

Incident Command System Review



EXCELLENCE IN TRAINING, EXERCISES, AND RESPONSE

EMSI



EMERGENCY MANAGEMENT
SERVICES INTERNATIONAL, INC.

©2019 EMSI, Inc. – All rights reserved.

No part of this Job Aid may be reproduced, stored in a retrieval system, or transmitted by any means without the written permission of the author.

Updated September 01, 2019

Copies of this job aid and more are available exclusively at:



A brand of EMERGENCY MANAGEMENT SERVICES INTERNATIONAL, INC.

IMTGEAR.COM

Contents

1.0 NATIONAL INCIDENT MANAGEMENT SYSTEM.....	1
1.1 NIMS Management Characteristics.....	1
1.1.1 Common Terminology.....	1
1.1.2 Modular Organization	2
1.1.3 Management by Objectives	2
1.1.4 Incident Action Planning	2
1.1.5 Manageable Span of Control	3
1.1.6 Incident Facilities and Locations.....	3
1.1.7 Comprehensive Resource Management	4
1.1.8 Integrated Communications.....	4
1.1.9 Establishment and Transfer of Command	4
1.1.10 Unified Command.....	4
1.1.11 Chain of Command and Unity of Command.....	5
1.1.12 Accountability	5
1.1.13 Dispatch/Deployment.....	5
1.1.14 Information and Intelligence Management	5
2.0 INCIDENT COMMAND SYSTEM FEATURES	5
2.1 Incident Command System (ICS)	5
2.2 Incident Complexity, Complex Incidents and Incident Complex	6
2.2.1 IPIECA Tiered Response Concept.....	7
2.3 Position Titles	8
2.4 ICS Organizational Structure and Elements.....	9
3.0 OVERALL ORGANIZATIONAL FUNCTIONS.....	10
3.1 ICS – Who Does What?.....	11
3.2 Incident Management Team	11
3.2.1 Incident Commander.....	11
3.2.2 Command Staff.....	12
3.2.3 General Staff.....	14
4.0 AIR OPERATIONS BRANCH	19
4.1 Common Types of Aviation Operations	19
5.0 UNIFIED COMMAND	20
5.1 Shared General Staff Sections	20
5.2 Coordinated Resource Ordering.....	21
5.3 Responsibilities of the Incident Commander and Unified Command.....	21
5.4 Authority	21
5.5 Advantages of Using Unified Command.....	22
5.6 Coordinated Command.....	Error! Bookmark not defined.
6.0 AREA COMMAND.....	23

7.0 INCIDENT ACTION PLANNING PROCESS.....	24
7.1 Operational Period Planning Cycle (Planning P)	22
7.1.1 Meetings/Briefings.....	23
7.2 Incident Action Plan	24
7.2.1 The IAP and Typical Attachments	24
7.2.2 Other Potential Attachments.....	24
8.0 PRESIDENTIAL DIRECTIVES.....	24
9.0 ICS FORMS	25
10.0 RESOURCE MANAGEMENT	27
10.1 Organizing Resources.....	27
10.1.1 Single Resources	27
10.1.2 Task Forces.....	27
10.1.3 Strike Teams.....	27
10.2 Resource Status.....	28
10.3 Resource Tracking.....	28
11.0 ICS ACRONYMS.....	28

1.0 NATIONAL INCIDENT MANAGEMENT SYSTEM

National Incident Management System (NIMS) is the culmination of more than 40 years of efforts to improve interoperability in incident management. This work began in the 1970s with local, state, and Federal agencies in Southern California collaborating to create a system called [Firefighting Resources of California Organized for Potential Emergencies \(FIRESCOPE\)](#). FIRESCOPE included ICS and the Multiagency Coordination System (MACS). Many of EMSI's team members were involved in the creation and original implementation of ICS during the 1970s and 1980s, to include one of our founders, Chuck Mills, who was a member of the original FIRESCOPE program.

In 1982, the agencies that developed FIRESCOPE and the National Wildfire Coordinating Group (NWCG) created the National Interagency Incident Management System (NIIMS), in part to make ICS guidance applicable to all types of incidents and all hazards. In the United States, under Homeland Security Presidential Directive #5 (February 2003), the Federal government created the National Incident Management System (NIMS). This system directed the creation of a comprehensive, national approach to incident management. Recognizing the value of these systems, communities across the Nation have adopted NIMS. The most current revision of NIMS was released in October 2017. Outside of the United States, ICS is commonly used in Australia and Canada, and worldwide in the oil and gas industry.

1.1 NIMS Management Characteristics

The following characteristics are the foundation of incident command and coordination under NIMS and contribute to the strength and efficiency of the overall system. They apply to both the ICS and EOC components of NIMS:

- Common Terminology
- Modular Organization
- Management by Objectives
- Incident Action Planning
- Manageable Span of Control
- Incident Facilities and Locations
- Comprehensive Resource Management
- Integrated Communications
- Establishment and Transfer of Command
- Unified Command
- Chain of Command and Unity of Command
- Accountability
- Dispatch/Deployment
- Information and Intelligence Management

1.1.1 Common Terminology

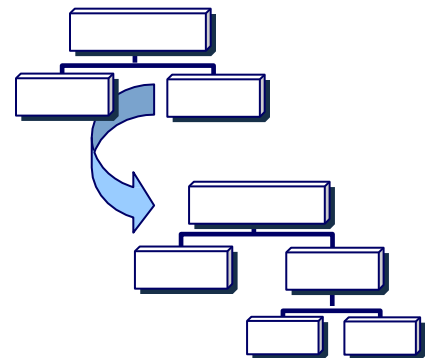
NIMS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios. This common terminology covers the following:

- Organizational Functions: Major functions and functional units with incident responsibilities are named and defined. Terminology for incident organizational elements is standard and consistent.
- Resource Descriptions: Major resources — including personnel, equipment, teams, and facilities — are given common names and are typed to help avoid confusion and to enhance interoperability.
- Incident Facilities: Incident management facilities are designated using common terminology.

1.1.2 Modular Organization

ICS and EOC organizational structures develop in a modular fashion based on an incident’s size, complexity, and hazard environment – “form follows function”. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the Incident Commander (or Unified Command) and EOC director.

Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the Incident Commander, Unified Command, EOC director, and subordinate supervisors delegate additional functional responsibilities.



1.1.3 Management by Objectives

The Incident Commander or Unified Command establishes objectives that drive incident operations. Management by objectives includes the following:

- Establishing specific, measurable objectives;
- Identifying strategies, tactics, tasks, and activities to achieve the objectives;
- Developing and issuing assignments, plans, procedures, and protocols for various incident management functional elements to accomplish the identified tasks; and
- Documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for the subsequent operational period.

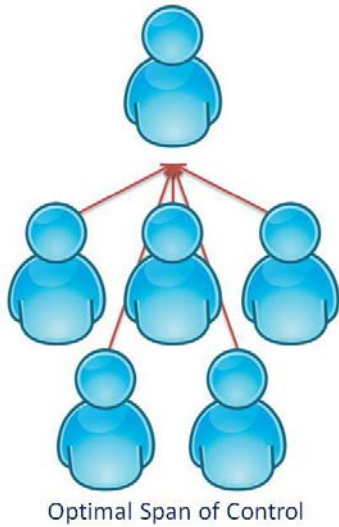
1.1.4 Incident Action Planning

Coordinated incident action planning guides incident management activities. IAPs represent concise, coherent means of capturing and communicating incident objectives, tactics, and assignments for operational and support activities.

Every incident should have an action plan; however, not all incidents need written plans. The necessity for written plans depends on incident complexity, command decisions, and legal requirements. Formal IAPs are not always developed for the initial operational period of no-notice incidents. However, if an incident is likely to extend beyond one operational period, becomes more complex, or involves multiple jurisdictions and/or agencies, preparing a written IAP becomes increasingly important to maintain unity of effort and effective, efficient, and safe operations.

Staff in EOCs also typically conduct iterative planning and produce plans to guide their activities during specified periods, though these are typically more strategic than IAPs.

