

**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 7  
ORGANIZATION AND STAFFING**

**October 1994**

**INSTRUCTOR GUIDE**

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# PREFACE

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

The Steering Group was:

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

The Contract Consultant was:

The Terence Haney Company  
Woodland Hills, California

**IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE** AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.**



## **Detailed Lesson Outline**

- COURSE:** Module 7 - Organization and Staffing
- SUGGESTED TIME:** 5 Hours
- TRAINING AIDS:** Overhead projector, overhead pens, reference text, ICS Position Descriptions and Responsibilities handbook
- SUBJECT:** This self-paced module provides a comprehensive description of the responsibilities of the organizational elements within each section of the ICS. Describes the general duties of each organizational element, terminology, staffing considerations, and reporting relationships.
- OBJECTIVES:**
1. Match responsibility statements to each ICS organizational element.
  2. List the ICS positions which may include deputies, and describe deputy roles and responsibilities. Describe differences between deputies and assistants.
  3. Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
  4. Describe reporting relationships and information flow within the organization.

OUTLINE	AIDS & CUES
REVIEW MODULE OBJECTIVES	7-01-I300-VG
STUDENT MATERIALS REQUIRED FOR THIS MODULE CONSIST OF:	
1. REFERENCE TEXT FOR ORGANIZATION AND STAFFING (THIS MODULE).	
2. ICS POSITION DESCRIPTIONS AND RESPONSIBILITIES (COMPANION DOCUMENT).	
STUDENTS MUST HAVE STUDIED THE STUDENT MATERIALS FOR THIS MODULE PRIOR TO THE CLASSROOM SESSION.	
THIS INSTRUCTOR GUIDE WILL HIGHLIGHT KEY POINTS OF EMPHASIS. NOT ALL PARTS OF THE ORGANIZATION ARE COVERED HERE. YOU MAY WISH TO ADD OTHER POINTS AS NECESSARY.	
INSTRUCTOR NOTES FOR THIS MODULE ARE DIVIDED INTO FOUR SECTIONS.	
SECTION I PROVIDES MAJOR POINTS OF EMPHASIS ON INCIDENT COMMAND AND COMMAND STAFF THAT SHOULD BE BROUGHT OUT DURING THE REVIEW OF THIS MODULE.	
SECTION II PROVIDES MAJOR POINTS OF EMPHASIS ON THE REST OF THE ORGANIZATION.	
SECTION III PROVIDES EXAMPLES OF HOW INFORMATION IS TRANSFERRED WITHIN THE ORGANIZATION.	
SECTION IV IS A GROUP EXERCISE ACTIVITY.	
IF PROVIDING CLASSROOM INSTRUCTION ON THIS MODULE, ENSURE STUDENTS HAVE STUDENT REFERENCE MATERIALS WITH THEM. THESE	

OUTLINE	AIDS & CUES
<p>SHOULD INCLUDE THE COMPANION DOCUMENT ON ICS POSITION DESCRIPTIONS AND RESPONSIBILITIES.</p>	
<p>AS A BEGINNING ACTIVITY, REVIEW MAJOR ELEMENTS OF THE OVERALL ORGANIZATION CHART. DISCUSS ANY SPECIFIC QUESTIONS FROM THE STUDENTS REGARDING THE ORGANIZATION.</p>	<p>Reference Text p. 7-2</p>
<p>I. Major Points of Emphasis to be Highlighted by the Instructor</p> <p>A. Differences between Command and General Staff</p> <p>Review with students the difference between the Command Staff and the General Staff. Make sure there is no confusion over the use of these terms.</p> <p>B. Difference between Objectives, Strategy, and Tactical Direction</p>	
<p>MAKE SURE THIS MATERIAL IS COVERED ADEQUATELY WITH EXAMPLES AS OBJECTIVES AND STRATEGIES WILL BE USED EXTENSIVELY IN FUTURE MODULES.</p>	
<p>In the student materials section related to incident objectives, strategy, and tactical direction, have students develop examples of each of these for one of the listed incidents.</p>	
<p>Make sure that they have a clear understanding of the differences. If time permits, this can be the subject of a small group exercise. If this is done, include a planned event for one of the groups to work on.</p>	

OUTLINE	AIDS & CUES
<p>C. Agency Use of the Information Officer</p> <p>Remind students that agencies will have different policies and procedures relative to the handling of public information. What is presented here is general information as to how an Information Officer functions in the ICS.</p> <p>D. Role and Authority for the Agency Representative</p> <p>Stress that Agency Representatives need decision-making authority. A lack of authority can delay implementing actions for that agency on an incident. Some incidents may have a designated Agency Representative, and also a more senior person from the same agency involved in another assignment on the same incident. The respective roles need to be clarified.</p> <p>Agency Representatives should not be used to represent an agency in a Unified Command organization unless they are qualified by their agency as an Incident Commander.</p> <p>E. Safety Officer</p> <p>Stress that the Safety Officer and any assistants must be qualified for the assigned incident.</p> <p>II. Points of Special Emphasis on ICS Section Presentations in Student Materials</p> <p>All of the sections contain considerable detailed information. It is important to consider the needs of students for this material. Some groups may not require the full presentation for all sections. Others may need more detail in some areas than in others.</p>	

OUTLINE	AIDS & CUES
<p>Several of the sections mention the responsibility for preparation and/or use of specific forms. Before the classroom session, you should obtain blank copies of the forms to be used as handouts, and as appropriate, you may wish to partially complete forms to be used as visuals.</p> <p>It is important that form contents on your visuals be matched to terminology and situations familiar to students' backgrounds.</p> <p>A. Special Note on Air Operations</p> <p>This module will not cover air operations beyond the basic description provided in the reference text. Duties and responsibilities of positions within the Air Operations Branch are covered in Module 10.</p> <p>B. Discuss Common Responsibilities of Managers</p> <p>There are a number of duties which are common to most managers in the ICS organization. Emphasis in the module is on those duties which are unique to specific positions.</p> <p>You may wish to periodically remind students of those common responsibilities.</p> <p>C. Stress the Common Responsibilities of All Managers in the ICS</p> <ul style="list-style-type: none"> <li>• Obtain an incoming briefing from your supervisor.</li> <li>• Participate in incident planning meetings, as required.</li> <li>• Determine current status of activities for your assigned area.</li> </ul>	<p>Forms Catalog</p>



OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• Confirm dispatch and estimated time of arrival of staff and supplies.</li> <li>• Assign specific duties to staff and supervise staff.</li> <li>• Assign timeframes to staff for completion of products as necessary.</li> <li>• Develop and implement safety, security, and accountability measures for personnel and resources.</li> <li>• Supervise demobilization of your assigned area including storage of supplies.</li> <li>• Request additional resources through established ordering procedures.</li> <li>• Maintain good and complete records, including Unit Log.</li> <li>• Ensure safety of all subordinate personnel.</li> </ul>	
<p>D. Points to Emphasize on the Logistics Section</p> <p>Several of the Logistics Section units perform detailed activities which may not be appropriate for some kinds of incidents.</p> <p>It is best to survey your students' needs first, and then concentrate on those units and responsibilities which will be appropriate.</p>	
<p>E. Point to Emphasize on the Ground Support Unit</p> <p>Remind students that the Ground Support Unit has the responsibility to develop a Traffic Plan for the incident if one is required.</p>	

OUTLINE	AIDS & CUES
<p>F. Change in Title for the Finance/Administration Section</p> <p>The title of this section has been changed to reflect a broader role.</p> <p>G. Special Responsibility of the Procurement Unit</p> <p>The Procurement Unit has responsibility for Equipment Time Recording. This is a change from previous documentation which had this function in the Time Unit.</p> <p>H. Use of the Compensation/Claims Unit</p> <p>It should be stressed that on some incidents this unit may be very important. It is basically good insurance. Having personnel assigned to monitor this function at an incident could result in substantial cost savings. If claims are made and there are incomplete records or delays in following up, an agency may not be able to defend against claims.</p>	
<p>III. Reporting Relationships and Information Flow Within the Incident Organization.</p> <p>As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.</p> <p>There are essentially two principles to be followed:</p> <ul style="list-style-type: none"> <li>• To the extent possible there is complete freedom within the organization to exchange information.</li> <li>• Orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.</li> </ul>	

OUTLINE	AIDS & CUES
<p>A. Information Exchange</p> <p>The ICS organizational framework is open for individuals to freely supply and exchange information.</p> <p>Three examples are:</p> <ol style="list-style-type: none"> <li>1. The Food Unit Leader may directly contact the Planning Section's Resources Unit to determine the number of persons requiring feeding.</li> <li>2. The Cost Unit Leader may directly discuss and pass information on alternative strategies with the Planning Section Chief.</li> <li>3. Division Supervisor A may contact the Situation Unit Leader to pass information on an unusual environmental hazard in the Division.</li> </ol> <p>B. Flow of Orders and Directives Within the ICS Organization</p> <p>Three examples are given to demonstrate this:</p> <ol style="list-style-type: none"> <li>1. Division B supervisor requests fuel for resources within the Division.  (This request will be passed through the Branch or Operations Section Chief to ensure that fuel requests can be consolidated before going to Logistics.)</li> <li>2. Operations Section Chief in a Branch and Division organization will pass directives to change the status of resources within a particular division through the Branch Director.</li> </ol>	

OUTLINE	AIDS & CUES
<p>(This ensures that Branch is aware of any changes.)</p> <p>3. The Situation Unit Leader will request additional personnel to work in the unit through the Planning Section Chief.</p> <p>(This ensures that personnel already assigned to the Planning Section will be used if available.)</p> <p>IV. Module Exercise and Review Procedure</p> <p>Divide students into five groups.</p> <p>Each group will be assigned a functional area, i.e.:</p> <ol style="list-style-type: none"> <li>1. Incident Commander - Command Staff</li> <li>2. Operations</li> <li>3. Planning</li> <li>4. Logistics</li> <li>5. Finance/Administration</li> </ol> <p>IF THERE ARE INSUFFICIENT NUMBER OF STUDENTS DO NOT USE FINANCE/ADMINISTRATION.</p> <p>HAVE EACH GROUP MEET SEPARATELY AND PREPARE AN ORGANIZATION AND A PRESENTATION ON THEIR ASSIGNED AREA BASED ON AN EVENT-RELATED SCENARIO. EACH PERSON IN THE GROUP SHOULD PARTICIPATE DIRECTLY IN THE DEVELOPMENT OR PRESENTATION.</p> <p>THE SCENARIO TO BE USED SHOULD BE MATCHED TO THE BACKGROUNDS OF THE STUDENTS. ONE SCENARIO IN THE SCENARIO CATALOG IS RECOMMENDED:</p> <ul style="list-style-type: none"> <li>• Planned Event Section - Parade and Ceremony</li> </ul>	

OUTLINE	AIDS & CUES
<p>Develop the organization for the day of the event.</p> <p>MANY OF THE OTHER SCENARIOS CAN ALSO BE USED OR YOU MAY DEVELOP OR USE ANOTHER SCENARIO IF YOU CHOOSE. IF SELECTING ANOTHER SCENARIO, ENSURE THAT ALL ELEMENTS OF THE ICS ORGANIZATION COULD POTENTIALLY BE INVOLVED.</p> <p>PRESENT THE DISCUSSION QUESTIONS. REQUEST THAT THEY DEVELOP THEIR PRESENTATION AROUND THESE QUESTIONS.</p> <p>RECONVENE THE GROUPS AND HAVE THEM GIVE THE PRESENTATIONS TO THE ENTIRE CLASS. YOU MAY REARRANGE THE ORDER OF PRESENTATIONS.</p> <p>AFTER EACH SESSION COVER ANY QUESTIONS THAT MAY ARISE. LET THE GROUP RESPONSIBLE FOR THE ASSIGNED SECTION HANDLE THE QUESTIONS. PROVIDE CLARIFICATIONS OR EXPANSIONS ON THEIR RESPONSES AS NECESSARY.</p> <p>AS A FINAL STEP, REVIEW THE SUGGESTED ORGANIZATIONS TO SEE IF THEY WOULD LOGICALLY FIT TOGETHER. DISCUSS AND RESOLVE ANY AREAS WHERE THERE MIGHT BE CONFUSION.</p> <p>AFTER ALL PRESENTATIONS, GIVE THE WRITTEN TEST COVERING THE MODULE.</p> <p>UPON COMPLETION, EITHER COLLECT THE TESTS FOR SCORING, OR IF TIME PERMITS YOU MAY HAVE STUDENTS SCORE THE TESTS UNDER YOUR DIRECTION. RESPOND TO QUESTIONS AS THEY OCCUR.</p>	<p>07-02-I300-VG Reference Text p.7-43</p>

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p style="text-align: center;">FUNCTIONAL AREA PRESENTATIONS</p> <p style="text-align: center;">DISCUSSION QUESTIONS</p> <ol style="list-style-type: none"> <li>1. Describe the primary responsibilities for the assigned area under this scenario.</li> <li>2. Identify which positions within this functional area would have deputies and assistants and explain why.</li> <li>3. Develop an example to show the reporting relationships between this functional area and other areas within the organization. Show both command and information flow relationships.</li> <li>4. Name other parts of the ICS organization that this area deals with extensively and describe their purposes.</li> <li>5. Describe what Technical Specialists and Agency Representatives might be used to support this function. Discuss the work role of at least one Technical Specialist in the application area of your choice.</li> </ol>	

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**REFERENCE TEXT  
(Self Paced)**

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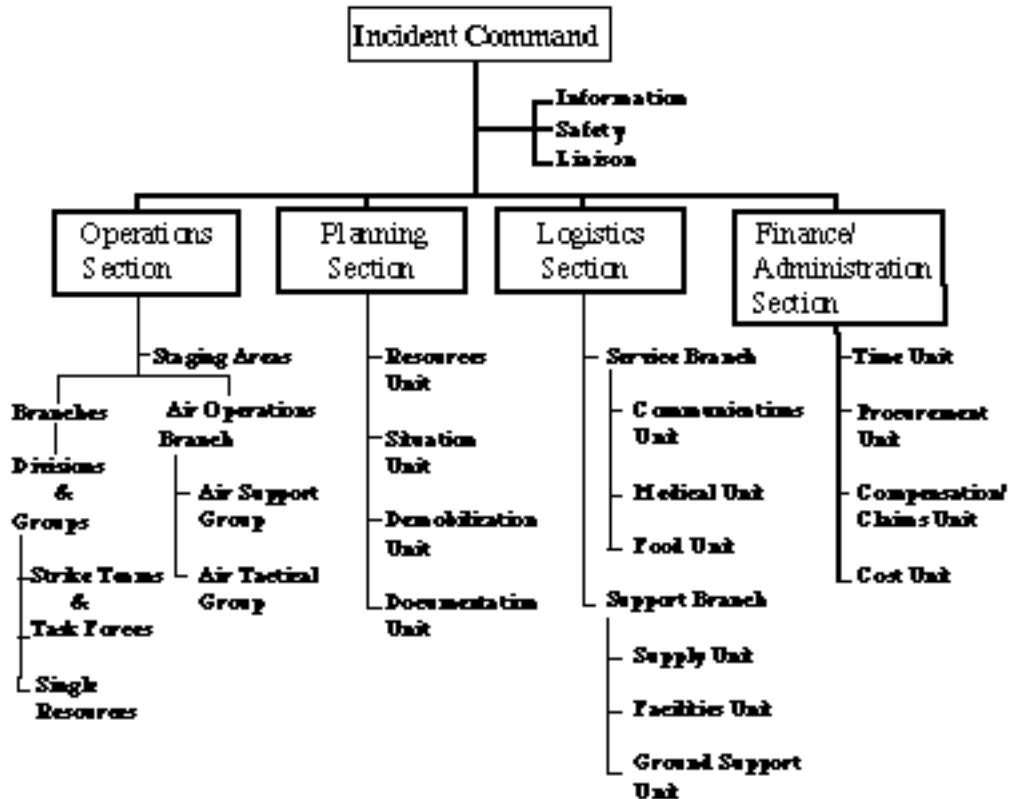
A self-paced module which provides a comprehensive description of the responsibilities of the organizational elements within each section of the ICS. Describes the general duties of each organizational element, terminology, staffing considerations, and reporting relationships.

Objectives:

1. Match responsibility statements to each ICS organizational element.
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# INCIDENT COMMAND SYSTEM

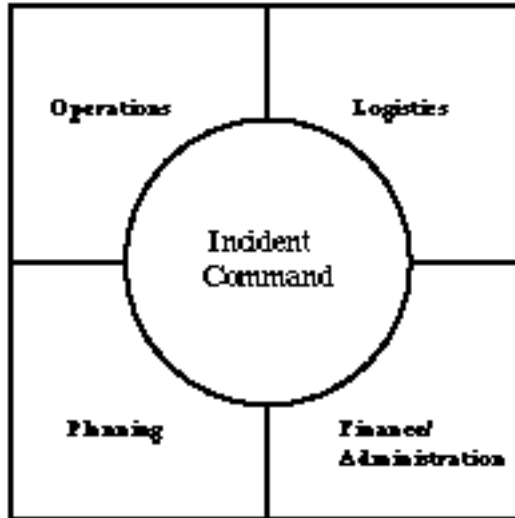
## MAJOR ORGANIZATIONAL ELEMENTS



### I. ICS Organization

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

A major advantage of the ICS organization is the ability to fill only those parts of the organization that are required. For some incidents, and in some applications, only a few of the organization's functional elements may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.



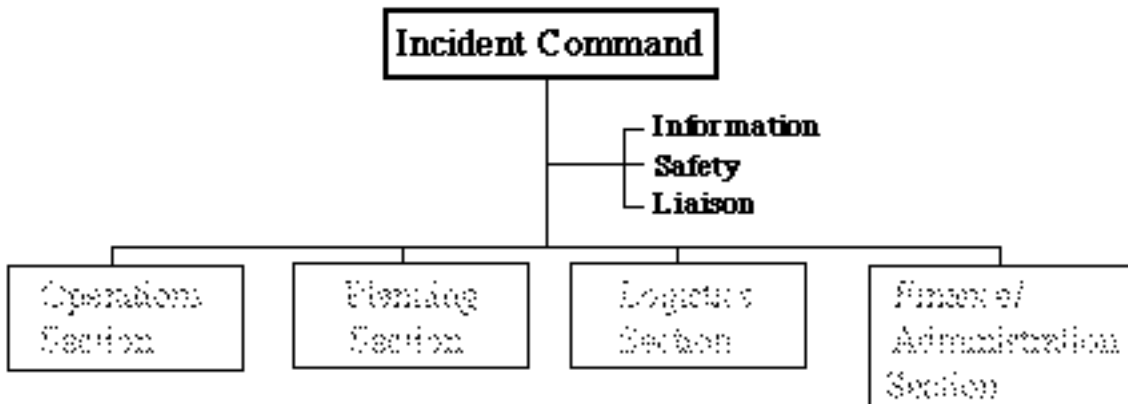
ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times.

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

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

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

## II. Incident Commander and Command Staff



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

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

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

### A. Incident Commander Major Responsibilities and Duties

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

- Assess the situation and/or obtain a briefing from the prior Incident Commander.
- Determine incident objectives and strategy.
- Establish the immediate priorities.
- Establish an Incident Command Post.
- Establish an appropriate organization.
- Ensure planning meetings are scheduled as required.
- Approve and authorize the implementation of an Incident Action Plan.
- Ensure that adequate safety measures are in place.
- Coordinate activity for all Command and General Staff.
- Coordinate with key people and officials.
- Approve requests for additional resources or for the release of resources.
- Keep agency administrator informed of incident status.
- Approve the use of students, volunteers, and auxiliary personnel.
- Authorize release of information to the news media.

- Order the demobilization of the incident when appropriate.

## B. Review of Selected Incident Commander Functions

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

### 1. Establish an Incident Command Post (ICP)

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

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

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

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

## 2. Establish the Immediate Priorities

First Priority is always safety of:

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

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

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

The IC must:

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

## 3. Determine Incident Objectives, Strategy, and Tactical Direction

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

### a. Know Agency Policy

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



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

b. Establish Incident Objectives

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

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

- Release all hostages safely with no further casualties.
- Stop any further flow of toxic material to river bed.
- Contain fire within existing structures.

- Search all structures for casualties by 1400 hours.
- Reduce reservoir level to 35 feet by 0800 hours tomorrow.
- Spray 20,000 acres in treatment Unit \_\_\_\_ by (date).

c. Develop Appropriate Strategy(s)

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

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

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

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

d. Execute Tactical Direction

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

Section Chief if that position has been established.

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

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

Tactical Direction consists of the following steps:

- 1) Establish Tactics: Determine the tactics that are to be used appropriate to the strategy. The tactics are normally established to be conducted within an operational period. For example, for one of the above strategies the tactic might be:
  - Use truck-mounted pumps working from the road on north side discharging into spillway, and portable or stationery pumps on the east side discharging into Murkey Creek.

- 2) Assign Resources: Determine and assign the kind and type of resources appropriate for the selected tactics. For example:
- Obtain three 1500-gpm truck mounted pumps from county flood control. Use two water department 500-gpm portable pumps on east side.
- 3) Monitor performance: Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate.
- For example, using the above example, it may be necessary to increase the pumping capacity. This would require ordering and installing additional pumping equipment. It could also be determined that due to clogging, the use of pumps as a strategy may have to be abandoned.

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

4. Monitor Scene Safety

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

5. Establish and Monitor Incident Organization

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

6. Manage Planning Meetings as Required

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

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

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

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

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

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

9. Authorize Release of Information to the News Media

One significant change of recent years is the increased capability and desire of the media to obtain immediate access to information. The sophistication of modern news gathering methods and equipment make it very important that all incidents have procedures in place for managing the release of information to the media, as well as responding appropriately to media inquiries.

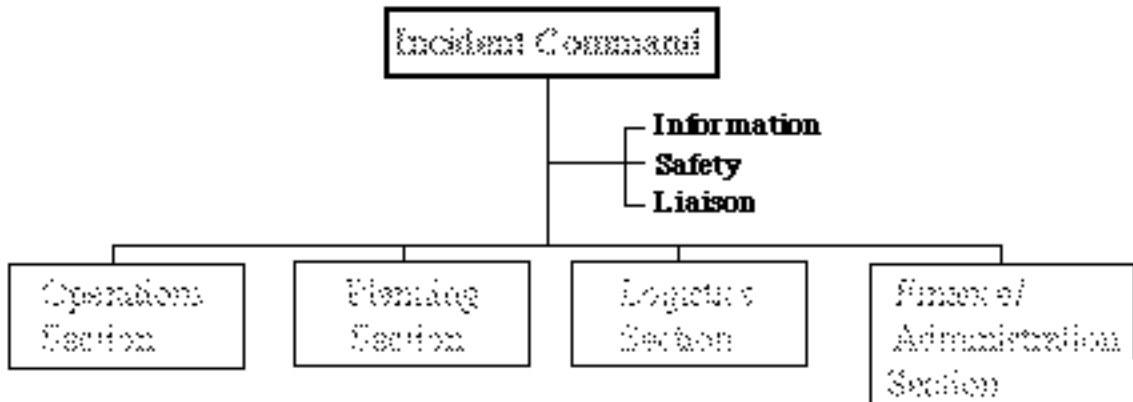
It is not at all unusual that on some incidents the media may have recent and accurate information which is not yet available to the Incident Commander through internal lines of communication. In some cases media coverage may inadvertently affect priorities.

C. Characteristics of an Effective Incident Commander

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

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

D. Command Staff



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

- Public information and media relations.

- Maintaining liaison with assisting and cooperating agencies.
- Ensuring safety.

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

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

#### 1. Information Officer

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

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

Reasons for the IC to designate an Information Officer:

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



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

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

- Be separate from the Command Post, but close enough to have access to information.
- An area for media relations and press/media briefings must be established.
- Information displays and press handouts may be required.
- Tours and photo opportunities may have to be arranged.

## 2. Liaison Officer and Agency Representatives

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

The Liaison Officer is the contact for Agency Representatives assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

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

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

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

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

- When several agencies send, or plan to send, Agency Representatives to an Incident in support of their resources.
- When the IC can no longer provide the time for individual coordination with each Agency Representative.
- When it appears that two or more jurisdictions may become involved in the incident and the incident will require on-site liaison.

## Agency Representatives

In many multijurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all 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.

### 3. Safety Officer

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

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

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

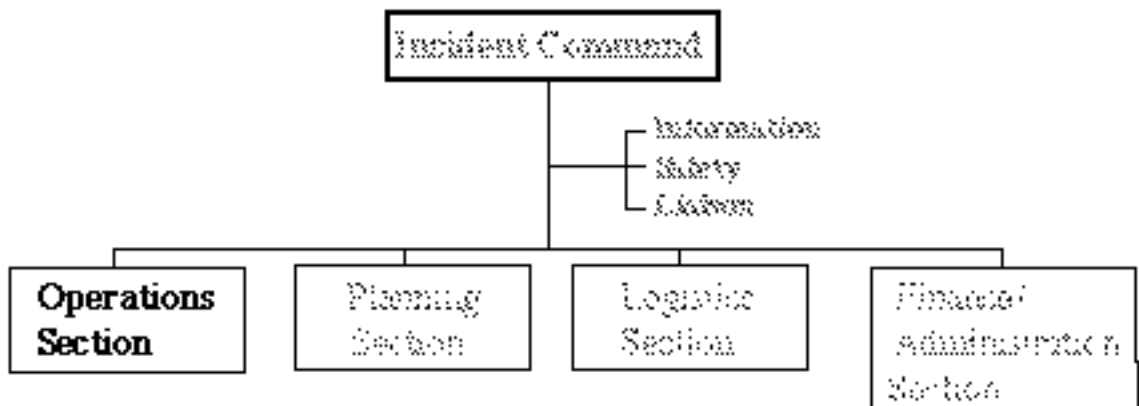
The Safety Officer will correct unsafe situations by working through the chain of command. However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent life-threatening danger.

### III. The ICS General Staff Positions

The General Staff consists of the following positions:

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

#### A. Operations Section



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

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

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

The Operations Section consists of the following components:

- Ground or surface-based tactical resources
- Aviation (Air) resources - helicopters and fixed-wing aircraft
- Staging Areas

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

#### 1. Ground or Surface Tactical Resources

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

- Single Resources
- Task Forces
- Strike Teams

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

- Resources reporting to the Incident Commander or Operations Section Chief
- Divisions or Groups

- Branches

## 2. Aviation Resources

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

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

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

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

## 3. Staging Areas

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

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

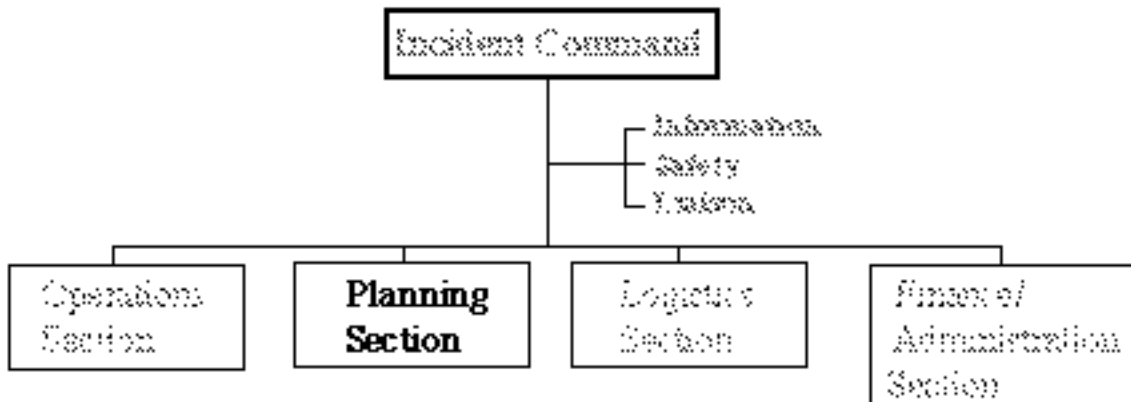
- An ICS Staging Area is a temporary location for placing

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

- Resources assigned to a Staging Area are available on a three-minute basis to take on active assignment.
- Staging Areas are temporary facilities. They can be set up at any appropriate location in the incident area and moved or deactivated as needed. Several Staging Areas may be used on a single incident.

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

## B. Planning Section



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

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

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

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

- Chemist
- Hydrologist
- Geologist
- Meteorologist
- Training Specialist

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

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

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

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

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



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

- Obtain briefing from Section Chief.
- Participate in incident planning meetings, as required.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Assign specific duties to staff; supervise staff.
- Develop and implement accountability, safety, and security measures for personnel and resources.
- Supervise demobilization of unit, including storage of supplies.
- Provide Supply Unit Leader with a list of supplies to be replenished.
- Maintain unit records, including Unit Log.

#### 1. Resources Unit

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

- Overseeing the check-in of all resources.
- Maintaining a status-keeping system indicating current

location and status of all resources.

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

## 2. Situation Unit

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

Three positions report directly to the Situation Unit Leader:

- Display Processor -- Maintains incident status information obtained from Field Observers, resource status reports, etc. Information is posted on maps and status boards as appropriate.
- Field Observer -- Collects and reports on situation information from the field.
- Weather Observer -- Collects current weather information from the weather service or an assigned meteorologist.

