security measures for assigned resources.
<input type="checkbox"/>	Supervise demobilization of Unit, including storage of equipment and supplies.
<input type="checkbox"/>	Conduct debriefings with any assigned personnel.
<input type="checkbox"/>	Provide Supply Unit Leader with a list of supplies to be replenished and equipment to be repaired.

OCTOBER 2010

---

Complete	Leadership Responsibilities
<input type="checkbox"/>	Maintain Unit records, including Unit Log (ICS 214).
<input type="checkbox"/>	Complete Incident Personnel Performance Rating (ICS 225) if required.

OCTOBER 2010

---

THIS PAGE INTENTIONALLY LEFT BLANK

OCTOBER 2010

**CHAPTER 4: OPERATIONAL PLANNING CYCLE**

---

Operational Planning Cycle ..... 4-2  
Planning "P" ..... 4-4

### **Operational Planning Cycle**

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

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

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

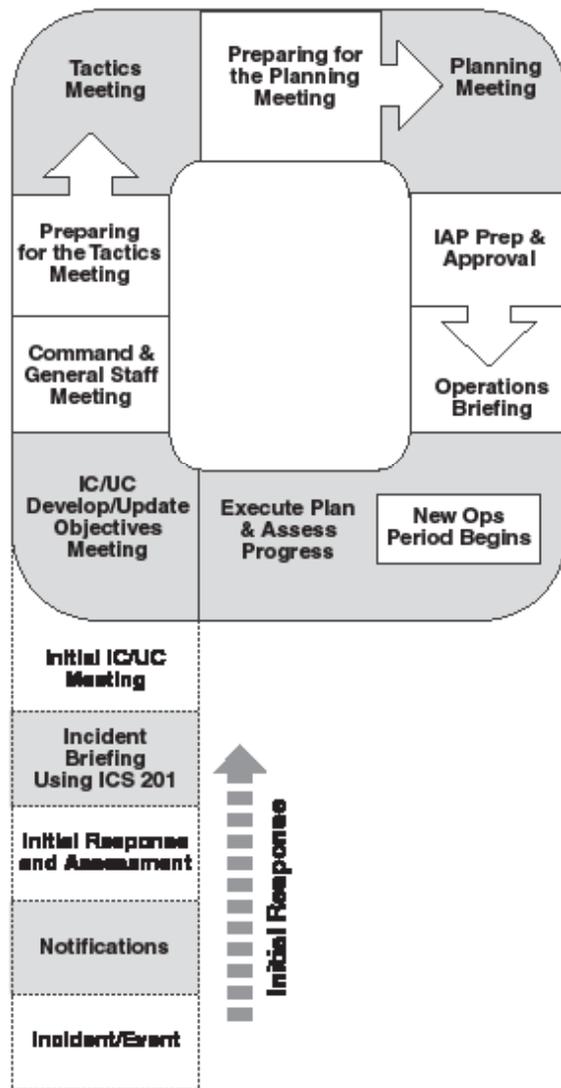
The following five primary phases should be followed, in sequence, to ensure a comprehensive IAP:

1. Understand the situation.
2. Establish incident objectives and strategy.
3. Develop the plan.
4. Prepare and disseminate the plan.
5. Evaluate and revise the plan.

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

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

Planning "P"

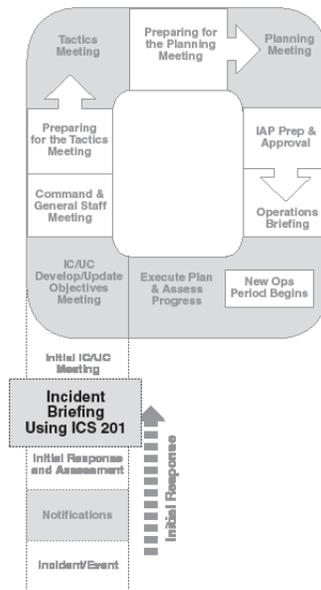


**INITIAL RESPONSE AND ASSESSMENT** – The period of initial response and assessment occurs in all incidents. The Incident Briefing (ICS 201) can be used for initial response and for incidents that are small in scope and/or duration.

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

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

- When:** Transition from the IC to the Incident Management Team
- Facilitator:** Current IC/UC or Planning Section Chief (if available)
- Attendees:** Incoming IC/UC; Command and General Staff, as available



**Incident Briefing**

Incident Commander

- Receives incident briefing from the IC/UC or Planning Section Chief 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:

1. Current situation (note territory, exposures, safety concerns, etc.; use map/charts).
2. Initial objectives and priorities.
3. Current and planned actions.
4. Current on-scene organization.
5. Resource assignments.

6. Resources en route and/or ordered.
7. Facilities established.
8. Incident potential.

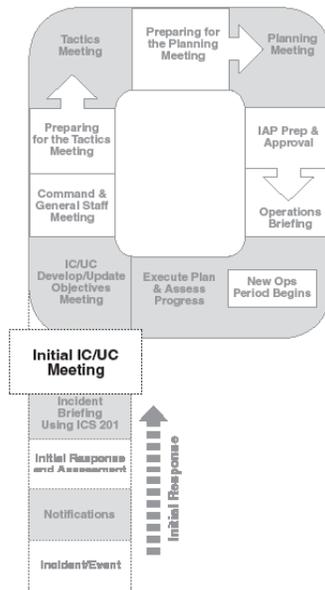
**INITIAL INCIDENT COMMAND/UNIFIED COMMAND MEETING**

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

**When:** Command is formed prior to the first meeting.

**Facilitator:** IC/UC or Planning Section Chief (if available)

**Attendees:** Only ICs that will comprise the UC



---

**Initial IC/UC Meeting**

Incident Commander

- Negotiates UC participation.
- Meets with Agency Administrator/Executive.
- Clarifies UC roles and responsibilities.
- Negotiates and agrees on key decisions including:
  - Jurisdictional boundaries.
  - Name of the incident.
  - Overall incident management organization.
  - Location of Incident Command Post (ICP), facilities, and support.
  - Operational period length and start time.
  - Deputy IC assignments.
  - 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 and Finance/Administration

- May not be activated at this time.

Initial Incident Command/Unified Command Meeting Agenda:

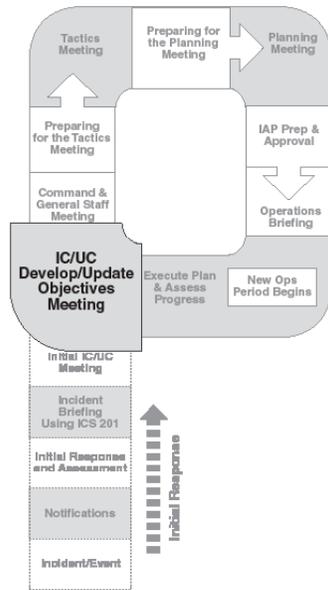
1. Meeting brought to order, cover ground rules and review agenda.
2. Validate makeup of newly formed UC, based on Chapter 6 criteria.
3. Clarify UC roles and responsibilities.
4. Review agency policies.
5. Negotiate and agree on key decisions, which may include:
  - a. UC jurisdictional boundaries and focus (area of responsibility).
  - b. Name of incident.

- c. Overall response organization, including integration of assisting and cooperating agencies.
  - d. Location of ICP (if not already identified) and other critical facilities, as appropriate.
  - e. Operational period length/start time and work shift hours.
  - f. Best-qualified Operations Section Chief and Deputy.
  - g. Other key Command and General Staff assignments and technical support, as needed.
6. Summarize and document key decisions.

**UNIFIED COMMAND DEVELOP/UPDATE OBJECTIVES**

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

**When:** Prior to Command and General Staff Meeting  
**Facilitator:** IC/UC member or Planning Section Chief (if available)  
**Attendees:** IC/UC members; selected Command and General Staff, as appropriate



**Unified Command Objectives Meeting**

Command

- Identifies incident priorities.
- Identifies priorities, limitations, and constraints.
- Develops incident objectives.
- Identifies key procedures.
- Develops tasks for Command and General Staff.
- Agrees on division of UC workload.
- IC of the Incident Management Team receives and signs the delegation of authority.

Operations

- May be present if required.

Planning

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

Unified Command Objectives Meeting Agenda:

1. Planning Section Chief brings meeting to order, conducts rollcall, covers ground rules and agenda.
2. Review and/or update key decisions.
3. Develop or review/update response priorities, limitations, and constraints.
4. Develop or review incident objectives.
5. Develop or review/update key procedures, which may include:
  - a. Management of sensitive information.
  - b. Information flow.
  - c. Resource ordering.
  - d. Cost sharing and cost accounting.
  - e. Operational security issues.
6. Develop or review/update tasks for Command and General Staff to accomplish.
7. Review, document, and/or resolve status of any open actions.
8. Agree on division of UC workload.
9. Prepare for the Command and General Staff Meeting.

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

**When:** Prior to Tactics Meeting  
**Facilitator:** Planning Section Chief  
**Attendees:** IC/UC members, Command and General Staff, Situation Unit Leader, and Documentation Unit Leader



**Command & General Staff Meeting**

Command

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

Operations

- Provides update on current operations.

---

**Command & General Staff Meeting (continued)**

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.

Command and General Staff Meeting Agenda:

1. Planning Section Chief brings meeting to order, conducts rollcall, covers ground rules, and reviews agenda.
2. Situation Leader conducts situation status briefing.
3. IC/UC:
  - a. Provides comments.
  - b. Reviews key decisions, priorities, constraints, and limitations (if new or changed).
  - c. Discusses incident objectives.
  - d. Reviews key procedures (if new or changed).
  - e. Assigns or reviews functional tasks/open actions.
4. Planning Section Chief facilitates open discussion to clarify priorities, objectives, assignments, issues, concerns, and open actions/tasks.
5. IC/UC provides closing comments.

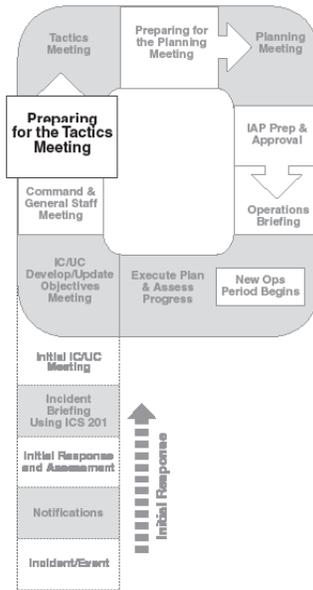
**PREPARING FOR THE TACTICS MEETING** – During this phase of the Operational Planning Cycle, the IC and Planning Section Chief begin the work of preparing for the upcoming Tactics Meeting. The Operations Section Chief drafts an Operational Planning Worksheet

(ICS 215) and an Operations Section organization chart for the next operational period. Also, the Safety Officer, in conjunction with the Operations Section Chief, develops the Hazard Risk Analysis (ICS 215A). The Planning Section Chief should facilitate/support this process to the greatest extent possible to ensure that the materials, information, resources, etc., to be presented in the Tactics Meeting are organized and accurate.

**When:** Prior to Tactics Meeting

**Facilitator:** Planning Section Chief or Resources Unit Leader facilitates process.

**Attendees:** None (Operations Section Chief and Safety Officer prepare). This is **not** a meeting but a work session.



---

**Preparing for the Tactics Meeting**

Operations

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

Planning

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

Safety Officer

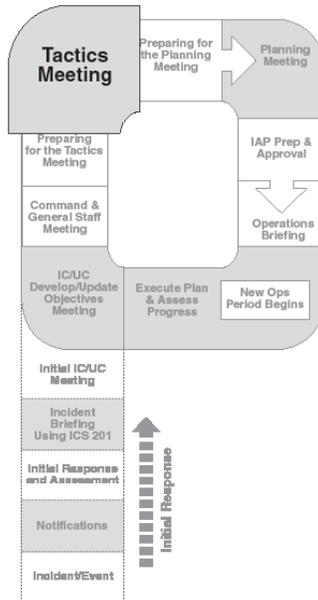
- Begins to develop the Hazard Risk Analysis (ICS 215A).