1.1.5 Manageable Span of Control

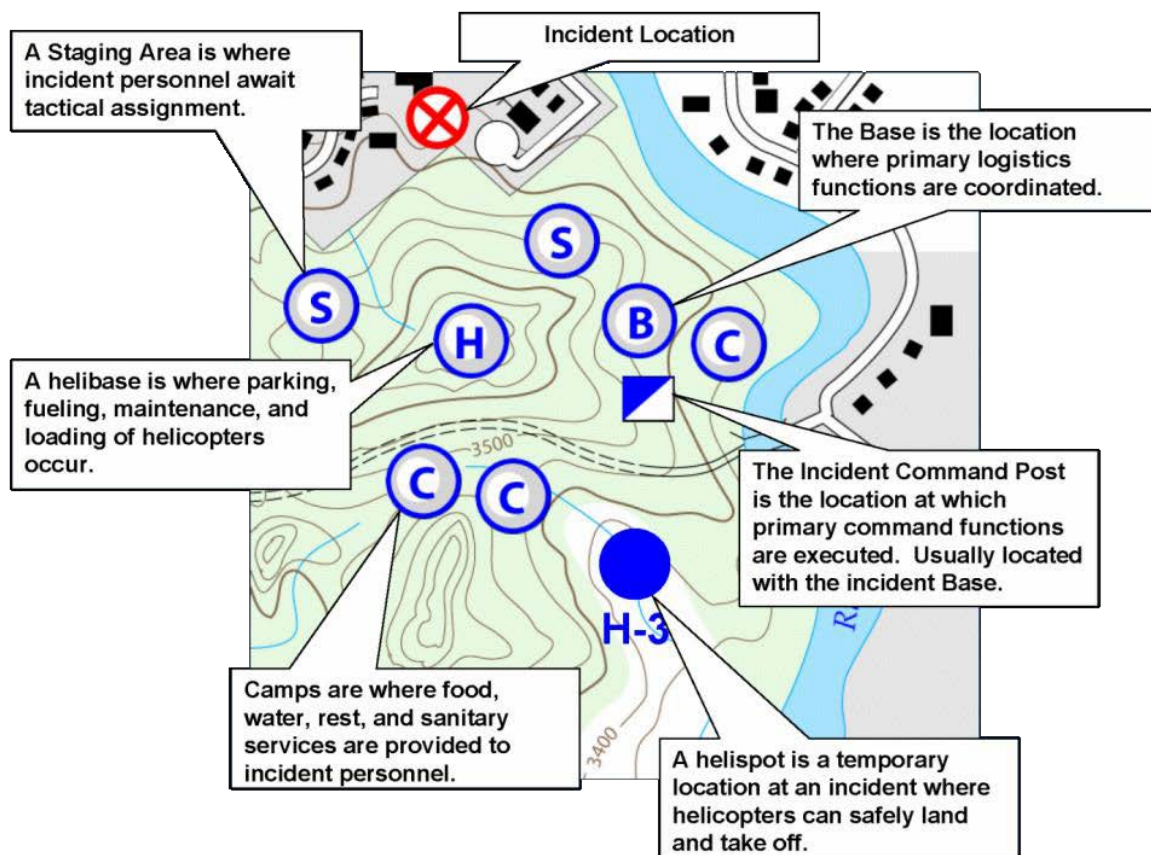


Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The type of incident, nature of the task, hazards and safety factors, experience of the supervisor and subordinates, and communication access between the subordinates and the supervisor are all factors that influence manageable span of control.

History shows the optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

1.1.6 Incident Facilities and Locations

Depending on the incident size and complexity, the Incident Commander, Unified Command, and/or EOC director establish support facilities for a variety of purposes and direct their identification and location based on the incident. Typical facilities include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.



- **Incident Command Post:** The ICP is the location of the tactical-level, on-scene incident command organization. This location typically houses the Incident Commander or Unified Command and the Command and General Staffs but may include other designated incident personnel. Typically, the ICP is located near the incident site and is where on-scene tactical command functions are performed. Personnel conduct incident planning at the ICP, and the Incident Commander or Unified Command may establish an incident communications center at this location.
- **Staging Areas:** The Operations Section Chief may establish staging areas to position and track for resources. A staging area can be any location in which personnel, supplies, and equipment await assignment. Staging areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each staging area who logs in all incoming resources, dispatches resources at a section chief's request, and requests Logistics Section support, as necessary, for resources at the staging area.
- **Incident Base:** An incident base is the site that accommodates primary support activities. An Incident Commander or Unified Command establishes an incident base to house equipment and personnel support operations. An incident base may be co-located with the ICP.

1.1.7 Comprehensive Resource Management

Resources include personnel, equipment, teams, supplies, and facilities available or potentially available for assignment or allocation. Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management. [Resource Management is explained in more detail in Section 10.0.](#)

1.1.8 Integrated Communications

Leadership at the incident level and in EOCs facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links. Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing. Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications. Section IV, the Communications and Information Management component of this document, describes this in more detail.

1.1.9 Establishment and Transfer of Command

The Incident Commander or Unified Command should clearly establish the command function at the beginning of an incident. The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command. When command transfers, the transfer process includes a briefing that captures essential information for continuing safe and effective operations, and notifying all personnel involved in the incident.

1.1.10 Unified Command

When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established. In Unified Command, there is no one "commander." Instead, the Unified Command manages the incident by jointly approved

objectives. A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident. The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location. Unified Command does not affect individual agency authority, responsibility, or accountability. [Unified Command is explained in more detail in Section 5.0.](#)

1.1.11 Chain of Command and Unity of Command

Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that each individual only reports to one person. This clarifies reporting relationships and reduces confusion caused by multiple, conflicting directives, enabling leadership at all levels to effectively direct the personnel under their supervision.

1.1.12 Accountability

Effective accountability for resources during an incident is essential. Incident personnel should adhere to principles of accountability, including check-in/check-out, incident action planning, unity of command, personal responsibility, span of control, and resource tracking.

1.1.13 Dispatch/Deployment

Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

1.1.14 Information and Intelligence Management

The incident management organization establishes a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence.

Information and intelligence management includes identifying essential elements of information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

Note that in NIMS, “intelligence” refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

2.0 INCIDENT COMMAND SYSTEM FEATURES

2.1 Incident Command System (ICS)

ICS is a standardized approach to the command, control, and coordination of on-scene incident management that provides a common hierarchy within which personnel from multiple organizations can be effective. ICS specifies an organizational structure for incident management that integrates and coordinates a combination of procedures, personnel, equipment, facilities, and communications. Using ICS for every incident helps hone and maintain skills needed to coordinate efforts effectively.

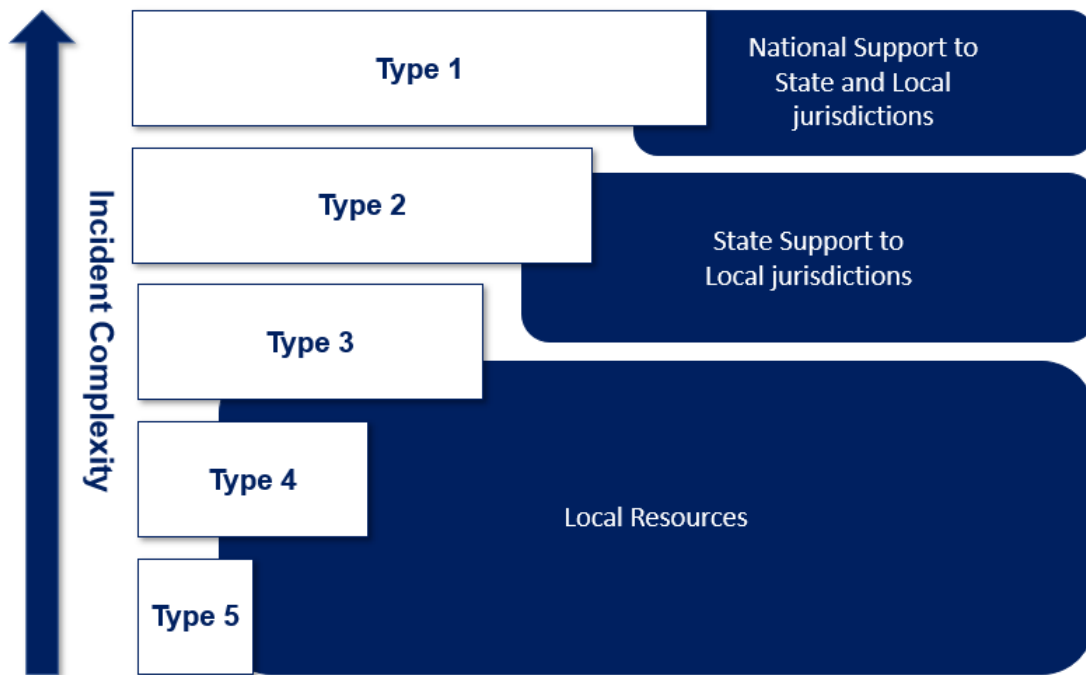
ICS is used by all levels of government as well as by many Non-Governmental Organizations (NGO) and private sector organizations. ICS applies across disciplines and enables incident managers from different organizations to work together seamlessly. This system includes five major functional areas, staffed as needed, for a given incident: Command, Operations, Planning, Logistics, and

Finance/Administration. A sixth ICS Function, Intelligence/ Investigations, is only used when the incident requires these specialized capabilities.

2.2 Incident Complexity, Complex Incidents and Incident Complex

Incident Complexity is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy. Incident complexity is considered when making incident management level, staffing, and safety decisions.

Incident complexity is assessed on a five-point scale ranging from Type 5 (the least complex incident) to Type 1 (the most complex incident).



Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are some of the factors that may be considered in analyzing incident complexity:

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

Complex Incidents are larger incidents with higher incident complexity (normally Type 1 or Type 2

incidents) that extend into multiple operational periods and rapidly expand to multijurisdictional and/or multidisciplinary efforts necessitating outside resources and support.