## 3. Documentation Unit

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

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

#### 4. Demobilization Unit

The Demobilization Unit is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

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

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

#### 5. Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required. In the Planning Section, Technical Specialists may report to the following:

- Planning Section Chief
- A designated Unit Leader

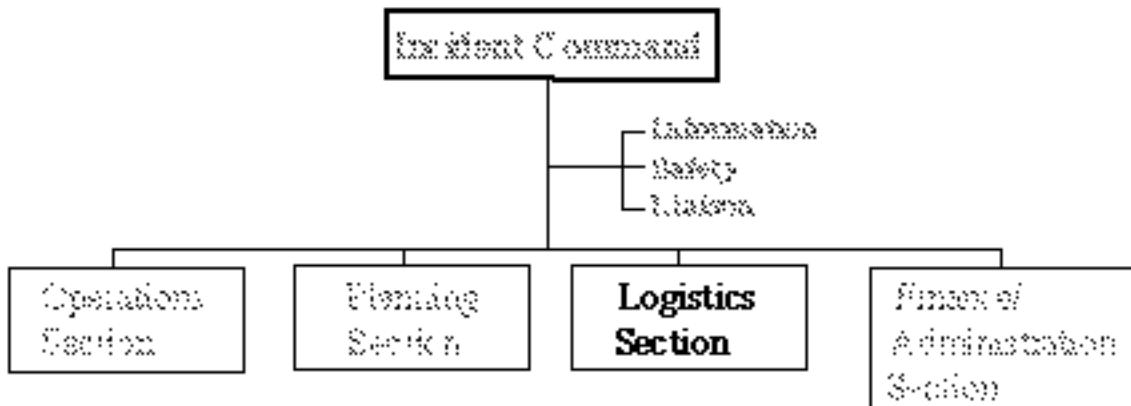
In some cases, they may be reassigned to other parts of the organization (e.g., resource use specialists assigned to the Logistics Section).

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

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

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

### C. Logistics Section



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

The Logistics Section is responsible for the following:

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

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

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

Six units may be established within the Logistics Section:

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

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

## 1. Supply Unit

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

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

- Tactical and support resources (including personnel).
- All expendable and non-expendable support supplies.

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

Two Managers report directly to the Supply Unit Leader:

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

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

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

## 2. Facilities Unit

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

- Incident Command Post
- Incident Base
- Camps
- Other facilities within the incident area to be used for feeding, sleeping, and sanitation services.

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

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

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

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

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

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

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

### 3. Ground Support Unit

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

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

### 4. Communications Unit

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



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

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

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

#### 5. Food Unit

The Food Unit is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

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

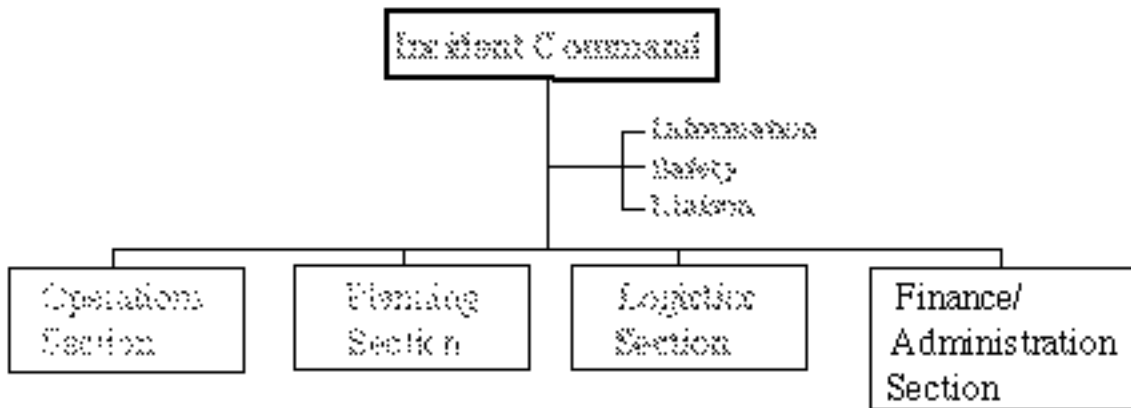
The Food Unit interacts with the Facilities Unit for location of fixed-feeding site; the Supply Unit for food ordering; and the Ground and Air Support Units for transporting food.

6. Medical Unit

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

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

D. Finance/Administration Section



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

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

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

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

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

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

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

#### 1. Time Unit

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

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

Two positions may report to the Time Unit Leader:

- Personnel Time Recorder -- Oversees the recording of time for all personnel assigned to an incident. Also records all personnel-related items, e.g., transfers, promotions, etc.
- Commissary Manager -- Establish, maintain, and demobilize commissary. Also responsible for commissary security.

## 2. Procurement Unit

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

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

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

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

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

### 3. Compensation/Claims Unit

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

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

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

Two Specialists report to the Compensation/Claims Unit Leader:

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

related activities (other than injury) for an incident.

#### 4. Cost Unit

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

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

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

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

There are essentially two principles to be followed:

1. To the extent possible there is complete freedom within the organization to exchange information.
2. Orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.

Each of these is elaborated as follows:

##### A. Information Exchange

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

1. The Food Unit Leader may directly contact the Planning Section's Resources Unit to determine the number of persons requiring feeding.
2. The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.
3. Division Supervisor A may contact the Situation Unit Leader to share information on an unusual environmental hazard in the Division.

B. Flow of Orders and Directives Within the ICS Organization

Three examples are:

1. Division B supervisor requests fuel for resources within the Division.  
  
This request will be passed through the Branch or Operations Section Chief to ensure that fuel requests can be consolidated before going to Logistics.
2. Operations Section Chief in a Branch and Division organization will pass directives to change the status of resources within a particular division through the Branch Director.  
  
(This ensures that Branch is aware of any changes.)
3. The Situation Unit Leader will request additional personnel to work in the unit through the Planning Section Chief.

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





**MODULE 7**  
**ORGANIZATION AND STAFFING**

**Functional Area Presentation**

**Discussion Questions**



## Functional Area Presentation

### Discussion Questions

1. Describe the primary responsibilities for the assigned area under this scenario.
2. Identify which positions within this functional area would have deputies and assistants and explain why.
3. Develop an example to show the reporting relationships between this functional area and other areas within the organization. Show both command and information flow relationships.
4. Name other parts of the ICS organization that this area deals with extensively and describe their purposes.
5. Describe what Technical Specialists and Agency Representatives might be used to support this function. Discuss the work role of at least one Technical Specialist in the application area of your choice.

## **Module 7 Objectives:**

1. Match responsibility statements to each ICS organizational element.
2. List the ICS positions which may include deputies, and describe deputy roles and responsibilities. Describe differences between deputies and assistants.
3. Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
4. Describe reporting relationships and information flow within the organization.

## **FUNCTIONAL AREA PRESENTATIONS DISCUSSION QUESTIONS**

- Describe the primary responsibilities for the assigned area under this scenario.
- Identify which positions within this functional area would have deputies and assistants and explain why.
- Develop an example to show the reporting relationships between functional areas and other areas within the organization. Show both command and information flow relationships.
- Name other parts of the ICS organization that this area deals with extensively and describe their purposes.
- Describe what Technical Specialists and Agency Representatives might be used to support this function. Discuss the work role of at least one Technical Specialist in the application area of your choice.

**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 8**

**ORGANIZING FOR INCIDENTS OR EVENTS**

**October 1994**

**INSTRUCTOR GUIDE**

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# PREFACE

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

The Steering Group was:

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

The Contract Consultant was:

The Terence Haney Company  
Woodland Hills, California

**IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE** AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.**





## Detailed Lesson Outline

- COURSE:** Module 8 - Organizing for Incidents or Events
- SUGGESTED TIME:** 5 Hours
- TRAINING AIDS:** Overhead projector, overhead pens, reference text
- SUBJECT:** This module describes ways in which incidents and events are organized to ensure achievement of incident objectives. It discusses the steps in organizational development that should take place on the incident or at the event. The incident briefing is covered, as well as the forms used to support incident operations. The concept of Unified Command is also addressed in this module.
- OBJECTIVES:**
1. Describe the steps in transferring and assuming incident command.
  2. List the major elements included in the incident briefing.
  3. Develop a sample organization around a major event. Organizational development will include the use of all appropriate sections and organizational modules.
  4. Describe how incidents can best be managed by appropriate and early designation of primary staff members and by proper delegation of authority.
  5. Describe how Unified Command functions on a multijurisdiction or multi-agency incident.
  6. List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
  7. Describe the role and use of forms in effective incident management.

OUTLINE	AIDS & CUES
REVIEW SUBJECTS TO BE COVERED IN THIS MODULE	08-01-I300-VG
REVIEW INSTRUCTIONAL OBJECTIVES	08-02-I300-VG
I. Approaches to Incident Organization	Page 1 of 2
POINT OUT THE VALUE OF ICS FOR USE ON SPECIAL EVENTS. EXPLAIN THAT AN EVENT IS DEFINED AS A PLANNED, NON-EMERGENCY ACTIVITY.	Page 2 of 2
<p>Organizing for incidents in the ICS is a simple and straightforward process if done according to procedure. There are two approaches that can be used to organize for incidents and events. One approach involves planning for a known upcoming event. The other, more common, approach is reacting to an unplanned incident.</p>	
A. Organizing for Events	
<p>Events are the easiest to prepare for. Planners can establish exactly what is required prior to the event and in advance of any activation of the organization.</p>	
<p>Examples of the kinds of events which lend themselves to an ICS application include, but are certainly not limited to:</p>	08-03-I300-VG
<ul style="list-style-type: none"> <li>• Organizing for a major field training exercise or simulated emergency.</li> <li>• A planned public event such as a major parade or concert.</li> <li>• A planned activity such as a prescribed fire, a law enforcement sweep, a major pest control effort, or a marine hazardous materials exercise.</li> </ul>	

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>In order to plan effectively, the planner must know as much as possible about the intended event.</p> <p>Considerations in the planning stage are:</p> <ul style="list-style-type: none"> <li>• Type of event</li> <li>• Location, size, expected duration</li> <li>• Single or multi-agency</li> <li>• Single or multijurisdiction</li> <li>• Command staff needs (information, safety, liaison)</li> <li>• Kind, type, and number of resources required</li> <li>• Projected aviation operations</li> <li>• Staging areas required</li> <li>• Other facilities required</li> <li>• Kind and type of logistical support needs, e.g., communications, food, medical, finance considerations</li> <li>• Known limitations or restrictions</li> <li>• Available communications</li> </ul> <p>With information about each of those factors, the planning staff can develop the appropriate organizational structure to meet the essential needs of the event.</p>	<p>08-04-I300-VG</p>

OUTLINE	AIDS & CUES
<p data-bbox="285 310 756 352">B. Organizing for Incidents</p> <p data-bbox="380 394 1101 550">The second type of situation, and the one that is by far the most common, is the unplanned incident. This kind of incident is often characterized by several important factors:</p> <ul data-bbox="380 592 1123 1264" style="list-style-type: none"> <li data-bbox="380 592 1123 634">• An incident situation of some form occurs.</li> <li data-bbox="380 667 818 709">• Time is of the essence.</li> <li data-bbox="380 743 850 785">• The situation is unstable.</li> <li data-bbox="380 827 1078 911">• The incident has the potential to expand rapidly.</li> <li data-bbox="380 945 1104 1029">• Communications and information may be incomplete.</li> <li data-bbox="380 1062 1123 1264">• Staff on-scene may be experienced in control measures, but are usually junior in the organization and not necessarily experienced in managing expanding incidents.</li> </ul> <p data-bbox="380 1306 1036 1423">This kind of situation requires immediate organizing actions must be taken to ensure effective incident management and control.</p>	<p data-bbox="1166 470 1409 512">08-05-I300-VG</p>
<p data-bbox="380 1465 1123 1583">It is obvious, but too often overlooked that the number of considerations will increase as the situation deteriorates and the incident grows.</p>	<p data-bbox="1166 1465 1409 1507">08-06-I300-VG</p>
<p data-bbox="380 1621 1123 1822">The first responding units to the incident <b>MUST</b> take the initial steps to provide organization for the incident. While that may appear obvious, the longer-term importance of these initial decisions is often overlooked.</p>	<p data-bbox="1166 1743 1409 1785">08-07-I300-VG</p> <p data-bbox="1166 1785 1344 1827">Page 1 of 2</p>

OUTLINE	AIDS & CUES
<p>What are the first things that need to be done? Emergencies such as fires, searches, law enforcement, hazardous materials, and emergency medical situations have different characteristics and require specially trained personnel. Yet, they are quite similar in how they are approached from an incident management standpoint.</p> <p>For any incident, the person currently in charge (Incident Commander) must do at least the following:</p> <ul style="list-style-type: none"> <li>• Size up the situation.</li> <li>• Determine if human life is at immediate risk.</li> <li>• Establish the immediate objectives.</li> <li>• Determine if there are enough and the right kind of resources on-scene and/or ordered.</li> <li>• Develop an action plan.</li> <li>• Establish an initial organization.</li> <li>• Consider if span of control is or will soon approach practical limits. Ensure that personnel safety factors are taken into account.</li> <li>• Determine if there are any environmental issues that need to be considered.</li> <li>• Monitor work progress.</li> <li>• Review and modify objectives and adjust the action plan as necessary.</li> </ul>	<p>08-07-I300-VG Page 2 of 2</p>

OUTLINE	AIDS & CUES
<p>POINT OUT THAT LATER IN THE MODULE STUDENTS WILL DEVELOP AN ORGANIZATION FOR BOTH A PLANNED SITUATION AND AN UNPLANNED EVENT.</p>	
<p>II. Transfer of Command</p>	
<p>Let's assume that you as the Incident Commander, have considered all of the above and have initiated appropriate response activity for an incident.</p>	
<p>Your supervisor has just arrived at the scene. You are informed that the supervisor will shortly assume command of the incident.</p>	
<p>There are five important steps in effectively assuming command of an incident in progress.</p>	08-08-I300-VG
<p>A. The incoming IC should, if at all possible, personally perform an assessment of the incident situation with the existing IC.</p>	
<p>B. The incoming IC must be adequately briefed.</p>	
<p>This briefing must be by the current IC, and take place face-to-face if possible. The briefing must cover the following:</p>	08-09-I300-VG
<ul style="list-style-type: none"> <li>• Incident history (what has happened)</li> <li>• Priorities and objectives</li> <li>• Current plan</li> <li>• Resource assignments</li> <li>• Incident organization</li> <li>• Resources ordered/needed</li> <li>• Facilities established</li> <li>• Status of communications</li> <li>• Any constraints or limitations</li> <li>• Incident potential</li> <li>• Delegation of Authority</li> </ul>	

OUTLINE	AIDS & CUES
<p>HAVE A 201 FORM AVAILABLE AS AN EXAMPLE. REFER STUDENTS TO REFERENCE TEXT.</p> <p>The ICS Form 201 is especially designed to assist in incident briefings. It should be used whenever possible because it provides a written record of the incident as of the time prepared. The 201 Form contains:</p> <ul style="list-style-type: none"> <li>• A place for a sketch map</li> <li>• Summary of current actions</li> <li>• Organizational framework</li> <li>• Resources summary</li> </ul> <p>One of the features of this form is that it can be easily disassembled. This allows the Incident Commander to give certain portions to the Planning Section for use in developing situation and resources information.</p>	<p>Reference Text p. 8-19</p>
<p>EXPLAIN HOW THE ICS FORM 201 CAN BE SEPARATED TO PROVIDE INFORMATION TO PLANNING SECTION UNITS.</p> <p>The Incident Briefing ICS Form 201 is particularly valuable during the first operational period of an incident, and in many cases it will be the Incident Action Plan for the first Operational Period.</p>	<p>08-10-I300-VG</p>
<p>COMPLETE AN ICS 201 FORM FOR AN INCIDENT TO PRESENT TO THE STUDENTS. MAKE SURE THE SITUATION USED RELATES TO STUDENTS' BACKGROUNDS AND APPLICATION AREAS.</p> <p>C. After the incident briefing, the incoming IC should determine an appropriate time for transfer of command.</p>	<p>Reference Text p. 8-19</p>



OUTLINE	AIDS & CUES
<p>D. At the appropriate time, notice of a change in incident command should be made to:</p> <ul style="list-style-type: none"> <li>• Agency headquarters (through dispatch)</li> <li>• General Staff members (if designated)</li> <li>• Command Staff members (if designated)</li> <li>• All incident personnel</li> </ul> <p>E. The incoming IC may give the previous IC another assignment on the incident. There are several advantages of this:</p> <ul style="list-style-type: none"> <li>• Retains first-hand knowledge at the incident site.</li> <li>• Allows the initial IC to observe the progress of the incident and to gain experience.</li> </ul> <p>It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current IC. Using the above procedures will make the process work smoothly.</p>	
<p>III. Changing the <u>Initial</u> Incident Action Plan</p> <p>It is possible that the incoming IC, because of depth of experience or a change in incident related conditions, will desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:</p> <ul style="list-style-type: none"> <li>• Change in agency administrator goals</li> <li>• Change in available resources - kinds or types</li> <li>• Failure or unexpected success of tactical efforts</li> <li>• Improved intelligence</li> <li>• Cost factors</li> <li>• Political considerations</li> <li>• Environmental considerations</li> </ul>	<p>08-11-I300-VG</p>

OUTLINE	AIDS & CUES
<p>Such changes, if essential, should usually be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk.</p> <p>Changes can cause disruptions and when possible should be implemented at the start of the next operational period.</p> <p>Making a change does not imply that previous decisions and actions were wrong. Many things can influence the need for change. The Incident Commander must be assertive but also aware of potential risk and safety considerations involved in changes. Three guidelines to changes are:</p>	
<ul style="list-style-type: none"> <li>• Be concerned about safety considerations</li> <li>• Make changes if you must</li> <li>• Make them sooner rather than later</li> </ul>	08-12-I300-VG
<p>IV. Organizing Incident Operations</p> <p>The Operations Section organization generally develops from the bottom up. As more resources are assigned to the incident, it is necessary to find ways to effectively organize and manage them. This is often accomplished initially by the Incident Commander establishing Divisions and/or Groups. This often will be done before an Operations Section Chief is assigned.</p> <p><b>DEVELOP AN EXAMPLE SITUATION FAMILIAR TO YOUR STUDENTS' BACKGROUNDS TO WHICH ONLY ONE OR TWO RESOURCES RESPOND. THEN EXPAND THE INCIDENT TO SHOW HOW ADDITIONAL RESOURCES WILL REQUIRE AN EXPANSION OF THE ORGANIZATION.</b></p>	08-13-I300-VG

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>A. Divisions/Groups</p> <p>The primary consideration for the IC (or the Operations Section Chief if designated), when expanding to a division and/or group structure is usually span of control, but functional considerations may also affect that decision.</p> <p>B. Divisions</p> <p>Divisions define areas of the incident geographically. Examples might be floors of a building, from point A to point B on the ground, the east side of a building, etc.</p> <p>C. Groups</p> <p>The Operations Section may also be organized functionally. Where organization by function would be beneficial, there may be no need to establish geographic boundaries. In this instance, the organizational unit denoting a functional organization is a group. Examples include Medical Group, Search Group, Perimeter Security Group, etc.</p>	<p>08-14-I300-VG</p>
<p><b>VARY THE EXAMPLES TO BETTER SUIT YOUR STUDENTS' NEEDS.</b></p> <p>Not all incidents will lend themselves to just geographic or just functional organization. One of the advantages of ICS is the ability to use both Divisions and Groups on an incident.</p>	
<p>D. Branches</p> <p>Divisions and Groups can be clustered together into Branches. This is usually done when it is evident that the combined number of Divisions</p>	<p>08-15-I300-VG</p>

OUTLINE	AIDS & CUES
<p>and Groups will soon exceed the recommended span of control guidelines.</p> <p>In addition, there are other reasons that a branch structure may be needed on an incident.</p> <p>The ICS Branch structure can be established to represent <u>geographic</u> or <u>functional</u> areas. Geographic branches can either be defined areas on the ground or they may be set up by jurisdiction. Examples of functional branches could be medical, fire, security, etc.</p> <p>V. Using Unified Command</p> <p>MODULE 13 PROVIDES AN IN-DEPTH TREATMENT OF UNIFIED COMMAND. THE SUBJECT IS BRIEFLY COVERED HERE TO ENSURE THAT STUDENTS WILL HAVE AN AWARENESS OF UNIFIED COMMAND ESPECIALLY IF THEY DO NOT TAKE THE MORE ADVANCED MODULE AT A LATER DATE.</p> <p>Any kind or size incident involving multijurisdiction or multi-agency responsibility should use (highly recommended) a Unified Command structure.</p> <p>Unified Command is a management concept for coordinating responses to emergency incidents by two or more service agencies. It provides guidelines for agencies with different legal, geographic, and functional responsibilities to work together effectively in any given situation.</p> <p>Unified Command is a <u>team effort</u> which allows all agencies with <u>responsibility for the incident, either jurisdictional or functional</u>, to jointly provide management direction to an incident through a common set of incident objectives and strategies established at the command level. This is accomplished without</p>	<p>08-16-I300-VG</p>

OUTLINE	AIDS & CUES
<p>losing or abdicating agency authority, responsibility, or accountability.</p> <p>Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated unified <u>team</u>. The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.</p> <p>Under Unified Command, one person, the Operations Section Chief, is given the authority by the Unified Command Team to implement the tactical operations portion of the Incident Action Plan.</p> <p>If desired by the agencies, or because of the size of the incident, the Operations Section Chief can have one or more deputies from the other agencies involved at the incident.</p> <p>Examples for use of Unified Command are in hazardous materials situations, floods, fires, or other natural disasters where multiple departments must work together. Even in a small incident in which there may only be a few resources, it makes sense for the agencies who have incident level jurisdiction to work together.</p> <p>Unified Command represents an important element in increasing the effectiveness of multijurisdictional or multi-agency incidents. As incidents become more complex and involve more agencies, the need for Unified Command is increased.</p> <p>Unified Command works the best when agencies that have to work together often decide <u>in advance</u> that they will use Unified Command. This allows the opportunity for them to know each other and to develop joint plans.</p>	<p>08-17-I300-VG</p>

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>Advantages of using Unified Command</p> <ul style="list-style-type: none"> <li>• One set of objectives is developed for the entire incident, and a collective approach is made to developing strategies.</li> <li>• Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.</li> <li>• No agency's authority or legal requirements will be compromised or neglected.</li> <li>• Each agency is fully aware of the plans, actions, and constraints of all others.</li> <li>• The combined efforts of all agencies is optimized as they perform their respective assignments under a single Incident Action Plan.</li> <li>• Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.</li> </ul>	<p>08-18-I300-VG Page 1 of 2</p> <p>08-18-I300-VG Page 2 of 2</p>
<p>Primary Features of a Unified Command Incident Organization. Under Unified Command, there is:</p> <ul style="list-style-type: none"> <li>• A single integrated incident organization.</li> <li>• One Operations Section Chief to direct all tactical efforts.</li> <li>• Collocated (shared) facilities.</li> <li>• A single integrated planning process and Incident Action Plan.</li> <li>• Shared planning, logistical, and finance/ administration operations wherever possible.</li> </ul>	<p>08-19-I300-VG</p>

OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• A coordinated process for resource ordering.</li> </ul> <p>The proper mix of participants in a Unified Command organization will depend on:</p> <ul style="list-style-type: none"> <li>• The <u>location</u> of the incident, which often determines the jurisdictions that must be involved.</li> <li>• The <u>kind</u> of incident, which dictates the functional agencies of the involved jurisdiction(s), as well as other agencies that may be involved.</li> </ul> <p>Here are two examples of situations where Unified Command may be and probably should be applied:</p> <p>A. <u>Initial Response Incident</u></p> <p>A small incident occurs where two agencies have jurisdictional responsibility. The two Incident Commanders will come together and establish a single command post (probably from a vehicle). They will brief each other on the situation. Together they will establish objectives and priorities, decide on an Action Plan and distribution of resources. During the course of the incident, the Commanders will stay together, modify the Action Plan if necessary, and issue orders individually to their agency resources. (No General or Command Staff assigned.)</p> <p>This is the type of situation most of you will encounter as an Incident Commander. It is simple, direct but requires the principles and concepts of Unified Command.</p>	<p>08-20-I300-VG</p>

OUTLINE	AIDS & CUES
<p>B. <u>Large/Complicated Incident</u></p> <p>A large and/or complicated incident occurs involving three or more agencies. Each agency's Incident Commander meets the others at a single command post to establish objective, priorities, and the sharing of resources. The Unified Command and Staff develop a single Incident Action Plan which is implemented by the Operations Section Chief. The Operations Section Chief normally will be from the agency with greatest present or potential involvement.</p> <p>Problems pertaining to a jurisdiction are addressed to that jurisdiction's Commander for consideration with the other Commanders. Problems pertaining to the Action Plan are taken to the Incident Commander representing the Operations Section Chief's agency for consideration with other Commanders. The Incident Commanders (for the most part) will stay together at the Incident Command Post.</p> <p>Module 13 provides more in-depth instruction in the use of Unified Command.</p>	
<p>VI. Staffing the ICS Organization</p> <p>Staffing considerations are always based on the needs of the incident. The number of personnel and the organization structure are totally dependent on the size and complexity of the incident. There is <u>no absolute standard</u> to follow.</p> <p>Some general guidelines are:</p> <p>A. Deputies may be used at Incident Command, General Staff (Section), and Branch levels.</p>	<p>08-21-I300-VG</p>



<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>B. Command Staff personnel may have assistants as required. Assistants may also be used to manage units established at camps (i.e., Assistant Ground Support Unit Leader, Camp #2).</p> <p>C. The Incident Commander may establish divisions and/or groups prior to designating an Operations Section.</p> <p>D. In most multijurisdictional incidents, the use of a Unified Command structure is recommended, including an individual from each functional agency or jurisdiction assigned to the Unified Command.</p> <p>E. After expanding into divisions, activation of planning and logistics functions should be considered. The decision will always be based on the present and anticipated needs of the incident.</p>	
<p>The following table is an example (only) of how the staffing table might be developed for an incident. The key point is that as the operations section grows, additional staff will be required in Planning, Logistics and Finance/Administration Sections.</p>	<p>08-22-I300-VG</p>

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
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EXAMPLE ONLY

ICS POSITION	TWO DIVISIONS OR GROUPS	FIVE DIVISIONS OR GROUPS	TWO BRANCHES
OPERATIONS SECTION CHIEF		1	1
BRANCH DIRECTOR			2
DIVISION/GROUP SUPERVISORS	2	5	UP TO 10
PLANNING SECTION CHIEF		1	1
STATUS RECORDERS	1	1	2
FIELD OBSERVERS		2	4
LOGISTICS SECTION CHIEF			1
INCIDENT DISPATCHER			1
MESSAGE CENTER OPERATOR			2
MESSENGERS			2
COMMUNICATIONS TECHNICIAN	1	1	3
FOOD UNIT	4	6	10
SUPPLY UNIT		2	4
FACILITY UNIT		2	4
GROUND SUPPORT	1	2	4
FINANCE/ADMINISTRATION SECTION			
<b>TOTALS</b>	<b>9</b>	<b>23</b>	<b>51</b>

VII. Developing the Organization for a Planned Event

FOR THE NEXT PART OF THIS MODULE FORM SMALL GROUPS OF FOUR-TO-FIVE PERSONS.

GROUPS SHOULD BE WELL BALANCED WITH A MIX OF SKILLS AND BACKGROUNDS. EACH GROUP SHOULD DESIGNATE 1). A LEADER/FACILITATOR AND 2). A PERSON TO ACT AS THE RECORDER.