**TACTICS MEETING** – This 30- to 60-minute work session produces information needed to prepare the IAP. The Operations Section Chief prepares/finalizes the Operational Planning Worksheet (ICS 215) and the Operations Section Organization. The Safety Officer prepares a Hazard Risk Analysis (ICS 215A). Operations and Planning Section Chiefs solicit input from attendees in order to refine these draft products for full staff approval at the Planning Meeting.

**When:** Prior to Planning Meeting

**Facilitator:** Planning Section Chief

**Attendees:** Planning Section Chief, Operations Section Chief, Logistics Section Chief, Resources Unit Leader, Situation Unit Leader, Safety Officer, Documentation Unit Leader, Communications Unit Leader, and Technical Specialists (as needed)



**Tactics Meeting**

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).

---

**Tactics Meeting (continued)**

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.

Tactics Meeting Agenda:

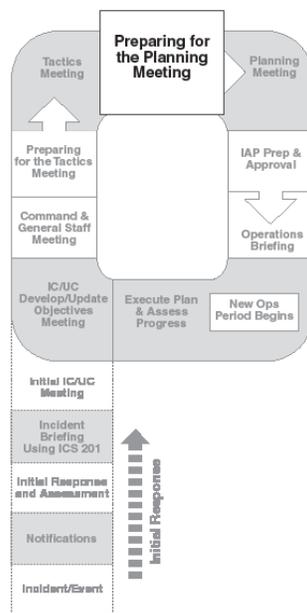
1. Planning Section Chief brings meeting to order, conducts rollcall, and covers ground rules and agenda.
2. Situation Unit Leader reviews the current and projected incident situation. (In some incidents, the Operations Section Chief may give the update.)
3. Planning Section Chief reviews incident operational objectives and ensures accountability for each.
4. Operations Section Chief reviews and/or completes the Operational Planning Worksheet (ICS 215), which addresses work assignments, resource commitments, contingencies, and needed support facilities (e.g., Staging Areas).
5. Operations Section Chief reviews and/or completes Operations Section organization chart.
6. Safety Officer reviews and/or completes the Hazard Risk Analysis (ICS 215A) and identifies and resolves any critical safety issues.
7. Logistics Section Chief discusses and resolves any logistics issues.
8. Planning Section Chief validates connectivity of tactics and operational objectives.

**PREPARING FOR THE PLANNING MEETING** – The Command and General Staff prepare for the upcoming Planning Meeting. The Planning Section Chief ensures the material, information, resources, etc., used or discussed in the Planning Meeting are prepared and ready for presentation during the meeting. These preparations include posting the agenda, incident objectives, map, Operations Section organization chart, Operational Planning Worksheet (ICS 215), Hazard Risk Analysis (ICS 215A), etc.

**When:** Prior to the Planning Meeting

**Facilitator:** Planning Section Chief facilitates process.

**Attendees:** None. This is **not** a meeting but a period of time. (Planning Section Chief, Operations Section Chief, and others, as needed to prepare)



**Preparing for the Planning Meeting**

Command

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

Operations

- Prepares ongoing 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.
- Makes duplicate documents for Command that are needed to support presentations.

Logistics

- Prepares resource orders to support IAP (submitted after the Planning Meeting).
- Prepares for Planning Meeting.
- Verifies support requirements.

Finance/Admin

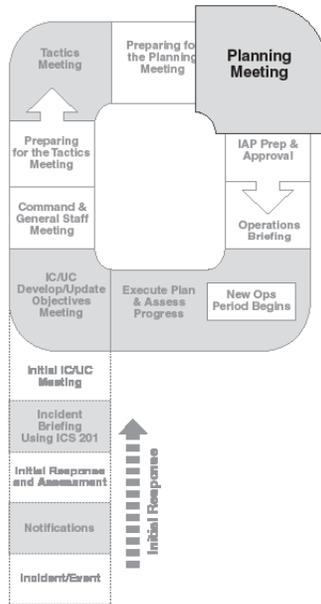
- Prepares for Planning Meeting.
- Verifies financial and administrative requirements.

**PLANNING MEETING** – This meeting provides an overview of the tactical plan to achieve the IC/UC’s current objectives for the upcoming operational period. The Operations Section Chief presents the proposed plan to the Command and General Staffs for review and comment. The Operations Section Chief discusses strategy and tactics that were considered and chosen to best meet the objectives for the next operational period. The Operations Section Chief also briefly discusses how the incident will be managed along with work assignments, resources, and support that are required to implement the proposed plan. This meeting provides the opportunity for the Command and General Staffs to give final approval for the IAP. After review and updates, Planning Meeting participants commit to support the plan.

**When:** After the Tactics Meeting

**Facilitator:** Planning Section Chief

**Attendees:** IC/UC, Command Staff, General Staff, Situation Unit Leader, Documentation Unit Leader, Technical Specialists, and Agency Administrators/Executives and other dignitaries (as required)



**Planning Meeting**

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.

---

**Planning Meeting (continued)**

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:

1. Planning Section Chief brings meeting to order, conducts rollcall, covers ground rules, and reviews agenda.
2. IC/UC provides opening remarks.
3. Situation Unit Leader provides briefing on current situation, resources at risk, weather/sea forecast, and incident projections.
4. Planning Section Chief reviews Command's incident priorities, decisions, and objectives. IC/UC validates objectives.
5. Operations Section Chief provides briefing on current operations followed by an overview of the proposed plan including strategy, tactics/work assignments (ICS 215), resource commitment, contingencies, Operations Section organization structure, and needed support facilities (e.g., Staging Areas).
6. Planning Section Chief reviews proposed plan to ensure that Command's priorities and operational objectives are met.
7. Planning Section Chief reviews and validates responsibility for any open actions/tasks and management objectives.
8. Planning Section Chief polls Command and General Staff members to solicit their final input and commitment to the proposed plan:

- a. Logistics Section Chief covers transport communications, and supply updates and issues.
  - b. Finance/Administration Section Chief covers fiscal issues.
  - c. Safety Officer covers safety issues.
  - d. Public Information Officer covers public affairs and public information issues.
  - e. Liaison Officer covers interagency issues.
9. Planning Section Chief requests Command's tacit approval of the plan, as presented. IC/UC may provide final comments.
  10. Planning Section Chief issues assignments to appropriate Incident Management Team members for developing IAP support documentation along with deadlines.

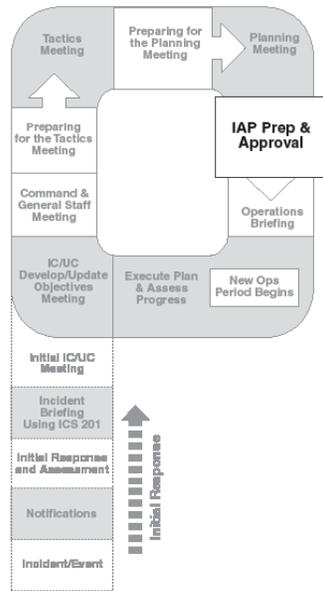
**INCIDENT ACTION PLAN PREPARATION AND APPROVAL–**

Appropriate Incident Management Team members should immediately complete the assigned task(s)/product(s) that need to be included in the IAP. These products should meet the deadline as set by the Planning Section Chief so that the Planning Section can assemble the IAP components. The deadline should be early enough to permit timely IC/UC review, approval, and duplication of sufficient copies for the Operations Briefing and other Incident Management Team members. The Safety Officer develops the General Safety Message/Site Safety Plan for the IAP.

**When:** Immediately following the Planning Meeting, the Planning Section Chief assigns the deadline for products.

**Facilitator:** Planning Section Chief facilitates process.

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



**IAP Preparation & Approval**

Command

- Reviews, approves, and signs IAP.

Operations

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

Planning

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

Logistics

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

Finance/Admin

- Verifies financial and administrative requirements for IAP.

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

**Optional Components (use as pertinent):**

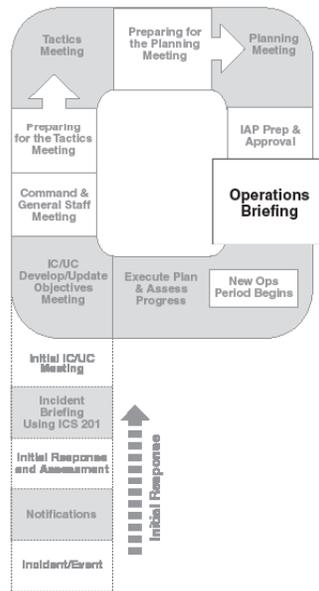
IAP Common Components	Primary Responsibility
Air Operations Summary (ICS 220)	Air Operations Branch Director
Demobilization Plan (ICS 221)	Demobilization Unit
Traffic Plan	Ground Support Unit Leader
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Other plans and/or documents, as required (ICS 215A, Hazard Risk Analysis)	As required

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

**When:** Approximately 1 hour prior to shift change

**Facilitator:** Planning Section Chief

**Attendees:** IC/UC, Command and General Staffs, Branch Directors, Division/Group Supervisors, Task Force/ Strike Team Leaders (if possible), Unit Leaders, and others as appropriate



---

**Operations Briefing**

Command

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

Operations

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

Planning

- Sets up briefing area.
- Facilitates Command and General Staff members' 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

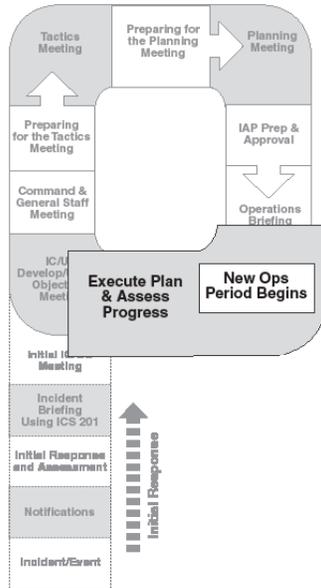
- Operations, Logistics, Safety, Public Information, and interagency and intelligence issues.

Operations Briefing Agenda:

1. Planning Section Chief opens briefing, covers ground rules and agenda, and takes rollcall of Command and General Staff and Operations personnel required to attend.
2. Planning Section Chief reviews IC/UC objectives and changes to the IAP (e.g., pen-and-ink changes).
3. IC/UC provides remarks.
4. Situation Unit Leader conducts Situation Briefing.
5. Operations Section Chief discusses current response actions and accomplishments.
6. Operations Section Chief briefs Operations Section personnel.

7. Logistics Section Chief covers transport, communications, and supply updates.
8. Finance/Administration Section Chief covers fiscal issues.
9. Safety Officer covers safety issues, Public Information Officer covers public affairs and public information issues, and Liaison Officer covers interagency issues.
10. Planning Section Chief solicits final comments and adjourns briefing.

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



**Execute Plan & Assess Progress**

Incident Commander (IC/UC)

- Monitors ongoing incident management activities.
- Considers Best Response practices, and 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.

---

**Execute Plan & Assess Progress (continued)**

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 Hazard Risk 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, Cost Unit Leader, Procurement Unit Leader, Logistics Section Chief, Situation Unit Leader, and Documentation Unit Leader.

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

**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. A media briefing is set up by the Public Information Officer, moderated by an IC/UC spokesperson, and features selected spokespersons. Spokespersons should be prepared by the Public Information Officer to address anticipated issues. The briefing should be well planned, organized, and scheduled to meet the media's needs.

**TECHNICAL SPECIALIST MEETING** – This meeting is conducted to gather Technical Specialist input for the IAP.

**DEMOBILIZATION PLANNING MEETING** – This meeting is held to gather functional requirements from the IC, Command Staff, and General Staff that would be included in the Incident Demobilization Plan (ICS 221). Functional requirements would include safety, logistics, and fiscal considerations and release priorities that would be addressed in the plan.

Attendees normally include Command, Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief, Liaison Officer, Safety Officer, Public Information Officer and Demobilization Unit Leader. The Demobilization Unit Leader then prepares a draft Demobilization Plan to include the functional requirements and distributes it to Command, Command Staff, and General Staff for review and comment.