According to NIMS 2017, *Incident Complex* refers to two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

2.2.1 IPIECA Tiered Response Concept

The Tiered Response Concept was first developed by the International Petroleum Industry Environmental Conservation Association (IPIECA) in the 1980s as a means to ensure that appropriate response capabilities were available to deal with oil spills. Although designed for spill categorization, today, the Tiered approach is commonly used by industry for all manner of incidents. Similar to incident typing, the tiered response concept helps categorize incidents based on anticipated complexity.

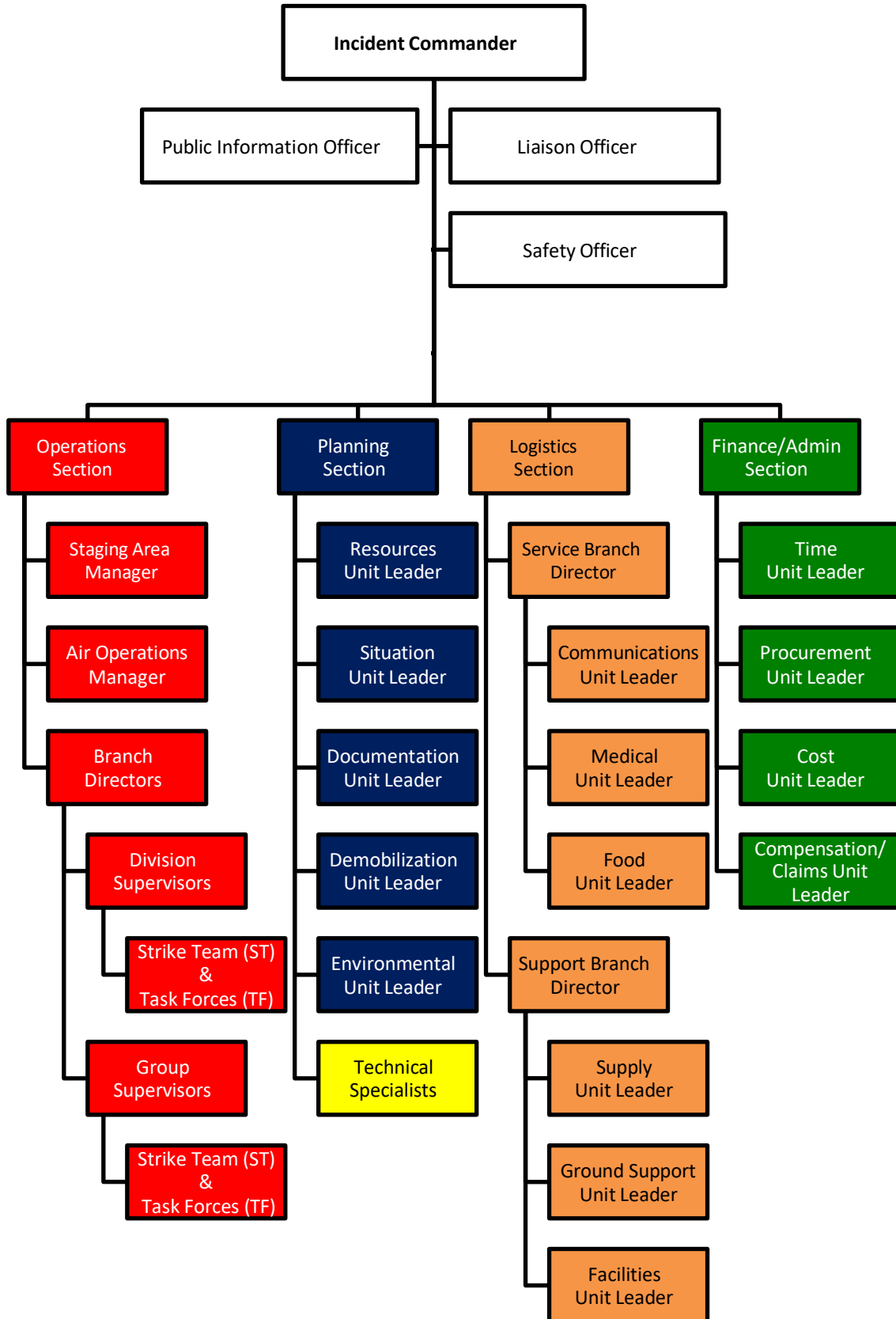
- **Tier 1** spills are relatively small in terms of spill volume, with the incident only affecting the immediate or local area.
- **Tier 2** spills are larger in scale and are more of a regional level. The potential impacts from a Tier 2 spill would be greater and a diverse range of response resources would be required with a greater number of stakeholders involved.
- **Tier 3** spills are those that due to their large scale and likelihood to cause major impacts, call for substantial further resources from a range of national and international sources.

Large Spill			Tier Three
Medium Spill		Tier Two	
Small Spill	Tier One		
	Local	Regional	National

2.3 Position Titles

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

2.4 ICS Organizational Structure and Elements



- **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.
- **Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.
- **Branch:** The organizational level having functional and/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.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are located between Branches (when activated) and resources (personnel, equipment, teams, supplies, and facilities) in the Operations Section.
- **Unit:** The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** Any combination of resources assembled to support a specific mission or operational need. A Task Force will contain resources of different kinds and types, All resource elements within a Task Force must have common communications and a designated leader.
- **Strike Team/ Resource Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a designated leader. In the law enforcement community, Strike Teams are sometimes referred to as Resource Teams.
- **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.

3.0 OVERALL ORGANIZATIONAL FUNCTIONS

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

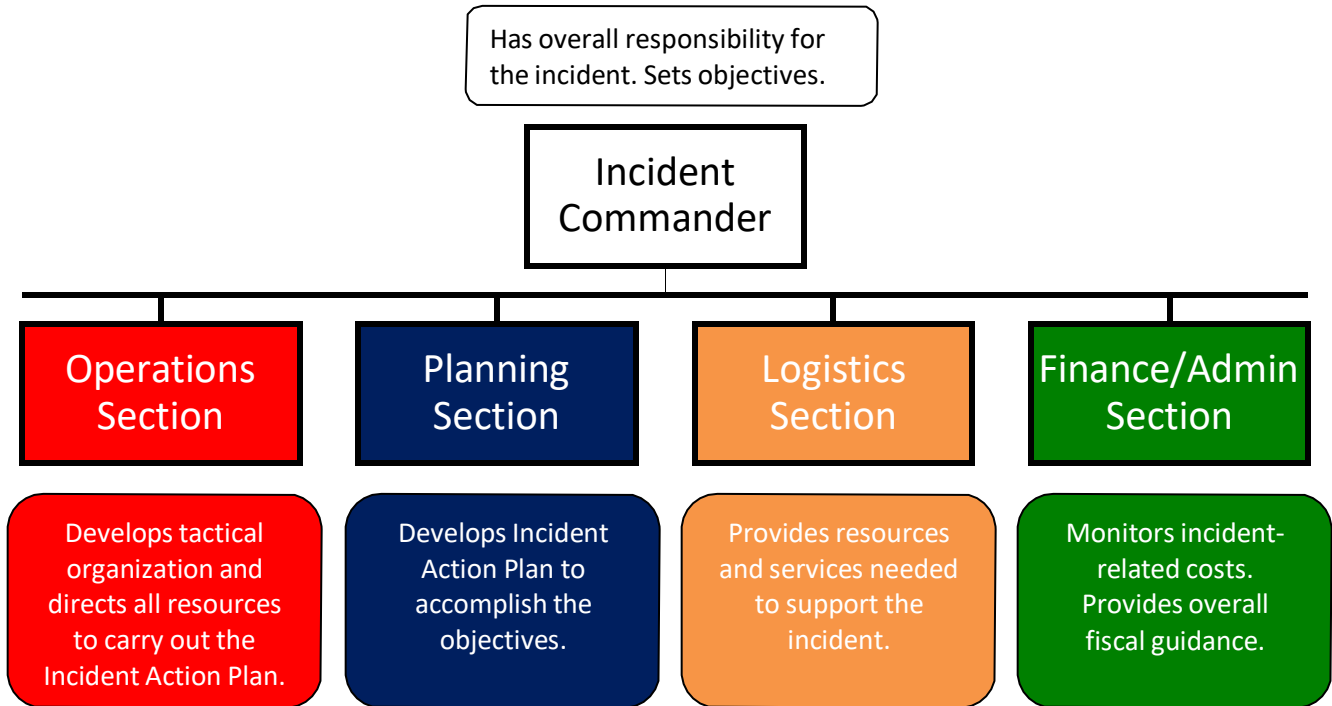
As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus, in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were to:

- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for both current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.

- Promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- Provide a safe operating environment within all parts of the incident organization.
- Ensure that assisting and cooperating agencies’ needs are met, and to see that they are used in an effective manner.