THE GROUPS WILL BE WORKING ON A PLANNED EVENT EXERCISE. AFTER THE EXERCISE, RECONVENE THE GROUPS AND HAVE EACH

OUTLINE	AIDS & CUES
<p>PRESENT ITS RESULTS. DISCUSS THE RESULTS AND CRITIQUE THE ORGANIZATIONS IN LIGHT OF THE EVALUATION CRITERIA PRESENTED BELOW.</p>	
<p>ADVISE STUDENTS NOT TO GET INVOLVED IN TOO MUCH DETAIL. WE ARE INTERESTED IN THEIR <u>INITIAL ORGANIZATION</u> CONSIDERATIONS AND WHY THEY HAVE MADE THEM.</p>	
<p>Module 8 Exercise</p>	
<p>A. Exercise No. 1 - The Planned Event</p>	
<p>You are the Planning Director of Riverdale, a city with a population of 125,000.</p>	
<p>Riverdale is planning to have a centennial celebration during the month of August. The major activity will be an afternoon and evening celebration at the grandstand at the fairgrounds to include:</p>	
<ul style="list-style-type: none"> <li>• A variety of sporting activities.</li> <li>• A barbecue to serve an estimated 2500 - 5000 people.</li> <li>• Speeches and presentations. A U.S. Senator and the Governor will be present. They represent different political parties.</li> <li>• A giant fireworks display.</li> <li>• Dancing to a nationally known rock group.</li> </ul>	
<p>Additional Background</p>	
<ul style="list-style-type: none"> <li>• No other jurisdictions are involved.</li> </ul>	

OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• Beer, wine, and hard liquor will be available at the fairgrounds activities.</li> <li>• Your job is to develop the operating organization for this event. Your city manager has heard a lot about ICS, and wants ICS used for this event.</li> <li>• Other city departments have been directed to cooperate.</li> </ul> <p>For this exercise, you are to produce:</p> <ol style="list-style-type: none"> <li>1. The Incident Objectives</li> <li>2. The organization to cover the afternoon and evening of the event (as detailed as possible).</li> <li>3. Recommendations for staff sizes for the various units within the organization.</li> </ol> <p>B. Evaluation Criteria for Exercises:</p> <p><b>THERE IS NO PERFECT SCHOOL SOLUTION. THE ORGANIZATION MAY VARY DEPENDING UPON THE SCENARIO SELECTED. USE THE FOLLOWING AS EVALUATION CRITERIA.</b></p> <ol style="list-style-type: none"> <li>1. Are the objectives clearly stated and measurable?</li> <li>2. Does the makeup of the operations organization generally support the strategy?</li> <li>3. Are necessary General Staff supporting positions filled?</li> <li>4. Are staff sizes adequate?</li> </ol>	

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>5. Has the need for Command Staff positions been considered?</p> <p>6. Is span of control adequate?</p> <p>7. If you were the incoming Incident Commander, would you accept this organization and staff sizes? If not, why not?</p>	
<p>C. Wrap Up</p> <p>It should be evident from this exercise that not everyone will see a situation in the same light. That is to be expected. Several solutions may be equally effective. It is best to bring the collective experience of the group to bear on the problem and see what develops.</p>	
<p><b>THIS COMPLETES PRESENTATION OF MODULE MATERIAL. HAVE STUDENTS PREPARE FOR MODULE TEST WHICH FOLLOWS.</b></p>	

**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 8**

**ORGANIZING FOR INCIDENTS OR EVENTS**

**October 1994**

**REFERENCE TEXT**

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# PREFACE

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

The Steering Group was:

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

The Contract Consultant was:

The Terence Haney Company  
Woodland Hills, California





This module describes ways in which incidents and events are organized to ensure achievement of incident objectives. It discusses the steps in organizational development that should take place on the incident or at the event. The incident briefing is covered, as well as the forms used to support incident operations. The concept of Unified Command is also addressed in this module.

Objectives:

1. Describe the steps in transferring and assuming incident command.
2. List the major elements included in the incident briefing.
3. Develop a sample organization around a major event. Organizational development will include the use of all appropriate sections and organizational modules.
4. Describe how incidents can best be managed by appropriate and early designation of primary staff members and by proper delegation of authority.
5. Describe how Unified Command functions on a multijurisdiction or multi-agency incident.
6. List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
7. Describe the role and use of forms in effective incident management.

## I. Approaches to Incident Organization

Organizing for incidents in the ICS is a simple and straightforward process if done according to procedure. There are two approaches that can be used to organize for incidents and events. One approach involves planning for a known upcoming event. The other, more common, approach is reacting to an unplanned incident.

### A. Organizing for Events

Events are the easiest to prepare for. Planners can establish exactly what is required prior to the event and in advance of any activation of the organization.

Examples of the kinds of events which lend themselves to an ICS application include, but are certainly not limited to:

- Organizing for a major field training exercise or simulated emergency.
- A planned public event such as a major parade or concert.
- A planned activity such as a prescribed fire, a law enforcement sweep, a major pest control effort, or a marine hazardous materials exercise.

In order to plan effectively, the planner must know as much as possible about the intended event.

Considerations in the planning stage are:

- Type of event
- Location, size, expected duration
- Single or multi-agency

- Single or multijurisdiction
- Command staff needs (information, safety, liaison)
- Kind, type, and number of resources required
- Projected aviation operations
- Staging areas required
- Other facilities required
- Kind and type of logistical support needs, e.g., communications, food, medical, finance considerations
- Known limitations or restrictions
- Available communications

With information about each of those factors, the planning staff can develop the appropriate organizational structure to meet the essential needs of the event.

#### B. Organizing for Incidents

The second type of situation, and the one that is by far the most common, is the unplanned incident. This kind of incident is often characterized by several important factors:

- An incident situation of some form occurs.
- Time is of the essence.
- The situation is unstable.
- The incident has the potential to expand rapidly.

- Communications and information may be incomplete.
- Staff on scene may be experienced in control measures, but are usually junior in the organization and not necessarily experienced in managing expanding incidents.

This kind of situation requires immediate organizing actions must be taken to ensure effective incident management and control.

It is obvious, but too often overlooked that the number of considerations will increase as the situation deteriorates and the incident grows.

The first responding units to the incident **MUST** take the initial steps to provide organization for the incident. While that may appear obvious, the longer-term importance of these initial decisions is often overlooked.

What are the first things that need to be done? Emergencies such as fires, searches, law enforcement, hazardous materials and emergency medical situations have different characteristics and require specially trained personnel. Yet, they are quite similar in how they are approached from an incident management standpoint.

For any incident, the person currently in charge (Incident Commander) must do at least the following:

- Size up the situation.
- Determine if human life is at immediate risk.
- Establish the immediate objectives.

- Determine if there are enough and the right kind of resources on scene and/or ordered.
- Develop an action plan.
- Establish an initial organization.
- Consider if span of control is or will soon approach practical limits. Ensure that personnel safety factors are taken into account.
- Determine if there are any environmental issues that need to be considered.
- Monitor work progress.
- Review and modify objectives and adjust the action plan as necessary.

## II. Transfer of Command

Let's assume that you as the Incident Commander, have considered all of the above and have initiated appropriate response activity for an incident.

Your supervisor has just arrived at the scene. You are informed that the supervisor will shortly assume command of the incident.

There are five important steps in effectively assuming command of an incident in progress.

- A. The incoming IC should, if at all possible, personally perform an assessment of the incident situation with the existing IC.
- B. The incoming IC must be adequately briefed.

This briefing must be by the current IC, and take place face-to-face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential
- Delegation of Authority

The ICS Form 201 is especially designed to assist in incident briefings. It should be used whenever possible because it provides a written record of the incident as of the time prepared. The ICS Form 201 contains:

- A place for a sketch map
- Summary of current actions
- Organizational framework
- Resources summary

One of the features of this form is that it can be easily disassembled. This allows the Incident Commander to give certain portions to the Planning Section for use in developing situation and resources information.

The Incident Briefing ICS Form 201 is particularly valuable during the first operational period of an incident, and in many cases it will be the Incident Action Plan for the first Operational Period.

- C. After the incident briefing, the incoming IC should determine an appropriate time for transfer of command.
- D. At the appropriate time, notice of a change in incident command should be made to:
  - Agency headquarters (through dispatch)

- General Staff members (if designated)
- Command Staff members (if designated)
- All incident personnel

E. The incoming IC may give the previous IC another assignment on the incident. There are several advantages of this:

- Retains first-hand knowledge at the incident site.
- Allows the initial IC to observe the progress of the incident and to gain experience.

It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current IC. Using the above procedures will make the process work smoothly.

### III. Changing the Initial Incident Action Plan

It is possible that the incoming IC, because of depth of experience or a change in incident related conditions, will desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:

- Change in agency administrator goals
- Change in available resources - kinds or types
- Failure or unexpected success of tactical efforts
- Improved intelligence
- Cost factors
- Political considerations
- Environmental considerations

Such changes, if essential, should usually be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk.

Changes can cause disruptions and when possible should be implemented at the start of the next operational period.

Making a change does not imply that previous decisions and actions were wrong. Many things can influence the need for change. The Incident Commander must be assertive but also aware of potential risk and safety considerations involved in changes. Three guidelines to changes are:

- Be concerned about safety considerations
- Make changes if you must
- Make them sooner rather than later

#### IV. Organizing Incident Operations

The Operations Section organization generally develops from the bottom up. As more resources are assigned to the incident, it is necessary to find ways to effectively organize and manage them. This is often accomplished initially by the Incident Commander establishing Divisions and/or Groups. This often will be done before an Operations Section Chief is assigned.

##### A. Divisions/Groups

The primary consideration for the IC (or the Operations Section Chief if designated), when expanding to a division and/or group structure is usually span of control, but functional considerations may also affect that decision.

##### B. Divisions

Divisions define areas of the incident geographically. Examples might be floors of a building, from point A to point B on the ground, the east side of a building, etc.



### C. Groups

The Operations Section may also be organized functionally. Where organization by function would be beneficial, there may be no need to establish geographic boundaries. In this instance, the organizational unit denoting a functional organization is a group. Examples include Medical Group, Search Group, Perimeter Security Group, etc.

Not all incidents will lend themselves to just geographic or just functional organization. One of the advantages of ICS is the ability to use both Divisions and Groups on an incident.

### D. Branches

Divisions and Groups can be clustered together into Branches. This is usually done when it is evident that the combined number of Divisions and Groups will soon exceed the recommended span of control guidelines.

In addition, there are other reasons that a branch structure may be needed on an incident.

The ICS Branch structure can be established to represent geographic or functional areas. Geographic branches can either be defined areas on the ground or they may be set up by jurisdiction. Examples of functional branches could be medical, fire, security, etc.

### V. Using Unified Command

Any kind or size incident involving multijurisdiction or multi-agency responsibility should use (highly recommended) a Unified Command structure.

Unified Command is a management concept for coordinating responses to emergency incidents by two or more service agencies. It provides guidelines for

agencies with different legal, geographic, and functional responsibilities to work together effectively in any given situation.

Unified Command is a team effort which allows all agencies with responsibility for the incident, either jurisdictional or functional, to jointly provide management direction to an incident through a common set of incident objectives and strategies established at the command level. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated unified team. The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.

Under Unified Command, one person, the Operations Section Chief, is given the authority by the Unified Command Team to implement the tactical operations portion of the Incident Action Plan.

If desired by the agencies, or because of the size of the incident, the Operations Section Chief can have one or more deputies from the other agencies involved at the incident.

Examples for use of Unified Command are in hazardous materials situations, floods, fires or other natural disasters where multiple departments must work together. Even in a small incident in which there may only be a few resources, it makes sense for the agencies who have incident level jurisdiction to work together.

Unified Command represents an important element in increasing the effectiveness of multijurisdictional or multi-agency incidents. As incidents become more complex and involve more agencies, the need for Unified Command is increased.

Unified Command works the best when agencies that have to work together often decide in advance that they will use Unified Command. This allows the opportunity for them to know each other and to develop joint plans.

#### Advantages of using Unified Command

- One set of objectives is developed for the entire incident, and a collective approach is made to developing strategies.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- No agency's authority or legal requirements will be compromised or neglected.
- Each agency is fully aware of the plans, actions, and constraints of all others.
- The combined efforts of all agencies is optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Primary Features of a Unified Command Incident Organization. Under Unified Command, there is:

- A single integrated incident organization
- One Operations Section Chief to direct all tactical efforts
- Collocated (shared) facilities
- A single integrated planning process and Incident Action Plan

- Shared planning, logistical, and finance/administration operations wherever possible.
- A coordinated process for resource ordering

The proper mix of participants in a Unified Command organization will depend on:

- The location of the incident, which often determines the jurisdictions that must be involved.
- The kind of incident, which dictates the functional agencies of the involved jurisdiction(s), as well as other agencies that may be involved.

Here are two examples of situations where Unified Command may be and probably should be applied:

A. Initial Response Incident

A small incident occurs where two agencies have jurisdictional responsibility. The two Incident Commanders will come together and establish a single command post (probably from a vehicle). They will brief each other on the situation. Together they will establish objectives and priorities, decide on an Action Plan and distribution of resources. During the course of the incident, the Commanders will stay together, modify the Action Plan if necessary, and issue orders individually to their agency resources. (No General or Command Staff assigned.)

This is the type of situation most of you will encounter as an Incident Commander. It is simple, direct but requires the principles and concepts of Unified Command.

B. Large/Complicated Incident

A large and/or complicated incident occurs involving three or more agencies. Each agency's Incident Commander meets the others at a single

command post to establish objective, priorities, and the sharing of resources. The Unified Command and Staff develop a single Incident Action Plan which is implemented by the Operations Section Chief. The Operations Section Chief normally will be from the agency with greatest present or potential involvement.

Problems pertaining to a jurisdiction are addressed to that jurisdiction's Commander for consideration with the other Commanders. Problems pertaining to the Action Plan are taken to the Incident Commander representing the Operations Section Chief's agency for consideration with other Commanders. The Incident Commanders (for the most part) will stay together at the Incident Command Post.

## VI. Staffing the ICS Organization

Staffing considerations are always based on the needs of the incident. The number of personnel and the organization structure are totally dependent on the size and complexity of the incident. There is no absolute standard to follow.

Some general guidelines are:

- A. Deputies may be used at Incident Command, General Staff (Section), and Branch levels.
- B. Command Staff personnel may have assistants as required. Assistants may also be used to manage units established at camps (i.e., Assistant Ground Support Unit Leader, Camp #2).
- C. The Incident Commander may establish divisions and/or groups prior to designating an Operations Section.
- D. In most multijurisdictional incidents, the use of a Unified Command structure is recommended, including an individual from each functional

agency or jurisdiction assigned to the Unified Command.

- E. After expanding into divisions, activation of planning and logistics functions should be considered. The decision will always be based on the present and anticipated needs of the incident.

The following table is an example (only) of how the staffing table might be developed for an incident. The key point is that as the operations section grows, additional staff will be required in Planning, Logistics, and Finance/Administration Sections.

EXAMPLE ONLY

<b>ICS POSITION</b>	<b>TWO DIVISIONS OR GROUPS</b>	<b>FIVE DIVISIONS OR GROUPS</b>	<b>TWO BRANCHES</b>
OPERATIONS SECTION CHIEF		1	1
BRANCH DIRECTOR			2
DIVISION/GROUP SUPERVISORS	2	5	UP TO 10
PLANNING SECTION CHIEF		1	1
STATUS RECORDERS	1	1	2
FIELD OBSERVERS		2	4
LOGISTICS SECTION CHIEF			1
INCIDENT DISPATCHER			1
MESSAGE CENTER OPERATOR			2
MESSENGERS			2
COMMUNICATIONS TECHNICIAN	1	1	3
FOOD UNIT	4	6	10
SUPPLY UNIT		2	4
FACILITY UNIT		2	4
GROUND SUPPORT	1	2	4
FINANCE/ADMINISTRATION SECTION			
<b>TOTALS</b>	<b>9</b>	<b>23</b>	<b>51</b>





**MODULE 8**

**ORGANIZING FOR  
INCIDENTS OR EVENTS**

**ICS Form 201  
Exercise Scenario**











Developing the organization for a planned event.

### Exercise - The Planned Event

You are the Planning Director of Riverdale, a city with a population of 125,000.

Riverdale is planning to have a centennial celebration during the month of August. The major activity will be an afternoon and evening celebration at the grandstand at the fairgrounds to include:

- A variety of sporting activities.
- A barbecue to serve an estimated 2500 - 5000 people.
- Speeches and presentations. A U.S. Senator and the Governor will be present. They represent different political parties.
- A giant fireworks display.
- Dancing to a nationally known rock group.

### Additional Background

- No other jurisdictions are involved.
- Beer, wine, and hard liquor will be available at the fairgrounds activities.
- Your job is to develop the operating organization for this event. Your city manager has heard a lot about ICS, and wants ICS used for this event.
- Other city departments have been directed to cooperate.

For this exercise, you are to produce:

1. The Incident Objectives.
2. The organization to cover the afternoon and evening of the event (as detailed as possible).
3. Recommendations for staff sizes for the various units within the organization.





# Module 8 Organizing for Incidents or Events

**Subjects covered in this module include:**

- Approachs to incident and event organization
- Five steps in transition of command
- Changing the Incident Action Plan
- Organizing for incident operations
- Staffing the incident organization
- Exercises in developing incident organizations

# Module 8 Objectives:

1. Describe the steps in transferring and assuming incident command.
2. List the major elements included in the incident briefing.
3. Develop sample organizations around simulated incidents and/or events.
4. Describe how incidents can best be managed by appropriate and early designation of key staff members and by proper delegation of authority.

## **Module 8 Objectives (cont.):**

5. Describe how Unified Command functions on a multijurisdiction or multi-agency incident.
6. List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
7. Describe the role and use of appropriate forms in effective incident management.

# Use ICS for Events

- Organizing for a major field training exercise or simulated emergency.
- A planned public event such as a major parade or concert.
- A planned activity such as a prescribed fire, a law enforcement sweep, a major pest control effort, or a marine hazardous materials exercise.

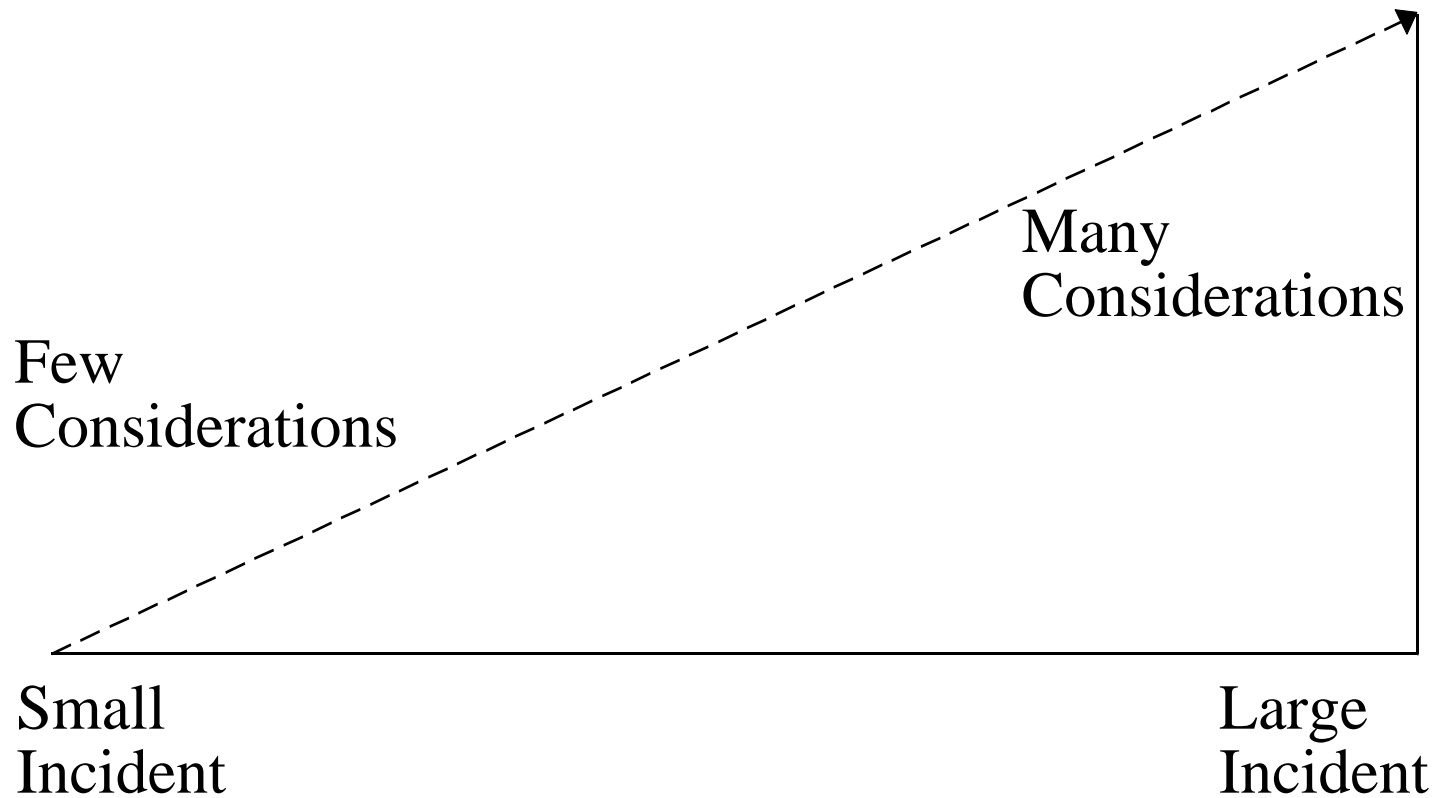
# Event Planning Considerations

- Type incident/event?
- Location, size, duration?
- Single or multi-agency?
- Single or multi-jurisdiction?
- Command staff needs?
- Kind, type, number resources
- Air Operations involved?
- Staging Areas required?
- Other facilities required?
- Logistical support needs?
- Know limitations & restrictions
- Available communications

# Considerations for Unplanned Incidents:

- An incident occurs.
- Time is of the essence.
- The situation is unstable.
- Potential to expand.
- Communications and information may be incomplete.
- Staff not necessarily experienced in managing expanding incidents.

# Considerations in Organizing for Unplanned Events



# Initial Steps in Organizing Incidents

- Size up the situation.
- Determine if there are lives at immediate risk.
- Establish the immediate objectives.
- Determine if there are enough and the right kind of resources on scene and/or ordered.
- Develop an action plan.
- Establish an early organization.



# Initial Steps in Organizing Incidents (cont.)

- Consider if span of control is or will soon approach practical limits.
- Ensure that personnel safety factors are taken into account.
- Determine if there are any environmental issues that need to be considered.
- Monitor the work progress.
- Review and modify objectives and action plan as necessary.

# Transfer of Command Considerations

- 
- Assess the situation
  - Get a briefing
  - Determine time to transition command
  - Notify all personnel
  - Reassign existing IC

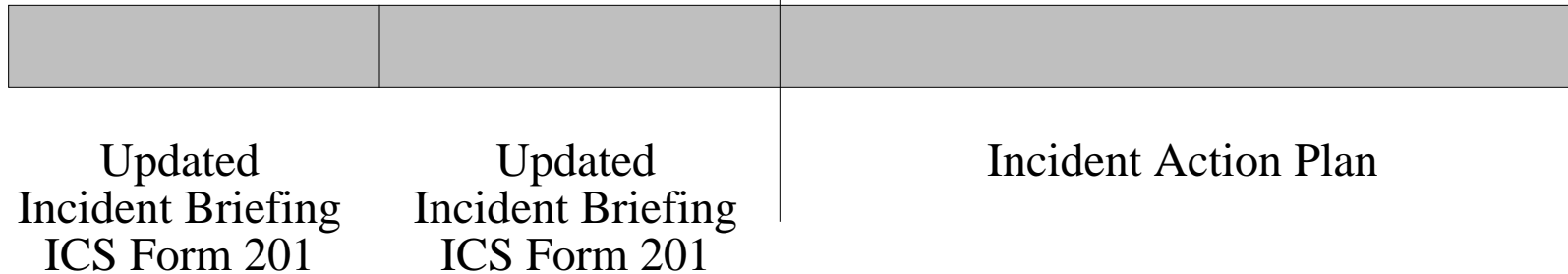
# Transfer of Command Briefing

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential
- Delegation of Authority

# Use of the Incident Briefing - ICS Form 201

This Operational Period

Next Operational Period



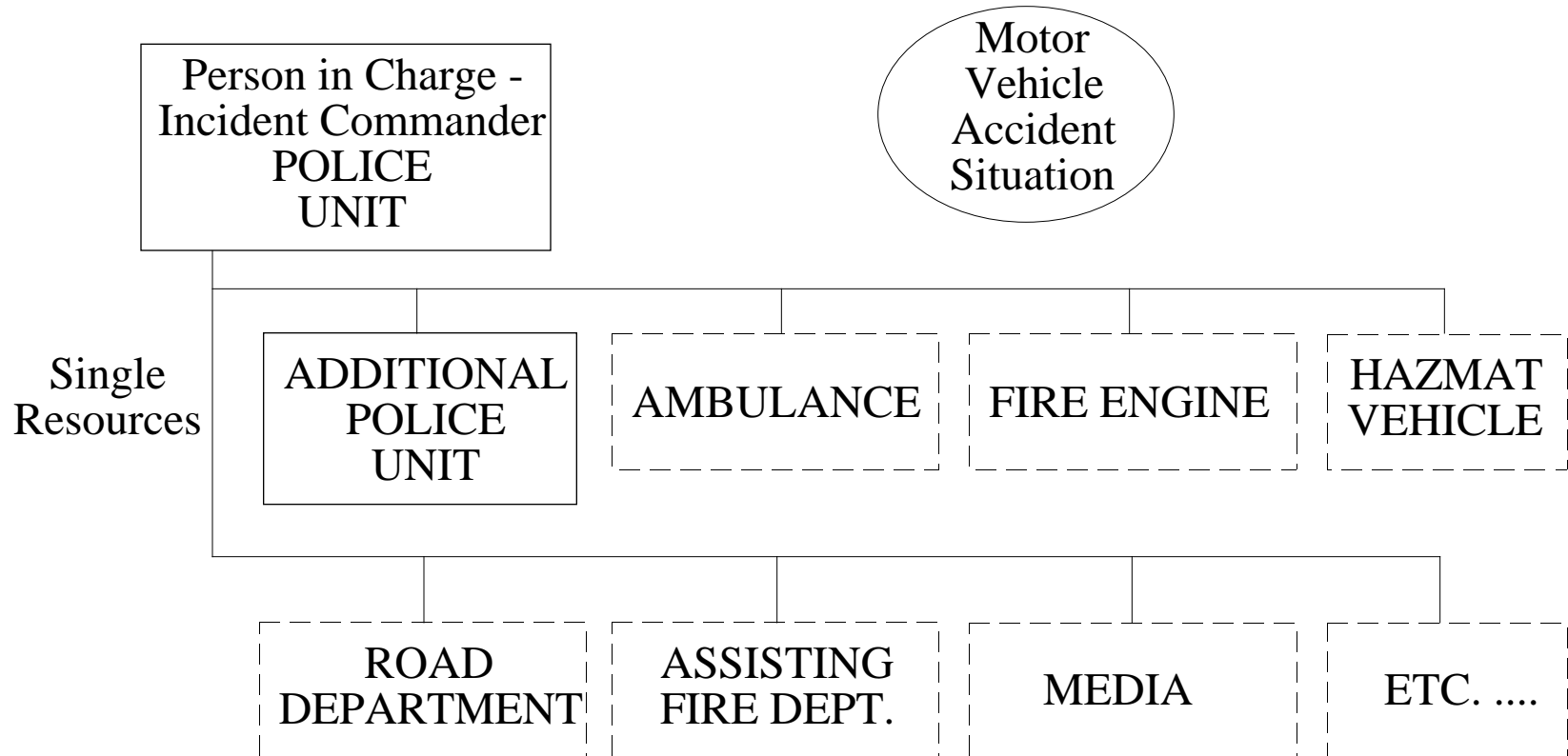
# Reasons to Change the Incident Action Plan

- Change in agency administrator goals
- Change in available resources - kinds or types
- Failure or unexpected success of tactical efforts
- Improved intelligence
- Cost factors
- Political considerations
- Environmental considerations

# Changing an Existing Action Plan

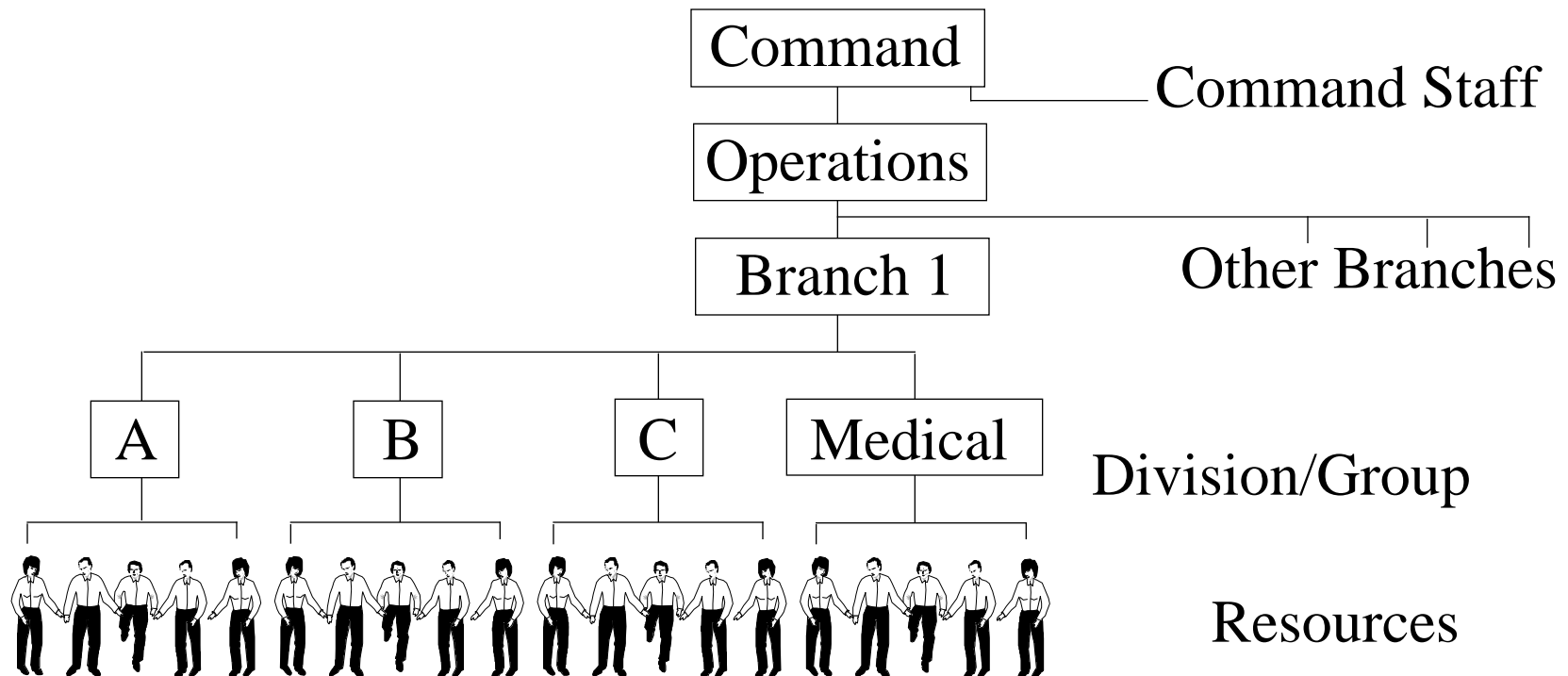
- Be concerned about safety considerations
- Make changes if necessary
- Change sooner than later