OCTOBER 2010

---

THIS PAGE INTENTIONALLY LEFT BLANK

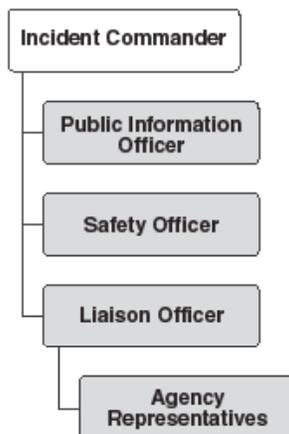
OCTOBER 2010

**CHAPTER 5: COMMAND STAFF**

---

Organization Chart ..... 5-2  
Position Checklists ..... 5-2

### Organization Chart



### Position Checklists

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

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

The IC may have Deputy Incident Commanders who may be from the same agency or from an assisting agency. Deputy Incident

---

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

The major responsibilities of the IC are:

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

Complete	Incident Commander Major Responsibilities
<input type="checkbox"/>	Coordinate activities for all Command and General Staff members.
<input type="checkbox"/>	Coordinate with key stakeholders.
<input type="checkbox"/>	Make appropriate notifications (e.g., hospitals, health department, etc.).
<input type="checkbox"/>	Approve requests for additional resources or for the release of resources.
<input type="checkbox"/>	Keep Agency Administrator informed of incident status.
<input type="checkbox"/>	Approve the use of trainees, volunteers, and auxiliary personnel.
<input type="checkbox"/>	Ensure proper development and releasing of information, which may include establishment and oversight of a Joint Information Center (JIC).
<input type="checkbox"/>	Authorize release of information to the news media.
<input type="checkbox"/>	Ensure Incident Status Summary (ICS 209) is completed and forwarded to the appropriate higher authority.
<input type="checkbox"/>	Order the demobilization of the incident when appropriate.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**PUBLIC INFORMATION OFFICER** – The Public Information Officer is responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.

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

Agencies have different policies and procedures relative to the handling of public information. The major responsibilities of the Public Information Officer, shown below, would generally apply on any incident.

The major responsibilities of the Public Information Officer are:

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

---

Complete	Public Information Officer Major Responsibilities
<input type="checkbox"/>	Establish a JIC, as necessary, to coordinate and disseminate accurate, accessible, and timely incident-related information.
<input type="checkbox"/>	Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Brief Command on public information issues and concerns.
<input type="checkbox"/>	Advise IC/UC on all public information matters.
<input type="checkbox"/>	Manage media and public inquiries.
<input type="checkbox"/>	Coordinate emergency public information and warnings.
<input type="checkbox"/>	Monitor media reporting for accuracy.
<input type="checkbox"/>	Have debriefing session with the IC prior to demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

Only one primary incident Safety Officer will be assigned for each incident. The Safety Officer may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. Assistant Safety Officers may have specific responsibilities, such as air operations, hazardous materials, etc. All Safety Officers should be certified/qualified to the nature of the operations being performed.

The major responsibilities of the Safety Officer are:

Complete	Safety Officer Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in Tactics and Planning Meetings, as well as other meetings and briefings as required.
<input type="checkbox"/>	Dedicate Emergency Medical Services personnel needed for responders (ICS 206).
<input type="checkbox"/>	Identify hazardous situations associated with the incident and develop the Hazard Risk Analysis (ICS 215A) with the Operations Section Chief.
<input type="checkbox"/>	Coordinate with law enforcement to provide security and control of perimeters.
<input type="checkbox"/>	Ensure the selection of Personal Protective Equipment (PPE) and other equipment meets the needs of the incident.

Complete	Safety Officer Major Responsibilities
<input type="checkbox"/>	Ensure that a personnel accountability system is in place for all personnel.
<input type="checkbox"/>	Ensure that working conditions are monitored and work/rest guidelines are adhered to.
<input type="checkbox"/>	Designate emergency evacuation guidelines.
<input type="checkbox"/>	Review the IAP for safety implications.
<input type="checkbox"/>	Provide safety advice in the IAP for assigned responders.
<input type="checkbox"/>	Ensure identified resources are in place to meet the behavioral health needs of responders.
<input type="checkbox"/>	Exercise emergency authority to stop and prevent unsafe acts and notify the IC.
<input type="checkbox"/>	Investigate accidents that have occurred within the incident area.
<input type="checkbox"/>	Assign assistants, as needed.
<input type="checkbox"/>	Review and approve the Medical Plan (ICS 206).
<input type="checkbox"/>	Develop the Site Safety Plan (ICS 208) as required.
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Brief the IC on safety issues and concerns.
<input type="checkbox"/>	Have a debriefing session with the IC prior to demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

OCTOBER 2010

---

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

Only one primary Liaison Officer will be assigned for each incident, including incidents operating under UC and multijurisdiction incidents. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The Liaison Officer is assigned to the incident to be the point of contact for assisting and/or cooperating with Agency Representatives.

The major responsibilities of the Liaison Officer are:

Complete	Liaison Officer Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Be a contact point for Agency Representatives.
<input type="checkbox"/>	Maintain a list of assisting and cooperating Agency Representatives, including name and contact information. Monitor check-in sheets (ICS 211) daily to ensure that all Agency Representatives are identified.
<input type="checkbox"/>	Assist in establishing and coordinating interagency contacts.
<input type="checkbox"/>	Keep agencies supporting the incident aware of the incident's status.
<input type="checkbox"/>	Monitor incident operations to identify current or potential interorganizational problems.
<input type="checkbox"/>	Participate in Planning Meetings and provide current resource status, including limitations and capability of assisting agency resources.
<input type="checkbox"/>	Coordinate response resource needs for incident investigation activities with the Operations Section Chief.
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Brief the IC on agency issues and concerns.
<input type="checkbox"/>	Have a debriefing session with the IC prior to demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

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

Agency Representatives report to the Liaison Officer or to the IC in the absence of a Liaison Officer.

The major responsibilities of Agency Representatives are:

Complete	Agency Representatives Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Ensure that all agency resources are properly checked in at the incident.
<input type="checkbox"/>	Obtain a briefing from the Liaison Officer or IC.
<input type="checkbox"/>	Inform any assisting or cooperating agency personnel at the incident that the Agency Representative position for that agency has been filled.
<input type="checkbox"/>	Attend briefings and Planning Meetings as required.
<input type="checkbox"/>	Provide input on the use of agency resources unless Resource Technical Specialists are assigned from the agency.
<input type="checkbox"/>	Cooperate fully with the IC/UC and the General Staff on agency involvement at the incident.
<input type="checkbox"/>	Ensure the well-being of agency personnel assigned to the incident.

---

Complete	Agency Representatives Major Responsibilities
<input type="checkbox"/>	Advise the Liaison Officer of any special agency needs or requirements.
<input type="checkbox"/>	Report to home agency dispatch or headquarters on a prearranged schedule.
<input type="checkbox"/>	Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
<input type="checkbox"/>	Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	Have a debriefing session with the Liaison Officer or IC/UC before demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

OCTOBER 2010

**CHAPTER 6: UNIFIED COMMAND**

---

Introduction ..... 6-2  
UC Composition ..... 6-2

## **Introduction**

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

The need for UC arises when incidents:

- Involve multiple jurisdictions.
- Involve a single jurisdiction with multiple agencies.
- Involve multiple jurisdictions with multiple agencies.
- Involve various governmental levels (e.g., Federal, State, local, tribal).
- Affect multiple functional responsibilities (e.g., search and rescue, fire, floods, bombing, hazardous substance, health care, and emergency medical services).

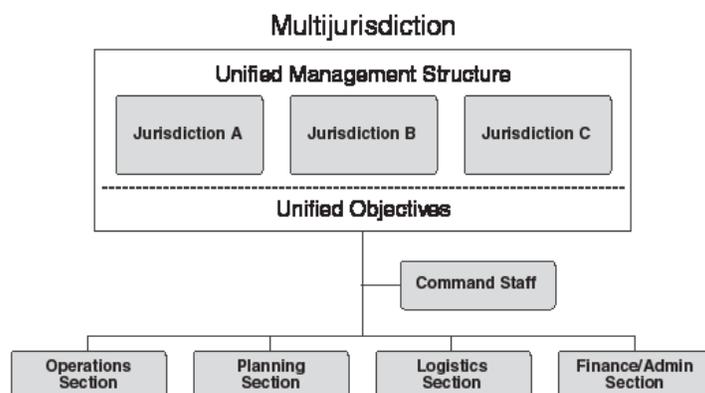
## **UC Composition**

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

- The specifics of the incident.
- Determinations outlined in existing response plans.

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

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



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

of the situation, and agreement on the common objectives. Contentious issues may arise, but the UC framework provides a forum and a process to resolve problems and find solutions.

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

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

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

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

- Should have jurisdictional authority or functional responsibility under a law or ordinance for the incident.
- Should have an area of responsibility impacted by incident or response operations.
- Should be specifically charged by law or ordinance with commanding, coordinating, or managing a major aspect of the incident response.

- Should have the resources to support participation in the response organization.
- Should have a representative who is qualified.

UC representatives should be able to:

Complete	Unified Command Representative Major Responsibilities
<input type="checkbox"/>	Agree on the composition of the UC.
<input type="checkbox"/>	Agree on incident priorities, objectives, constraints/limitations, decisions, and procedures.
<input type="checkbox"/>	Have the capability to sustain a full-time commitment to the incident.
<input type="checkbox"/>	Have the authority to commit agency or company resources to the incident.
<input type="checkbox"/>	Have the authority to spend agency or company funds.
<input type="checkbox"/>	Agree on an incident organization.
<input type="checkbox"/>	Commit to speak with “one voice” through the Public Information Officer or Joint Information Center, if established.
<input type="checkbox"/>	Agree on managing sensitive information and operational security issues.
<input type="checkbox"/>	Agree on logistical support including resource ordering procedures.
<input type="checkbox"/>	Agree on cost-sharing and cost-accounting procedures, as appropriate.

*It is important to note that participation in the UC occurs without any agency abdicating authority, responsibility, or accountability.*

OCTOBER 2010

---

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

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

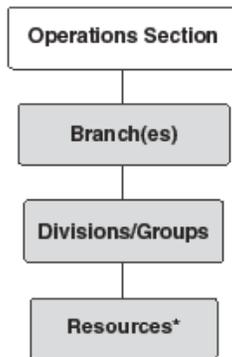
OCTOBER 2010

**CHAPTER 7: OPERATIONS SECTION**

---

Organization Chart ..... 7-2  
Position Checklists ..... 7-2

### Organization Chart



**\*Includes Task Forces, Strike Teams, Units, and Single Resources**

### Position Checklists

**OPERATIONS SECTION CHIEF** – The Operations Section Chief, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary incident. The Operations Section Chief should be qualified for the nature of the operations being performed and will normally be selected from the organization/agency with the most jurisdictional responsibility for the incident.

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

Deputy Operations Section Chief(s) may be assigned from the same agency or from an assisting agency. The Deputy Operations Section Chief(s) should have the same qualifications as the person for whom they work.

The major responsibilities of the Operations Section Chief are:

Complete	Operations Section Chief Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from IC/Unified Command (UC).
<input type="checkbox"/>	Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
<input type="checkbox"/>	Supervise Operations Section field personnel.
<input type="checkbox"/>	Implement the IAP for the Operations Section.
<input type="checkbox"/>	Evaluate on-scene operations and make adjustments to organization, strategies, tactics, and resources (e.g., additional manpower, equipment, etc.), as necessary.
<input type="checkbox"/>	Ensure the Resources Unit is advised of changes in the status of resources assigned to the Section.
<input type="checkbox"/>	Ensure that Operations Section personnel execute work assignments following approved safety practices.
<input type="checkbox"/>	Monitor the need for additional resources and request them, as necessary, to support operations.
<input type="checkbox"/>	Assemble/disassemble Task Forces/Strike Teams, as appropriate.
<input type="checkbox"/>	Identify/utilize Staging Areas and assign Staging Area Manager, as needed.