3.1 ICS – Who Does What?



3.2 Incident Management Team

An Incident Management Team (IMT) is a rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

3.2.1 Incident Commander

The Incident Commander is technically not a part of either the General or Command Staff. The Incident Commander is responsible for:

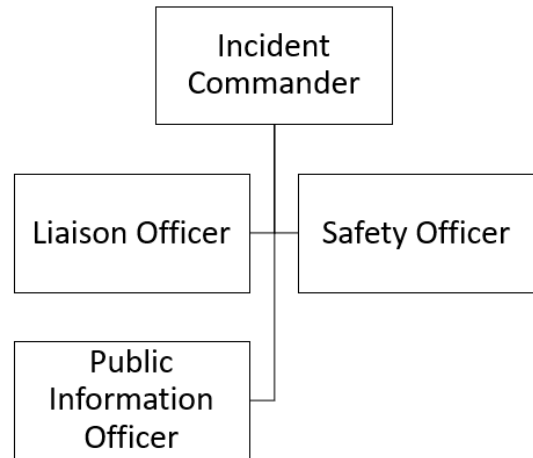
- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities and determining incident objectives and strategies to be followed.

- Establishing the ICS organization needed to manage the incident.
- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Approving resource requests and use of volunteers and auxiliary personnel.
- Ensuring after-action reports are completed.
- Authorizing information release to the media.
- Ordering demobilization as needed.

3.2.2 Command Staff

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

“Officer” is a specific term for those who are directly delegated areas of responsibility that specifically reside with the Incident Commander. The safety of responders, the relations with assisting and cooperating agencies, and keeping the public informed, are things specifically vested with the IC. The IC delegates the accomplishment of these tasks, once clear direction is provided, to the Officer level. Officers (Safety, Liaison, and Public Information) have no direct supervision on lower levels of incident organization unless these Officers have “assistants” assigned to them and whom they supervise



3.2.2.1 Public Information Officer Responsibilities

- Determine, according to direction from the IC, any limits on information release.
- Develop accurate, accessible, and timely information for use in press/media briefings.
- Obtain IC’s approval of news releases.
- Conduct periodic media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Monitor and forward media information that may be useful to incident planning.
- Maintain current information, summaries, and/or displays on the incident.
- Make information about the incident available to incident personnel.
- Participate in planning meetings.

3.2.2.2 Safety Officer Responsibilities

- Identify and mitigate hazardous situations.
- Ensure safety messages and briefings are made.
- Exercise emergency authority to stop and prevent unsafe acts.
- Review the Incident Action Plan for safety implications.
- Assign assistants qualified to evaluate special hazards.
- Initiate preliminary investigation of accidents within the incident area.

- Review and approve the Medical Plan.
- Participate in planning meetings.

3.2.2.3 *Liaison Officer Responsibilities*

- Act as a point of contact for agency representatives.
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential interorganizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources. Provide agency-specific demobilization information and requirements.

3.2.2.4 *Agency Representatives*

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

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

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources, unless resource Technical Specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staffs on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

3.2.2.5 *Assistants*

In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.

3.2.2.6 Additional Command Staff

Staff Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

3.2.2.6.1 Legal Officer Responsibilities

- Represent the Incident Commander or Unified Command.
- Provide advice and direction on all matters of a legal nature including claims, legal requirements relating to emergency response, documentation requirements, investigations, insurance, major procurement contracts, Natural Resource Damage Assessment (NRDA), insurance coverage, and review of information releases to the media, government agencies and public.
- Keep relevant managing counsel and general counsel well informed of developments and to aid coordination of legal resources and strategy.
- Be familiar with environmental, safety and disaster law.

3.2.2.6.2 ICS Advisor

Not all response personnel are at the same level of ICS training. Consequently, to level the playing field, an ICS advisor can be used.

The advantage of an ICS advisor is that he/she can guide the Command Staff through the ICS operational planning process. The advisor also may serve as an impartial facilitator to promote agreement throughout the IAP development process.

Another benefit of having an ICS advisor is to be able to prioritize the Command Staff's time, activities, and other demands. An ICS advisor can discern whether certain demands are a priority and if they are worth delaying the operational planning process.

The ICS advisor can also assist the Command Staff in the creation of the Operational Planning process documents, ICS-234, ICS-215, and ORM Documentation.

3.2.3 General Staff

The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections. In some incidents the General Staff may also include the Intelligence/Investigations Function, either operating under a staff section, or as a standalone section.



General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

3.2.3.1 Operations Section Chief Responsibilities

The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.

Major responsibilities of the Operations Section Chief are to:

- Assure safety of tactical operations.
- Manage tactical operations.
- Develop the operations portion of the IAP.
- Supervise execution of operations portions of the IAP.
- Request additional resources to support tactical operations.
- Approve release of resources from active operational assignments.
- Make or approve expedient changes to the IAP.
- Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.

3.2.3.2 Planning Section Chief Responsibilities

The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.

Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays.

Major responsibilities of the Planning Section Chief are to:

- Collect and manage all incident-relevant operational data.
- Supervise preparation of the IAP.

- Provide input to the IC and Operations in preparing the IAP.
- Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP.
- Conduct and facilitate planning meetings.
- Reassign personnel within the ICS organization.
- Compile and display incident status information.
- Establish information requirements and reporting schedules for units (e.g., Resources and Situation Units).
- Determine need for specialized resources.
- Assemble and disassemble Task Forces and Strike Teams (or law enforcement Resource Teams) not assigned to Operations.
- Establish specialized data collection systems as necessary (e.g., weather).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report significant changes in incident status.
- Oversee preparation of the Demobilization Plan.

3.2.3.3 Logistics Section Chief Responsibilities

The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:

- Facilities.
- Transportation.
- Communications.
- Supplies.
- Equipment maintenance and fueling.
- Food services (for responders).
- Medical services (for responders).
- All off-incident resources.

Major responsibilities of the Logistics Section Chief are to:

- Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.
- Manage all incident logistics.
- Provide logistical input to the IAP.
- Brief Logistics Staff as needed.
- Identify anticipated and known incident service and support requirements.
- Request additional resources as needed.
- Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required.
- Oversee demobilization of the Logistics Section and associated resources.

3.2.3.4 Finance/Administration Section Chief Responsibilities

The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Major responsibilities of the Finance/Administration Section Chief are to:

- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Ensure compensation and claims functions are being addressed relative to the incident.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs.
- Determine the need to set up and operate an incident commissary.
- Meet with assisting and cooperating agency representatives as needed.
- Maintain daily contact with agency(s) headquarters on finance matters.
- Ensure that personnel time records are completed accurately and transmitted to home agencies.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.
- Provide input to the IAP.

3.2.3.5 Intelligence/Investigations Function

The collection, analysis, and sharing of incident-related information are important activities for all incidents. Typically, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness, and staff in the Operations Section are responsible for executing tactical activities.

However, some incidents involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigations responsibilities to meet the needs of the incident. This may occur when the incident involves a criminal or terrorist act and/or other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations.

The purpose of the Intelligence/Investigations function is to ensure that intelligence and investigative operations and activities are properly managed and coordinated to:

- Prevent and/or deter potential unlawful activity, incidents, and/or attacks;
- Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness;
- Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens;
- Conduct thorough and comprehensive investigations that lead to the perpetrators' identification and apprehension;

- Conduct missing persons and mass fatality/death investigations;
- Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts;
- Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents.

The Incident Commander or Unified Command makes the final determination regarding the scope and placement of the Intelligence/Investigations function within the command structure. The intelligence/investigations function can be incorporated as an element of the Planning Section, in the Operations Section, within the Command Staff, as a separate General Staff section, or in some combination of these locations.

Additional information on the I/I function can be found in NIMS and in the Intelligence and Investigations Function Guidance and Field Operations Guide available on the FEMA website <https://www.fema.gov/nims-doctrine-supporting-guides-tools>.

3.2.3.6 Deputies

The Incident Commander may have one or more Deputies. An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, a Deputy Incident Commander must be able to assume the Incident Commander's role.

Following are three reasons to designate Deputies:

- To perform specific tasks as requested by the Incident Commander.
- To perform the Incident Command function in a relief capacity (e.g., to take over the next Operational Period).
- To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

The Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief, and Branch Directors may also have one or more Deputies.

3.2.3.7 Assistants

The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. In addition, Section Chiefs may also have Assistants under NIMS 2017 guidance. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

- Assistant Public Information Officers may be assigned to the field or Joint Information Center or assigned to handle internal information.
- Assistant Safety Officers may have specific responsibilities, such as aviation, hazardous materials, etc.
- Assistant Liaison Officers may coordinate with specific agency representatives or groups of representatives.

The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.

3.2.3.8 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.

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

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Materials Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

4.0 AIR OPERATIONS BRANCH

As the incident grows in complexity, additional "layers" of supervision and coordination may be required to support effective and safe air operations. It is important to recognize that in Air Operations, like any other part of the ICS organization, it is only necessary to activate those parts of the organization that are required.