# Organizing Incident Operations



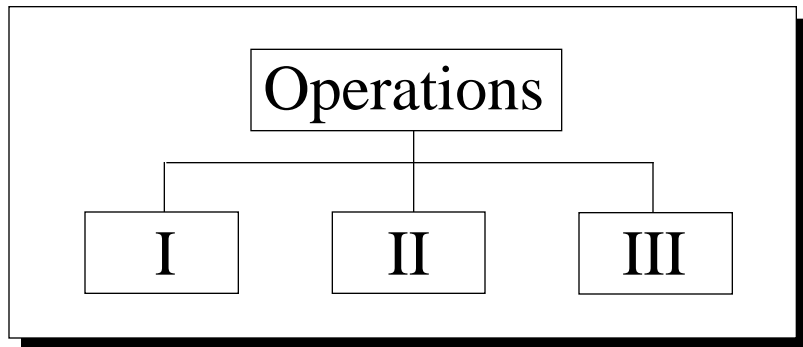
As resources are added, organization becomes more important

# Developing the Operations Organization

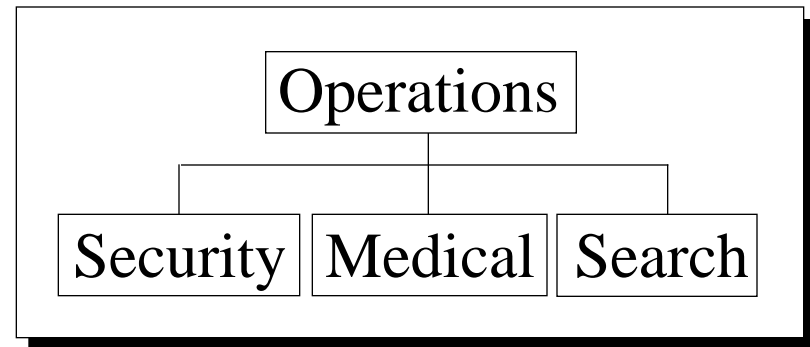




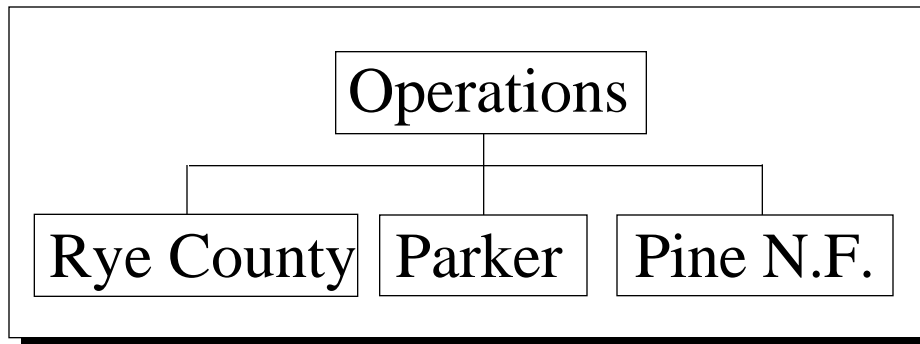
# Ways to Use Branches on an Incident



**Geographic**



**Functional**

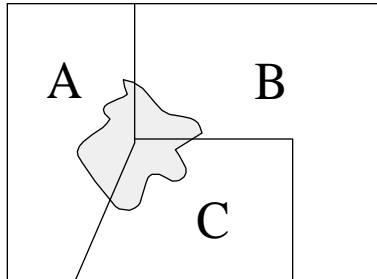


**Jurisdictional**

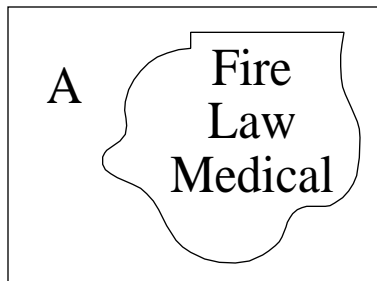
# **Definition of Unified Command**

A team effort which allows all agencies with responsibility for the incident, to jointly provide management direction to an incident through a common set of incident objectives and strategies established at the command level.

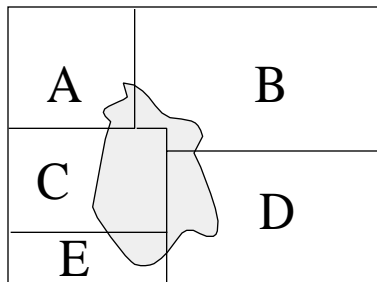
# Unified Command Applications



Incidents that affect more than one political jurisdiction



Incidents involving multiple agencies within a jurisdiction



Incidents that impact on multiple geographic and functional agencies

# Advantages of Using Unified Command

- One set of objectives is developed for the entire incident, and a collective approach is made to developing strategies.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- No agency's authority or legal requirements will be compromised or neglected.

## **Advantages of Using Unified Command (cont.)**

- Each agency is fully aware of the plans, actions, and constraints of all others.
- The combined efforts of all agencies is optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

# Under Unified Command, there is:

- A single integrated incident organization.
- One Operations Section Chief to direct tactical efforts.
- Collocated (shared) facilities.
- A single integrated planning process and Incident Action Plan.
- Shared planning, logistical, and finance/administration operations wherever possible.
- A coordinated process for resource ordering.

# The Mix of Participants in a Unified Command Organization Depends on:

- The **location** of the incident, which often determines the jurisdictions that must be involved.
- The **kind** of incident, which dictates the functional agencies of the involved jurisdiction(s), as well as other agencies that may be involved.

# Guidelines for Developing the ICS Organization

- Deputies may be used for:
  - Command • General Staff • Branch Level
- Command staff may have assistants
- Multijurisdictional incidents should establish a Unified Command.
- Expand organization as needed. For Example:
  - Planning Section  
Resources Unit • Situation Unit
  - Logistics Section  
Communications Unit • Medical Unit • Ground Support
  - Finance/Administration Section  
Time Unit • Cost Unit



# Example of Staffing Required

(Will Vary by Incident)

ICS Position	Two Divisions or Groups	Five Divisions or Groups	Two Branches
Operations Section Chief		1	1
Branch Director			2
Division/Group Supervisors	2	5	Up to 10
Planning Section Chief		1	1
Status Recorders	1	1	2
Field Observers		2	4
Logistics Section Chief			1
Incident Dispatcher			1
Message Center Operator			2
Messengers			2
Communications Technician	1	1	3
Food Unit	4	6	10
Supply Unit		2	4
Facility Unit		2	4
Ground Support	1	2	4
Finance/Administration Sec.			
<b>Totals</b>	<b>9</b>	<b>23</b>	<b>51</b>

**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 9**

**INCIDENT RESOURCES MANAGEMENT**

**October 1994**

**INSTRUCTOR GUIDE**

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# PREFACE

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

The Steering Group was:

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

The Contract Consultant was:

The Terence Haney Company  
Woodland Hills, California

**IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE** AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.**



## Detailed Lesson Outline

- COURSE:** Module 9 - Incident Resources Management
- SUGGESTED TIME:** 4 Hours
- TRAINING AIDS:** Overhead projector, overhead pens, reference text
- SUBJECT:** This module discusses the resource management process at an incident. It describes the stages of resource management, responsibilities related to resource ordering, and the use of the Operational Planning Worksheet. The importance of staging areas in the management of resources is described. It also discusses demobilization of resources and considerations related to cost-effective resource management.
- OBJECTIVES:**
1. Identify and describe four basic principles of resource management.
  2. Identify the basic steps involved in managing incident resources.
  3. Know the contents of, and how the Operational Planning Worksheet (ICS Form 215) is used.
  4. Identify the organizational elements at the incident that can order resources.
  5. Describe the differences between single and multipoint resource ordering and the reasons for each.
  6. Describe why and how resources are assigned to staging areas, camps, and direct tactical assignments.
  7. Describe the purpose and importance of planning for resource demobilization.
  8. Identify five key considerations associated with resource management and the reasons for each.

OUTLINE	AIDS & CUES
STUDENTS MUST HAVE COMPLETED MODULE 5, INCIDENT RESOURCES, PRIOR TO TAKING THIS MODULE.	
REVIEW SUBJECTS TO BE COVERED.	09-01-I300-VG
REVIEW INSTRUCTIONAL OBJECTIVES.	09-02-I300-VG
I. Management Planning Overview	Page 1 of 2 Page 2 of 2
Module 5, Incident Resources, provided basic information about resources that will not be repeated here. This includes:	
<ul style="list-style-type: none"> <li>• Description of resource kinds and types</li> <li>• Use of single resources, task forces, and strike teams</li> <li>• Status conditions and changing resource status</li> </ul>	
This module will cover resource management considerations related to the use of both tactical and support resources at an incident.	
A. The Principles of Resource Management	
Before we address the ICS resource management issues, we will take a brief look at some basic management principles that apply directly to the process of resource management. Knowing these and understanding how they interact will help in subsequent discussions.	
THE FOLLOWING IS A BRIEF OVERVIEW OF THE PRINCIPLES OF MANAGEMENT THAT APPLY TO THE RESOURCE MANAGEMENT PROCESS. THIS IS NOT A COMPLETE COVERAGE OF THE PRINCIPLES OF MANAGEMENT. EXPAND OR REDUCE THE COVERAGE AS APPROPRIATE TO STUDENT BACKGROUNDS AND NEEDS.	09-03-I300-VG

OUTLINE	AIDS & CUES
<p>The resource management principles to be discussed are:</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Organizing</li> <li>• Directing</li> <li>• Controlling</li> </ul> <p>1. Planning</p> <p>Planning is the management process of evaluating the situation, determining objectives, selecting a proper strategy, and deciding which resources should be used to achieve those objectives in the most efficient and cost-effective manner.</p> <p>In ICS, resource planning is ongoing and directed toward operational periods.</p> <p>2. Organizing</p> <p>Organizing is a continuation of the management process after planning, whereby the Incident Commander brings essential personnel and equipment resources together into a formalized relationship.</p> <p>The organization chart found in the Incident Command System and which is an integral part of the Incident Action Plan is the mechanism for grouping functional units into a cohesive general organization. Providing essential staffing is also considered a part of the organizing activity.</p>	

OUTLINE	AIDS & CUES
<p>3. Directing</p> <p>Directing is the process of guiding and supervising the efforts of resources toward the attainment of specified control objectives.</p> <p>A very important part of directing resources, particularly in the high-stress environment of an incident, is providing proper motivation, leadership, and delegation of authority.</p> <p>In ICS, providing direction is accomplished by assigning responsibility and authority for specific activities as appropriate throughout the organization. This accomplishes several objectives:</p> <ul style="list-style-type: none"> <li>• Uses other people's knowledge and skills</li> <li>• Completes the tasks without unnecessary delay</li> <li>• Enhances training and personnel development</li> <li>• Provides a more meaningful work environment</li> </ul>	<p>09-04-I300-VG</p> <p>09-05-I300-VG</p>
<p>4. Controlling</p> <p>Controlling involves evaluating the performance of an organization and its components, and applying the necessary corrections to make sure that the performance is constantly directed toward accomplishing the established objectives.</p> <p>The steps in establishing controls over the resource management process at an incident involve:</p>	



OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• Establishing standards of performance based on accepted norms.</li> <li>• Comparing the actual results with the established standards.</li> <li>• Taking corrective actions as necessary.</li> </ul> <p>An important part of controlling in ICS is the continuing assessment of the adequacy of the Incident Action Plan.</p> <p><b>B. Incident Resource Management</b></p> <p>Managing resources safely and effectively is the most important consideration at an incident.</p> <p>The incident resource management process includes several interactive activities.</p> <ul style="list-style-type: none"> <li>• Establishing resource needs</li> <li>• Resource ordering</li> <li>• Check-in process</li> <li>• Resource use</li> <li>• Resource demobilization</li> </ul> <p>These steps will be the focus of the next section.</p> <p><b>II. Establishing Resource Needs</b></p> <p><b>A. Planning for Resource Needs</b></p> <p>Sound planning to determine resource needs is essential at all stages of an incident. It is particularly critical during the initial stages of an incident. Mistakes made at this point may compound and complicate all further actions.</p>	<p>09-06-I300-VG</p>

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>In the Incident Command System, there is an effective planning process that provides a framework for determining the resource needs at all levels of the organization.</p> <p>A DETAILED DISCUSSION OF THE PLANNING PROCESS IS CONTAINED IN MODULE 11.</p> <p>A TABLE FROM THAT MODULE WHICH DESCRIBES THE PLANNING MEETING IS INCLUDED HERE AND IN THE REFERENCE TEXT. USE THE TABLE AS NECESSARY TO REFRESH STUDENTS ON THE VARIOUS STEPS IN THE PLANNING PROCESS.</p>	<p>09-07-I300-VG</p> <p>Reference Text p. 9-5</p>

#### PLANNING MEETING ACTIVITY CHECKLIST

<b>NO.</b>	<b>ACTIVITY</b>	<b>PRIMARY RESPONSIBILITY</b>
1	Give situation and resources briefing	Planning Section Chief
2	State incident objectives and policy issues	Incident Commander
3	State primary and alternative strategies	Operations Section Chief
4	Designate Branch, Division, Group boundaries and functions as appropriate	Operations Section Chief
5	Describe tactical operations and tactics	Operations Section Chief
6	Make tactical resource assignments	Operations, with support of Planning and Logistics Section Chiefs
7	Determine Operations facilities and reporting locations	Operations and Logistics Section Chiefs
8	Develop the resources, support, and overhead order	Planning and Logistics Section Chiefs
9	Develop Communications, Medical, and Traffic supporting plans.	Planning and Logistics Sections
10	Approve and implement the plan	Incident Commander approves and General Staff implements



OUTLINE	AIDS & CUES
<p>DEMONSTRATE THE INFORMATION CATEGORIES CONTAINED ON THE ICS FORM 215 BY EXAMPLES OF RESOURCES WHICH ARE APPROPRIATE TO YOUR STUDENTS' BACKGROUNDS. PRIOR TO CLASS, DEVELOP ONE OR MORE EXAMPLES THAT WILL SHOW WHERE THE INFORMATION IS PLACED ON THE WORKSHEET.</p>	
<p style="padding-left: 40px;">Some agencies that regularly use the planning worksheet have prepared it in a larger format on various sizes of whiteboard. This makes the worksheet visible to a larger audience at planning meetings.</p>	
<p style="padding-left: 40px;">On larger incidents, the Operational Planning Worksheet should always be used to determine what tactical resources are needed.</p>	
<p>EMPHASIZE TO STUDENTS THAT THE ICS FORM 215 OPERATIONAL PLANNING WORKSHEET IS NOT THE INCIDENT RESOURCE ORDER FORM. IT WILL HOWEVER PERMIT THE IDENTIFICATION OF RESOURCES NEEDED TO BE ORDERED.</p>	
<p>B. Organizing for Resource Needs</p>	
<p style="padding-left: 40px;">In ICS, the Incident Commander organizes the incident by bringing essential personnel and equipment resources together into a formalized and cohesive relationship.</p>	
<p style="padding-left: 40px;">The ICS organization developed for each operational period establishes essential chain of command relationships, and provides the framework for all resource assignments on an incident.</p>	

OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• Personnel resources are assigned to functional areas within ICS Sections based on experience, training, and past performance.</li> <li>• Equipment resources consist of both the equipment and the personnel to operate the equipment. This includes aviation resources.</li> </ul> <p>Changes to the ICS organization can be made as required. When possible, it is desirable to make changes to coincide with the next operational period, but it is not essential to wait until the next operational period.</p> <p>III. Resource Ordering</p> <p>A. Acquiring Resources</p> <p>Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel often referred to as "overhead" (more correctly as management), and personnel and equipment assigned as tactical resources.</p> <p>The initial complement of resources may include only one or two additional units. If only a few resources are to be added, this can easily be done using the ICS Form 201.</p> <p><b>THIS IS A GOOD POINT TO EMPHASIZE THAT THE ICS FORM 201 FORM WILL BE THE BASIC FORM FOR RECORDING RESOURCES IN MOST INCIDENTS. HOWEVER, AS INCIDENTS GROW, IT WILL BE NECESSARY TO USE SOME OF THE OTHER ICS TOOLS.</b></p>	<p>09-10-I300-VG</p>

OUTLINE	AIDS & CUES
<p>As incidents grow in size, and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment.</p> <p>As a consequence, more supervisory and support personnel may be needed to maintain adequate span of control. The planning for additional resources now becomes more complex.</p> <p>We will now examine how resources are ordered for a growing incident. To do this, we will assume that the planning meeting has been conducted, an ICS Form 215 Operational Planning Worksheet has been prepared (at least for larger incidents), and a resource order has been prepared.</p> <p>On large, complex incidents extending over several operational periods, many resource orders may be executed.</p> <ol style="list-style-type: none"> <li>1. Resource Ordering From the Incident <p>At any incident, the procedure for ordering additional resources will depend on what parts of the incident's organizational structure have been activated at the time the ordering is done.</p> </li> <li>2. Responsibility for Ordering Resources <p>Within the ICS organization, there are three organizational elements authorized to place resource orders.</p> <p>If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will</p> </li> </ol>	<p>09-11-I300-VG</p>

OUTLINE	AIDS & CUES
<p>personally request the additional resources from the home agency dispatch center.</p> <p>If the Logistics Section Chief position has been filled, then the Logistics Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander.</p> <p>On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.</p> <p>Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.</p> <p>3. The Resource Order</p> <p>AGENCIES VARY CONSIDERABLY IN THEIR REQUIREMENTS AND FORMATS FOR RESOURCE ORDERING. USE THE SAMPLE RESOURCE ORDER FORM(S) ONLY AS AN EXAMPLE. AVOID PROLONGED DISCUSSIONS OVER WHO HAS THE BEST ORDER FORM.</p> <p>THE ORDER FORM YOU USE AS AN EXAMPLE SHOULD HAVE BEEN AT LEAST PARTIALLY FILLED OUT WITH RESOURCES APPROPRIATE TO YOUR STUDENTS' APPLICATION AREAS. FOR EXAMPLE, AVOID USING A COMPLETED FIRE RESOURCE ORDER IN A LAW ENFORCEMENT CLASS, ETC.</p> <p>Most resource orders will be communicated by voice or FAX from the incident to an agency dispatch center.</p>	<p>Reference Text p. 9-27</p>

OUTLINE	AIDS & CUES
<p>Even though different formats may exist, every resource order should contain the following essential elements of information:</p> <ol style="list-style-type: none"> <li>a. Incident name</li> <li>b. Order and/or request number (if known or assigned)</li> <li>c. Date and time of order</li> <li>d. Quantity, kind, and type (similar kinds and types of resources should be ordered by Task Forces or Strike Teams whenever possible.) Include special support needs as appropriate.</li> <li>e. Reporting location (specific)</li> <li>f. Requested time of delivery (specific, not simply ASAP)</li> <li>g. Radio frequency to be used</li> <li>h. Person/title placing request</li> <li>i. Callback phone number or radio designation for clarifications or additional information</li> </ol> <p>The resource order is used to request individuals who will fill essential incident organizational positions, as well as for ordering tactical resources.</p>	<p>09-12-I300-VG</p>
<p><b>B. Single and Multipoint Resource Ordering</b></p> <ol style="list-style-type: none"> <li>1. <b>Single Point Ordering</b></li> </ol> <p>On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is normally prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency dispatch center. The means used to place the order can include:</p>	<p>09-13-I300-VG</p>



OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• Voice (by telephone or radio)</li> <li>• FAX</li> <li>• Computer modem or digital display terminal</li> </ul>	
<p>This process of ordering is usually called single point ordering.</p>	09-14-I300-VG
<p>The concept of single point ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch center, and not on the incident organization.</p>	
<p>Single point resource ordering, i.e., ordering all resources through one dispatch center, is usually the preferred method. However, it may not always be possible. Some reasons for this are:</p>	09-15-I300-VG
<p>a. The dispatch center could be overloaded with other activity, and unable to handle this new request in a timely manner.</p>	
<p>b. Assisting agencies at the incident may have policies which require that all resource orders be made through their respective dispatch centers.</p>	
<p>c. Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private sector provider.</p>	

OUTLINE	AIDS & CUES
<p data-bbox="380 306 938 344">2. Multipoint Resource Ordering</p> <p data-bbox="475 388 1091 506">Multipoint ordering is when the incident orders resources from several different agency dispatch centers.</p> <p data-bbox="475 548 1127 903">Multipoint ordering is most often used when there are several different agencies, e.g., law, fire, medical, public works, at the same incident, and all are ordering resources at the same time. It is important to note, however, that even using multipoint ordering, the incident ordering authority remains the same as under single point ordering.</p> <p data-bbox="475 945 1127 1140">Multipoint off-incident resource ordering should be done only when necessary. It places a heavier load on incident personnel by requiring them to place orders through two or more dispatching centers.</p> <p data-bbox="475 1182 1127 1335">Unless fully coordinated from one location at the incident, there easily can be situations involving overlapping resource orders.</p> <p data-bbox="380 1377 997 1415">3. Multipoint ordering is done when:</p> <ul style="list-style-type: none"> <li data-bbox="475 1457 1117 1575">a. There are several different agencies at the same incident all requiring resources.</li> <li data-bbox="475 1617 1117 1770">b. A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency).</li> </ul> <p data-bbox="571 1812 1058 1890">A common example of this is HAZMAT situations which may</p>	<p data-bbox="1166 306 1409 344">09-16-I300-VG</p>

OUTLINE	AIDS & CUES
<p>require specialized private sector clean-up equipment.</p> <p>c. Agency policy requires the direct ordering process.</p> <p>d. Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.</p>	
<p>IV. Check-in Process</p> <p>ICS has a simple and effective resource check-in process to establish resource accountability at an incident.</p> <p>The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be the Incident Commander or Planning Section Chief.</p> <p>Formal resource check-in is done on a ICS Form 211 Check-in List. A check-in recorder will be assigned to each location where resources will check-in. There are five incident locations where check-in can be done:</p> <ul style="list-style-type: none"> <li>• Incident Base</li> <li>• Camp</li> <li>• Staging Area</li> <li>• Resources Unit at the Incident Command Post</li> <li>• Helibase</li> </ul> <p>Check-in recorders must have an adequate supply of check-in forms, and be briefed on the frequency for reporting check-in information to the Resources Unit.</p>	<p>09-17-I300-VG</p> <p>Reference Text p. 9-29</p>

OUTLINE	AIDS & CUES
<p>PARTIALLY COMPLETE A CHECK-IN LIST USING APPROPRIATE EXAMPLES OF RESOURCES FOR THE STUDENT APPLICATION AREAS.</p> <p>V. Utilizing Resources</p> <p>In the ICS, there is both a chain of command (the organization) and a unity of command (each person has one person to report to).</p> <p>These two factors provide the basis for effective resource management and personnel accountability.</p> <p>Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.</p> <p>Resources, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, are always directed by a designated supervisor or leader.</p>	
<p>A. Resource Assignments</p> <p>Incoming primary and tactical resources will initially be assigned to the following locations at the incident.</p> <p>1. Assignment to Incident Base or Camps</p> <p>Assignment to the incident base camp locations is often done when the tactical resources are not scheduled for use during the current operational period.</p> <p>For resources which have traveled some distance, the assignment to the base or camps in an out-of-service status allows briefings and a rest period prior to taking</p>	<p>09-18-I300-VG</p>

OUTLINE	AIDS & CUES
<p>on an active assignment in the next operational period.</p> <p>Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the Incident Base, or another designated facility.</p> <p>2. Direct Assignment to Divisions or Groups</p> <p>On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to divisions or groups to support the current Incident Action Plan. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor. Formal check-in can take place later after resources are placed in staging areas or are out-of-service.</p>	
<p><b>NOTE THAT FORMAL CHECK-IN FOR THESE RESOURCES WILL BE ACCOMPLISHED LATER UPON RELEASE FROM ACTIVE ASSIGNMENTS.</b></p>	
<p>While this is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.</p> <p>3. Assignment to Staging Areas</p> <p>Incoming tactical resources are assigned to staging areas on a three-minute availability for one of three reasons:</p>	<p>09-19-I300-VG</p>

OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• Resources will be assigned during the current operational period.</li> <li>• Resources are needed to provide a reserve force for contingencies.</li> <li>• Single resources are sent to a Staging Area to be formed into Task Forces and/or Strike Teams prior to assignment.</li> </ul> <p>As part of the planning process, the Operations Section Chief will decide what number, kind, and type of resources will be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.</p> <p>The number of resources in a staging area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the staging area for active assignments, and new resources arriving.</p> <p>It is the responsibility of the Operations Section Chief to brief the Staging Area Manager(s) on how the staging area should be managed. This should include:</p> <ul style="list-style-type: none"> <li>• Expected number, kind, and type of resources <ul style="list-style-type: none"> <li>- Communications to be used</li> </ul> </li> <li>• Minimum resource levels that should be maintained</li> </ul>	<p>09-20-I300-VG</p>

OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• Procedures for obtaining additional resources</li> <li>• Expected duration for use of the staging area</li> <li>• Procedures for obtaining logistical support</li> </ul> <p>The Staging Area Manager must maintain the status of resources in the staging area, and inform the Operations Section Chief when minimum levels of resources are about to be reached.</p> <p>The Operations Section Chief will then determine if additional resources are to be ordered.</p> <p><b>THE FOLLOWING POINT MAY REQUIRE SOME DISCUSSION. IT IS BEST IF YOU CAN USE SOME EXAMPLES OF PROBLEMS RELATED TO RESOURCES IN STAGING AREAS. MAKE SURE THE EXAMPLES FIT THE STUDENT APPLICATION AREAS.</b></p> <p>The Operations Section Chief must be concerned about the cost, morale, and political implications of maintaining resources for long periods of time in staging areas. This is particularly true for equipment and personnel that have been hired from private sector sources where significant cost accumulations can take place.</p> <p>After checking into a staging area, single resources will often be formed into task forces or strike teams for use on active assignments. These assignments may continue for the duration of the incident,</p>	<p>09-21-I300-VG</p>

OUTLINE	AIDS & CUES
<p>or they may change based on incident needs.</p> <p>Task forces and strike teams formed at the incident should always be disassembled prior to release from the incident. The general rule to be followed to ensure proper accountability, is that resources should leave the incident with the same resource designations they had upon arrival.</p> <p><b>B. Resources Performance Evaluation</b></p> <p>This step monitors, evaluates, and adjusts the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives.</p> <p>The ICS has a great deal of flexibility for change. Units may be activated when needed, and deactivated when no longer needed.</p> <p>Many organizational changes, e.g., the expansion of the Divisions or Groups in Operations, or adding new units in other Sections may be done in connection with the planning for the next operational period. However, that is not required, and extensions of any part of the ICS organization can be made whenever necessary. Changes must be made known to the Resources Unit to ensure proper accountability.</p> <p>Performance standards for personnel and equipment resources are based on accepted agency norms. These should be communicated and/or reaffirmed prior to assignments. Results must be constantly evaluated and compared against the standards, and corrective action taken if required.</p>	



OUTLINE	AIDS & CUES
<p>Performance standards will vary in their form and content from agency to agency. They can include job aids, task books, policy and procedure guides, evaluation checklists, etc.</p> <p>The specified objectives that are to be achieved must also be reviewed as a part of this process to ensure that they continue to be realistic and valid.</p>	
<p>VI. Demobilizing Resources</p> <p>RESPONSIBILITIES AND DUTIES OF THE DEMOBILIZATION UNIT ARE COVERED IN DETAIL IN MODULE 7, AND WILL NOT BE REPEATED HERE. THE DISCUSSION HERE WILL DEAL WITH THE DEMOBILIZATION PROCESS.</p> <p>At all times during an incident, the Incident Commander and General and Command Staff members must determine when assigned resources are no longer required to meet incident objectives.</p> <p>Excess resources must be released in a timely manner to reduce incident-related costs, and to "free up" resources for other assignments.</p> <p>On larger incidents, the planning for demobilization should begin almost immediately, and certainly well in advance of when demobilization actually takes place.</p> <p>The process of demobilizing resources generally begins at the Operations Section level, where the need for continued tactical resources will be determined.</p> <p>When tactical resources are no longer needed, other parts of the organization can also be reduced.</p>	<p>09-22-I300-VG</p>