Complete	Operations Section Chief Major Responsibilities
<input type="checkbox"/>	Evaluate and monitor the current situation for use in next operational period planning.
<input type="checkbox"/>	Convert operational incident objectives into strategic and tactical options.
<input type="checkbox"/>	Coordinate and consult with the Planning Section Chief, Safety Officer, and Technical Specialist on selection of appropriate strategies and tactics to accomplish objectives.
<input type="checkbox"/>	Identify kind and number of resources required to support selected strategies.
<input type="checkbox"/>	Subdivide work areas into manageable Branches, Divisions, and Groups.
<input type="checkbox"/>	Develop work assignments and allocate tactical resources based on strategic requirements in the Operational Planning Worksheet (ICS 215).
<input type="checkbox"/>	Provide input for the Hazard Risk Analysis (ICS 215A) to the Safety Officer.
<input type="checkbox"/>	Coordinate planned activities with the Safety Officer to ensure compliance with safety practices.
<input type="checkbox"/>	Identify appropriate Personal Protective Equipment (PPE) options prior to committing personnel.
<input type="checkbox"/>	Participate in the planning process and the development of the tactical portions (ICS 204 and ICS 220) of the IAP.
<input type="checkbox"/>	Assist with development of long-range strategic, contingency, and demobilization plans.
<input type="checkbox"/>	Develop a recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.

OCTOBER 2010

---

Complete	Operations Section Chief Major Responsibilities
<input type="checkbox"/>	Receive and implement applicable portions of the Incident Demobilization Plan.
<input type="checkbox"/>	Participate in operational briefings to Incident Management Team members as well as briefings to media and visiting dignitaries.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**BRANCH DIRECTOR** – The Branch Director, when activated, is under the direction of the Operations Section Chief and is responsible for the implementation of the portion of the IAP appropriate to the Branches.

The major responsibilities of the Branch Director are:

Complete	Branch Director Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Receive a briefing from the Operations Section Chief and/or previous Branch Director.
<input type="checkbox"/>	Identify Divisions, Groups, and resources (single resources, Units, Task Forces, and Strike Teams) assigned to the Branch.
<input type="checkbox"/>	Ensure that Division and/or Group Supervisors have a copy of the IAP.
<input type="checkbox"/>	Implement the IAP for the Branch.
<input type="checkbox"/>	Develop alternative tactics with subordinates.
<input type="checkbox"/>	Conduct Branch-level planning, as required.
<input type="checkbox"/>	Review/modify Assignment Lists (ICS 204) for Divisions/Groups within the Branch.
<input type="checkbox"/>	Assign specific work tasks to Division/Group Supervisors.
<input type="checkbox"/>	Supervise Branch operations.
<input type="checkbox"/>	Attend meetings and briefings, as required.
<input type="checkbox"/>	Ensure through chain of command that the Resources Unit is advised of changes in the status of resources assigned to the Branch.

---

Complete	Branch Director Major Responsibilities
<input type="checkbox"/>	Report to Operations Section Chief when: <ul style="list-style-type: none"><li>• The IAP is to be modified;</li><li>• Additional resources are needed;</li><li>• Surplus resources are available; or</li><li>• Hazardous situations or significant events occur.</li></ul>
<input type="checkbox"/>	Consider demobilization well in advance.
<input type="checkbox"/>	Debrief as directed.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Division/Group Supervisor are:

Complete	Division/Group Supervisor Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from the Operations Section Chief, Branch Director, and/or previous Division/Group Supervisor.
<input type="checkbox"/>	Identify resources assigned to the Division/Group.
<input type="checkbox"/>	Provide the IAP to subordinates, as needed.
<input type="checkbox"/>	Review the Division's/Group's assigned tasks and incident activities with subordinates.
<input type="checkbox"/>	Implement the IAP for the Division/Group.
<input type="checkbox"/>	Supervise Division/Group resources and make changes, as appropriate.
<input type="checkbox"/>	Ensure through chain of command that Resources Unit is advised of all changes in the status of resources assigned to the Division/Group.
<input type="checkbox"/>	Coordinate activities with adjacent Divisions/Groups.
<input type="checkbox"/>	Determine any need for assistance on assigned tasks.

---

Complete	Division/Group Supervisor Major Responsibilities
<input type="checkbox"/>	Submit situation and resources status information as directed by the Branch Director or Operations Section Chief.
<input type="checkbox"/>	Report hazardous situations, special occurrences, or significant events (e.g., accidents, illness) to the immediate supervisor.
<input type="checkbox"/>	Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
<input type="checkbox"/>	Participate in the development of Branch plans for the next operational period, as requested.
<input type="checkbox"/>	Consider demobilization well in advance.
<input type="checkbox"/>	Debrief, as directed, at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Strike Team/Task Force/Unit Leader are:

Complete	Strike Team/Task Force/ Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from previous shift.
<input type="checkbox"/>	Obtain a briefing from supervisor.
<input type="checkbox"/>	Review assignments with subordinates and assign tasks.
<input type="checkbox"/>	Monitor work progress and make changes when necessary.
<input type="checkbox"/>	Keep supervisor informed of progress and any changes.
<input type="checkbox"/>	Coordinate activities with adjacent Strike Teams, Task Forces, Units, and single resources.
<input type="checkbox"/>	Travel to and from active assignment area with assigned resources.
<input type="checkbox"/>	Retain control of assigned resources while in available or out-of-service status.
<input type="checkbox"/>	Submit situation and resource status information through chain of command, as appropriate.

OCTOBER 2010

---

Complete	Strike Team/Task Force/ Unit Leader Major Responsibilities
<input type="checkbox"/>	Debrief, as directed, at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**SINGLE RESOURCE BOSS** – The major responsibilities of the Single Resource Boss are:

Complete	Single Resource Boss Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review assignments.
<input type="checkbox"/>	Obtain a briefing from previous shift.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Review weather/environmental conditions for assignment area.
<input type="checkbox"/>	Brief subordinates on safety measures.
<input type="checkbox"/>	Monitor work progress.
<input type="checkbox"/>	Ensure adequate communications with supervisor and subordinates.
<input type="checkbox"/>	Keep supervisor informed of progress and any changes.
<input type="checkbox"/>	Inform supervisor of problems with assigned resources.
<input type="checkbox"/>	Brief relief personnel, and advise them of any change in conditions.
<input type="checkbox"/>	Return equipment and supplies to appropriate Unit.
<input type="checkbox"/>	Complete and turn in all time and use records on personnel and equipment.
<input type="checkbox"/>	Debrief, as directed, at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**STAGING AREA MANAGER** – The Staging Area Manager is under the direction of the Operations Section Chief (primarily) or IC/UC and is responsible for managing all activities within a Staging Area.

The major responsibilities of the Staging Area Manager are:

Complete	Staging Area Manager Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Proceed to Staging Area.
<input type="checkbox"/>	Obtain a briefing from previous shift.
<input type="checkbox"/>	Establish Staging Area layout.
<input type="checkbox"/>	Determine any support needs for equipment, food distribution, sanitation, and security.
<input type="checkbox"/>	Establish check-in (ICS 211) function, as appropriate.
<input type="checkbox"/>	Ensure security of staged resources.
<input type="checkbox"/>	Post areas for identification and traffic control.
<input type="checkbox"/>	Request maintenance service for equipment at Staging Area, as appropriate.
<input type="checkbox"/>	Respond to requests for resource assignments. (Note: This may be direct from the Operations Section Chief or via the Incident Communications Center.)
<input type="checkbox"/>	Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
<input type="checkbox"/>	Determine required resource levels from the Operations Section Chief.

---

Complete	Staging Area Manager Major Responsibilities
<input type="checkbox"/>	Advise the Operations Section Chief or IC/UC (if no Operations Section Chief is designated) when reserve levels reach minimums.
<input type="checkbox"/>	Maintain and provide status to Resources Unit of all resources in Staging Area.
<input type="checkbox"/>	Maintain the Staging Area in an orderly condition.
<input type="checkbox"/>	Demobilize the Staging Area in accordance with the Incident Demobilization Plan.
<input type="checkbox"/>	Debrief with Operations Section Chief or as directed at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

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

Individual aircrews retain primary responsibility to ensure their aircraft are operated in accordance with their own agency's restrictions, guidelines, and directives. It is also the responsibility of individual aircrews to keep the Air Operations Branch Director informed of their agency's restrictions, guidelines, and directives that may affect their ability to execute incident assignments. After the IAP is approved, the Air Operations Branch Director is responsible for overseeing the tactical and logistical assignments of the Air Operations Branch. In coordination with the Logistics Section, the Air Operations Branch Director is responsible for providing logistical support to aircraft and personnel operating on the incident.

The major responsibilities of the Air Operations Branch Director are:

Complete	Air Operations Branch Director Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Organize preliminary air operations.
<input type="checkbox"/>	Coordinate airspace use with the Federal Aviation Administration. Request declaration (or cancellation) of temporary flight restrictions in accordance with Title 14 Code of Federal Regulations 91.137 and post Notice to Airmen (NOTAM), as required.
<input type="checkbox"/>	Attend the Tactics Meeting and Planning Meeting to obtain information for completing the Air Operations Summary Worksheet (ICS 220), if needed.
<input type="checkbox"/>	Participate in preparation of the IAP through the Operations Section Chief. Ensure that the air operations portion of the IAP takes into consideration the air traffic control requirements of assigned aircraft.
<input type="checkbox"/>	Coordinate with the Communications Unit Leader to designate air tactical and support frequencies.
<input type="checkbox"/>	Ensure dependable communication between Air Operations Branch and air units.
<input type="checkbox"/>	Perform operational planning for air operations.
<input type="checkbox"/>	Prepare and provide Air Operations Summary Worksheet (ICS 220), if completed, to the Air Support Group and Fixed-Wing Bases.
<input type="checkbox"/>	Supervise all air operations activities associated with the incident.
<input type="checkbox"/>	Staff Air Operations Branch, as necessary.

Complete	Air Operations Branch Director Major Responsibilities
<input type="checkbox"/>	Evaluate helibase and helispot locations.
<input type="checkbox"/>	Establish procedures for emergency reassignment of aircraft.
<input type="checkbox"/>	Coordinate approved flights of nonincident aircraft in the temporary flight restriction.
<input type="checkbox"/>	Initiate airspace deconfliction.
<input type="checkbox"/>	Coordinate with appropriate Command Center(s) through normal channels on incident air operations activities.
<input type="checkbox"/>	Consider requests for logistical use of incident aircraft.
<input type="checkbox"/>	Report to the Operations Section Chief on air operations activities.
<input type="checkbox"/>	Report any special incidents/accidents.
<input type="checkbox"/>	Develop an Aviation Site Safety Plan in concert with Safety Officer.
<input type="checkbox"/>	Arrange for an accident investigation team, when warranted.
<input type="checkbox"/>	Debrief Operations Section Chief, as directed, at the end of each operational period.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**AIR TACTICAL GROUP SUPERVISOR** – The Air Tactical Group Supervisor is primarily responsible for the coordination of aircraft operations when both fixed-wing and rotary aircraft are operating on the same incident. The Air Tactical Group Supervisor performs these coordination activities while airborne. The Air Tactical Group Supervisor reports to the Air Operations Branch Director.

The major responsibilities of the Air Tactical Group Supervisor are:

Complete	Air Tactical Group Supervisor Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a copy of the IAP from the Air Operations Branch Director, including Air Operations Summary Worksheet (ICS 220), if completed.
<input type="checkbox"/>	Participate in air operations planning activities.
<input type="checkbox"/>	Inform Air Operations Branch Director of group activities.
<input type="checkbox"/>	Identify resources/supplies dispatched for the Air Tactical Group.
<input type="checkbox"/>	Request special air tactical items from appropriate sources through Logistics Section.
<input type="checkbox"/>	Coordinate activities with Air Operations Branch Director.
<input type="checkbox"/>	Obtain assigned ground-to-air frequency for airbase operations from the Communications Unit Leader or Incident Radio Communications Plan (ICS 205).
<input type="checkbox"/>	Inform Air Operations Branch Director of capability to provide night flying service.
<input type="checkbox"/>	Ensure compliance with each agency's operations checklist for day and night operations.

OCTOBER 2010

---

Complete	Air Tactical Group Supervisor Major Responsibilities
<input type="checkbox"/>	Debrief, as directed, at end of each shift.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Air Support Group Supervisor are:

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

Complete	Air Support Group Supervisor Major Responsibilities
<input type="checkbox"/>	Ensure compliance with each agency's operations checklist for day and night operations.
<input type="checkbox"/>	Ensure dust abatement procedures are implemented at helibases and helispots.
<input type="checkbox"/>	Provide crash-rescue service for helibases and helispots.
<input type="checkbox"/>	Debrief, as directed, at end of each shift.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

**TECHNICAL SPECIALISTS** – Incidents or events may require the use of Technical Specialists who have specialized knowledge, skills, and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. See Chapter 8 for more detailed information on Technical Specialists.