When activated, the Air Operations Branch is responsible for managing all air operations at an incident. This includes both tactical and logistical operations. Prior to activation of the Air Operations Branch, management of aviation operations (including the use of aircraft for logistical support) is the responsibility of the Operations Section Chief, or Incident Commander if the Operations Section Chief position has not been activated. It is not necessary to activate Air Operations positions if the function can be adequately managed at the Operations Section Chief level.

An Air Operations Branch can be established if:

- Tactical and logistical air support activity is needed at the incident.
- Helicopters and fixed-wing aircraft are involved within the incident airspace.
- Safety, environmental, weather, or temporary flight restriction issues become apparent.
- A helibase or several helispots are required to support incident operations.
- Agency policy and/or flight operations SOPs require it.
- The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety protocols.

4.1 Common Types of Aviation Operations

- Fire Control - Fixed-wing aircraft and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and for logistical support.
- Forest and Other Land Management Programs - Pest control programs.
- Maritime Incidents - Hazardous materials spills, accidents, and searches.
- Other Applications - Communications relay airborne command and control, photo mapping,

etc.

- Search and Rescue - Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.
- Medical Evacuation - Transportation of injured victims and personnel.
- Earthquakes, Floods, etc. - Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
- Law Enforcement - Reconnaissance, surveillance, direction, control, and transportation security.

5.0 UNIFIED COMMAND

Unified Command improves unity of effort in multijurisdictional or multiagency incident management. The use of Unified Command enables jurisdictions and those with authority or functional responsibility for the incident (called members of the Unified Command) to jointly manage and direct incident activities through the establishment of a common set of incident objectives, strategies, and a single IAP. However, each participating partner maintains authority, responsibility, and accountability for its personnel and other resources, and each member of Unified Command is responsible for keeping other members of Unified Command informed.

5.1 Shared General Staff Sections

A feature of Unified Command is shared Operations, Planning, Logistics, and Finance/Administration Sections. While the Unified Command is composed of two or more members, they lead a staff in which there is a single individual appointed or each function (Operations, Planning, etc.). The following are benefits of sharing these General Staff components:

- The Unified Command incident organization can benefit by integrating multijurisdictional and/or multiagency personnel into various other functional areas.
- Integrating other agency personnel into an organization can be equally beneficial in a single incident command situation.

Examples:

- In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction, which may in future operational periods have the primary responsibility for these functions. By placing other agencies' personnel in the Planning Section's Situation, Resources, and Demobilization Units, there can be significant savings in personnel, and increased communication and information sharing.
- In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support as well as facilitate resource ordering activities. Placing other agencies' personnel into the Communications Unit helps in developing a single incident-wide Communications Plan.
- Although the Finance/Administration Section often has detailed agency-specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.

Additional considerations for having an integrated General Staff include:

- The members of the Unified Command must concur on the selection of the General Staff

Section Chiefs.

- The Operations Section Chief must have full authority to implement the tactics within the Incident Action Plan.

5.2 Coordinated Resource Ordering

Another feature of Unified Command is coordinated resource ordering.

- An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the command meeting.
- The planning meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off-incident resource ordering process.
- The resource requirements established at the planning meeting are given to the Logistics Section, which then creates a resource order that is transmitted to one jurisdiction or agency's dispatch center (or emergency operations center if activated) to be filled.
- Some situations may require resource orders to be made to different jurisdictions or agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order and should be avoided when possible.
- If the incident is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be pre-designated as a part of the resource order. This will depend upon the prior commitments of the responsible agency officials in the Unified Command meeting. If this information is not known in advance, then it will be up to the individual agency dispatch center (or emergency operations center if activated) receiving the resource order to fill the order based on closest available resources.

The members of the Unified Command should appoint Section Chiefs with the delegated authority to establish and ensure adherence to these procedures. As much as possible, this should be accomplished pre-incident to allow training of Unit staff within Logistics, Finance, and any supporting Emergency Operations Centers.

5.3 Responsibilities of the Incident Commander and Unified Command

Whether using a single Incident Commander or a Unified Command, the command function:

- Establishes a single ICP for the incident;
- Establishes consolidated incident objectives, priorities, and strategic guidance, and updating them every operational period;
- Selects a single Section Chief for each position on the General Staff needed based on current incident priorities;
- Establishes a single system for ordering resources;
- Approves a consolidated IAP for each operational period;
- Establishes procedures for joint decision making and documentation; and
- Captures lessons learned and best practices

5.4 Authority

The authority and responsibility for an Incident Commander to manage an incident or event comes from of a delegation of authority from the agency executive or administrator of the jurisdiction of

occurrence or inherent in existing agency policies and procedures. When an incident/event spans multiple jurisdictions, this responsibility belongs to the various jurisdictional and agency executives or administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the members of the Unified Command the authority to manage the incident. Given this authority, the members of the Unified Command will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.

5.5 Advantages of Using Unified Command

The advantages of using Unified Command include:

- A single set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

5.6 Coordinated Command

While Unified Command is a commonly understood and applied ICS concept in the United States, outside of the U.S., the concept is not as well understood or practiced. In some parts of the world, laws, authorities, policies, or cultures make the application of Unified Command impossible.

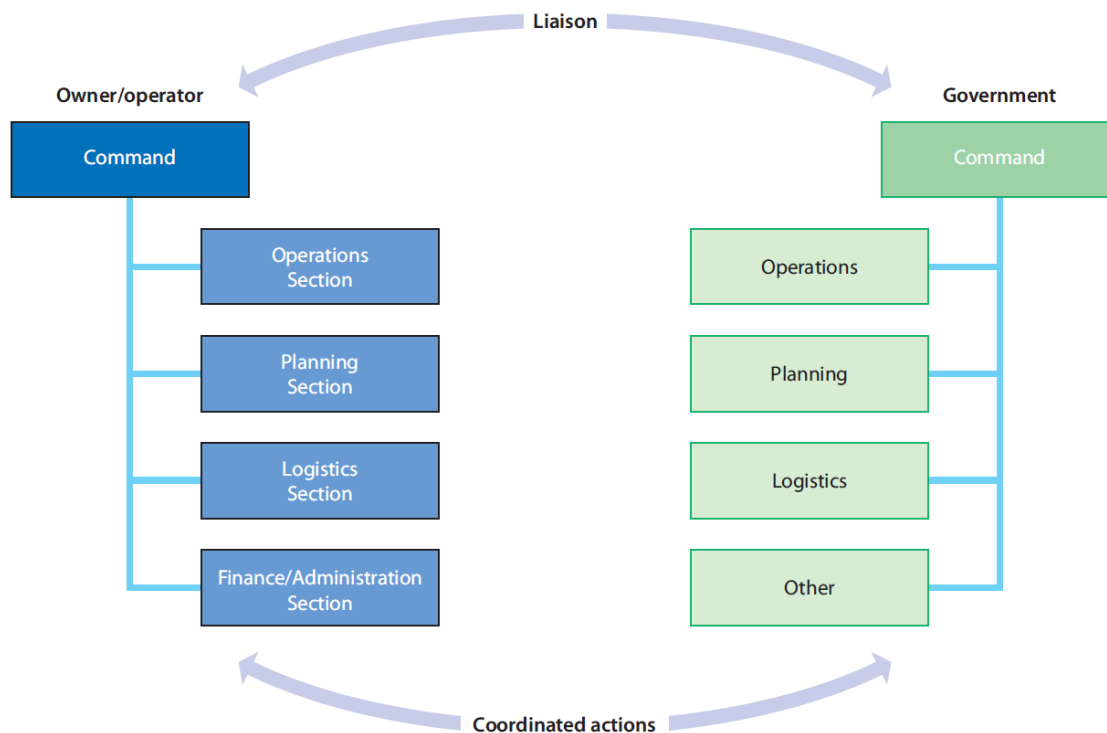
In the simplest sense, Unified Command is a way to coordinate an effective response when there is more than one response entity. Outside of the U.S., this is often done through a concept called Coordinated Command.

Coordinated Command is commonly used in-place of Unified Command when Unified Command is not possible. It may include both government and non-government response entities (private companies, NGO, etc.). Under the Coordinate Command structure, response entities respond in parallel, and while they do not integrate their response organizations, they closely coordinate their activities and align their decision-making. This process is facilitated by competent individuals authorized to represent their respective entities and relies on close coordination and communication; it may even include liaisons between the entities.

5.6.1 Coordinated Command Considerations

- Likely will involve detailed information sharing between the Situation Units or their equivalent, upon approval by each Command entity.
- Should involve some degree of operational planning coordination/integration in order to ensure optimal coordination of tactical activities.
- Synchronization and coordination of public and stakeholder outreach activities is also very advisable.
- Often, the two organizations are co-located in the same facility to promote enhanced coordination of activities and information sharing.

- Each Command element must closely communicate to ensure appropriate ownership of key decision making responsibilities, lines of authority, and areas of responsibility.