OUTLINE	AIDS & CUES
<p data-bbox="285 306 849 342">A. The Process of Demobilization</p> <p data-bbox="380 388 1114 583">On single agency and/or smaller incidents, the planning and the process of demobilization may be quite simple and will not require a formal written demobilization plan or a Demobilization Unit to prepare it.</p> <p data-bbox="380 625 1130 982">On large incidents, especially those which may have personnel and tactical resources from several jurisdictions or agencies, and where there has been a good integration of multijurisdiction or agency personnel into the incident organization, a Demobilization Unit within the Planning Section should be established early in the life of the incident. A written demobilization plan is an essential on larger incidents.</p> <p data-bbox="380 1024 1125 1213">In order to determine excess resources and begin the demobilization process, it will be necessary for each part of the ICS organization to evaluate the continuing need for both personnel and tactical resources.</p> <p data-bbox="380 1262 1133 1413">Resources no longer needed within each section should be reported to the Section Chief as soon as it is determined that the need for them no longer exists.</p> <p data-bbox="380 1461 1081 1612">The Demobilization Unit, if established, may recommend release priorities for the Incident Commander's approval based upon continuing needs both on and off the incident.</p> <p data-bbox="380 1661 1125 1812">Agencies will differ in how they establish release priorities for resources assigned to an incident. Also, the process for demobilization of resources from an incident will vary by application area.</p>	

OUTLINE	AIDS & CUES
<p>Participants at an incident should expect to see and accept differences as reflected by agency policy.</p> <p>B. The Demobilization Plan</p> <p>An incident Demobilization Plan should contain five essential parts:</p> <ul style="list-style-type: none"> <li>• General Information (guidelines)</li> <li>• Responsibilities</li> <li>• Release Priorities</li> <li>• Release Procedures</li> <li>• A Directory (maps, phone listings, etc.)</li> </ul>	<p>09-23-I300-VG</p>
<p>MODULES 3 AND 7 GIVE ADDITIONAL INFORMATION ON THE DEMOBILIZATION UNIT AND ON DEMOBILIZATION PLANNING.</p>	
<p>VII. Key Resource Management Considerations</p> <p>Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.</p> <p>A. Safety</p> <p>A basic principle of resource management is that resource actions at all levels of the organization must be conducted in a safe manner.</p> <p>This includes ensuring the safety of:</p> <ol style="list-style-type: none"> <li>1. Responders to the incident.</li> <li>2. Persons injured or threatened by the incident.</li> <li>3. Volunteers assisting at the incident.</li> <li>4. News media and the general public who are on scene observing the incident.</li> </ol>	<p>09-24-I300-VG</p>

OUTLINE	AIDS & CUES
<p>Current laws, liability issues, and future trends will continue to place additional emphasis on personnel safety.</p>	
<p>B. Personnel Accountability</p> <p>The ICS provides a unity of command structure which allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, all resources will be fully accounted for at all times.</p>	
<p>C. Managerial Control</p> <p>ICS has a built-in process which allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. Strategies and actions to achieve objectives can and must be modified at any time if necessary. Information exchange is encouraged across the organization. Direction is always through the chain of command.</p>	
<p>D. Adequate Reserves</p> <p>Assignment of resources to the Incident Base, camps, and staging areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.</p>	
<p>E. Cost</p> <p>Incident-related costs must always be a major consideration. The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.</p>	

OUTLINE	AIDS & CUES
<p>The Finance/Administration Section's Cost Unit has the responsibility to:</p> <ul style="list-style-type: none"> <li>• Obtain and record all cost information</li> <li>• Prepare incident cost summaries</li> <li>• Prepare resource use cost estimates for planning</li> <li>• Make recommendations for cost savings</li> </ul> <p>The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.</p> <p>Resource managers must be constantly aware that the decisions they make regarding the use of personnel and equipment resources will not only affect the timely and satisfactory conclusion of the incident, but also may have significant cost implications.</p> <p>AT THE COMPLETION OF THE INSTRUCTION, DIVIDE THE STUDENTS INTO GROUPS OF FIVE.</p> <p>USING THE MATERIALS PROVIDED, HAVE STUDENTS DEVELOP THE OPERATIONAL PLANNING WORKSHEET FOR AN OPERATIONAL PERIOD.</p> <p>AT COMPLETION, HAVE EACH GROUP OF STUDENTS PRESENT THE RESULTS OF THEIR PLANNING AND CRITIQUE THE WORK.</p> <p>YOU MAY USE ANOTHER SCENARIO IF YOU DESIRE. SELECT FROM THE SCENARIO CATALOG OR DEVELOP YOUR OWN. ENSURE THAT INITIALLY RESPONDING RESOURCES WILL BE INADEQUATE.</p>	<p>Reference Text p. 9-31</p>

OUTLINE	AIDS & CUES
<p data-bbox="191 306 675 342">Scenario for Module 9 Exercise</p> <p data-bbox="191 390 1081 541">An airliner with 38 passengers is struck by a small private aircraft during climb out from Murkey Municipal airport. The accident takes place late afternoon on a weekday. The weather is cold and rainy.</p> <p data-bbox="191 590 1081 898">The airliner comes down in an industrial area on State Boulevard in downtown Murkey, a city of 120,000. The wings are torn off and the fuselage breaks in half after traveling forward nearly half a block on State Boulevard. There were explosions, fires, and loss of electrical power over a several block area. Five persons survived the crash and have been removed from the aircraft. Two of the five are now en route to the Murkey Hospital.</p> <p data-bbox="191 947 1097 1056">One of the buildings affected by the crash was a warehouse containing swimming pool chemicals (chlorine and muriatic acid). A number of the containers were broken open.</p> <p data-bbox="191 1104 1016 1178">It is believed that there may be a number of injured or persons trapped in nearby buildings.</p> <p data-bbox="191 1226 1114 1413">Using the ICS Form 215, list the work assignments that must be made based on the current objectives, and determine the resources required to perform each assignment. Initially responding units are reflected on the resource sheet. Cover all assignments related to the incident.</p> <p data-bbox="191 1461 984 1535">At this point, the initial Incident Commander has the following Incident Objectives:</p> <ol data-bbox="285 1583 1114 1854" style="list-style-type: none"> <li data-bbox="285 1583 1016 1619">1. Remove, triage, and transport the injured.</li> <li data-bbox="285 1625 1049 1698">2. Evacuate nearby residential areas because of possible HAZMAT.</li> <li data-bbox="285 1705 1016 1778">3. Search adjacent structures for injured and trapped.</li> <li data-bbox="285 1785 1114 1820">4. Contain fires, isolate and contain chemical leaks.</li> <li data-bbox="285 1827 1016 1862">5. Establish a perimeter and secure the area.</li> </ol>	

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>Incident-Related Information</p> <p>The name of the incident is: State. The Incident Command Post will be at 4th and State. The Staging Area will be at Murkey Park.</p> <p>Resource List for Exercise:</p>	

**RESOURCE TABLE FOR USE IN EXERCISES**

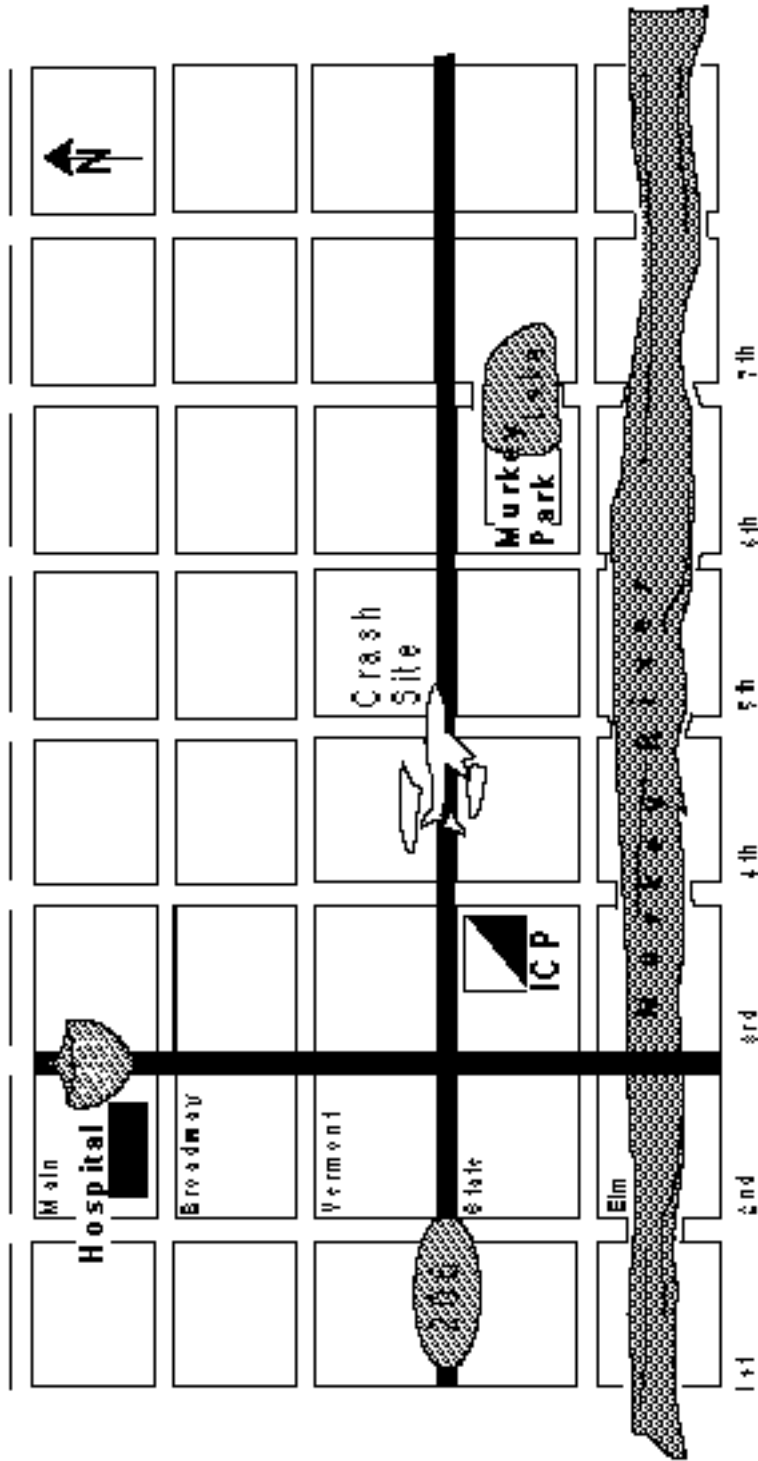
Exercise Planners: Change names or add to this list as you desire. Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

<b>KIND OF RESOURCE</b>				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES - 30 PASS 50 PASS				
COAST GUARD VES.				
COMMUNICATION UNITS				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FIREBOATS				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				



OUTLINE

AIDS & CUES





**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 9**

**INCIDENT RESOURCES MANAGEMENT**

**October 1994**

**REFERENCE TEXT**

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# PREFACE

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

The Steering Group was:

David P. Anderson - USDA, Forest Service  
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The Terence Haney Company  
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This module discusses the resource management process at an incident. It describes the stages of resource management, responsibilities related to resource ordering, and the use of the Operational Planning Worksheet. The importance of staging areas in the management of resources is described. It also discusses demobilization of resources and considerations related to cost-effective resource management.

Objectives:

1. Identify and describe four basic principles of resource management.
2. Identify the basic steps involved in managing incident resources.
3. Know the contents of, and how the Operational Planning Worksheet (ICS Form 215) is used.
4. Identify the organizational elements at the incident that can order resources.
5. Describe the differences between single and multipoint resource ordering and the reasons for each.
6. Describe why and how resources are assigned to staging areas, camps, and direct tactical assignments.
7. Describe the purpose and importance of planning for resource demobilization.
8. Identify five key considerations associated with resource management and the reasons for each.

## I. Management Planning Overview

Module 5, Incident Resources, provided basic information about resources that will not be repeated here. This includes:

- Description of resource kinds and types
- Use of single resources, task forces, and strike teams
- Status conditions and changing resource status

This module will cover resource management considerations related to the use of both tactical and support resources at an incident.

### A. The Principles of Resource Management

Before we address the ICS resource management issues, we will take a brief look at some basic management principles that apply directly to the process of resource management. Knowing these and understanding how they interact will help in subsequent discussions.

The resource management principles to be discussed are:

- Planning
- Organizing
- Directing
- Controlling

#### 1. Planning

Planning is the management process of evaluating the situation, determining objectives, selecting a proper strategy, and deciding which resources should be used to achieve those objectives in the most efficient and cost-effective manner.

In ICS, resource planning is ongoing and directed toward operational periods.

## 2. Organizing

Organizing is a continuation of the management process after planning, whereby the Incident Commander brings essential personnel and equipment resources together into a formalized relationship.

The organization chart found in the Incident Command System and which is an integral part of the Incident Action Plan is the mechanism for grouping functional units into a cohesive general organization. Providing essential staffing is also considered a part of the organizing activity.

## 3. Directing

Directing is the process of guiding and supervising the efforts of resources toward the attainment of specified control objectives.

A very important part of directing resources, particularly in the high-stress environment of an incident, is providing proper motivation, leadership, and delegation of authority.

In ICS, providing direction is accomplished by assigning responsibility and authority for specific activities as appropriate throughout the organization. This accomplishes several objectives:

- Uses other people's knowledge and skills
- Completes the tasks without unnecessary delay



- Enhances training and personnel development
- Provides a more meaningful work environment

#### 4. Controlling

Controlling involves evaluating the performance of an organization and its components, and applying the necessary corrections to make sure that the performance is constantly directed toward accomplishing the established objectives.

The steps in establishing controls over the resource management process at an incident involve:

- Establishing standards of performance based on accepted norms.
- Comparing the actual results with the established standards.
- Taking corrective actions as necessary.

An important part of controlling in ICS is the continuing assessment of the adequacy of the Incident Action Plan.

#### B. Incident Resource Management

Managing resources safely and effectively is the most important consideration at an incident.

The incident resource management process includes several interactive activities.

- Establishing resource needs
- Resource ordering

- Check-in process
- Resource use
- Resource demobilization

These steps will be the focus of the next section.

## II. Establishing Resource Needs

### A. Planning for Resource Needs

Sound planning to determine resource needs is essential at all stages of an incident. It is particularly critical during the initial stages of an incident. Mistakes made at this point may compound and complicate all further actions.

In the Incident Command System, there is an effective planning process that provides a framework for determining the resource needs at all levels of the organization.

#### PLANNING MEETING ACTIVITY CHECKLIST

NO.	ACTIVITY	PRIMARY RESPONSIBILITY
1	Give situation and resources briefing	Planning Section Chief
2	State Incident objectives and policy issues	Incident Commander
3	State primary and alternative strategies	Operations Section Chief
4	Designate Branch, Division, Group boundaries and functions as appropriate	Operations Section Chief
5	Describe tactical operations and tactics	Operations Section Chief
6	Make tactical resource assignments	Operations, with support of Planning and Logistics Section Chiefs
7	Determine Operations facilities and reporting locations	Operations and Logistics Section Chiefs
8	Develop the resources, support, and overhead order	Planning and Logistics Section Chiefs
9	Develop Communications, Medical, and Traffic supporting plans.	Planning and Logistics Sections
10	Approve and implement the plan	Incident Commander approves and General Staff implements

### 1. Operational Planning Worksheet

The Operational Planning Worksheet (ICS Form 215) is a planning tool used during the planning meeting.

It provides information on:

- Incident work location
- Work assignments
- Kind and type of resources needed
- Current availability of incident resources
- Reporting location
- Requested arrival time for additional resources.

By using the worksheet, planners can:

Determine total resources required,  
e.g., 25

Subtract the number on hand  
-12

Determine additional resources needed  
13

The ICS Form 215 can also quickly help to identify surplus resources which may be released.

Some agencies that regularly use the planning worksheet have prepared it in a larger format on various sizes of white board. This makes the worksheet visible to a larger audience at planning meetings.

On larger incidents, the Operational Planning Worksheet should always be used to determine what tactical resources are needed.

## B. Organizing for Resource Needs

In ICS, the Incident Commander organizes the incident by bringing essential personnel and

equipment resources together into a formalized and cohesive relationship.

The ICS organization developed for each operational period establishes essential chain of command relationships, and provides the framework for all resource assignments on an incident.

- Personnel resources are assigned to functional areas within ICS Sections based on experience, training, and past performance.
- Equipment resources consist of both the equipment and the personnel to operate the equipment. This includes aviation resources.

Changes to the ICS organization can be made as required. When possible, it is desirable to make changes to coincide with the next operational period, but it is not essential to wait until the next operational period.

### III. Resource Ordering

#### A. Acquiring Resources

Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel often referred to as "overhead" (more correctly as management), and personnel and equipment assigned as tactical resources.

The initial complement of resources may include only one or two additional units. If only a few resources are to be added, this can easily be done using the ICS Form 201.

As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment.

As a consequence, more supervisory and support personnel may be needed to maintain adequate span of control. The planning for additional resources now becomes more complex.

We will now examine how resources are ordered for a growing incident. To do this, we will assume that the planning meeting has been conducted, an ICS Form 215 Operational Planning Worksheet has been prepared (at least for larger incidents), and a resource order has been prepared.

On large, complex incidents extending over several operational periods, many resource orders may be executed.

1. Resource Ordering from the Incident

At any incident, the procedure for ordering additional resources will depend on what parts of the incident's organizational structure have been activated at the time the ordering is done.

2. Responsibility for Ordering Resources

Within the ICS organization, there are three organizational elements authorized to place resource orders.

If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the home agency dispatch center.

If the Logistics Section Chief position has been filled, then the Logistics Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander.

On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

### 3. The Resource Order

Most resource orders will be communicated by voice or FAX from the incident to an agency dispatch center.

Even though different formats may exist, every resource order should contain the following essential elements of information:

- a. Incident name
- b. Order and/or request number (if known or assigned)
- c. Date and time of order
- d. Quantity, kind, and type (similar kinds and types of resources should be ordered by Task Forces or Strike Teams whenever possible.) Include special support needs as appropriate.
- e. Reporting location (specific)
- f. Requested time of delivery (specific, not simply ASAP)
- g. Radio frequency to be used
- h. Person/title placing request

- i. Callback phone number or radio designation for clarification or additional information

The resource order is used to request individuals who will fill essential incident organizational positions, as well as for ordering tactical resources.

## B. Single and Multipoint Resource Ordering

### 1. Single Point Ordering

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is normally prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency dispatch center. The means used to place the order can include:

- Voice (by telephone or radio)
- FAX
- Computer modem or digital display terminal

This process of ordering is usually called single point ordering.

The concept of single point ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch center, and not on the incident organization.

Single point resource ordering, i.e., ordering all resources through one dispatch center, is usually the preferred method. However, it may not always be possible. Some reasons for this are:

- a. The dispatch center could be overloaded with other activity, and unable to handle this new request in a timely manner.
- b. Assisting agencies at the incident may have policies which require that all resource orders be made through their respective dispatch centers.
- c. Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private sector provider.

## 2. Multipoint Resource Ordering

Multipoint ordering is when the incident orders resources from several different agency dispatch centers.

Multipoint ordering is most often used when there are several different agencies, e.g., law, fire, medical, public works, at the same incident, and all are ordering resources at the same time. It is important to note, however, that even using multipoint ordering, the incident ordering authority remains the same as under single point ordering.

Multipoint off-incident resource ordering should be done only when necessary. It places a heavier load on incident personnel by requiring them to place orders through two or more dispatching centers.

Unless fully coordinated from one location at the incident, there easily can be situations involving overlapping resource orders.



3. Multipoint ordering is done when:
  - a. There are several different agencies at the same incident all requiring resources.
  - b. A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency).

A common example of this is HAZMAT situations which may require specialized private sector clean-up equipment.
  - c. Agency policy requires the direct ordering process.
  - d. Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.

#### IV. Check-in Process

ICS has a simple and effective resource check-in process to establish resource accountability at an incident.

The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be the Incident Commander or Planning Section Chief.

Formal resource check-in is done on a ICS Form 211 Check-in List. A check-in recorder will be assigned to each location where resources will check-in. There are five incident locations where check-in can be done:

- Incident Base
- Camp
- Staging Area
- Resources Unit at the Incident Command Post
- Helibase

Check-in recorders must have an adequate supply of check-in forms, and be briefed on the frequency for reporting check-in information to the Resources Unit.

## V. Utilizing Resources

In the ICS, there is both a chain of command (the organization) and a unity of command (each person has one person to report to).

These two factors provide the basis for effective resource management and personnel accountability.

Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.

Resources, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, are always directed by a designated supervisor or leader.

### A. Resource Assignments

Incoming primary and tactical resources will initially be assigned to the following locations at the incident.

#### 1. Assignment to Incident Base or Camps

Assignment to the incident base camp locations is often done when the tactical resources are not scheduled for use during the current operational period.

For resources which have traveled some distance, the assignment to the base or camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.

Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the Incident Base, or another designated facility.

2. Direct Assignment to Divisions or Groups

On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to divisions or groups to support the current Incident Action Plan. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor. Formal check-in can take place later after resources are placed in staging areas or are out-of-service.

While this is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.

3. Assignment to Staging Areas

Incoming tactical resources are assigned to staging areas on a three-minute availability for one of three reasons:

- Resources will be assigned during the current operational period.

- Resources are needed to provide a reserve force for contingencies.
- Single resources are sent to a Staging Area to be formed into Task Forces and/or Strike Teams prior to assignment.

As part of the planning process, the Operations Section Chief will decide what number, kind, and type of resources will be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.

The number of resources in a staging area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the staging area for active assignments, and new resources arriving.

It is the responsibility of the Operations Section Chief to brief the Staging Area Manager(s) on how the staging area should be managed. This should include:

- Expected number, kind, and type of resources
  - Communications to be used
- Minimum resource levels that should be maintained
- Procedures for obtaining additional resources
- Expected duration for use of the staging area

- Procedures for obtaining logistical support

The Staging Area Manager must maintain the status of resources in the staging area, and inform the Operations Section Chief when minimum levels of resources are about to be reached.

The Operations Section Chief will then determine if additional resources are to be ordered.

The Operations Section Chief must be concerned about the cost, morale, and political implications of maintaining resources for long periods of time in staging areas. This is particularly true for equipment and personnel that have been hired from private sector sources where significant cost accumulations can take place.

After checking into a staging area, single resources will often be formed into task forces or strike teams for use on active assignments. These assignments may continue for the duration of the incident, or they may change based on incident needs.

Task forces and strike teams formed at the incident should always be disassembled prior to release from the incident. The general rule to be followed to ensure proper accountability, is that resources should leave the incident with the same resource designations they had upon arrival.

## B. Resources Performance Evaluation

This step monitors, evaluates, and adjusts the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives.

The ICS has a great deal of flexibility for change. Units may be activated when needed, and deactivated when no longer needed.

Many organizational changes, e.g., the expansion of the Divisions or Groups in Operations, or adding new units in other Sections may be done in connection with the planning for the next operational period. However, that is not required, and extensions of any part of the ICS organization can be made whenever necessary. Changes must be made known to the Resources Unit to ensure proper accountability.

Performance standards for personnel and equipment resources are based on accepted agency norms. These should be communicated and/or reaffirmed prior to assignments. Results must be constantly evaluated and compared against the standards, and corrective action taken if required. Performance standards will vary in their form and content from agency to agency. They can include job aids, task books, policy and procedure guides, evaluation checklists, etc.

The specified objectives that are to be achieved must also be reviewed as a part of this process to ensure that they continue to be realistic and valid.

## VI. Demobilizing Resources

At all times during an incident, the Incident Commander and General and Command Staff members must determine when assigned resources are no longer required to meet incident objectives.

Excess resources must be released in a timely manner to reduce incident-related costs, and to "free up" resources for other assignments.

On larger incidents, the planning for demobilization should begin almost immediately, and certainly well in advance of when demobilization actually takes place.

The process of demobilizing resources generally begins at the Operations Section level, where the need for continued tactical resources will be determined.

When tactical resources are no longer needed, other parts of the organization can also be reduced.

#### A. The Process of Demobilization

On single agency and/or smaller incidents, the planning and the process of demobilization may be quite simple and will not require a formal written demobilization plan or a Demobilization Unit to prepare it.

On large incidents, especially those which may have personnel and tactical resources from several jurisdictions or agencies, and where there has been a good integration of multijurisdiction or agency personnel into the incident organization, a Demobilization Unit within the Planning Section should be established early in the life of the incident. A written demobilization plan is an essential on larger incidents.

In order to determine excess resources and begin the demobilization process, it will be necessary for each part of the ICS organization to evaluate the continuing need for both personnel and tactical resources.

Resources no longer needed within each section should be reported to the Section Chief as soon as

it is determined that the need for them no longer exists.

The Demobilization Unit, if established, may recommend release priorities for the Incident Commander's approval based upon continuing needs both on and off the incident.

Agencies will differ in how they establish release priorities for resources assigned to an incident. Also, the process for demobilization of resources from an incident will vary by application area. Participants at an incident should expect to see and accept differences as reflected by agency policy.

#### B. The Demobilization Plan

An incident Demobilization Plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- A Directory (maps, phone listings, etc.)

### VII. Key Resource Management Considerations

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

#### A. Safety

A basic principle of resource management is that resource actions at all levels of the organization must be conducted in a safe manner.

This includes ensuring the safety of:

1. Responders to the incident.



2. Persons injured or threatened by the incident.
3. Volunteers assisting at the incident.
4. News media and the general public who are on scene observing the incident.

Current laws, liability issues, and future trends will continue to place additional emphasis on personnel safety.

#### B. Personnel Accountability

The ICS provides a unity of command structure which allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, all resources will be fully accounted for at all times.

#### C. Managerial Control

ICS has a built-in process which allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. Strategies and actions to achieve objectives can and must be modified at any time if necessary. Information exchange is encouraged across the organization. Direction is always through the chain of command.

#### D. Adequate Reserves

Assignment of resources to the Incident Base, camps, and staging areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

#### E. Cost

Incident-related costs must always be a major consideration. The Incident Commander must

ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

The Finance/Administration Section's Cost Unit has the responsibility to:

- Obtain and record all cost information
- Prepare incident cost summaries
- Prepare resource use cost estimates for planning
- Make recommendations for cost savings

The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.

Resource managers must be constantly aware that the decisions they make regarding the use of personnel and equipment resources will not only affect the timely and satisfactory conclusion of the incident, but also may have significant cost implications.



**MODULE 9**  
**INCIDENT RESOURCES MANAGEMENT**

**ICS Form 215**  
**Resource Order Form**  
**ICS Form 211**  
**Exercise Scenario**

















## Scenario for Module 9 Exercise

An airliner with 38 passengers is struck by a small private aircraft during climb out from Murkey Municipal airport. The accident takes place late afternoon on a weekday. The weather is cold and rainy.

The airliner comes down in an industrial area on State Boulevard in downtown Murkey, a city of 120,000. The wings are torn off and the fuselage breaks in half after traveling forward nearly half a block on State Boulevard. There were explosions, fires, and loss of electrical power over a several block area. Five persons survived the crash and have been removed from the aircraft. Two of the five are now en route to the Murkey Hospital.

One of the buildings affected by the crash was a warehouse containing swimming pool chemicals (chlorine and muriatic acid). A number of the containers were broken open.

It is believed that there may be a number of injured or persons trapped in nearby buildings.

Using the ICS Form 215, list the work assignments that must be made based on the current objectives, and determine the resources required to perform each assignment. Initially responding units are reflected on the resource sheet. Cover all assignments related to the incident.

At this point, the initial Incident Commander has the following Incident Objectives:

1. Remove, triage, and transport the injured
2. Evacuate nearby residential areas because of possible HAZMAT
3. Search adjacent structures for injured and trapped.
4. Contain fires, isolate and contain chemical leaks
5. Establish a perimeter and secure the area

### Incident-Related Information

The name of the incident is: State.