OCTOBER 2010

---

THIS PAGE INTENTIONALLY LEFT BLANK

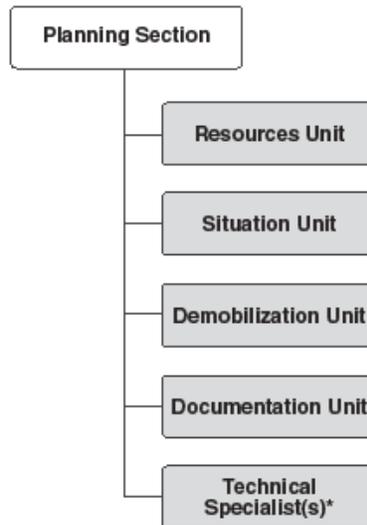
OCTOBER 2010

**CHAPTER 8: PLANNING SECTION**

---

Organization Chart ..... 8-2  
Position Checklists ..... 8-2

### Organization Chart



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

### Position Checklists

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

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

Deputy Planning Section Chief(s) may be assigned from the same agency or from an assisting agency. The Deputy Planning Section Chief(s) should have the same qualifications as the person for whom they work. A Deputy Planning Section Chief or subordinate position(s) may be assigned to lead long-range and/or contingency planning.

The major duties of the Planning Section Chief are:

Complete	Planning Section Chief Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Collect, process, and display incident information.
<input type="checkbox"/>	Assist Operations Section Chief in the development of response strategies.
<input type="checkbox"/>	Supervise preparation of the Incident Action Plan (IAP).
<input type="checkbox"/>	Facilitate Planning Meetings and briefings.
<input type="checkbox"/>	Supervise the tracking of incident personnel and resources through the Resources Unit.
<input type="checkbox"/>	Assign personnel already onsite to Incident Command System (ICS) organizational positions, as appropriate.
<input type="checkbox"/>	Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources, Situation).
<input type="checkbox"/>	Determine the need for any specialized resources in support of the incident.
<input type="checkbox"/>	Establish special information-collection activities as necessary (e.g., weather, environmental, toxics, etc.).
<input type="checkbox"/>	Assemble information on alternative strategies.

---

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

---

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

The major responsibilities of the Resources Unit Leader are:

Complete	Resources Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain required work materials, including Check-In Lists (ICS 211), Resource Status Cards (ICS 219), and status display boards.
<input type="checkbox"/>	Establish communications with the Communications Center and Ground Support Unit.
<input type="checkbox"/>	Establish the check-in function at incident locations.
<input type="checkbox"/>	Prepare Organization Assignment List (ICS 203) and Organization Chart (ICS 207).
<input type="checkbox"/>	Prepare appropriate parts of Division/Group Assignment List (ICS 204).
<input type="checkbox"/>	Maintain and post the current status and location of all resources.
<input type="checkbox"/>	Maintain master roster of all resources checked in at the incident.
<input type="checkbox"/>	Attend meetings and briefings, as required by the Planning Section Chief.

OCTOBER 2010

---

Complete	Resources Unit Leader Major Responsibilities
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

OCTOBER 2010

---

**CHECK-IN/STATUS RECORDER** – The Check-In/Status Recorder reports to the Resources Unit Leader. Check-In/Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

The major responsibilities of the Recorders are:

Complete	Check-In/Status Recorder Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain required work materials, including Check-In Lists (ICS 211), Resource Status Cards (ICS 219), and status display boards.
<input type="checkbox"/>	Establish communications with the Communications Center and Ground Support Unit.
<input type="checkbox"/>	Post signs so that people arriving with resources can easily find incident check-in location(s).
<input type="checkbox"/>	Record check-in information on Check-In Lists (ICS 211).
<input type="checkbox"/>	Transmit check-in information to the Resources Unit on a regular, prearranged schedule or as needed.
<input type="checkbox"/>	Report to the Resources Unit Leader and assist with the accounting of all incident assigned resources.
<input type="checkbox"/>	Forward completed Check-In Lists (ICS 211) and Status Change Cards (ICS 210) to the Resources Unit.
<input type="checkbox"/>	Receive, record, and maintain resource status information on Resource Status Cards (ICS 219) for incident-assigned resources, Strike Teams, Task Forces, and overhead personnel.
<input type="checkbox"/>	Maintain files of Check-In Lists (ICS 211).
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Situation Unit Leader are:

Complete	Situation Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Begin collection and analysis of incident data as soon as possible.
<input type="checkbox"/>	Prepare, post, or disseminate resource and situation status information as required, including special requests.
<input type="checkbox"/>	Prepare predictions periodically or as requested by the Planning Section Chief.
<input type="checkbox"/>	Prepare the Incident Status Summary (ICS 209).
<input type="checkbox"/>	Provide photographic services and maps, if required.
<input type="checkbox"/>	Conduct situation briefings at meetings and briefings, as required by the Planning Section Chief.
<input type="checkbox"/>	Develop and maintain master chart(s)/map(s) of the incident.
<input type="checkbox"/>	Maintain chart/map of incident in the common area of the Incident Command Post for all responders to view.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**DISPLAY PROCESSOR** – The Display Processor reports to the Situation Unit Leader and is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerials, other photographs, and infrared data.

The major responsibilities of the Display Processor are:

Complete	Display Processor Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine: <ul style="list-style-type: none"> <li>● Location of work assignment.</li> <li>● Numbers, types, and locations of displays required.</li> <li>● Priorities.</li> <li>● Map requirements for the IAP.</li> <li>● Time limits for completion.</li> <li>● Field Observer assignments and communications means.</li> </ul>
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Assist Situation Unit Leader in analyzing and evaluating field reports.
<input type="checkbox"/>	Develop required displays in accordance with time limits for completion. Examples of displays include: <ul style="list-style-type: none"> <li>● Geographic Information System (GIS) information.</li> <li>● Demographic information.</li> <li>● Incident projection data.</li> <li>● Enlargement of ICS forms.</li> </ul>
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

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

The major responsibilities of the Field Observer are:

Complete	Field Observer Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine: <ul style="list-style-type: none"> <li>● Location of assignment.</li> <li>● Type of information required.</li> <li>● Priorities.</li> <li>● Time limits for completion.</li> <li>● Method of communication.</li> <li>● Method of transportation.</li> </ul>
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Perform Field Observer responsibilities including, but not limited to, the following: <ul style="list-style-type: none"> <li>● Perimeters of incident.</li> <li>● Locations of trouble spots.</li> <li>● Weather conditions.</li> <li>● Hazards, including escape routes and safe areas.</li> <li>● Progress of operations resources.</li> </ul>
<input type="checkbox"/>	Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).
<input type="checkbox"/>	Report information to the Situation Unit Leader by established procedures.
<input type="checkbox"/>	Report immediately any condition observed that may cause danger and a safety hazard to personnel.
<input type="checkbox"/>	Gather intelligence that will lead to accurate predictions.

OCTOBER 2010

---

Complete	Field Observer Major Responsibilities
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**DOCUMENTATION UNIT LEADER** – The Documentation Unit Leader reports to the Planning Section Chief and is responsible for the maintenance of accurate, up-to-date incident files. Examples of incident documentation include IAP(s), incident reports, communications logs, injury claims, situation status reports, etc. Thorough documentation is critical to postincident analysis. Some of the documents may originate in other Sections. The Documentation Unit Leader shall ensure each Section is maintaining and providing appropriate documents. The Documentation Unit will provide copying services for all other Sections and will store incident files for legal, analytical, and historical purposes.

The major responsibilities of the Documentation Unit Leader are:

Complete	Documentation Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Set up work area; begin organization of incident files.
<input type="checkbox"/>	Establish duplication service; respond to requests.
<input type="checkbox"/>	File all official forms and reports.
<input type="checkbox"/>	Review records for accuracy and completeness; inform appropriate units of errors or omissions.
<input type="checkbox"/>	Provide incident documentation, as requested.
<input type="checkbox"/>	Organize files for submitting final incident documentation package.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**DEMOBILIZATION UNIT LEADER** – The Demobilization Unit Leader reports to the Planning Section Chief and is responsible for developing and implementing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require or have specific demobilization instructions.

The major responsibilities of the Demobilization Unit Leader are:

Complete	Demobilization Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Review incident resource records to determine likely size and extent of the demobilization effort.
<input type="checkbox"/>	Coordinate demobilization with Agency Representatives.
<input type="checkbox"/>	Monitor the ongoing Operations Section resource needs.
<input type="checkbox"/>	Identify surplus resources and probable release time.
<input type="checkbox"/>	Establish communications with off-incident facilities, as necessary.
<input type="checkbox"/>	Develop an Incident Demobilization Plan that should include: <ul style="list-style-type: none"> <li>● General information section.</li> <li>● Responsibilities section.</li> <li>● Release priorities.</li> <li>● Release procedures.</li> <li>● Demobilization Checkout Form (ICS 221).</li> <li>● Directory.</li> </ul>

Complete	Demobilization Unit Leader Major Responsibilities
<input type="checkbox"/>	Ensure Demobilization Plan is reviewed by Command and General Staffs and approved by Incident Commander/Unified Command (IC/UC).
<input type="checkbox"/>	Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the Demobilization Plan.
<input type="checkbox"/>	Distribute Demobilization Plan (both onsite and offsite).
<input type="checkbox"/>	Provide status reports to appropriate requestors.
<input type="checkbox"/>	Ensure that all Sections/Units understand their specific demobilization responsibilities.
<input type="checkbox"/>	Supervise execution of the Incident Demobilization Plan.
<input type="checkbox"/>	Brief the Planning Section Chief on demobilization progress.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Technical Specialists are:

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

Other responsibilities that might apply to the Technical Specialists are:

Complete	Technical Specialists Other Responsibilities
<input type="checkbox"/>	Provide technical expertise during the development of the IAP and other support plans.
<input type="checkbox"/>	Work with the Safety Officer to mitigate unsafe practices.
<input type="checkbox"/>	Work closely with the Liaison Officer to help facilitate understanding among stakeholders and special-interest groups.
<input type="checkbox"/>	Be available to attend press briefings to clarify technical issues.
<input type="checkbox"/>	Research technical issues and provide findings to decisionmakers.
<input type="checkbox"/>	Troubleshoot technical problems and provide advice on resolution.
<input type="checkbox"/>	Review specialized plans and clarify meaning.

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

- Legal Specialist
- Volunteer Coordinator/Specialist

OCTOBER 2010

---

- Environmental Specialist
- Geographic Information System Specialist
- Public Health Specialist
- Training Specialist
- Weather Observer
- Critical Incident Stress Management Specialist/Coordinator
- Special Needs Advisor
- Family Assistance Specialist/Coordinator
- Human Resource Specialist
- Lessons Learned Collector/Analyst

OCTOBER 2010

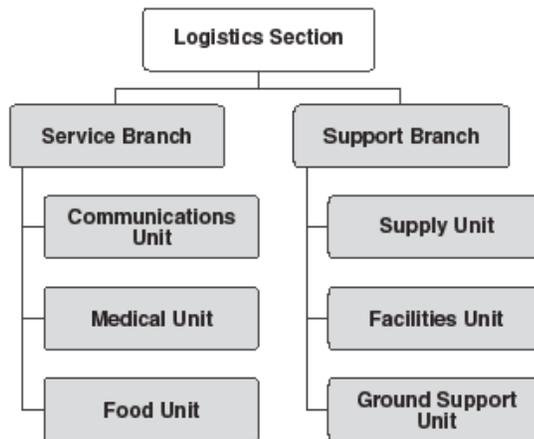
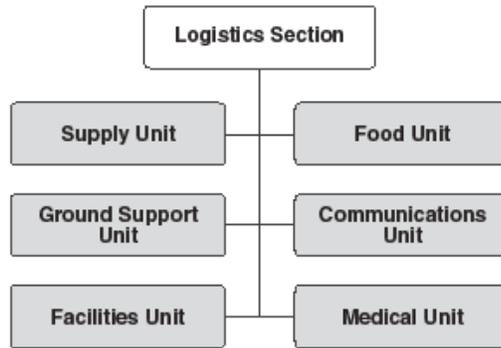
**CHAPTER 9: LOGISTICS SECTION**

---

Organization Chart ..... 9-2  
Position Checklists ..... 9-3

---

**Organization Chart**



---

**Position Checklists**

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

Deputy Logistics Section Chief(s) may be assigned from the same agency or from an assisting agency. The Deputy Logistics Section Chief(s) should have the same qualifications as the person for whom they work.