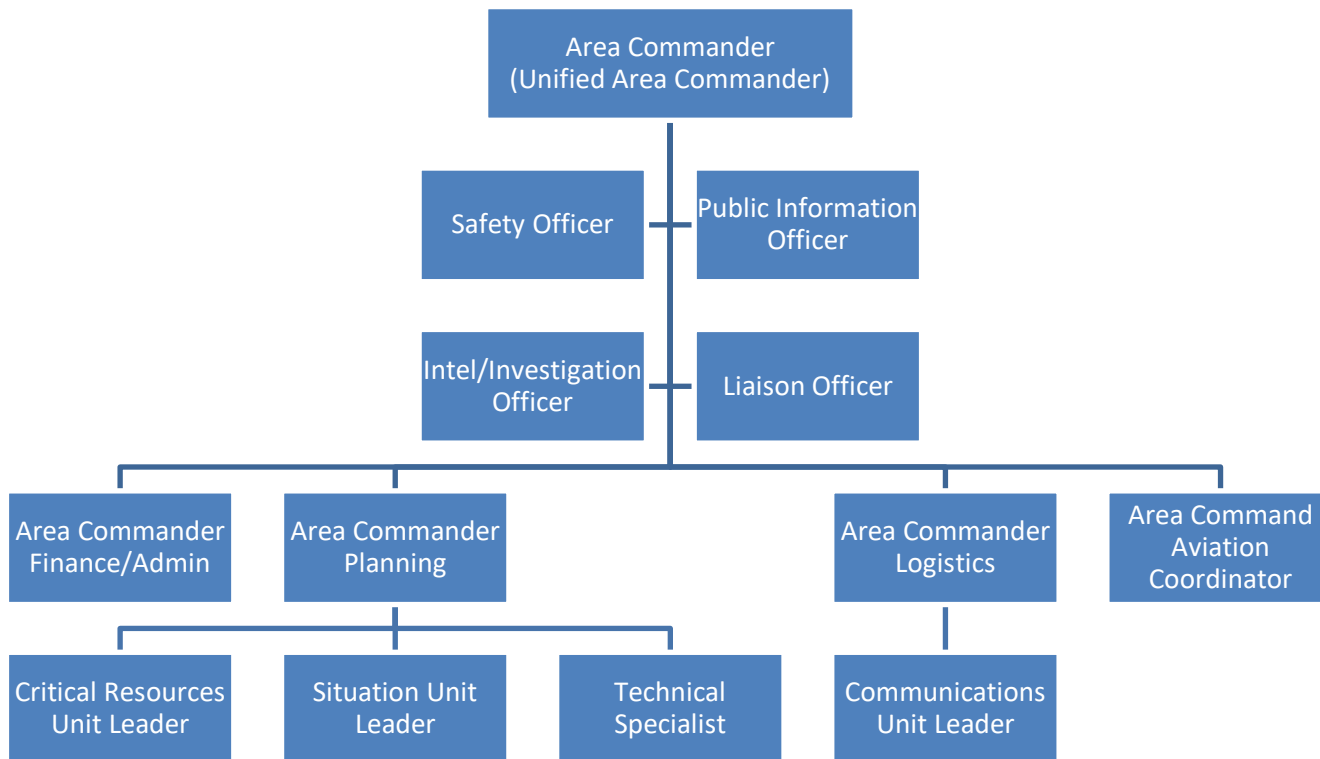
From IPIECA Incident Management System for the Oil and Gas Industry.

6.0 AREA COMMAND

An Area Command is established to oversee multiple concurrent incidents or a very complex incident that requires the establishment of multiple ICS organizations. An Area Command is activated to address competition for resources among multiple ICPs based on the complexity of the incident and incident management span-of-control considerations. Due to the scope of incidents involving Area Commands and the likelihood of cross-jurisdictional operations, Area Commands are frequently established as Unified Area Commands, working under the same principles as a Unified Command. Responsibilities of an Area Command include:

- Developing broad objectives for the affected area;
- Coordinating development of incident objectives and strategies for each incident;
- Allocating or reallocating resources as priorities change;
- Ensuring that Incident Commanders and/or Unified Commands properly manage incidents;
- Ensuring effective communications and data coordination;
- Ensuring that incident objectives are met and do not conflict with each other or with agency policies;
- Identifying needs for scarce resources and reporting the needs to Agency Administrators directly or through a MAC Group or an EOC; and
- For incidents that have a recovery dimension, ensuring that short-term recovery is coordinated with the EOC staff to assist in the transition to long-term recovery operations.

Area Command is particularly relevant to situations with several ICPs requesting similar scarce resources. Incidents of different types or without similar resource needs are usually handled as separate incidents. Additional coordination structures, such as EOCs or MAC Groups, may assist with coordinating the resource needs of multiple incidents. The following sections describe these structures. Figure 6 depicts the relationship of an Area Command with a MAC Group and an EOC.



7.0 INCIDENT ACTION PLANNING PROCESS

The incident action planning process and IAPs are central to managing incidents. The incident action planning process helps synchronize operations and ensure that they support incident objectives. Incident action planning is more than producing an IAP and completing forms — it provides a consistent rhythm and structure to incident management.

Personnel managing the incident develop an IAP for each operational period. A concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities. The IAP is the vehicle by which leaders on an incident communicate their expectations and provide clear guidance to those managing the incident. The IAP:

- Informs incident personnel of the incident objectives for the operational period, the specific resources that will be applied, actions taken during the operational period to achieve the objectives, and other operational information (e.g., weather, constraints, limitations, etc.);
- Informs partners, EOC staff, and MAC Group members regarding the objectives and operational activities planned for the coming operational period;
- Identifies work assignments and provides a roadmap of operations during the operational period to help individuals understand how their efforts affect the success of the operation;

- Shows how specific supervisory personnel and various operational elements fit into the organization; and
- Often provides a schedule of the key meetings and briefings during the operational period.

The IAP provides clear direction and includes a comprehensive listing of the tactics, resources, and support needed to accomplish the objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP. These steps support the accomplishment of objectives within a specified time.

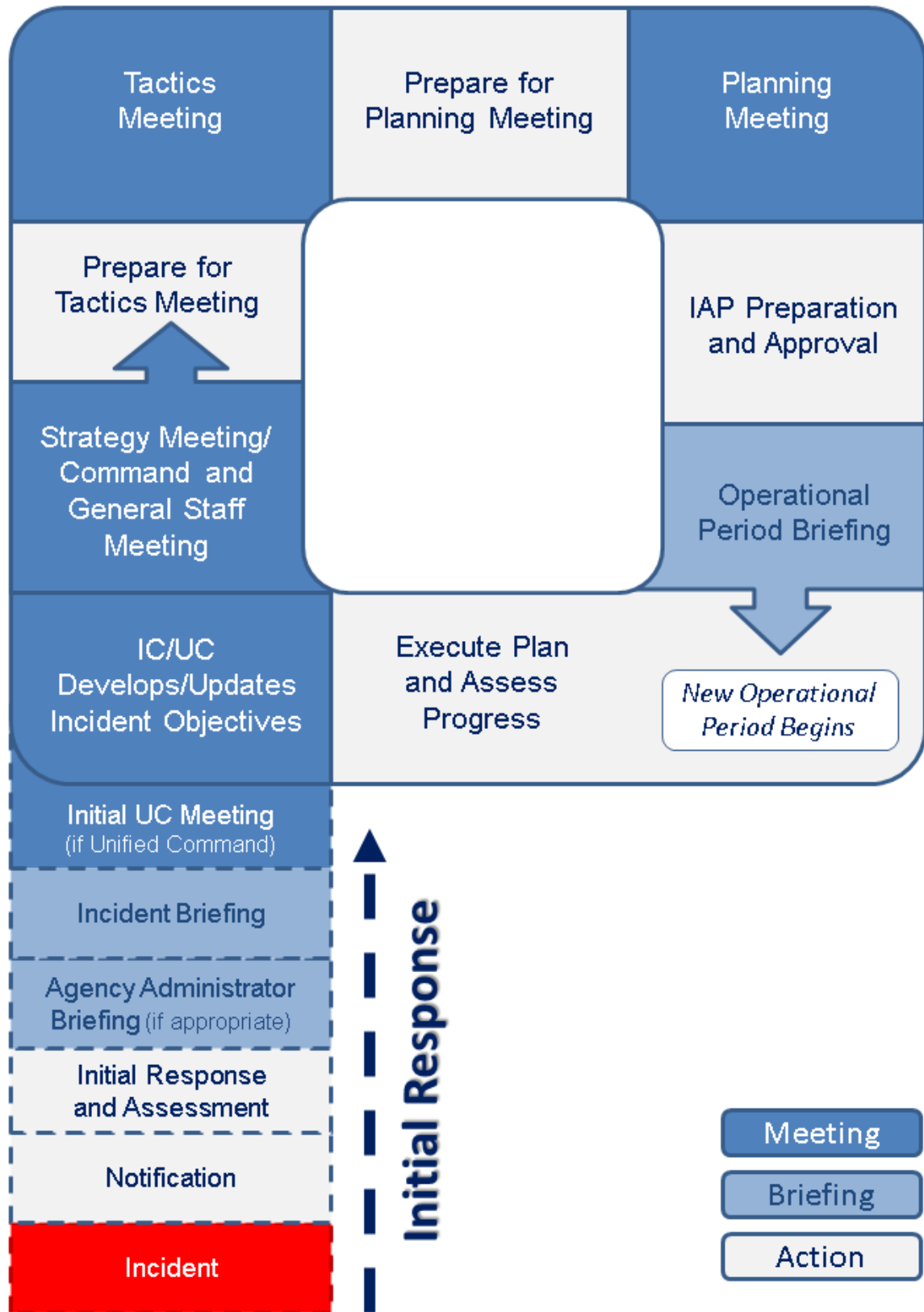
The development of IAPs is a cyclical process, and personnel repeat the planning steps every operational period. The Operational Period Planning Cycle (Planning P) is a graphic depiction of this cycle. Personnel develop the IAP using the best information available at the time of the Planning Meeting. Personnel should not delay planning meetings in anticipation of future information.