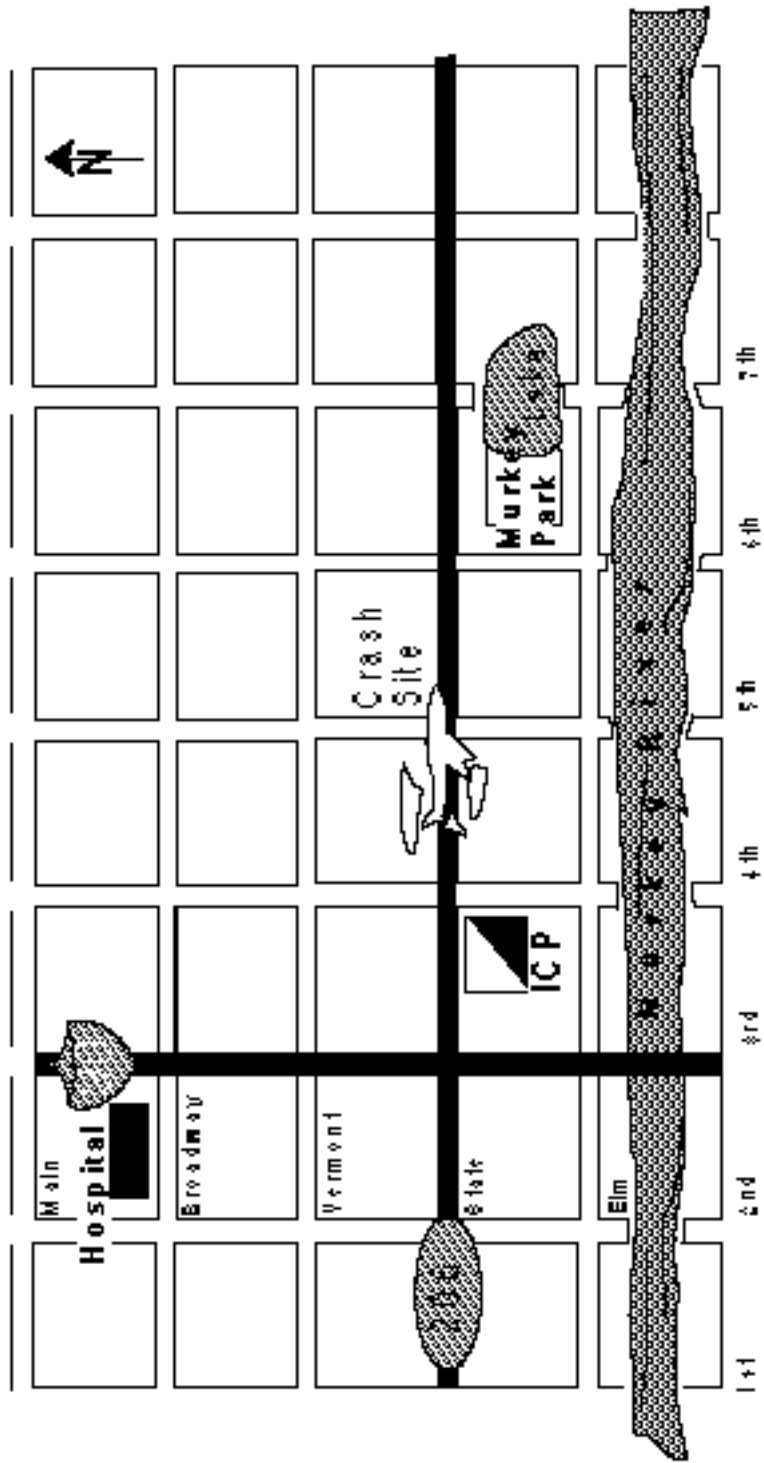
The Incident Command Post will be at 4th and State.

The Staging Area will be at Murkey Park.

## RESOURCE TABLE FOR USE IN EXERCISES

Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES - 30 PASS 50 PASS				
COAST GUARD VES.				
COMMUNICATION UNITS				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FIREBOATS				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				





# Module 9 Incident Resources Management

**Subjects covered in this module include:**

- Principles of resource management
- Incident resource management
- Establishing resource needs
- Resource ordering
- Resource check-in process
- Utilizing resources - staging areas
- Resource demobilization
- Resource management considerations



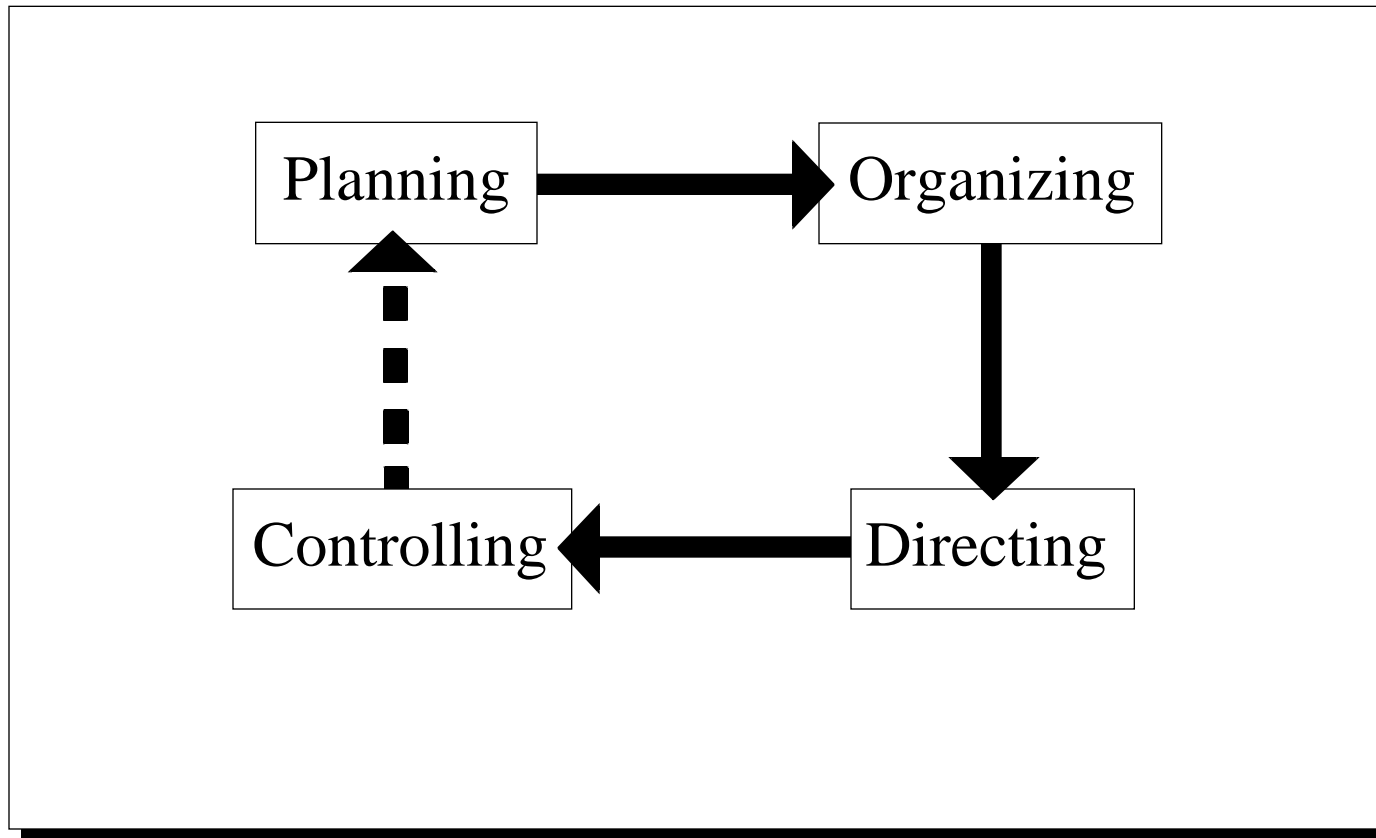
# Module 9 Objectives:

1. Identify and describe the four basic principles of resource management.
2. Identify the basic steps involved in managing incident resources.
3. Know the contents of, and how the Operational Planning Worksheet (ICS 215) is used.
4. Identify the organizational elements at the incident that can order resources.

## **Module 9 Objectives (cont.)**

5. Describe the differences between single and multipoint resource ordering and the reasons for each.
6. Describe why and how resources are assigned to staging areas, camps and direct tactical assignments.
7. Describe the purpose and importance of planning for resource demobilization.
8. Identify five key considerations associated with resource management and the reasons for each.

# Principles of Resource Management



# Resources Direction Involves:

- Motivation
- Providing leadership
- Delegation of authority

# **In ICS Direction is Accomplished by Assigning Responsibility and Authority Throughout the Organization:**

- Uses other people's knowledge and skills
- Completes task without unnecessary delay
- Enhances training and personnel development
- Provides a more meaningful work environment

# Incident Resource Management Process:

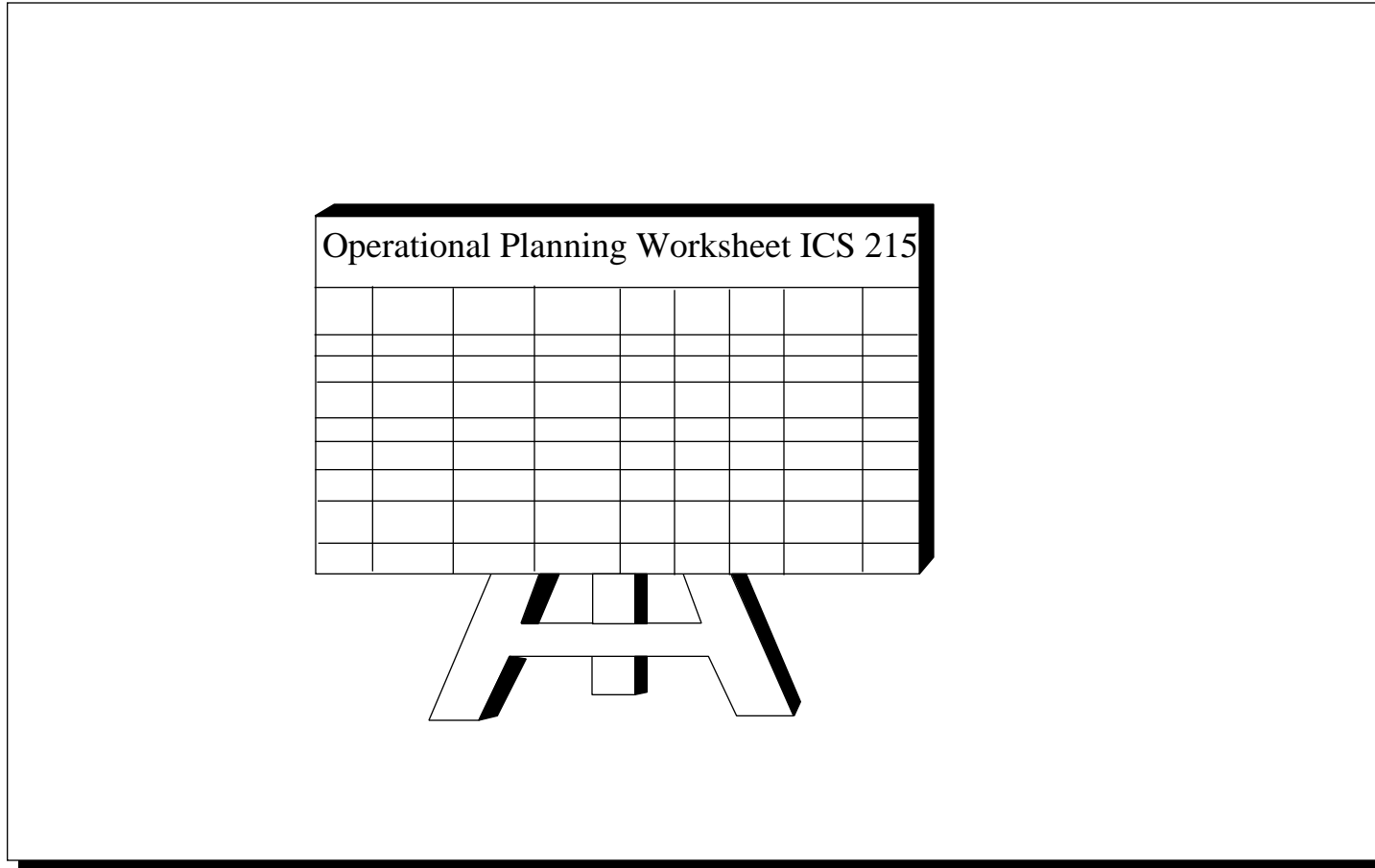
- Establishing resource needs
- Resource ordering
- Check-in process
- Resource use
- Resource demobilization

# Planning Meeting Activity Checklist

No.	Activity	Primary Responsibility
1	Give situation and resources briefing.	Planning Section Chief
2	State incident objectives and policy issues.	Incident Commander
3	State primary and alternative strategies.	Operations Section Chief
4	Designate Branch, Division, Group boundaries and functions as appropriate.	Operations Section Chief
5	Describe tactical operations and tactics.	Operations Section Chief
6	Make tactical resource assignments.	Operations, with support of Planning, and Logistics Section Chiefs
7	Determine Operations facilities and reporting locations.	Operations and Logistics Section Chiefs
8	Develop the resources, support, and overhead order.	Planning and Logistics Section Chiefs
9	Develop Communications, Medical, and Traffic supporting plans.	Planning and Logistics Sections
10	Approve and implement the plan.	Incident Commander approves and General Staff implements

# Operational Planning Worksheet

Can be Used as a Display at the Planning Meeting





# The ICS 215 Form is a Basic Planning Tool

## It provides information on:

- Incident work location
- Work assignments
- Kind and type of resources needed
- Current availability of incident resources
- Reporting location
- Requested arrival time for additional resources

# Incident Resources:

## Personnel resources

are assigned to functional areas within ICS sections based on experience, training, and past performance.

## Equipment resources

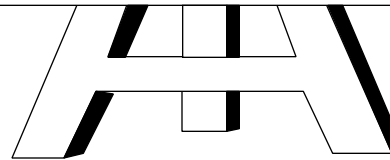
consist of both the equipment and the personnel to operate the equipment. This includes aviation resources.

# Placing Resource Orders from the Incident

**Incident Commander must approve all resource orders.**

## **Authorized to Place Resource Orders**

- Incident Commander
- Logistics Section Chief
- Supply Unit



# Essential Elements of Information for any Resource Order:

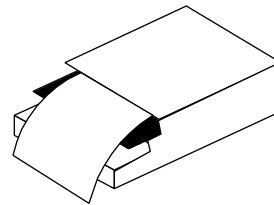
- Incident Name
- Order and/or request number
- Date and time of order
- Quantity, kind, type of resources
- Reporting location
- Requested arrival time
- Radio frequency
- Person/title placing request
- Call-back Number or Radio designation for clarification

# Send Resource Orders by:

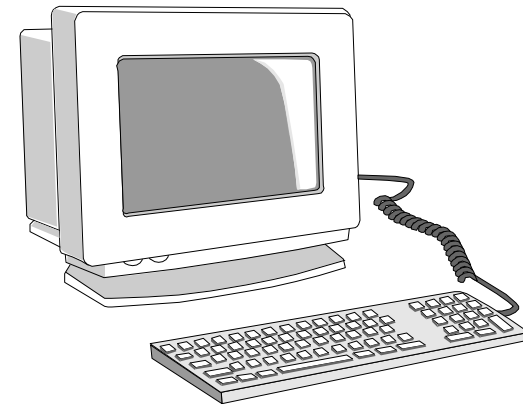
**Radio:**



**FAX:**



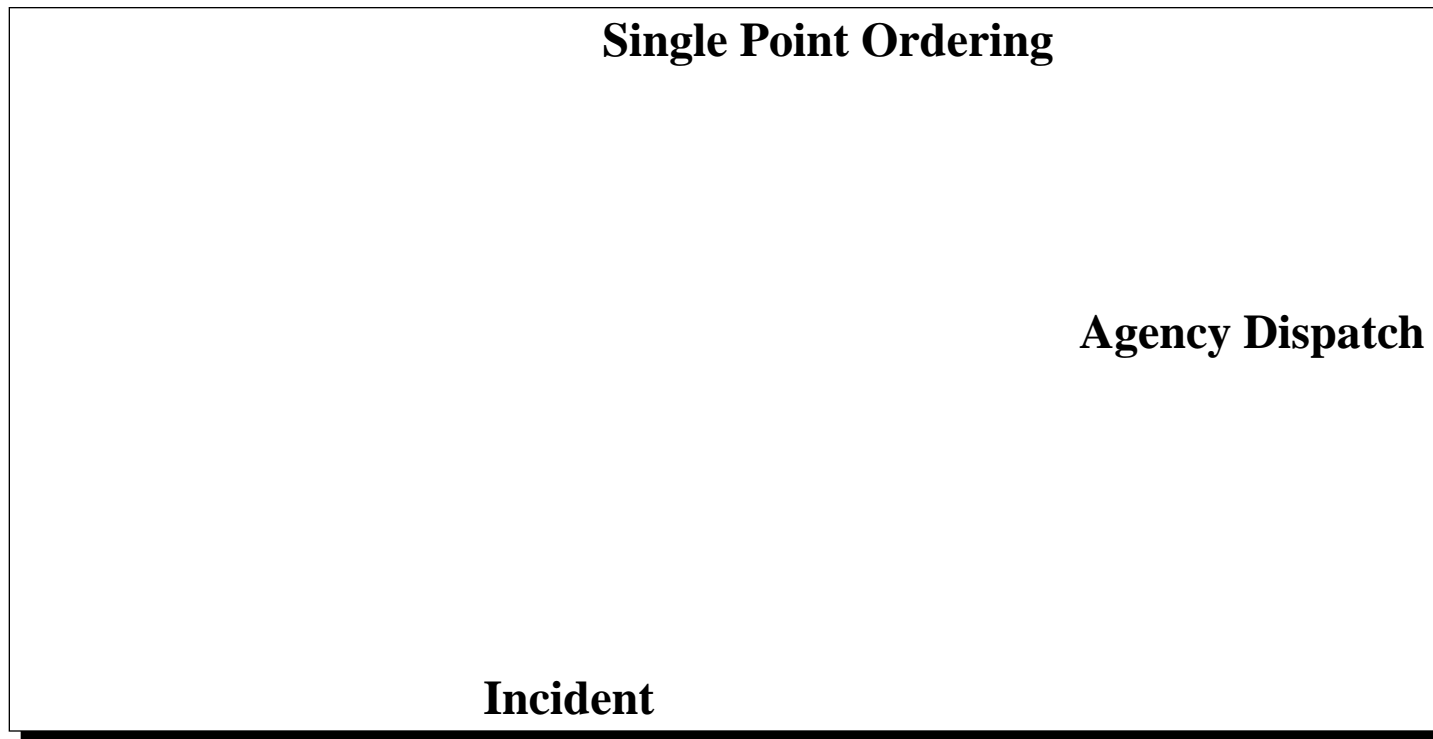
**Terminal:**



**Phone:**



# Single vs. Point Ordering of Resources from an Incident



# Be Sure You Understand the Ordering Process!!!

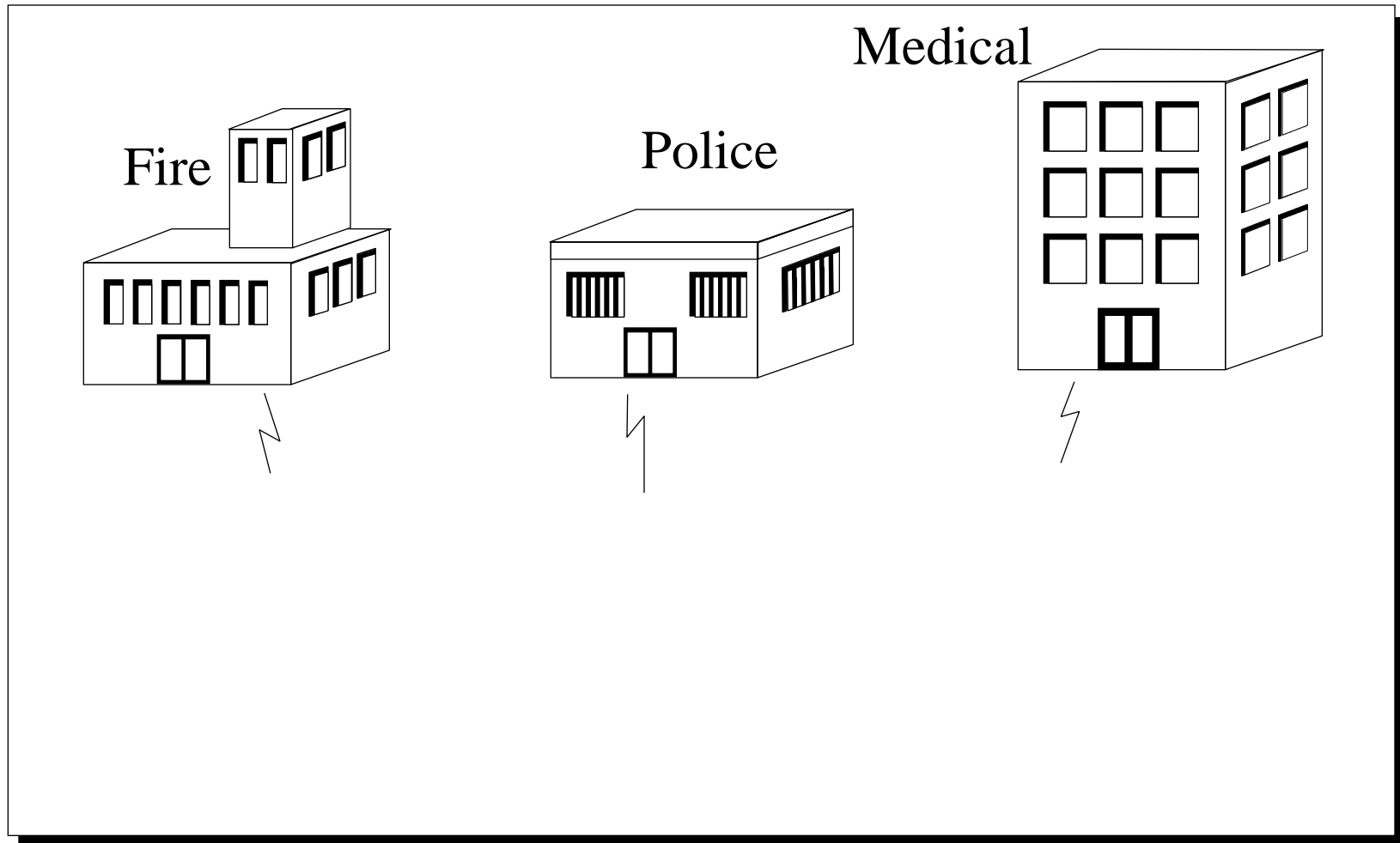
## Single Point Ordering Preferred Method

- Agency overload
- Agency policy
- Complex order

## MultiPoint Ordering Done When:

- Multi-agency involvement requires it
- The kind of resource requires special handling
- Required by agency policy

# Multipoint Resource Ordering from an Incident

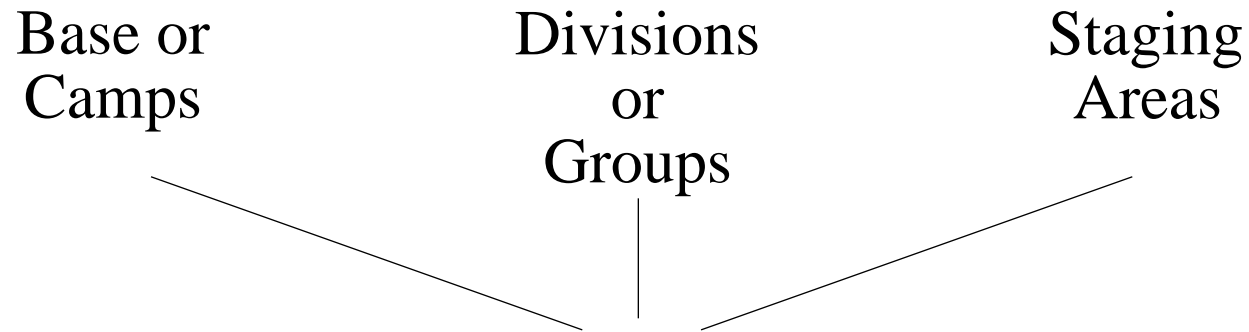




# Resource Check-in Locations at an Incident

- Incident Base
- Camp
- Staging Area
- Resource Unit at the Incident Command Post
- Helibase

# On an Incident Resources are Initially Assigned to:



## **Incoming Resources are assigned to Staging Areas Because:**

- Resources may be required during the current operational period.
- Resources are needed to provide a reserve force for contingencies.
- Resources are to be formed into Task Forces and/or Strike Teams.

# Staging Area Managers Must be Briefed

## Briefing

- Number and kind of resources
- Communications
- Minimum resource levels
- How to obtain resources
- Expected duration
- Logistics support

## **Task Forces and Strike Teams:**

- Can be formed on the incident.
- When formed on the incident they must be disassembled prior to release from the incident.

## **Demobilization**

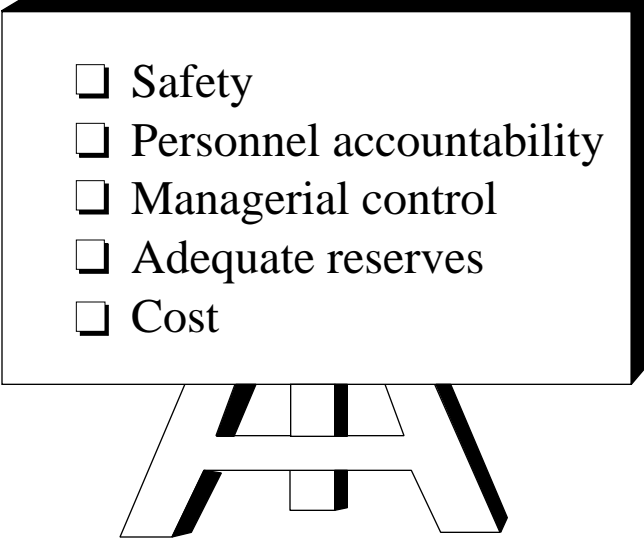
- Planning - begin early!
- Set up a Demobilization Unit for larger incidents.
- Operations Section will set continuing tactical resource needs.

## **Demobilization Plan**

- General information
- Responsibilities
- Release priorities
- Release procedures
- Directory

*Home*

# Key Resource Management Considerations

- 
- Safety
  - Personnel accountability
  - Managerial control
  - Adequate reserves
  - Cost



**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 10  
AIR OPERATIONS**

**October 1994**

**INSTRUCTOR GUIDE**

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# PREFACE

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

The Steering Group was:

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

The Contract Consultant was:

The Terence Haney Company  
Woodland Hills, California

**IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE** AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.**





## **Detailed Lesson Outline**

- COURSE:** Module 10 - Air Operations
- SUGGESTED TIME:** 4 Hours
- TRAINING AIDS:** Overhead projector, overhead pens, reference text
- SUBJECT:** This module describes the role of the Air Operations Branch and how to set up an effective aviation organization to support incidents. (This module may not be applicable for some user groups.)
- OBJECTIVES:**
1. Describe the function and general duties associated with each element of the Air Operations Branch organization.
  2. Diagram a full Air Operations Branch organization using a simulated scenario.
  3. Describe the function and use of the ICS Form 220, Air Operations Summary Worksheet.

OUTLINE	AIDS & CUES
<p>THERE ARE TWO OPTIONS AVAILABLE FOR PRESENTATION OF THIS MODULE'S MATERIAL.</p> <ol style="list-style-type: none"> <li>1. HAVE STUDENTS READ THE MATERIAL AND COME TO CLASS PREPARED TO DISCUSS THE MATERIAL USING THE TOPICS LISTED ON PAGE 10-3 OF THE INSTRUCTOR GUIDE.</li> <li>2. THE CLASSROOM INSTRUCTIONAL METHOD.</li> </ol> <p>THE DETERMINATION OF WHICH IS THE BEST APPROACH WILL BE INFLUENCED BY WHETHER THE STUDENTS TAKING THIS MODULE ARE:</p> <ol style="list-style-type: none"> <li>1. PERSONNEL WHO WILL BE FUNCTIONING WITHIN THE AIR OPERATIONS BRANCH. (USE THE PRE-COURSE STUDY AND CLASS REVIEW METHOD.)</li> <li>2. PERSONNEL WHO WILL BE OUTSIDE OF THE AIR OPERATIONS BRANCH BUT NEED TO HAVE SOME KNOWLEDGE OF AIR OPERATIONS. (USE CLASSROOM PRESENTATION - LIMIT POSITION DESCRIPTIONS AS APPROPRIATE.)</li> </ol> <p>AN OPTIONAL EXERCISE HAS BEEN PREPARED FOR THE MODULE, AND THE BACKGROUND FOR IT HAS BEEN INCLUDED AS PART OF THE INSTRUCTOR'S MATERIAL. THE EXERCISE, IF USED, SHOULD BE FOR STUDENTS WHO WILL FUNCTION WITHIN THE AIR OPERATIONS ORGANIZATION.</p> <p>FOR THE PRE-COURSE STUDY GROUP'S CLASS REVIEW, YOU WILL:</p> <ol style="list-style-type: none"> <li>1. REVIEW THE INSTRUCTIONAL MATERIAL USING THE TOPICS ON PAGE 10-3 OF INSTRUCTOR GUIDE.</li> </ol>	

OUTLINE	AIDS & CUES
<p>2. HAVE STUDENTS PARTICIPATE IN THE OPTIONAL SMALL GROUP EXERCISE. THE EXERCISE IS DESCRIBED ON PAGE 10-4 OF THE INSTRUCTOR GUIDE.</p> <p>3. HAVE STUDENTS COMPLETE THE MODULE TEST.</p>	
<p><b>TOPICS FOR INSTRUCTOR TO USE DURING CLASSROOM REVIEW OF MODULE MATERIAL:</b></p>	
<p>1. Have students give examples from their experiences of different ways aircraft are used on incidents. List on board, and compare against list in module materials.</p> <p>2. Discuss the major reasons for establishing a separate Air Operations Branch at an incident. See list in module materials.</p> <p>3. Diagram the Air Operations Organization. You can do this using an open framework on a board, and have students fill in the spaces. Note the reporting relationships especially in the Air Support Group.</p> <p>4. Review and discuss the primary responsibilities for each of the air operations positions shown on the organization chart.</p> <p>5. Discuss the use of Temporary Flight Restrictions, cover what they are, why they are used, how they are put into place, and who does it.</p> <p>6. Show and discuss the ICS Form 220, Air Operations Summary. Discuss its purpose, contents, how it is used and who does it.</p>	
<p>(When using the ICS Form 220, it would be best to have at least a partially complete form ready. It is important that the contents of the sample form be appropriate to the students' background.</p>	

OUTLINE	AIDS & CUES
<p>7. Discuss the role of a helibase and helispots at an incident. Make sure the students know the differences between them. Cover the factors that must be considered. See lists in the module materials.</p> <p>8. Discuss various uses for incident assigned aircraft other than for primary tactical or logistical support. See examples in module materials.</p> <p>9. Review the role and duties of:</p> <p style="padding-left: 40px;">Air Tactical Group Supervisor Air Support Group Supervisor</p> <p>Discuss (as appropriate to the students' agencies) where these positions would function during an incident.</p> <p>10. As appropriate, review roles and responsibilities of the Helibase Manager and Helispot Managers.</p> <p>11. Review and discuss other positions as needed or as time is available.</p>	
<b>Module 10 Exercise</b>	
<p>An optional management exercise related to the instructional material in Module 10 on Air Operations. The exercise should take approximately 1 hour.</p>	
<p>The exercise objective relates to the following instructional Objective:</p>	
<p>Diagram a full Air Operations Branch organization using a simulated scenario.</p>	
<p>During the exercise, small groups of students will be asked to make an initial determination regarding an appropriate Air Operations organization for a simulated incident.</p>	



OUTLINE	AIDS & CUES
<p>Emphasize to the students that this is not a tactical problem solving exercise. It deals strictly with establishing an initial appropriate management structure.</p> <p>All groups will be using the same scenario. At the completion of their work, they will reconvene and provide their organizations and give the rationale for the decisions they have made.</p>	

## MODULE 10 AIR OPERATIONS

### Exercise Scenario:

This incident occurs on a Sunday afternoon. A twin engine aircraft with eight passengers is overdue on a flight from \_\_\_\_\_ to \_\_\_\_\_. On board is the Governor of \_\_\_\_\_, his wife, the Japanese consulate representative and his wife, and the Governor's daughter who is five months pregnant and her husband. The plane had a crew of two.