The major responsibilities of the Logistics Section Chief are:

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

Complete	Logistics Section Chief Major Responsibilities
<input type="checkbox"/>	In conjunction with Command, develop and advise all Sections of the Incident Management Team regarding resource approval and the requesting process.
<input type="checkbox"/>	Review Operational Planning Worksheet (ICS 215) and estimate Section needs for upcoming operational period.
<input type="checkbox"/>	Identify long-term service and support requirements for planned and expected operations.
<input type="checkbox"/>	Advise Command and other Section Chiefs on resource availability to support incident needs.
<input type="checkbox"/>	Provide input to and review the Incident Radio Communications Plan (ICS 205), Medical Plan (ICS 206), and Traffic Plan.
<input type="checkbox"/>	Identify resource needs for incident contingencies.
<input type="checkbox"/>	Coordinate and process requests for additional resources.
<input type="checkbox"/>	Track resource effectiveness and make necessary adjustments.
<input type="checkbox"/>	Advise on current service and support capabilities.
<input type="checkbox"/>	Request and/or set up expanded ordering processes, as appropriate, to support incident.
<input type="checkbox"/>	Develop recommended list of Section resources to be demobilized and initiate recommendation for release, when appropriate.
<input type="checkbox"/>	Receive and implement applicable portions of the Incident Demobilization Plan.

OCTOBER 2010

---

Complete	Logistics Section Chief Major Responsibilities
<input type="checkbox"/>	Ensure the general welfare and safety of Logistics Section personnel.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**SERVICE BRANCH DIRECTOR** – The Service Branch Director, when activated, reports to the Logistics Section Chief and is responsible for the management of all service activities at the incident. The Service Branch Director supervises the operations of the Communications, Medical, and Food Units.

The major responsibilities of the Service Branch Director are:

Complete	Service Branch Director Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain working materials.
<input type="checkbox"/>	Determine the level of service required to support operations.
<input type="checkbox"/>	Confirm dispatch of Branch personnel.
<input type="checkbox"/>	Participate in Planning Meetings of Logistics Section personnel.
<input type="checkbox"/>	Review the IAP.
<input type="checkbox"/>	Organize and prepare assignments for Service Branch personnel.
<input type="checkbox"/>	Coordinate activities of Branch Units.
<input type="checkbox"/>	Inform the Logistics Section Chief of Branch activities.
<input type="checkbox"/>	Resolve Service Branch problems.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Communications Unit Leader are:

Complete	Communications Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine Unit personnel needs.
<input type="checkbox"/>	Prepare and implement the Incident Radio Communications Plan (ICS 205).
<input type="checkbox"/>	Establish, as appropriate, an Incident Communications Center and Message Center. Assign an Incident Communications Manager, if needed.
<input type="checkbox"/>	Establish appropriate communications distribution/maintenance locations within Incident Base/Camp(s).
<input type="checkbox"/>	Ensure communications systems are installed and tested.
<input type="checkbox"/>	Establish equipment accountability.
<input type="checkbox"/>	Distribute portable radio equipment from cache, per Incident Radio Communications Plan.

Complete	Communications Unit Leader Major Responsibilities
<input type="checkbox"/>	Provide technical information, as required, on: <ul style="list-style-type: none"> <li>● Adequacy of communications systems currently in operation.</li> <li>● Geographic limitation on communications systems.</li> <li>● Equipment capabilities/limitations.</li> <li>● Amount and types of equipment available.</li> <li>● Anticipated problems in the use of communications equipment.</li> </ul>
<input type="checkbox"/>	Supervise Communications Unit activities.
<input type="checkbox"/>	Maintain records on all communications equipment, as appropriate.
<input type="checkbox"/>	Ensure equipment is tested and repaired.
<input type="checkbox"/>	Recover equipment from Units being demobilized.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

OCTOBER 2010

---

**INCIDENT DISPATCHER** – The Incident Dispatcher reports to the Communications Unit Leader and is responsible for receiving and transmitting radio and telephone messages among and between personnel and for providing dispatch services at the incident.

The major responsibilities of the Incident Dispatcher are:

Complete	Incident Dispatcher Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Ensure adequate staffing.
<input type="checkbox"/>	Obtain and review the IAP to determine the incident organization and Incident Radio Communications Plan.
<input type="checkbox"/>	Request service on any inoperable or marginal equipment.
<input type="checkbox"/>	Set up Message Center location, as required.
<input type="checkbox"/>	Receive and transmit messages within and external to the incident.
<input type="checkbox"/>	Maintain Status Change Cards (ICS 210) and General Messages (ICS 213).
<input type="checkbox"/>	Maintain a record of unusual incident occurrences.
<input type="checkbox"/>	Provide a briefing to relief personnel on: <ul style="list-style-type: none"> <li>● Current activities.</li> <li>● Equipment status.</li> <li>● Any unusual communications situations.</li> </ul>
<input type="checkbox"/>	Turn in appropriate documents to the Communications Unit Leader.
<input type="checkbox"/>	Demobilize the Communications Center in accordance with the Incident Demobilization Plan.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

OCTOBER 2010

---

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

Note: Medical care for incident victims, such as in the case of a mass casualty incident, is provided by the Operations Section.

The major responsibilities of the Medical Unit Leader are:

Complete	Medical Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in Logistics Section/Service Branch planning activities.
<input type="checkbox"/>	Establish the Medical Unit.
<input type="checkbox"/>	Prepare the Medical Plan (ICS 206).
<input type="checkbox"/>	Provide any relevant health and medical input into the planning process for strategy development.
<input type="checkbox"/>	Coordinate with the Safety Officer, Operations, hazardous materials specialists, and others on proper personnel protection procedures for response personnel.
<input type="checkbox"/>	Develop transportation routes and methods for injured response personnel.
<input type="checkbox"/>	Ensure incident personnel patients are tracked as they move from origin, care facility, and disposition.
<input type="checkbox"/>	Ensure continuity of medical care for response personnel, to include providing documentation to home/parent unit and jurisdiction.
<input type="checkbox"/>	Monitor health aspects and trends of response personnel, including excessive incident stress.
<input type="checkbox"/>	Respond to requests for medical aid, medical transportation, and medical supplies for response personnel.

---

Complete	Medical Unit Leader Major Responsibilities
<input type="checkbox"/>	In conjunction with the Finance/ Administration Section, prepare and submit necessary authorizations, reports, and administrative documentation related to injuries, compensation, or death of response personnel.
<input type="checkbox"/>	Coordinate personnel and mortuary affairs for response personnel fatalities.
<input type="checkbox"/>	Provide for security and proper disposition of incident medical records.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Responder Rehabilitation Manager are:

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

---

**FOOD UNIT LEADER** – The Food Unit Leader reports to the Service Branch Director and is responsible for supplying the food and water needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food and water for personnel unable to leave tactical field assignments.

The major responsibilities of the Food Unit Leader are:

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

---

**SUPPORT BRANCH DIRECTOR** – The Support Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for the development and implementation of logistics plans in support of the IAP. The Support Branch Director supervises the operations of the Supply, Facilities, and Ground Support Units.

The major responsibilities of the Support Branch Director are:

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

---

**SUPPLY UNIT LEADER** – The Supply Unit Leader reports to the Support Branch Director and is primarily responsible for ordering personnel, equipment, and supplies; receiving, storing, and distributing all supplies for the incident; maintaining an inventory of supplies; and storing, disbursing, and servicing nonexpendable supplies and equipment.

The major responsibilities of the Supply Unit Leader are:

Complete	Supply Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Unit Leader Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in Logistics Section/Support Branch planning activities.
<input type="checkbox"/>	Determine the type and amount of supplies en route.
<input type="checkbox"/>	Review the IAP for information on operations of the Supply Unit.
<input type="checkbox"/>	Develop and implement safety and security requirements.
<input type="checkbox"/>	Order, receive, distribute, and store supplies and equipment.
<input type="checkbox"/>	Receive and respond to requests for personnel, supplies, and equipment.
<input type="checkbox"/>	Maintain inventory of supplies/equipment.
<input type="checkbox"/>	Service reusable equipment.
<input type="checkbox"/>	Submit reports to the Support Branch Director.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**ORDERING MANAGER** – The Ordering Manager reports to the Supply Unit Leader and is responsible for placing all orders for supplies and equipment.

The major responsibilities of the Ordering Manager are:

Complete	Ordering Manager Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain necessary agency(s) order forms.
<input type="checkbox"/>	Establish ordering procedures.
<input type="checkbox"/>	Set up filing system.
<input type="checkbox"/>	Establish name and telephone numbers of agency(s) personnel receiving orders.
<input type="checkbox"/>	Obtain roster of incident personnel who have ordering authority.
<input type="checkbox"/>	Obtain list of previously ordered supplies and equipment.
<input type="checkbox"/>	Ensure order forms are filled out correctly.
<input type="checkbox"/>	Place orders in a timely manner.
<input type="checkbox"/>	Consolidate orders, when possible.
<input type="checkbox"/>	Identify times and locations for delivery of supplies and equipment.
<input type="checkbox"/>	Keep Receiving and Distribution Manager informed of orders placed.
<input type="checkbox"/>	Submit all ordering documents to the Documentation Unit through the Supply Unit Leader before demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

OCTOBER 2010

---

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

---

The major responsibilities of the Receiving and Distribution Manager are:

Complete	Receiving and Distribution Manager Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Order required personnel to operate supply area.
<input type="checkbox"/>	Organize the layout of the supply area.
<input type="checkbox"/>	Establish procedures for operating the supply area.
<input type="checkbox"/>	Set up a filing system for receiving and distributing supplies and equipment.
<input type="checkbox"/>	Maintain inventory of supplies and equipment.
<input type="checkbox"/>	Develop security requirement for supply area.
<input type="checkbox"/>	Establish procedures for receiving supplies and equipment.
<input type="checkbox"/>	Submit necessary reports to the Supply Unit Leader.
<input type="checkbox"/>	Notify Ordering Manager of supplies and equipment received.
<input type="checkbox"/>	Provide necessary supply records to Supply Unit Leader.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

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

The major responsibilities of the Facilities Unit Leader are:

Complete	Facilities Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain a briefing from the Support Branch Director or the Logistics Section Chief.
<input type="checkbox"/>	Receive and review a copy of the IAP.
<input type="checkbox"/>	Participate in Logistics Section/Support Branch planning activities.
<input type="checkbox"/>	In conjunction with the Finance/Administration Section, determine locations suitable for incident support facilities and secure permission to use through appropriate means.
<input type="checkbox"/>	Inspect facilities prior to occupation, and document conditions, preexisting damage, and accessibility for all personnel.
<input type="checkbox"/>	Determine requirements for each facility, including the ICP.

Complete	Facilities Unit Leader Major Responsibilities
<input type="checkbox"/>	Prepare layouts of incident facilities.
<input type="checkbox"/>	Notify Unit Leaders of facility layout.
<input type="checkbox"/>	Activate incident facilities.
<input type="checkbox"/>	Provide Base/Camp Managers and personnel to operate facilities.
<input type="checkbox"/>	Provide sleeping facilities.
<input type="checkbox"/>	Provide security services.
<input type="checkbox"/>	Provide sanitation and shower service as needed.
<input type="checkbox"/>	Provide facility maintenance services (sanitation, lighting, cleanup, trash removal, etc.).
<input type="checkbox"/>	Inspect all facilities for damage and potential claims.
<input type="checkbox"/>	Demobilize incident facilities.
<input type="checkbox"/>	Maintain facility records.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**FACILITY MAINTENANCE SPECIALIST** – The Facility Maintenance Specialist is responsible for ensuring that proper sleeping and sanitation facilities are maintained; providing shower facilities; providing and maintaining lights and other electrical equipment; and maintaining the Incident Base, Camp, and ICP facilities in a clean and orderly manner.