In the Planning P, the leg of the “P” describes the initial stages of an incident, when personnel work to gain awareness of the situation and establish the organization for incident management.

During the initial stage of incident management, the Incident Commander typically develops a simple plan and communicates the plan through concise oral briefings. In the beginning of an incident, the situation can be chaotic and situational awareness hard to obtain, so the Incident Commander often develops this initial plan very quickly and with incomplete situation information. As the incident management effort evolves, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and lessons learned. The steps of the planning process are essentially the same for the first responders on scene determining initial tactics and for personnel developing formal written IAPs.

Incident personnel perform the steps in the leg of the “P” only one time. Once they are accomplished, incident management shifts into a cycle of planning and operations, informed by ongoing situational awareness and repeated each operational period

7.1 Operational Period Planning Cycle (Planning P)



7.1.1 Meetings/Briefings

The following are brief descriptions of the meetings and briefings that are repeated each operational cycle until the conclusion of the incident or event.

- **Objectives Development/Update:** The IC/UC establishes the incident objectives for the initial operational period. After the initial operational period, the IC/UC reviews the incident objectives and may validate them, modify them, or develop new objectives.
- **Strategy Meeting/Command and General Staff Meeting:** After developing or revising the incident objectives, the IC/UC typically meets with the Command and General Staff, and sometimes others, to discuss the incident objectives and provide direction.
- **Preparing for the Tactics Meeting:** Once the approach to achieving or working toward achieving the incident objectives is determined, the Operations Section Chief and staff prepare for the Tactics Meeting by developing tactics and determining the resources that will be applied during the operational period.
- **Tactics Meeting:** In the Tactics Meeting, key players review the proposed tactics developed by the Operations Section and conduct planning for resource assignments. The OPS Section Chief leads the Tactics Meeting, and key participants include the LOG Section Chief, Safety Officer, a Planning representative and others' invitees.
- **Preparing for the Planning Meeting:** Following the Tactics Meeting, staff collaborate to identify support needs and assign specific resources to accomplish the plan.
- **Planning Meeting:** The Planning Meeting serves as a final review and approval of operational plans and resource assignments developed during and after the Tactics Meeting. At the end of the Planning Meeting, Command and General Staff confirm that they can support the plan.
- **IAP Preparation and Approval:** Based on concurrence from all elements at the end of the Planning Meeting, the Incident Commander or Unified Command approves the plan.
- **Operational Period Briefing:** Each operational period starts with an Operational Period Briefing. Incident supervisory and tactical personnel receive the IAP during the briefing. Members of the Command and General Staff present the incident objectives, review the current situation, and share information related to communications or safety. Following the Briefing, supervisors brief their assigned personnel on their respective assignments.

7.2 Incident Action Plan

7.2.1 The IAP and Typical Attachments

Component	Normally Prepared By ICS
Incident Objectives (ICS-202)	Incident Commander or Unified Command
Organization Assignment List or Chart (ICS-203, ICS-207)	Resources Unit
Assignment List (ICS-204)	Resources Unit
Incident Radio Communications Plan (ICS-205) or Communications List (ICS-205A)	Communications Unit
Medical Plan (ICS-206)	Medical Unit
Incident Maps	Situation Unit
General Safety Message/Site Safety Plan (ICS-208)	Safety Officer

7.2.2 Other Potential Attachments

Other Potential Components (Incident Specific)	Normally Prepared By ICS
Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization/Deactivation Plan	Demobilization Unit
Site Security Plan	Law Enforcement, Technical Specialist, or Security Manager
Investigative Plan	Intelligence/Investigations Function
Evacuation Plan	As needed
Meeting Schedule (ICS-230)	Situation Unit
Sheltering/Mass Care Plan	As needed
Other (as needed)	As needed

8.0 PRESIDENTIAL DIRECTIVES

Preparedness is key to strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters. National

preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Presidential Policy Directive 8: National Preparedness (PPD-8) establish national initiatives that develop a common approach to preparedness and response.

- [HSPD-5](#) identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS).
- [PPD-8](#) describes the Nation’s approach to preparedness – one that involves the whole community, including individuals, businesses, community- and faith-based organizations, schools, tribes, and all levels of government (Federal, State, Local, Tribal, and Territorial).

PPD-8 links together national preparedness efforts using the following key elements: National Preparedness System: How We Get There; National Planning System: What We Deliver; Annual National Preparedness: How Well We Are Doing; and Whole Community Initiative: Who We Engage.

The National Incident Management System (NIMS) uses the guidance from HSPD-5 and PPD-8 to provide the mechanisms for emergency management/response personnel and their affiliated organizations to work collectively by offering a consistent and common approach to preparedness.

9.0 ICS FORMS

This section describes common ICS forms. While the format and content are flexible, the form number and purpose (e.g., Assignment List, ICS Form 204, that defines the assignments for a division or group) should remain intact to maintain consistency, facilitate immediate identification and interoperability, and simplify their use.

Not all ICS forms are included in the IAP; some support the planning process or incident operations in other ways. The IAP normally consists of the Incident Objectives (ICS Form 202), Organization Assignment List (ICS Form 203), an Assignment List (ICS Form 204) for each division/group on the incident, and a map of the incident area. Larger incidents necessitate additional supporting attachments, such as a separate Incident Radio Communications Plan (ICS Form 205), a Medical Plan (ICS Form 206), a Meeting Schedule (ICS Form 230), and possibly a Traffic Plan. The following section provides brief descriptions of selected ICS forms. This list is not all-inclusive; other forms are available online, commercially, and in a variety of formats.

NIMS ICS fillable forms can be found here: <https://training.fema.gov/icsresource/icsforms.aspx>.

EMSI versions of ICS forms, to include links to Spanish and French iterations, can be found at <http://www.emsics.com/resources/icsforms/>.

- **ICS Form 201—Incident Briefing:** The initial Incident Commander typically uses this form to capture vital incident information before implementing the formal planning process. The use of this four-section document (often produced as four pages) allows a concise and complete transition-of-command briefing to an incoming new Incident Commander. In addition, this form may serve as the full extent of incident command and control documentation if the initial response resources and organization resolve the situation. This form simplifies and supports the transfer of situation information to the members of the Command and General Staffs as they arrive and begin work. It is not included as a part of a written IAP.

- **ICS Form 202—Incident Objectives:** Serves as the opening section of a written IAP and includes incident information, a listing of the objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan. This form contains the signature block in which the Incident Commander or Unified Command approves the IAP.
- **ICS Form 203—Organization Assignment List:** Is typically the second section of the IAP and provides a full accounting of incident management and supervisory staff for that operational period.
- **ICS Form 204—Assignment List:** The incident IAP typically includes multiple ICS Form 204s, based on the organizational structure of the Operations Section for the operational period. Each division/group has its own page, listing the supervisor for the division/group (including the Branch Director if assigned) and the specific assigned resources with the leader's name and the number of personnel assigned to each resource. This document details the specific actions assigned to that division or group for the operational period, any special instructions, and pertinent elements of the Incident Radio Communications Plan (ICS Form 205).
- **ICS Form 204A – Assignment List Attachments:** Attachment to ICS-204 to allow for more specificity on work assignment special instructions, special equipment, /supplies needed, special environmental considerations, and special site specific safety considerations.
- **ICS Form 205—Incident Radio Communications Plan:** Documents radio frequency assignments down to the division/group level.
- **ICS Form 205A—Communications List:** Documents non-radio contact information for incident personnel.
- **ICS Form 206—Medical Plan:** Presents the incident's plan to care for responder medical emergencies.
- **ICS Form 207—Incident Organization Chart:** Depicts an organization chart of the major elements and key staff in the ICS organization.
- **ICS Form 208—Safety Message/Plan:** Typically contains the safety message, expanded safety message, safety plan, and site safety plan.
- **ICS Form 209—Incident Status Summary:** The primary form for reporting situation information to incident coordination and support organizations and agency administrators/executives.
- **ICS Form 210—Resource Status Change:** Documents changes in the status of resources assigned to the incident; it can also be used as a worksheet to track resource arrival and departure.
- **ICS Form 211—Incident Check-In List:** Documents resources that check in to the incident.
- **ICS Form 213—General Message Form:** A general use form to communicate information among incident personnel or with other echelons of incident management.
- **ICS Form 213-RR – Resource Request Message:** Used to formally request tactical and non-tactical resources.
- **ICS Form 214—Activity Log:** Used to record notable activities or events.
- **ICS Form 215—Operational Planning Worksheet:** Used to develop tactical assignments and identify resource needs for the coming operational period.