Last contact with the aircraft was at 1400 hours this date, over The Wenatchee, a 26,000 square mile mostly wilderness area in the northern part of the state. The pilot was obtaining weather information at the time of the last contact, and gave no indication of any problems. So far, there has been no emergency signal from the aircraft. Rain and high winds have precluded any search attempt until Monday.

You were notified at 1600 on Sunday, that you were to be a part of an ICS management team being assembled for this incident. You will be the Air Operations Branch Director.

You are to report to the Bigelow Municipal Airport which is on the southwest edge of the Wenatchee area. The Bigelow Airport will be the Base and Incident Command Post.

The airport has a 5000-ft. runway and plenty of parking for other aircraft. Limited fueling and mechanical services are available. It will accommodate a C-130. In addition to Bigelow, there are two other smaller airstrips in the Wenatchee. Both are 3500-ft. dirt strips with no services.

When advised of your assignment, you were told that a state national guard C-130 is available for use. The national guard, and the Civil Air Patrol have been notified.

Three helicopters and three other fixed-wings, all from different agencies, are being readied for the search. Ground search teams are also being assembled.

The Japanese Embassy in Washington has been notified and has requested to help in any way possible.

The first planning meeting will be at 0300 hours on Monday at the Bigelow ICP. You are scheduled to arrive at 0200 hours with other members of the team. You have been advised that the initial search activity will be conducted from the air using all available aircraft.

Weather in the area is in the 40s during the night with occasional rain showers. A high pressure area is scheduled to move across the area within the next 24 hours. Weather for tomorrow should be clear.

Exercise Requirement:

Based on the above information, you are to:

1. Be prepared to state your recommendation for an Air Operations organization adequate to initially support this incident. It should include all organizational positions, facilities, and support services that may be needed.
2. Be prepared to provide recommendations to the Operations Section Chief on what additional aviation equipment and personnel resources may be useful or necessary. It is recognized that some of this may not be fully known until the overall plan is developed.

Additional Background

Prior to the exercise you should determine the kinds (and types) of fixed-wing and helicopter aircraft to be available.

Helicopters

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Fixed-wing

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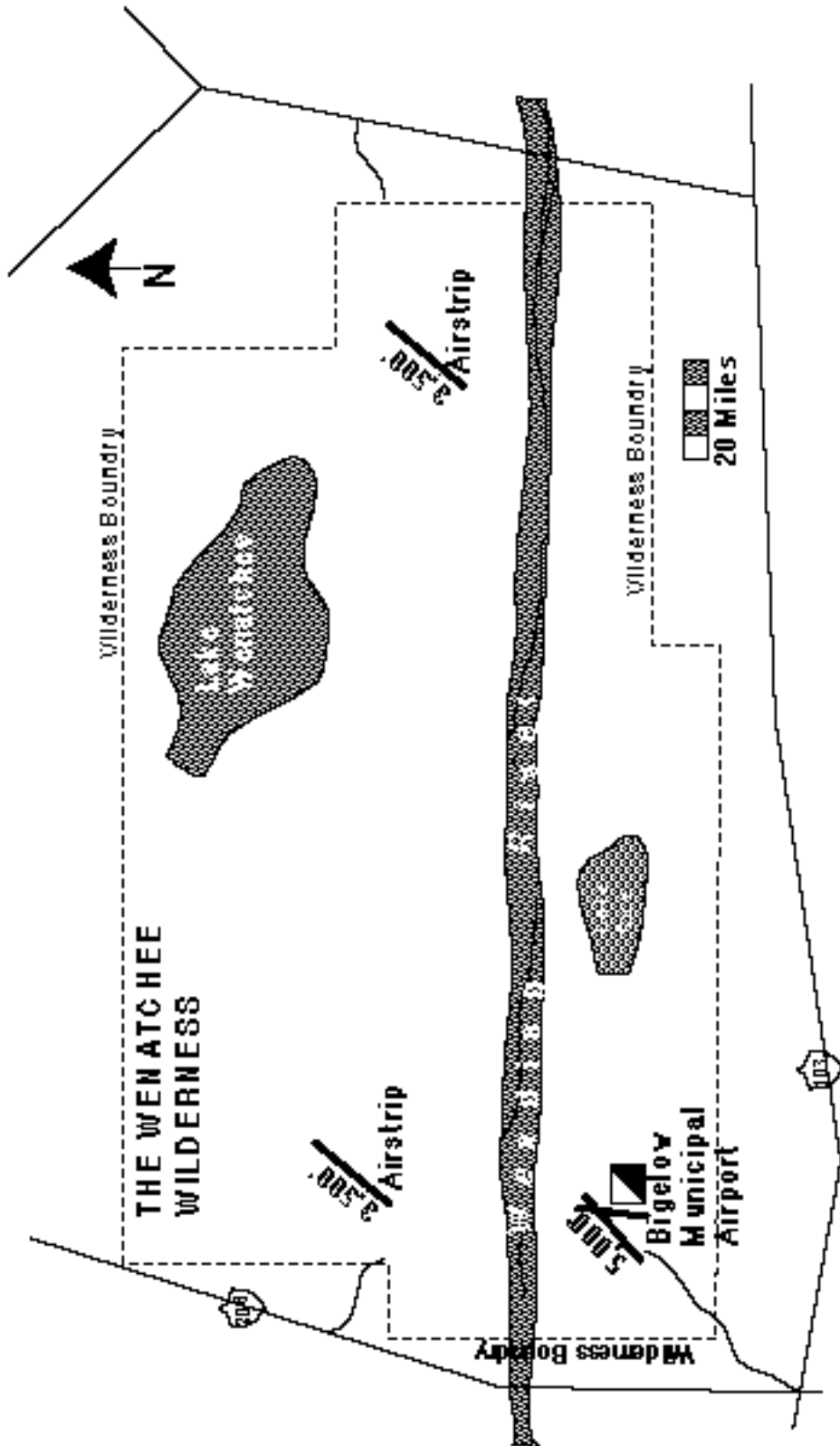
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In addition, depending upon the agencies involved, the students may require some additional information as necessary for making their decisions. These could include:

- Airspace jurisdiction - Federal, state, private, a mix, etc.
- Ownership and certification of available aircraft for use.
- Ground rules regarding incident responsibilities for fueling, etc.
- Who has responsibility for Medivac?
- Whose standards are to be followed for qualifications, fiscal arrangements, maintenance, etc.

You should be prepared to provide some level of background information on these items if necessary.



**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 10  
AIR OPERATIONS**

**October 1994**

**REFERENCE TEXT**

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# PREFACE

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

The Steering Group was:

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

The Contract Consultant was:

The Terence Haney Company  
Woodland Hills, California







This module describes the role of the Air Operations Branch and how to set up an effective aviation organization to support incidents. (This module may not be applicable for some user groups.)

Objectives:

1. Describe the function and general duties associated with each element of the Air Operations Branch organization.
2. Diagram a full Air Operations Branch organization using a simulated scenario.
3. Describe the function and use of the ICS Form 220, Air Operations Summary Worksheet.

## I. Introduction to Incident Air Operations

An increasing number of incidents and events involve the use of aircraft in tactical assignments and/or providing logistical support. This is a trend that will undoubtedly increase. Some examples are:

**Search and Rescue** - Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.

**Earthquakes, floods, etc.** - Reconnaissance, situation and damage assessment, rescue, logistical support, etc.

**Law Enforcement** - Reconnaissance, surveillance, direction, and control.

**Fire Control** - Fixed-wing 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, searches.

**Other applications** - For example, communications relay, airborne command and control, photo mapping, etc.

Information in this module will describe the Air Operations Branch organization, and provide information on major responsibilities and duties of personnel assigned to various Air Operations Branch positions within the ICS organization.

What are the primary reasons for establishing a separate Air Operations Branch within the incident organization? Consider the following:

1. The Incident Commander's or Operations Section Chief's (if that position has been established) workload or span of control necessitates it.
2. Both tactical and logistical air support activity is needed at the incident.
3. Aircraft from other agencies or private aircraft have become involved.
4. Helicopters and fixed-wing aircraft are involved within the incident air space.
5. Safety, environmental, weather or temporary flight restriction issues become apparent.
6. A helibase or several helispots are required to support incident operations.
7. Agency policy and/or flight operations SOPs require it.

Aviation operations at an incident may be very simple, consisting of only a helicopter working in a tactical operation or providing logistical support. On some incidents, air operations can become very complex involving many helicopters, and/or a combination of helicopters and fixed-wing aircraft operating at the same time.

On large incidents, such as a large scale search or a major wildland fire, an incident helibase may be established at or near the incident. Some incidents will also have one or more helispots designated.

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.

## II. Air Operations Organization

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 OSC 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.

The following material describes responsibilities of various positions within the Air Operations Branch. It is important to remember that this

is a minimum list and would generally apply to any agency involved in the use of the Incident Command System. Your agency may have additional requirements which must be considered.

A. Air Operations Branch Activities

The Air Operations Branch is managed by the Air Operations Branch Director, who reports to the Operations Section Chief. The Air Operations Branch Director for an incident is always ground-based. Under the Air Operations Branch Director are two supervisors, the Air Tactical Group Supervisor and the Air Support Group Supervisor.

1. Air Tactical Group Supervisor

Is responsible for coordinating the airborne tactical operations of fixed- and/or rotary-wing aircraft operating on an incident. Helicopter Coordinators and Air Tanker/Fixed-Wing Coordinators may be assigned as required to manage their respective aircraft. If assigned, they will report to the Air Tactical Group Supervisor.

2. Air Support Group Supervisor

Provides logistical support to helicopters operating on an incident or at an event, and manages helibase and helispot operations. The Air Support Group Supervisor is also responsible to maintain liaison with fixed-wing air bases.

B. Major Responsibilities of the Air Operations Branch Director

1. Obtain Briefing from Operations Section Chief

The following information should be obtained as a result of this briefing:

- Determine current air operations activity from the Operations Section Chief.
- Determine the number, kind and type, and current status of all air resources presently assigned to the incident.
- Determine the status of current air traffic control operations and any flight restrictions.
- Consider aircraft "down time" (e.g., required maintenance, pilot flight restrictions, scheduled days off, etc.) in making status assessment.
- Consider the need for additional aircraft based on the status of the incident and incident objectives.

2. Organize Preliminary Air Operations

This is an important first step based on information obtained in the briefing and current actions underway. It includes confirming the arrival of additional aircraft (if ordered), coordinating their assignments and communications on the incident, briefing of supporting staff, and direct participation in current and future operational period planning.

3. As Appropriate, Initiate Request for Temporary Flight Restrictions

Temporary Flight Restrictions (TFRs) may be necessary in and around some incidents and/or events in order to control

non-incident flight activity. The Air Operations Branch Director will request Temporary Flight Restrictions (Federal Air Regulation 91.137) from the closest Federal Aviation Administration's Air Route Traffic Control Center.

When activated by the FAA, Temporary Flight Restrictions prohibit all flights in a designated air space except those participating in hazard relief activities. The following information is required by the FAA before approving a request for Temporary Flight Restrictions:

- Name and organization of person requesting the TFR.

- Brief description of the situation.
- Estimated duration of restrictions.
- Agency responsible for on-scene activity and communications contact.
- Description of the affected area (distance and altitude above ground level).
- Description of potential hazards to persons and property in the air.
- Description of the hazard that would be compounded by aircraft use.
- Type of activity, proposed aircraft operations, and location of aircraft base.
- Contact point or radio frequency for handling news media flight requests.

All appropriate incident and air operations personnel should be notified of Temporary Flight Restrictions. It is important to recognize that TFRs may not necessarily eliminate all flights. It is best to assume that there will be air space violations around an incident or event.

TFRs should be promptly lifted when no longer needed.

4. **Participate in the Preparation of the Incident Action Plan**  
The Air Operations Branch Director will review current air operations, and assist in determining air operations tactical support and logistical plans for the next operational period. The Air Operations Branch Director should attend all planning meetings as requested by the Operations Section Chief.
5. **Perform Operational Planning for Air Operations**  
This involves determining what elements of the air operations organization should be activated, what personnel requirements will be needed, and what logistical support will be necessary to maintain effective air operations.
6. **Prepare and Distribute the Air Operations Summary Worksheet (ICS Form 220)**

The Air Operations Worksheet contains essential information related to air activity scheduled for the incident. After completion, it is distributed to the Air



Support Group and to any airbase or airport facilities supporting the incident.

7. Supervise Air Operations Branch Personnel and Coordinate with Incident and Off-Incident Personnel and Agencies

This is an ongoing activity for the Air Operations Branch Director who must ensure that the Operations Section Chief, Air Tactical Group Supervisor, and other incident personnel are well informed regarding the status of the incident air operations. Coordination may be required with Logistics if essential supplies, food, etc., are being transported to the incident by aircraft.

In addition, close coordination is always required with off-incident agencies and locations such as the FAA, local airports, and agency dispatch centers supplying tactical or support resources by air.

8. Evaluate Helibase and Helispot Locations

Working with the Air Support Group Supervisor, the Air Operations Branch Director must determine if present helibase and helispot locations are adequate, and assign new locations as necessary. Several factors may influence this decision:

- Safety -- is the landing area safe? What are the approach and departure obstructions?
- Flight routes -- do helicopters fly over the incident base, camps, or residential, or other flight sensitive areas?
- Will existing helibase and helispot locations allow expansion and 24-hour operations?
- Is there adequate fuel, maintenance and resource access to the helibase?

9. Establish Procedures for Emergency Reassignment of Aircraft

The Air Operations Branch Director must assure that an aircraft is assigned or available for diversion to an emergency. The Director should know at all times which

helicopters may be diverted for medical emergencies at the incident, and have a plan for how this may be accomplished.

10. Schedule Approved Flights of Non-Incident Aircraft Into the Incident Area

This activity will require the Air Operations Branch Director to coordinate directly with the Air Tactical Group Supervisor to ensure that such flights do not constitute a hazard to incident tactical operations. An example might be military training flights. Restricted areas and altitudes must be fully coordinated.

11. Evaluate Requests for Non-Tactical Use of Incident Aircraft

Requests for non-tactical use of incident aircraft may be made for such purposes as:

- VIP and Media Flights
- Logistical Support
- Reconnaissance/Situation Assessment
- Damage Assessment
- Medical Transportation

12. Resolve Conflicts Concerning Non-Incident Aircraft Involved in Incident Over-Flights

The Air Operations Branch Director must identify potential problems or violations, obtain information on violators, and coordinate with the Air Tactical Group Supervisor and FAA as necessary.

13. Monitor for Accidents or Special Incidents

All accidents or special incidents must be well documented. The Air Operations Branch Director will conduct and/or arrange for an investigation team as necessary. Agencies will each have special investigation procedures to follow.

14. Maintain Unit Log

The Unit Log (ICS Form 214) will be maintained for each organizational unit within the Branch, and turned in at the end of each Operational Period.

C. Air Tactical Group

1. Air Tactical Group Supervisor

The Air Tactical Group Supervisor, under the direction of the Air Operations Branch Director, is responsible for the coordination of all fixed and/or rotary-wing aircraft operating in incident air space. For most agencies and applications, the Air Tactical Group Supervisor will operate from an airborne location.

Major responsibilities of the Air Tactical Group Supervisor:

- Check-in and receive incident assignment (usually via radio).

- Obtain briefing from Air Operations Branch Director or Operations Section Chief. If possible, obtain a copy of the current Incident Action Plan.
- Determine type and quantity of aircraft (fixed-wing and helicopters) operating on the incident; report to Air Operations Branch Director.
- Determine potential availability of additional aircraft resources and their approximate flight time to the incident.
- Make recommendations to Air Operations Branch Director regarding adequacy of available aircraft to accomplish incident objectives.
- Based upon the Incident Action Plan, manage all air tactical activities.

- Establish and maintain communications with (as appropriate):
  - Pilots
  - Air Operations
  - Helicopter Coordinator
  - Fixed-Wing Coordinator
  - Air Support Group (e.g., Helibase Manager)
  - Fixed-wing bases
- Coordinate flights in restricted air space by non-incident aircraft or non-tactical flights (flight approval to be granted by the Air Operations Branch Director).
- Report on violations of restricted air space area by non-incident aircraft.
- Receive briefing from the Air Operations Branch Director on air traffic external to the incident.
- Recommend tactical strategy to approved ground contact (Operations Section Chief, Branch Director or Division/Group Supervisor).
- Advise Air Operations Branch Director of tactical recommendations, and keep the Director updated on all air activities.
- Report conflicts or potential conflicts in the air traffic control system caused by incident air activities.
- Report accidents and incidents to the Air Operations Branch Director.
- Supervise the Helicopter Coordinator and the Fixed-Wing Coordinator.

## 2. Helicopter Coordinator

Activation of this position is dependent on the complexity of the incident and the number of helicopters assigned to it. More than one Helicopter Coordinator may be assigned to a very large incident.

The Helicopter Coordinator is responsible for the coordination of all tactical or logistical helicopter missions while in flight over the incident. The Helicopter Coordinator may operate from the air or from a high vantage point on the ground.

Major responsibilities of the Helicopter Coordinator:

- Check-in and receive incident assignment.

- Obtain briefing from the Air Tactical Group Supervisor or Air Operations Branch Director.
- Determine type and quantity of aircraft (fixed-wing and helicopter) operating within incident assignment area; report to the Air Tactical Group Supervisor.
- Determine whether available helicopters are capable of accomplishing incident objectives; report to the Air Tactical Group Supervisor.
- Survey and report on potential problems within incident assignment area (other aircraft hazards, ground hazards, etc.).
- Coordinate air traffic control procedures with:
  - Pilots
  - Air Operations Branch Director
  - Air Tactical Group Supervisor
  - Fixed-Wing Coordinator
  - Air Support Group (usually Helibase Manager)
- Coordinate the use of communications frequencies for ground-to-air and air-to-air communications with:
  - Air Tactical Group Supervisor
  - Incident Communications Unit
  - Local agency dispatch center (as necessary)
- Assign and ensure use of appropriate operating frequencies by incident helicopters. Frequencies will be in the Incident Communications Plan or established by the Air Tactical Group Supervisor.
- With the Air Tactical Group Supervisor, coordinate and make geographical assignments for helicopter operations.
- Implement and monitor all air safety requirements and procedures.
- Ensure that approved night flying procedures are being followed.
- Supervise all helicopter activities:
  - Receive assignments
  - Brief pilots
  - Assign missions

Report on mission completion; reassign as directed

- Coordinate activities with:  
Air Tactical Group Supervisor  
Fixed-Wing Coordinator  
Air Support Group Supervisor  
Ground Personnel
- Maintain continuous observation of assigned area and inform Air Tactical Group Supervisor of problems or potential problems (e.g., aircraft malfunction, maintenance difficulties).
- Request equipment or assistance as needed.
- Immediately report accidents or incidents to Air Tactical Group Supervisor and Air Operations Branch Director.
- Maintain records of activities.

3. Air Tanker/Fixed-Wing Coordinator



Activation of this position is dependent on the complexity of the incident and the number of fixed-wing aircraft assigned to it. More than one Air Tanker /Fixed-Wing Coordinator may be assigned to a very large incident. The Air Tanker/Fixed-Wing Coordinator has primary responsibility for coordinating all assigned airborne fixed-wing aircraft operations at the incident. The Fixed-Wing Coordinator, who is always airborne, reports to the Air Tactical Group Supervisor.

Major responsibilities of the Air Tanker/Fixed-Wing Coordinator:

- Check-in and receive incident assignment (usually via radio).
- Obtain briefing from Air Tactical Group Supervisor or Air Operations Branch Director.
- Determine type and quantity of aircraft (fixed-wing and helicopter) operating within incident area of assignment.
- Determine fixed-wing aircraft capabilities and limitations.
- Maintain continuous observation of assigned area and inform Air Tactical Group Supervisor of problems or potential problems (e.g., hazards, aircraft malfunctions, maintenance difficulties).
- As needed, coordinate air traffic control procedures with:
  - Pilots
  - Air Operations
  - Air Tactical Group Supervisor
  - Helicopter Coordinator
  - Air Support Group (usually Helibase Manager)
- Coordinate the use of communications frequencies for ground-to-air and air-to-air communications with:
  - Air Tactical Group Supervisor
  - Incident Communications Unit
  - Local agency dispatch center

- Implement all air safety requirements and procedures.
- Supervise all fixed-wing aircraft activities:
  - Receive assignments
  - Brief pilots
  - Assign missions
  - Report on mission completion; reassign as directed
- Coordinate activities as appropriate with:
  - Air Tactical Group Supervisor
  - Helicopter Coordinator
  - Ground operations personnel
- As necessary, provide information to ground resources.
- Request equipment or assistance as needed.
- Immediately report accidents or incidents to the Air Tactical Group Supervisor and the Air Operations Branch Director.
- Maintain records of activities.

D. Air Support Group

The Air Support Group Supervisor, under the direction of the Air Operations Branch Director, is responsible for supporting and supervising the management of helibase and helispot operations, and maintaining liaison with fixed-wing air bases. This position may also support and supervise fixed-wing bases if they are not at established airfields. Many of the activities listed below would pertain to providing support to fixed-wing bases if these are not at airports.

Major functions performed at helibases, helispots, and air bases include:

- Providing fuel and other supplies
- Maintenance and repair of aircraft (not at helispots).
- Supplies, equipment, and personnel loading and off-loading
- Retardant mixing and loading
- Maintaining records of aircraft activity
- Enforcement of safety regulations

Helibase or helispot managers, under the direction of the Air Support Group Supervisor, are responsible for all helicopters on the ground and during take-off and landing.

#### 1. Air Support Group Supervisor

Major responsibilities of the Air Support Group Supervisor:

- Check in and obtain briefing from Air Operations Branch Director or Operations Section Chief.
- Review Incident Action Plan and Air Operations Summary Worksheet (prepared by Air Operations Branch Director).
- Provide input to Air Operations Branch Director for incident planning.
- Keep the Air Operations Branch Director updated on Air Support Group activities.
- Identify resources/supplies on order for Air Support Group; review adequacy of retardant and dust abatement chemicals for use at helibases and helispots.



- Monitor and ensure compliance with each agency's requirements for day and night operations.
- Inform Air Operations Branch Director of night flying capability.
- Coordinate special requests for air logistics.
- Coordinate with airbases supporting the incident.
- Obtain assigned ground-to-air frequency for helibase and helispot operations from Communications Plan (ICS Form 205) or Communications Unit Leader.
- Ensure the establishment and activation of air traffic control procedures between helibase and helispots and the Air Tactical Group Supervisor, Helicopter Coordinator and Fixed-wing Coordinator.
- Supervise the implementation of dust abatement procedures at helibase and helispots.
- Provide crash/rescue service for helibases and helispots.
- Maintain Unit Log (ICS Form 214).

## 2. Helibase Manager

Some of the positions which may be established in support of helibase operations are listed below. These positions, if activated, report to the Helibase Manager. Not all will be required for all incidents or by all agencies. Specific responsibilities for each position are included below.

- Deck Coordinator -- manages helibase landing area for personnel and cargo movement.
- Loadmaster -- responsible for the safe loading and unloading of cargo and personnel at a helibase.
- Parking Tender -- responsible for the takeoff and landing of helicopters at an assigned helicopter pad.
- Takeoff and Landing Controller -- coordinates arriving and departing helicopters at a helibase and all helicopter movement on and around the helibase.

- Helibase Radio Operator -- establishes communication between incident assigned helicopters and helibases, Air Tactical Group Supervisor, Air Operations Branch Director, and Takeoff and Landing Controller.
- Helicopter Timekeeper -- records time for all helicopters assigned to the helibase.
- Helispot Managers -- report to the Helibase Manager.

## Major responsibilities of the Helibase Manager:

- Receive briefing from the Air Support Group Supervisor.
- Review Incident Action Plan, including Air Operations Summary Worksheet (ICS Form 220).
- Participate in Air Support Group planning.
- Upon reporting to assigned helibase, brief pilots and assigned personnel.
- Keep Air Support Group Supervisor updated on helibase activities.
- Ensure that helibase is adequately posted and cordoned.
- Manage resources/supplies dispatched to helibase; as needed, order additional resources from Air Support Group Supervisor.
- Coordinate air traffic control procedures at the helibase with:
  - Pilots
  - Air Support Group Supervisor
  - Air Tactical Group Supervisor
  - Helicopter Coordinator
  - Takeoff and Landing Controller
- Post copies of work schedule and other organizational information at each helibase, including assigned radio frequencies and helispot organization.
- Supervise loading operations, including any retardant mixing that might be required.
- Supervise helicopter fueling, maintenance, and repair services.
- Supervise manifesting and loading of personnel and cargo.
- Ensure that dust abatement procedures are in use at helibases and helispots.
- Ensure that adequate security is in place at each helibase and helispot.
- Ensure that crash/rescue services are provided for the helibase.
- Respond to special requests for air logistics.
- Supervise the maintenance of all agency records, including reports of helicopter

activities, Check-In Lists (ICS Form 211) and Unit Log (ICS Form 214).

- Solicit and record pilot input concerning selection and adequacy of helispots, communications, air traffic control, operational concerns, and safety problems.

### 3. Helispot Manager

Major responsibilities of the Helispot Manager:

- Receive briefing from Helibase Manager.
- Review Incident Action Plan, including Air Operations Summary Worksheet (ICS Form 220).
- Report to assigned helispot.
- Review and take steps to alleviate potential hazards/problems, including:
  - Adequate dust control
  - Debris that may blow into rotor systems
  - Excessively steep touchdown slope
  - Insufficient rotor clearance
- Coordinate with pilots for safe and efficient landing and takeoffs, and loading and unloading.
- Manage all resources/supplies assigned to helispot.
- As needed, request special air support items from Helibase Manager.
- Keep Helibase Manager informed of all helispot activities.
- As needed, coordinate air traffic control and communications with:
  - Pilots
  - Helibase Manager
  - Helicopter Coordinator
  - Fixed-Wing Coordinator
  - Air Tactical Group Supervisor
- Ensure the availability of crash/rescue resources.
- Supervise or perform retardant or other resource loading.



- Manifest and load personnel and cargo as required.
- Maintain agency records and reports regarding helicopter activities.

#### 4. Deck Coordinator

Major responsibilities of the Deck Coordinator:

- Receive briefing from Helibase Manager.
- Review Air Operations Summary Worksheet (ICS Form 220).
- Establish and mark landing pads.
- Establish emergency landing areas.
- Ensure that crash/rescue procedures are fully understood by deck personnel.
- Ensure that deck area and emergency landing areas are posted.
- Review adequacy of personnel to safely load and unload personnel and cargo; order additional staff as needed.
- Supervise deck management personnel (Loadmasters and Parking Tenders).
- Ensure that all assigned personnel are posted to the daily organization chart.
- Maintain vehicle control procedures.
- As needed, perform or supervise dust control procedures.
- Ensure proper manifesting and load calculations.
- Ensure that air traffic control is coordinated with the Landing and Takeoff Coordinator.
- Maintain appropriate agency records.