The major responsibilities of the Facility Maintenance Specialist are:

Complete	Facility Maintenance Specialist Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Request required maintenance support personnel and assign duties.
<input type="checkbox"/>	Obtain supplies, tools, and equipment.
<input type="checkbox"/>	Supervise/perform assigned work activities.
<input type="checkbox"/>	Ensure that all facilities are maintained in a safe condition.
<input type="checkbox"/>	Disassemble temporary facilities when no longer required.
<input type="checkbox"/>	Restore area to preincident condition.

---

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

The major responsibilities of the Security Manager are:

Complete	Security Manager Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Establish contacts with local law enforcement agencies, as required.
<input type="checkbox"/>	Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements that may affect operations.
<input type="checkbox"/>	Request personnel support required to accomplish work assignments.
<input type="checkbox"/>	Ensure security of classified material and/or systems.
<input type="checkbox"/>	Ensure that support personnel are qualified to manage security problems.
<input type="checkbox"/>	Develop Security Plan for incident facilities.
<input type="checkbox"/>	Adjust Security Plan for personnel and equipment changes and releases.
<input type="checkbox"/>	Coordinate security activities with appropriate incident personnel.
<input type="checkbox"/>	Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
<input type="checkbox"/>	Prevent theft of all government and personal property.
<input type="checkbox"/>	Document all complaints and suspicious occurrences.

OCTOBER 2010

---

Complete	Security Manager Major Responsibilities
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**BASE MANAGER** – The Base Manager reports to the Facilities Unit Leader and is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at the Incident Base.

The major responsibilities of the Base Manager are:

Complete	Base Manager Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine personnel support requirements.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Ensure that all facilities and equipment are set up, properly functioning, and accessible to all incident personnel, including individuals with disabilities.
<input type="checkbox"/>	Supervise the establishment of: <ul style="list-style-type: none"> <li>• Sanitation facilities, including showers.</li> <li>• Sleeping facilities.</li> </ul>
<input type="checkbox"/>	Make sleeping area assignments.
<input type="checkbox"/>	Adhere to all applicable safety and health standards and regulations.
<input type="checkbox"/>	Ensure that all facility maintenance services are provided.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

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

The major responsibilities of the Camp Manager are:

Complete	Camp Manager Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine personnel support requirements.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Ensure that all sanitation, shower, and sleeping facilities are set up, properly functioning, and accessible to all incident personnel, including individuals with disabilities.
<input type="checkbox"/>	Make sleeping arrangements.
<input type="checkbox"/>	Provide direct supervision for all facility maintenance and security services at Camp.
<input type="checkbox"/>	Ensure that strict compliance is made with all applicable safety regulations.

OCTOBER 2010

---

Complete	Camp Manager Major Responsibilities
<input type="checkbox"/>	Ensure that all Camp-to-Base communications are centrally coordinated.
<input type="checkbox"/>	Ensure that all Camp-to-Base transportation scheduling is centrally coordinated.
<input type="checkbox"/>	Provide overall coordination of all Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**GROUND SUPPORT UNIT LEADER** – The Ground Support Unit Leader reports to the Support Unit Branch Director and is primarily responsible for ensuring maintenance and repair of primary tactical equipment, vehicles, mobile ground support equipment, and fueling services; transportation of personnel, supplies, food, and equipment in support of incident operations; and recording all ground equipment usage time, including contract equipment assigned to the incident.

The major responsibilities of the Ground Support Unit Leader are:

Complete	Ground Support Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in Support Branch/Logistics Section planning activities.
<input type="checkbox"/>	Develop and implement the Traffic Plan.
<input type="checkbox"/>	Support out-of-service resources.
<input type="checkbox"/>	Notify the Resources Unit of all status changes on support and transportation vehicles.
<input type="checkbox"/>	Arrange for and activate fueling, maintenance, and repair of ground resources.
<input type="checkbox"/>	Maintain Support Vehicle Inventory (ICS 218) and transportation vehicles.
<input type="checkbox"/>	Provide transportation services in accordance with requests from the Logistics Section Chief or Support Branch Director.
<input type="checkbox"/>	Maintain information on rented equipment.

OCTOBER 2010

---

Complete	Ground Support Unit Leader Major Responsibilities
<input type="checkbox"/>	Requisition maintenance and repair supplies (fuel, spare parts, etc.).
<input type="checkbox"/>	Maintain incident roads.
<input type="checkbox"/>	Submit reports to Support Branch Director, as directed.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**EQUIPMENT MANAGER** – The Equipment Manager reports to the Ground Support Unit Leader and provides service, repair, and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided.

The major responsibilities of the Equipment Manager are:

Complete	Equipment Manager Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Obtain the IAP to determine locations for Staging Area locations and assigned resources.
<input type="checkbox"/>	Ensure fueling and service requirements for all resources.
<input type="checkbox"/>	Obtain necessary equipment and supplies.
<input type="checkbox"/>	Provide maintenance and fueling according to schedule.
<input type="checkbox"/>	Prepare schedules to maximize use of available transportation.
<input type="checkbox"/>	Provide transportation and support vehicles for incident use.
<input type="checkbox"/>	Coordinate with Agency Representatives on service and repair policies, as required.
<input type="checkbox"/>	Inspect equipment condition and ensure coverage by equipment agreement.
<input type="checkbox"/>	Determine supplies (gasoline, diesel, oil, and parts needed to maintain equipment in an efficient operating condition) and place orders with the Supply Unit.
<input type="checkbox"/>	Maintain Support Vehicle Inventory (ICS 218).

---

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

**TECHNICAL SPECIALISTS** – Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. See Chapter 8 for more detailed information on Technical Specialists.

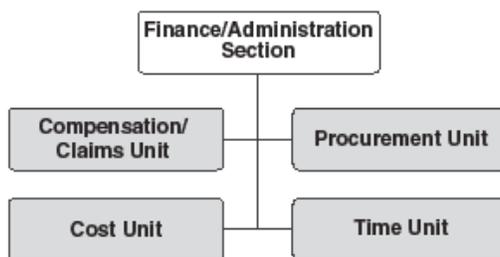
OCTOBER 2010

**CHAPTER 10: FINANCE/ADMINISTRATION SECTION**

---

Organization Chart ..... 10-2  
Position Checklists ..... 10-2

**Organization Chart**



**Position Checklists**

**FINANCE/ADMINISTRATION SECTION CHIEF** – The Finance/ Administration Section Chief, a member of the General Staff, is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/ Administration Section.

Deputy Finance/Administration Section Chief(s) may be assigned from the same agency or from an assisting agency. The Deputy Finance/Administration Section Chief(s) should have the same qualifications as the person for whom they work.

The major responsibilities of the Finance/Administration Section Chief are:

Complete	Finance/Administration Section Chief Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Participate in incident Planning Meetings and briefings, as required.
<input type="checkbox"/>	Review operational plans and provide alternatives where financially appropriate.

Complete	Finance/Administration Section Chief Major Responsibilities
<input type="checkbox"/>	Manage all financial aspects of an incident.
<input type="checkbox"/>	Provide financial and cost analysis information, as requested.
<input type="checkbox"/>	Gather pertinent information from briefings with responsible agencies.
<input type="checkbox"/>	Develop Section-specific procedures and staff, as appropriate.
<input type="checkbox"/>	Meet with Agency Representatives, as needed.
<input type="checkbox"/>	Maintain daily contact with Agency(s) Administrator/ Executive on Finance/Administration matters, as required.
<input type="checkbox"/>	Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
<input type="checkbox"/>	Provide financial input to demobilization planning.
<input type="checkbox"/>	Ensure that all obligation documents initiated at the incident are properly prepared and completed.
<input type="checkbox"/>	Brief agency administrative personnel on all incident-related financial issues needing attention or followup prior to leaving incident.
<input type="checkbox"/>	Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.
<input type="checkbox"/>	Receive and implement applicable portions of the Incident Demobilization Plan.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**TIME UNIT LEADER** – The Time Unit Leader reports to the Finance/Administration Section Chief and is responsible for equipment and personnel time recording.

The major responsibilities of the Time Unit Leader are:

Complete	Time Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Determine incident requirements for time recording function.
<input type="checkbox"/>	Determine resource needs.
<input type="checkbox"/>	Contact appropriate agency personnel/ representatives.
<input type="checkbox"/>	Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
<input type="checkbox"/>	Establish Time Unit objectives.
<input type="checkbox"/>	Maintain separate logs for overtime hours.
<input type="checkbox"/>	Submit cost estimate data forms to the Cost Unit, as required.
<input type="checkbox"/>	Maintain records security.
<input type="checkbox"/>	Ensure that all records are current and complete prior to demobilization.
<input type="checkbox"/>	Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.

OCTOBER 2010

---

Complete	Time Unit Leader Major Responsibilities
<input type="checkbox"/>	Brief the Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and followup requirements.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**EQUIPMENT TIME RECORDER** – The Equipment Time Recorder reports to the Time Unit Leader and is responsible for overseeing the recording of time for all equipment assigned to an incident.

The major responsibilities of the Equipment Time Recorder are:

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

OCTOBER 2010

---

Complete	Equipment Time Recorder Major Responsibilities
<input type="checkbox"/>	Complete all forms according to agency specifications.
<input type="checkbox"/>	Close out forms prior to demobilization.
<input type="checkbox"/>	Distribute copies per agency and incident policy.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**PERSONNEL TIME RECORDER** – The Personnel Time Recorder reports to the Time Unit Leader and is responsible for overseeing the recording of time for all personnel assigned to an incident.

The major responsibilities of the Personnel Time Recorder are:

Complete	Personnel Time Recorder Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Establish and maintain a file for incident personnel time reports within the first operational period.
<input type="checkbox"/>	Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
<input type="checkbox"/>	Ensure that all employee identification information is correct on the time report.
<input type="checkbox"/>	Post personnel travel and work hours, transfers, specific pay provisions, and terminations to personnel time documents.
<input type="checkbox"/>	Ensure that time reports are signed.
<input type="checkbox"/>	Close out time documents prior to personnel leaving the incident.
<input type="checkbox"/>	Distribute all time documents according to agency policy.
<input type="checkbox"/>	Maintain a log of excessive hours worked and give to the Time Unit Leader daily.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**PROCUREMENT UNIT LEADER** – The Procurement Unit Leader reports to the Finance/Administration Section Chief and is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

The major responsibilities of the Procurement Unit Leader are:

Complete	Procurement Unit Leader Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Review Leadership Responsibilities in Chapter 3.
<input type="checkbox"/>	Review incident needs and any special procedures with Unit Leaders, as needed.
<input type="checkbox"/>	Coordinate with local jurisdiction on plans and supply sources.
<input type="checkbox"/>	Obtain the Incident Procurement Plan.
<input type="checkbox"/>	Prepare and authorize contracts, building, and land-use agreements.
<input type="checkbox"/>	Draft memorandums of understanding, as necessary.
<input type="checkbox"/>	Establish contracts and agreements with supply vendors.
<input type="checkbox"/>	Provide for coordination between the Ordering Manager and all other procurement organizations supporting the incident.
<input type="checkbox"/>	Ensure that a system is in place that meets agency property management requirements.
<input type="checkbox"/>	Ensure proper accounting for all new property.
<input type="checkbox"/>	Interpret contracts and agreements; resolve disputes within delegated authority.

OCTOBER 2010

---

Complete	Procurement Unit Leader Major Responsibilities
<input type="checkbox"/>	Coordinate with the Compensation/Claims Unit for processing claims.
<input type="checkbox"/>	Complete final processing of contracts and send documents for payment.
<input type="checkbox"/>	Coordinate cost data in contracts with the Cost Unit Leader.
<input type="checkbox"/>	Brief the Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and followup requirements.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**COMPENSATION/CLAIMS UNIT LEADER** – The Compensation/ Claims Unit Leader reports to the Finance/Administration Section Chief and is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities for an incident.