- **ICS Form 215A—IAP Safety Analysis:** Communicates the safety and health issues identified by the Safety Officer; it also identifies mitigation measures to address safety issues.
- **ICS Form 220 – Air Operations Summary:** Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed wing aircraft.
- **ICS Form 221—Demobilization Check-Out:** Documents details regarding the demobilization of incident resources.
- **ICS Form 225 – Incident Personnel Performance Rating:** The Incident Personnel Performance Rating gives supervisors the opportunity to evaluate subordinates on incident assignments. This rating is to be used only for determining an individual’s performance on an incident/event.
- **ICS Form 230—Meeting Schedule:** Records information regarding meetings and briefings scheduled for the operational period.
- **ICS Form 232 – Resources At Risk Summary:** Provides information about sites in the incident area which are sensitive due to environmental, archaeo-cultural, or socio-economic resources at risk, and identifies incident-specific priorities and issues.
- **ICS Form 233 – Incident Open Action Tracker:** Used by Incident Commander/Unified Command to assign and track tasks/actions to IMT personnel that do not rise to level of being an Incident Objective.
- **ICS Form 234 – Work Analysis Matrix:** Designed to help select the best strategies and tactics to achieve the operational objectives. Optional form that assists staff in carrying out incident objectives by outlining who, what, where, when, and how of the response.
- **ICS Form 235 – Facilities Need Assessment:** The Facility Needs Assessment Worksheet is a planning tool used to develop the Incident Command Post (ICP) Plan in a structured and disciplined manner.

10.0 RESOURCE MANAGEMENT

10.1 Organizing Resources

Consolidating single resources into task forces and strike teams reduces supervisors’ spans of control. As the incident grows in size and complexity, task forces and strike teams are typically organized into divisions and/or groups.

10.1.1 Single Resources

Resources may be employed on a single basis, such as an individual person or an individual piece of equipment with its associated operators.

10.1.2 Task Forces

Task forces combine different kinds and types of resources to accomplish a specific mission under a designated leader. They enable one supervisor to manage several key resource elements. As an example, during a flood, a public works task force may be established to open storm drains. The task force may consist of a dump truck, a backhoe, a five-person crew with shovels and transportation, and a task force leader (e.g., public works supervisor).

10.1.3 Strike Teams

Strike teams are another means of combining resources. Strike teams consist of a set number of resources of the same kind and type operating under a designated leader. As an example, a Debris Removal Strike Team could consist of five Type 3 dump trucks and a Strike Team Leader. In the law enforcement community, strike teams are known as resource teams.

10.2 Resource Status

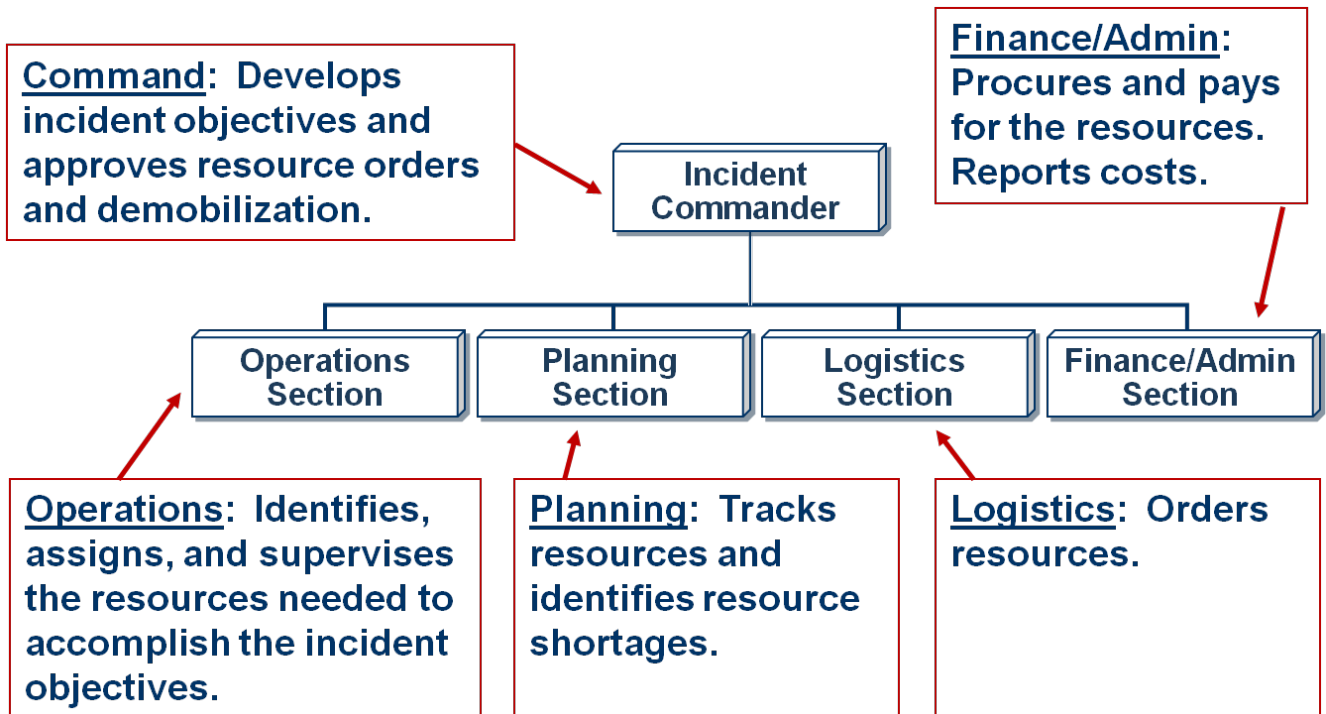
Staff in the Resources Unit track resource status continuously to manage resources effectively during an incident. They use the following status conditions for maintaining an up-to-date and accurate picture of resource status:

- **Assigned:** Resources that have been checked in and assigned work tasks on an incident.
- **Available:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a staging area.
- **Out of Service:** Resources that are checked in but are not assigned and not available for assignment for mechanical, rest, or personnel reasons.

When a resource’s status changes (e.g., a unit that was previously “out of service” is now “available”), the Unit Leader or the supervisor who approved the status change immediately notifies the Resources Unit Leader, who documents the status change.

10.3 Resource Tracking

The Resources Unit tracks resources assigned to an incident, but Logistics Section staff track resources that have been ordered but have not yet arrived at the incident.



11.0 ICS ACRONYMS

Slightly different acronyms may be used by other agencies, but the function of the position remains the same.

Acronym	Title
AOBD	Air Operations Branch Director
AREP	Agency Representative
ASGS	Air Support Group Supervisor
COML	Communications Unit Leader
COMP	Compensation/Claims Unit Leader
COST	Cost Unit Leader
CRWB	Crew Boss/Crew Supervisor
DIC	Deputy Incident Commander
DINS	Damage Inspection Technical Specialist
DIVS	Division/Group Supervisor
DMOB	Demobilization Unit Leader
DOCL	Documentation Unit Leader
DOSC	Deputy Operations Section Chief
DPRO	Display Processor
ENSP	Environmental Specialist
ENVL	Environmental Unit Leader
FACL	Facilities Unit Leader
FOBS	Field Observer
FSC	Finance Section Chief
FDUL	Food Unit Leader
GSUL	Ground Support Unit Leader
IC	Incident Commander
INTO	Intelligence/Investigative Officer
LOFR	Liaison Officer
LSC	Logistics Section Chief
MEDL	Medical Unit Leader
OPBD	Operations Branch Director
OSC	Operations Section Chief
PIO	Public Information Officer
PROC	Procurement Unit Leader

Acronym	Title
PSC	Planning Section Chief
RESL	Resource Unit Leader
SCKN	Status/Check-In Recorder
SCTL	Scientific Unit Leader
SITL	Situation Unit Leader
SOFR	Safety Officer
SPUL	Supply Unit Leader
STAM	Staging Area Manager
STVE	Strike Team Leader, Vessel
SUBD	Support Branch Director
SVDB	Service Branch Director
TFLD	Task Force Leader
THSP	Technical Specialist
TIME	Time Unit Leader