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

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

OCTOBER 2010

---

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

---

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

The major responsibilities of the Compensation for Injury Specialist are:

Complete	Compensation for Injury Specialist Major Responsibilities
<input type="checkbox"/>	Review Common Responsibilities in Chapter 3.
<input type="checkbox"/>	Co-locate with the Medical Unit, when possible.
<input type="checkbox"/>	Establish procedure with Medical Unit Leader for prompt notification of injuries or fatalities.
<input type="checkbox"/>	Obtain a copy of the Medical Plan (ICS 206).
<input type="checkbox"/>	Provide written authority for persons requiring medical treatment.
<input type="checkbox"/>	Ensure that correct agency forms are being used.
<input type="checkbox"/>	Provide correct billing forms for transmittal to doctor and/or hospital.
<input type="checkbox"/>	Coordinate with Medical Unit to keep informed on status of injured and/or hospitalized personnel.
<input type="checkbox"/>	Obtain all witness statements from Safety Officer and/or Medical Unit and review for completeness.
<input type="checkbox"/>	Maintain a log of all injuries occurring at the incident.
<input type="checkbox"/>	Coordinate/handle all administrative paperwork on serious injuries or fatalities.

OCTOBER 2010

---

Complete	Compensation for Injury Specialist Major Responsibilities
<input type="checkbox"/>	Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals after demobilization.
<input type="checkbox"/>	Maintain a Unit Log (ICS 214).

---

**CLAIMS SPECIALIST** – The Claims Specialist reports to the Compensation/Claims Unit Leader and is responsible for managing all claims-related activities (other than injury) for an incident.

The major responsibilities of the Claims Specialist are:

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

---

**COST UNIT LEADER** – The Cost Unit Leader reports to the Finance/Administration Section Chief and is responsible for collecting all cost data, performing cost-effectiveness analyses, and providing cost estimates and cost-saving recommendations for the incident.

The major responsibilities of the Cost Unit Leader are:

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

OCTOBER 2010

---

**TECHNICAL SPECIALISTS** – Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. See Chapter 8 for more detailed information on Technical Specialists.

OCTOBER 2010

---

**ANNEX A: GLOSSARY**

Glossary .....A-2

**AGENCY** – A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

**AGENCY ADMINISTRATOR or EXECUTIVE** – The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

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

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

**AIR OPERATIONS BRANCH** – Branch that may be established by the Operations Section Chief to meet mission requirements dependent on the nature of the incident and the availability of air assets.

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

**ASSESSMENT** – The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decisionmaking.

**ASSIGNED RESOURCE** – Resource checked in and assigned work tasks on an incident.

**ASSIGNMENT** – Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

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

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

**AVAILABLE RESOURCE** – Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**BRANCH** – The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, 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.

**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.

**CHIEF** – The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics and Finance/Administration.

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

**COMMAND STAFF** – The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

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

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

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

**COORDINATE** – To advance an analysis and exchange of information systematically among principals who have or may have

a need to know certain information to carry out specific incident management responsibilities.

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

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

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

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

**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, should be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**DIRECTOR** – The Incident Command System title for individuals responsible for supervision of a Branch.

---

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

**DIVISION** – The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief.

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

**EMERGENCY PUBLIC INFORMATION** – Information that is disseminated primarily in anticipation of or during an emergency.

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

**EVENT** – A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

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

**FUNCTION** – One of the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration.

**GENERAL STAFF** – A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations

Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

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

**GROUP** – An organizational subdivision 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. (See Division.)

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

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

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

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

**INCIDENT** – An occurrence, natural or manmade, that requires a 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. The IAP may include identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the

incident during one or more operational periods.

**INCIDENT BASE** – The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. The Incident Command Post may be co-located with the Incident Base.

**INCIDENT COMMANDER (IC)** – The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and 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 where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

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

**INCIDENT COMMUNICATIONS** – Incident Command manages communications at an incident, using a common Communications Plan and an incident-based Communications Center established solely for use by the command, tactical, and support resources assigned to the incident. All entities involved in managing the incident will utilize common terminology, prescribed by NIMS, for communications.

**INCIDENT MANAGEMENT** – The broad spectrum of activities

---

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

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

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

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

**INITIAL RESPONSE** – Resources initially committed to an incident.

**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. Public information officials from all participating agencies should co-locate at the JIC.

**JOINT INFORMATION SYSTEM (JIS)** – A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. 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 Incident Commander (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., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

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

**LOGISTICS** – The process and procedure for providing resources and other services to support incident management.

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

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

**MITIGATION** – Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities.

---

Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

**MULTIAGENCY COORDINATION (MAC) GROUP** – A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decisionmaking and resource allocation among cooperating agencies, and may establish priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

**MULTIAGENCY COORDINATION SYSTEM (MACS)** – A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

**MULTIJURISDICTIONAL INCIDENT** – An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents may be managed under a Unified Command.

**NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)** – A

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

**NATIONAL RESPONSE FRAMEWORK (NRF)** – A guide to how the Nation conducts all-hazards response.

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

**NONGOVERNMENTAL SERVICE PROVIDER** – An entity that provides emergency disaster services that is a private not-for-profit or for-profit organization. Examples are commercial ambulance services and volunteer fire departments.

**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 they usually last 12 to 24 hours.

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

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

**PERSONAL PROTECTIVE EQUIPMENT (PPE)** – Equipment and

clothing required to shield or isolate personnel from hazards that may be encountered.

**PERSONNEL ACCOUNTABILITY** – The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System 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. 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.

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

**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 the National Incident Management System, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

**PREVENTION** – Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property.

**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; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

**REIMBURSEMENT** – A mechanism to recoup funds expended for incident-specific activities.

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

**RESOURCE IDENTIFICATION AND ORDERING** – Standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities.

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

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

**SECTION** – The Incident Command System organizational

level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics and Finance/Administration). The Section is organizationally situated between the Branch and the Incident Command.

**SINGLE RESOURCE** – An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

**SITE SAFETY AND HEALTH PLAN** – Site-specific document required by State and Federal occupational (OSHA) regulations. The plan describes the potential hazards of the worksite, along with all company policies, controls, and work practices selected to minimize those hazards.

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

**SPAN OF CONTROL** – The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.

**SPECIAL NEEDS POPULATION** – A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance

may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English speaking; or who are transportation disadvantaged.

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

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

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

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

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

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

**SUPERVISOR** – The Incident Command System title for an

individual responsible for a Division or Group.

**TACTICAL DIRECTION** – Direction given by the Operations Section Chief that include the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

**TACTICS** – The deployment and directing of 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 should 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 SPECIALIST** – Person with special skills that can be used anywhere within the Incident Command System 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.

**TERRORISM** – As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

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

**TYPE** – An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

**UNIFIED COMMAND (UC)** – An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

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

**UNITY OF COMMAND** – An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

**VOLUNTEER** – For purposes of the National Incident Management System, 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.

OCTOBER 2010

---

THIS PAGE INTENTIONALLY LEFT BLANK

OCTOBER 2010

---

OCTOBER 2010

---

**ANNEX B: SAMPLE STAFFING MATRIX**

Sample Staffing Matrix .....B-2

Sample Staffing Matrix					
COMMAND					
1. Incident Commander – one per incident unless Unified Command is established. 2. Unified Command is typically established during multijurisdictional and/or multifunctional incidents. 3. Incident Commanders, Section Chiefs, and Branch Directors may have deputies as needed. 4. Command Staff Officer – one per function per incident. 5. Command Staff may have assistants as needed. 6. Agency Representatives report to Liaison Officer.					
SAMPLE STAFFING MATRIX					
(Wildland fire example based on a 12-hour operational period)					
Unit Position	Size of Incident (Number of Divisions/Groups)				
	2	5	10	15	25
Operations					
Operations Section Chief	One per Operational Period				
Deputy Operations Section Chief	1	1	1	2	3
Branch Director		2	3	4	6
<i>Division/Group Supervisor</i>	2	5	10	15	25
Strike Team Leaders	As Needed				
Task Force Leaders	As Needed				
<i>Air Operations Director</i>		1	1	1	1
Air Tactical Group Supervisor	1	1	1	1	1
Helicopter Coordinator	As Needed				
<i>Air Support Group Supervisor</i>	1	1	1	1	1
Helibase Manager	One per Helibase				
Helispot Manager	One per Helispot				
<i>Staging Area Manager</i>	One per Staging Area				
Planning					
Planning Section Chief	One per Incident				
Deputy Planning Section Chief	1	1	1	2	3
Resources Unit Leader	1	1	1	1	1
Assistant Resources Leader			1	1	2

Sample Staffing Matrix					
Unit Position	Size of Incident (Number of Divisions/Groups)				
	2	5	10	15	25
<i>Status Recorders</i>	1	2	3	3	4
<i>Check-In Recorders</i>	As Needed				
Technical Specialists	As Needed				
Situation Unit Leader	1	1	1	1	1
Assistant Situation Unit Leader			1	1	2
<i>Display/Report Processor</i>		1	1	1	2
<i>SITREP/OPSUM Processor</i>	1	1	1	2	2
<i>Field Observer</i>		1	2	2	4
<i>Weather Observer</i>	As Needed				
<i>Aerial/Ortho Photo Analyst</i>	As Needed				
<i>Computer Terminal Operator</i>		1	1	1	1
Environmental Unit Leader	1	1	1	1	1
Documentation Unit Leader		1	1	1	1
Demobilization Unit Leader			1	1	1
Demobilization Recorders from Resources	As Needed				
Logistics					
<b>Logistics Section Chief</b>	One per Incident				
Deputy Logistics Section Chief				1	2
Service Branch Director	As Needed				
<i>Communications Unit Leader</i>	1	1	1	1	1
<i>Assistant Communications Unit Leader</i>			1	1	2
Incident Communications Manager	1	1	1	1	1
Incident Dispatcher	1	2	3	3	4
Message Center Operator		1	1	2	2
Messenger		1	2	2	2
Communications Technician		1	2	4	4
<i>Medical Unit Leader</i>	1	1	1	1	1

OCTOBER 2010

Sample Staffing Matrix					
Unit Position	Size of Incident (Number of Divisions/Groups)				
	2	5	10	15	25
Assistant Medical Unit Leader	As Needed				
<i>Food Unit Leader</i>		1	1	1	1
Food Unit Assistant (each Camp)	As Needed				
<i>Support Branch Director</i>	As Needed				
<i>Supply Unit Leader</i>		1	1	1	1
Camp Supply Assistant (each Camp)	As Needed				
Ordering Manager			1	1	1
Receiving/Distribution Manager		1	1	1	1
Recorders		1	1	2	2
Supply Unit Staff		2	2	2	2
<i>Facilities Unit Leader</i>		1	1	1	1
Base Manager		1	1	1	1
Camp Manager (each Camp)	As Needed				
Facilities Maintenance Specialist		1	1	1	1
Security Manager		1	1	1	1
Facilities Unit Staff		6	6	12	12
<i>Ground Support Unit Leader</i>	1	1	1	1	1
Equipment Manager		1	1	1	1
Assistant	As Needed				
Equipment Timekeeper		1	1	1	1
Mechanic	1	1	3	5	7
Driver	As Needed				
Operator	As Needed				
Finance/Administration					
<b>Finance/Administration Section Chief</b>	One per Incident				
Deputy Finance/Administration Section Chief					1
<i>Time Unit Leader</i>		1	1	1	1
<i>Time Recorder, Personnel</i>		1	3	3	5

OCTOBER 2010

---

Sample Staffing Matrix					
Unit Position	Size of Incident (Number of Divisions/Groups)				
	2	5	10	15	25
<i>Time Recorder, Equipment</i>		1	2	2	3
<i>Procurement Unit Leader</i>		1	1	1	1
<i>Compensation/Claims Unit Leader</i>		1	1	1	1
<i>Compensation Specialist</i>	As Needed				
<i>Claims Specialist</i>	As Needed				
<i>Cost Unit Leader</i>		1	1	1	1
<i>Cost Analyst</i>			1	1	1

OCTOBER 2010

---

THIS PAGE INTENTIONALLY LEFT BLANK

OCTOBER 2010

**ANNEX C: STATE AND LOCAL AGENCY CONTACTS**

---

State and Local Agency Contacts..... C-2



OCTOBER 2010

---

THIS PAGE INTENTIONALLY LEFT BLANK



Homeland  
Security