#### 5. Loadmaster

Major responsibilities of the (personnel/cargo) Loadmaster:

- Obtain briefing from Deck Coordinator.
- Review Air Operations Summary Worksheet (ICS Form 220).

- Ensure the proper posting of loading and unloading areas.
- Manifest and load personnel and cargo; supervise loading and unloading crews.
- Review crash/rescue procedures with loading and unloading crews.
- Ensure that sling load equipment is safe.
- Coordinate with Takeoff and Landing Controller.

## 6. Parking Tender

Major responsibilities of the Parking Tender:

- Receive briefing from the Deck Coordinator.
- Supervise landing pad activities (e.g., personnel and helicopter movement, vehicle traffic, etc.).
- Review crash/rescue procedures.
- Tend fire extinguisher during any fueling operations.
- Ensure that any required agency procedures and checklists are being followed.
- Review safety procedures with passengers.
- Ensure that the landing pad is properly marked and maintained (e.g., dust/debris abatement).
- Ensure that helicopter pilot support needs are met.
- Check personnel seatbelts, cargo restraints, and helicopter doors.

## 7. Take-off and Landing Controller

Major responsibilities of the Takeoff and Landing Controller:

- Receive briefing from Helibase Manager.
- Review Air Operations Summary Worksheet (ICS Form 220).
- Perform thorough check of radio system.
- Coordinate helicopter flight routes and patterns with Helibase Radio Operator.

- Maintain communications with all incoming and outgoing helicopters.
- Maintain constant communications with Helibase Radio Operator.
- Coordinate with Deck Coordinator and Parking Tender prior to commencing operations and during operations.

## 8. Helibase Radio Operator

Major responsibilities of the Helibase Radio Operator:

- Receive briefing from Helibase Manager.
- Review Air Operations Summary Worksheet (ICS Form 220).
- Establish helibase communication system.
- Ensure that orders/communications from Air Operations Branch Director are relayed to Helibase Manager.
- Verify daily radio frequencies with Helibase Manager.
- Establish and post helicopter identification call numbers.
- Establish and enforce proper radio procedures.
- Receive clearance from Air Tactical Group Supervisor prior to launching helicopters.
- Maintain constant communications with helicopters and Takeoff and Landing Controller.
- Maintain a log of all helicopter takeoff/landings, ETAs, ETDs and flight route check-ins.
- Supervise helicopter time keeping.
- Immediately notify Helibase Manager of any overdue or missing helicopters.
- Review crash/rescue procedures.

## 9. Helicopter Timekeeper

Major responsibilities of the Helicopter Timekeeper:

- Receive briefing from the Helibase Radio Operator.

- Review Air Operations Summary Worksheet (ICS Form 220).
- Determine number of assigned helicopters (by agency).
- Determine agencies' helicopter time keeping needs.
- Record operating time for all helicopters.
- Obtain required timekeeping forms from agencies.
- As necessary, complete all agency time reports.

**MODULE 10**  
**AIR OPERATIONS**

**ICS Form 220**  
**Exercise Scenario**









## MODULE 10 AIR OPERATIONS

### Exercise Scenario:

This incident occurs on a Sunday afternoon. A twin engine aircraft with eight passengers is overdue on a flight from \_\_\_\_\_ to \_\_\_\_\_. On board is the Governor of \_\_\_\_\_, his wife, the Japanese consulate representative and his wife, and the Governor's daughter who is five months pregnant and her husband. The plane had a crew of two.

Last contact with the aircraft was at 1400 hours this date, over The Wenatchee, a 26,000 square mile mostly wilderness area in the northern part of the state. The pilot was obtaining weather information at the time of the last contact, and gave no indication of any problems. So far, there has been no emergency signal from the aircraft. Rain and high winds have precluded any search attempt until Monday.

You were notified at 1600 on Sunday, that you were to be a part of an ICS management team being assembled for this incident. You will be the Air Operations Branch Director.

You are to report to the Bigelow Municipal Airport which is on the southwest edge of the Wenatchee area. The Bigelow Airport will be the Base and Incident Command Post.

The airport has a 5000-foot runway and plenty of parking for other aircraft. Limited fueling and mechanical services are available. It will accommodate a C-130. In addition to Bigelow, there are two other smaller airstrips in the Wenatchee. Both are 3500-foot dirt strips with no services.

When advised of your assignment, you were told that a state national guard C-130 is available for use. The National Guard, and the Civil Air Patrol have been notified.

Three helicopters and three other fixed-wings, all from different agencies, are being readied for the search. Ground search teams are also being assembled.

The Japanese Embassy in Washington has been notified and has requested to help in any way possible.

The first planning meeting will be at 0300 hours on Monday at the Bigelow ICP. You are scheduled to arrive at 0200 hours with other members of the team. You have been advised that the initial search activity will be conducted from the air using all available aircraft.

Weather in the area is in the 40s during the night with occasional rain showers. A high pressure area is scheduled to move across the area within the next 24 hours. Weather for tomorrow should be clear.

### Exercise Requirement:

Based on the above information, you are to:

1. Be prepared to state your recommendation for an Air Operations organization adequate to initially support this incident. It should include all organizational positions, facilities, and support services that may be needed.
2. Be prepared to provide recommendations to the Operations Section Chief on what additional aviation equipment and personnel resources may be useful or necessary. It is recognized that some of this may not be fully known until the overall plan is developed.

### Additional Background

Prior to the exercise you should determine the kinds (and types) of fixed-wing and helicopter aircraft to be available.

Helicopters

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Fixed-wing

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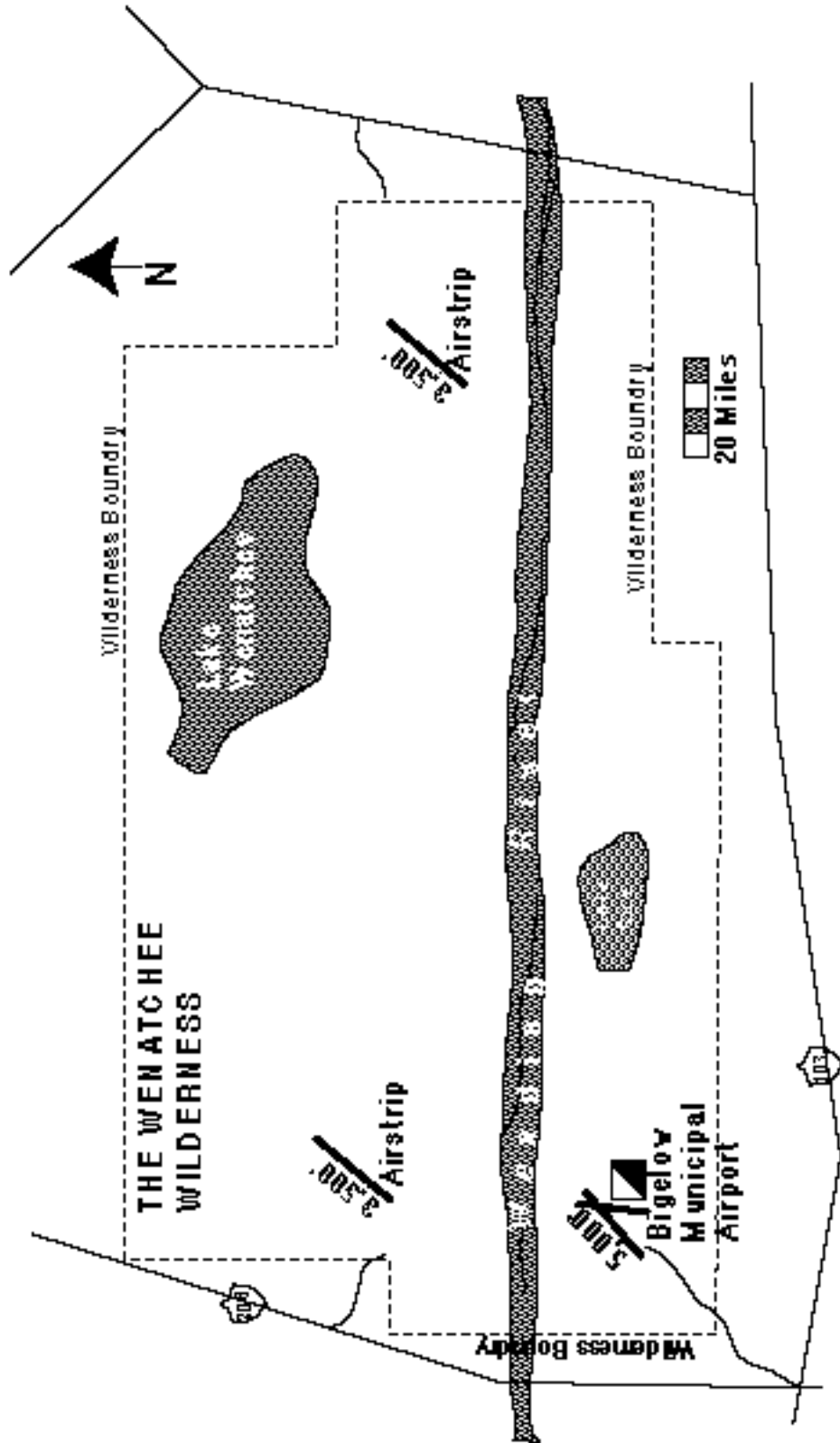
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In addition, depending upon the agencies involved, the students may require some additional information as necessary for making their decisions. These could include:

- Airspace jurisdiction - Federal, state, private, a mix, etc.
- Ownership and certification of available aircraft for use.
- Ground rules regarding incident responsibilities for fueling, etc.

- Who has responsibility for Medivac?
- Whose standards are to be followed for qualifications, fiscal arrangements, maintenance, etc.



**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 11  
INCIDENT AND EVENT PLANNING**

**October 1994**

**INSTRUCTOR GUIDE**

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# PREFACE

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

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Woodland Hills, California

<p>IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE <b>INSTRUCTOR CURRICULUM GUIDE</b> AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.</p>
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## Detailed Lesson Outline

- COURSE:** Module 11 - Incident and Event Planning
- SUGGESTED TIME:** 8 Hours
- TRAINING AIDS:** Overhead projector, overhead pens, reference text
- SUBJECTS:**
- Importance of planning
  - Essential Incident Action Plan elements
  - The planning process
  - Planning for incident demobilization
  - Developing the Incident Action Plan
- OBJECTIVES:**
1. List the major steps involved in the planning process.
  2. Identify the ICS titles of personnel who have responsibilities in developing the Incident Action Plan and list their duties.
  3. As part of an exercise, identify incident objectives for a simulated scenario.
  4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
  5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.
  6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms which may be used in preparing the Incident Action Plan.
  7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.



8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

OUTLINE	AIDS & CUES
REVIEW SUBJECTS TO BE COVERED	11-01-I300-VG
REVIEW INSTRUCTIONAL OBJECTIVES	11-02-I300-VG
THE FIRST SECTION COVERING THE IMPORTANCE OF PLANNING IS A BRIEF REVIEW OF SOME MATERIAL CONTAINED IN MODULE 2.	Page 1 of 2
	Page 2 of 2
I. Importance of Planning	
It is essential that every incident or event be managed according to a plan. In the ICS, the management plan is called the Incident Action Plan.	
Most of the discussion for this module will be to learn the process for doing operational period <u>incident</u> planning. <u>Event</u> action planning is similar, however, and the same principles will apply. Later in the module we will develop an Incident Action Plan for an emergency situation.	
For simple incidents of short duration, the Incident Action Plan will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning process for this kind of incident does not require a formal planning meeting.	
A. Action Plans	11-03-I300-VG
Written Incident Action Plans documenting planning decisions should be considered whenever:	

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- It is required by agency policy.

REQUEST STUDENTS TO DISCUSS OTHER POSSIBLE CRITERIA.

Written action plans provide:

11-04-I300-VG

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.
- A basis for measuring work progress and for providing accountability.

The decision to prepare a written Incident Action Plan will be made by the Incident Commander. However, it will not always be possible to have a written plan, nor is it always appropriate on small, short duration incidents even though they may be complex.

11-05-I300-VG

The ICS Form 201 which is used for Incident Briefings will provide valuable information to the oral or written planning process. That form will be discussed later in the module.

B. Operational Periods

Action plans should be prepared for specific time periods, called Operational Periods. Operational Periods can be of various lengths, although they should normally be no longer than 24 hours. It is not unusual to have much shorter Operational

Periods covering, for example, two- or four-hour time periods. Decisions on the length of the Operational Period will be affected by:

11-06-I300-VG

- Length of time available/needed to achieve tactical objectives.
- Availability of fresh resources.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations

Planning must be done far enough in advance to ensure that additional resources needed for the next Operational Period are available.

**EMPHASIZE THAT OPERATIONAL PERIODS ARE NOT GEARED TO THE CLOCK. ASK THEM FOR OTHER CRITERIA THAT MIGHT AFFECT THE LENGTH OF AN OPERATIONAL PERIOD.**

## II. Essential Elements in the Action Plan

11-07-I300-VG

Several ICS forms are provided for many of the essential parts in any written or oral action plan. These include:

**SHOW STUDENTS VIEWGRAPHS OF THESE FORMS AS A GENERAL ORIENTATION. HAND OUT THE FORMS MANUAL IF NOT ALREADY PROVIDED.**

NOTE ALSO, THAT THE FORMS YOU WILL DESCRIBE ARE THOSE WHICH ACCOMPANY THE TRAINING CURRICULUM AND ARE FROM THE NWCG FORMS CATALOG. POINT OUT THAT SOME AGENCIES HAVE MODIFIED THESE FORMS TO SUIT PARTICULAR APPLICATION AREAS.

A. Statement of Objectives - Statement of what is expected to be achieved. Objectives must be measurable. (ICS Form 202) 11-08-I300-VG

B. Organization - Describes what elements of the ICS organization will be in place for the next Operational period. (ICS Form 203) 11-09-I300-VG

C. Tactics and Assignments - Describes tactics and control operations, and what resources will be assigned. Resource assignments are often done by Division or Group. (ICS Form 204) 11-10-I300-VG

D. Supporting Material - Examples include a map of incident, Communications Plan, Medical Plan, Traffic Plan, weather data, special precautions, and safety message.

The ICS 205 is the Communications Plan, ICS 206 is the Medical Plan. Other supporting materials have no fixed format or form numbers. 11-11-I300-VG  
11-12-I300-VG

We will discuss the contents of the action plan in more detail later in this module.

All incident supervisory personnel must be familiar with the current, as well as the next operational period's Incident Action Plan. This can be accomplished through briefings, by distributing a written plan prior to the start of the operational period, or, as is often done, by both methods.

### III. Planning Process

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning which could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning.

We will now describe an incident or event planning process which consists of six sequential steps. The first three steps can be accomplished during a formalized planning meeting, or in the head of the Incident Commander. The last three steps ensure that the plan does the job for which it is intended. The steps are:

- Understand the situation
- Establish Incident Objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan

A. Understand the Situation

A full understanding of the incident situation requires that the planner be aware of certain essential elements of information. These will vary considerably depending upon the kind of incident, and each incident will have its own special characteristics.

In general, the essential elements of information can be categorized by knowledge and understanding of the following:

- What has happened?

11-13-I300-VG

11-14-I300-VG

- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What is the present and future resource and organizational capability?

These steps pertain to any kind or size of incident. Information related to each of the steps is essential to effective planning.

It is especially important that planners know in advance what the likelihood is of obtaining additional resource support from outside sources for use in the next Operational Period.

If there are readily available resources of the proper kind and type, then the planning process can encompass a wider variety of potential strategies than would be possible under very limited resources.

Limited resources and the press of time require the prioritization of incident activities.

#### B. Establish Incident Objectives and Strategy

Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. Incident Objectives should have the following characteristics:

1. **Attainable** - They must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several Operational Periods to accomplish them.
2. **Measurable** - The design and statement of objectives should make it possible to

11-15-I300-VG

conduct a final accounting as to whether objectives were achieved.

3. **Flexible** - Objectives should be broad enough to allow for consideration of both strategic and tactical alternatives.

The strategy or strategies to achieve the objectives should pass the following criteria test:

11-16-I300-VG

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies which may have to be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process. This will be discuss these roles in a later in this module.

It should also be pointed out that agency policy will affect the objectives and strategies. In some agencies, the agency executive or administrator will provide the Incident Commander, especially

on large incidents, with written authority and document any constraints or limitations.

YOU MAY WISH TO USE AN EXAMPLE TO SHOW THE DIFFERENCES BETWEEN OBJECTIVES AND STRATEGIES. THE FOLLOWING WAS USED IN MODULE 7 WHERE THIS SUBJECT IS COVERED IN DETAIL.

Objective:

Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy:

Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways

Strategy #3 - Use pumps

Or use another example of your choosing.

OBJECTIVES AND STRATEGY EXERCISE.

FOR THIS EXERCISE, USE THE SEARCH SCENARIO ON PAGE 11-23 OF THIS MODULE.

DIVIDE STUDENTS INTO WORK GROUPS OF FOUR OR FIVE.

THE SCENARIO AND THE MAP ARE IN THE REFERENCE TEXT.

Reference  
Text p. 11-23

GIVEN THE AVAILABLE INFORMATION, ASK EACH GROUP TO DEVELOP AN ICS FORM 201 AND TWO OR MORE OBJECTIVES.

Reference  
Text p. 11-25

ASSUME THAT A HIGHER RANKING PERSON HAS COME ON SCENE. ASK EACH GROUP TO PROVIDE A BRIEFING ON THE INCIDENT.

FROM THE GROUP'S WORK, COMPILE ONE SET OF FOUR OR FIVE INCIDENT OBJECTIVES.



INFORM STUDENTS THAT LATER IN THE MODULE THEY WILL USE THIS SCENARIO AND THE OBJECTIVES TO CONDUCT A PLANNING MEETING, AND DEVELOP A WRITTEN INCIDENT ACTION PLAN.

C. Determine Tactical Direction and Make Resource Assignments

11-17-I300-VG

Tactical direction includes determining the tactics and operations necessary for the selected strategy, and determining and assigning the appropriate resources. The tactical direction is developed around an Operational Period and must have measurable results.

On large incidents which may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the Operational Period.

If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the operational period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time

working on strategies and tactical operations which realistically cannot be achieved.

Personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives.

D. Prepare the Plan

11-18-I300-VG

On smaller incidents which do not require a written action plan, the sequence of steps for a briefing by the Incident Commander to the General Staff includes:

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

The ICS Form 201 provides the Incident Commander with a useful framework for preparing a briefing when no written action plan is prepared.

Reference  
Text p. 11-25

On larger incidents which meet the earlier criteria for having a written plan, the above material plus other supporting material will be compiled into a formal, written document called the Incident Action Plan.

The Planning Section has primary responsibility for documenting the Action Plan, and for assembly, printing, and distribution of the plan.

Written plans will vary in their contents and size. Listed below are the major elements of the written Incident Action Plan.

11-19-I300-VG

- Incident Objectives (ICS Form 202)

- Organization (ICS Form 203)
- Assignments (ICS Form 204)
- Support Material, e.g., map, Communications, Medical, Traffic plans, safety message, etc.

1. Responsibilities for Incident Action Planning

On small incidents, the Incident Commander is responsible for developing the Incident Action Plan. The IC may have assistance to help collect or obtain information, but the IC has sole responsibility for determining the Incident Objectives, strategy, tactical operations, and resource assignments.

On larger incidents, and as part of the overall planning process, other ICS organizational positions are responsible for contributing information to the Incident Action Plan.

2. The Planning Process

The Planning Section Chief has the responsibility to conduct the planning meetings. The planning process outlined below will, if followed, provide a logical set of steps to follow. This process only works however, if everyone involved comes to the planning meeting well prepared, and understands the process.

The time required for development of a plan will vary depending on the kind of incident and agencies involved. The principal steps involved are as shown in the accompanying visual.

11-20-I400-VG

The actual time committed to the activity may only be a few minutes when there are just a few resources involved. On very large incidents, the planning cycle will be longer.

It is important that prior to the planning meeting, interagency negotiations on the use of resources, strategies, and cost issues have been discussed and resolved by the Incident Commander or the Unified Command.

A major criticism of planning meetings is that they tend to "drag on" and consume valuable time. The Planning Section Chief can help to ensure that planning meetings are only as long as necessary by close adherence to the following:

11-21-I300-VG

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- All participants adhere to the planning process.
- No radios, cellular phones at planning meetings.

A checklist of information to be supplied, and those responsible, is listed below. The steps are in the general sequence that should occur. Not all steps may apply, depending upon the specific application, and some variation may be necessary.

TEN STEP PLANNING MEETING CHECKLIST

11-22-I300-VG

NO.	ACTIVITY	PRIMARY RESPONSIBILITY
1	State Incident Objectives - Policy Issues.	Incident Commander
2	Give situation and resources briefing. Conduct Planning Meeting.	Planning Section Chief
3	State primary and alternative strategies to meet objectives.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
4	Designate Branch, Division, Group boundaries and functions as appropriate.	Operations Section Chief
5	Describe tactical operations and tactics.	Operations Section Chief
6	Make tactical resource assignments.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
7	Specify reporting locations and additional facilities needed.	Operations Section Chief. Logistics Section Chief assist.
8	Develop the resources, support, and overhead order.	Planning and Logistics Section Chiefs. Logistics will place the order.
9	Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief. Planning Section Chief will contribute.
10	Finalize, approve, and implement the plan.	Planning Section Chief finalizes the plan. Incident Commander approves it, and General Staff implements the plan.

Two ICS forms have been developed to support the planning process.

REFER STUDENTS TO EITHER THE FORMS CATALOG, OR THE BACK OF THEIR REFERENCE TEXT FOR EXAMPLES OF ICS FORMS.

ICS Form 215 - Operational Planning Worksheet

Reference Text p. 11-39

An Operational Planning Worksheet (ICS Form 215) is intended to be used in the incident planning meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

This form is often enlarged and attached or drawn onto a white board or chalkboard. The form brings together information on resources required and resources available for specific work assignments. It also provides a written designation of reporting locations. The

example used here is taken from the Fire Services.

The worksheet is described in more detail in Module 9 on Incident Resources Management.

At the end of the planning meeting, the ICS Form 215 is used to prepare the off-incident tactical resource order.

### ICS Form 220 - Air Operations Summary

For those incidents which have a significant amount of aviation resources assigned, the Air Operations Summary provides information related to numbers and types of aircraft and tactical assignments.

Reference  
Text p. 11-41

**THIS FORM WAS COVERED IN DETAIL IN MODULE 10 ON AIR OPERATIONS. YOU MAY DISCUSS IT HERE IF THERE IS SUFFICIENT INTEREST.**

### 3. Other Forms Available for Use in Incident and Event Planning

As discussed earlier, the ICS has a number of forms which can be used to document the results of the planning process, and to assist in preparing the Incident Action Plan.

The Incident Action Plan will normally consist of:

11-23-I300-VG

<b>FORM NO.</b>	<b>FORM NAME</b>	<b>RESPONSIBLE TO PREPARE</b>
202	Incident Objectives	Resources Unit
203 or 207	Organization List/Chart	Resources Unit
204	Assignment Lists	Resources Unit/Planning Recorder
205	Communications Plan	Communications Unit
206	Medical Plan	Medical Unit
220	Air Operations Summary	Air Operations Branch Director
none	Traffic Plan	Ground Support Unit

none	Safety Plan	Safety Officer
none	Map	Situation Unit
none	Demobilization Plan	Demobilization Unit

The contents of many of these forms will be developed by the General Staff in the planning meeting, or by others after the meeting. The Documentation Unit in the Planning Section is responsible for producing the Plan after the contents have been developed.

REVIEW COPIES OF THESE FORMS. BLANK COPIES WILL BE IN THE REFERENCE TEXT. FOR CLASS, REVIEW COMPLETED COPIES APPROPRIATE TO STUDENT BACKGROUNDS.

Reference  
Text p. 11-29 -  
11-37

Form 202 Incident Objectives  
Form 203/207 Organization List  
Form 204 Assignment Lists  
Form 205 Communications Plan  
Form 206 Medical Plan  
Traffic Plan  
Safety Plan  
Map

E. Implement the Plan

11-24-I300-VG

On small incidents, the Incident Commander has the full responsibility for the implementation of the Plan. If there is no written Incident Action Plan, the IC will provide verbal instructions to subordinates. The ICS Form 201 Briefing Form can provide a useful framework for a briefing when a written action plan is not required.

Larger incidents will require a written Action Plan. Each of the General Staff will assume responsibility for implementing their respective portions of the Plan.

F. Evaluation of the Plan

11-25-I300-VG

The planning process must include a way to provide for ongoing evaluation of the Plan's effectiveness. It is not enough to simply complete the Plan and implement it. Three steps to accomplish evaluation are as follows:

1. Prior to the Incident Commander approving the Plan for release, the General Staff should review the Plan's contents to ensure that it accurately reflects the current situation. This is done in



recognition of the fact that some time may have elapsed between Plan development and release.

2. During the Operational Period, the Incident Commander, the Planning and Operations Section Chiefs should regularly assess work progress against the control operations called for in the Plan. If deficiencies are found, improved direction or additional staffing may be required, tactical operations may need to be modified, and/or changes may need to be reflected in the planning for the next Operational Period.
3. The Operations Section Chief may make expedient changes to tactical operations called for in the Incident Action Plan if necessary to better accomplish an objective.

#### IV. Planning for Incident Demobilization

11-26-I300-VG

SOME AGENCIES MAY NOT CONSIDER INCIDENT DEMOBILIZATION TO BE A CONCERN. STRESS THAT DEMOBILIZATION PLANNING IS AN IMPORTANT ELEMENT IN THE ICS. WHILE ALL THE FACTORS OUTLINED BELOW MAY NOT BE RELEVANT, MANY OF THE CONSIDERATIONS CAN BE APPLIED BY ANY AGENCY OR APPLICATION AREA.

- A. Importance of Demobilization Planning  
Planning for incident demobilization is often overlooked. As incidents begin to wind down, everyone will be anxious to leave the scene of the incident and return to their home agency as soon as possible. Demobilization planning helps to assure a controlled, safe, efficient, and cost-effective demobilization process.

For that reason, early ICS development included an Demobilization Unit in the Planning Section. On smaller incidents, with only a few tactical resources assigned and with only a partial ICS organization in place, demobilization planning is relatively simple and may not require a written plan.

Larger incidents, particularly those with multi-agency involvement, must have adequate demobilization planning.

**BASIC DUTIES OF THE DEMOBILIZATION UNIT ARE COVERED IN MODULE 3, AND FURTHER DEVELOPED IN MODULE 7. IN THIS MODULE WE WILL CONCENTRATE ON THE DEMOBILIZATION PLANNING EFFORT.**

The Planning Section Chief must establish an adequate demobilization organization in plenty of time to provide for an orderly and efficient demobilization.

Resources must be released and returned to their home units as soon as possible to minimize cost, maintain high morale, and to be ready for other assignments.

#### **B. Demobilization Planning**

To be effective, demobilization planning must begin early in the incident. That is why a separate unit with no other incident responsibility has been established within ICS.

Many elements of information must be gathered to help in the demobilization planning effort. Each section of the ICS organization must be involved.

Release priorities must first be determined by all elements of the organization. This is essentially a

decision on what resources must be retained, and what resources can be made available for release. This determination can only be made after a full understanding of the longer-term incident needs.

C. Information Elements Needed for Demobilization Planning

11-27-I300-VG  
Page 1 of 2

Important elements of information needed for demobilization planning are summarized as follows:

1. Planning Section - Has basic information on resources. (Check-in lists and Incident Form 201 Briefing Form are important to this effort.)
2. Liaison Officer - Knows terms of agreements involving use and release of other agency's resources.
3. Safety Officer - Considers physical condition of personnel, personal needs, and adequacy of transportation.
4. Logistics Section - Handles transportation availability, communications, maintenance, and continuing support.
5. Operations Section - Knows continuing needs for various kinds of tactical resources.

11-27-I300-VG  
Page 2 of 2

6. Finance/Administration Section - Processes any claims, time records, and costs of individual resources which are a factor in determining release.
7. Agency dispatch centers - Give high priority to timely return of resources.

D. Sections in the Demobilization Plan

11-28-I300-VG

The Demobilization Plan should contain the following sections:

1. General Information - (discussion of the demobilization procedure)
2. Responsibilities
3. Release Priorities

Priorities will vary and must be determined at the time. Examples of release priorities related to tactical resources could be:

- a. Priority 1 - Type 1 Resources
  - b. Priority 2 - Resources traveling the farthest distance
4. Release Procedures
  5. Directory (maps, telephone listings, etc.)

Demobilization Planning can be quite complex, especially on a large multi-agency incident. Considerable guidance for demobilization planning has been prepared and is available for students interested in obtaining more detail.

V. Incident Action Plan Development

Using the search scenario, the students will conduct a planning meeting and develop the basic contents of an incident action plan. One and one-half to two hours should be allowed for this activity. Students will work from the ICS Form 201 and objectives which were developed earlier.

STUDENTS SHOULD BE DIVIDED INTO TWO SEPARATE GROUPS. THEY SHOULD BE GIVEN ICS ORGANIZATIONAL ASSIGNMENTS AND APPROPRIATE BACKGROUND MATERIAL FOR THIS EXERCISE.

INSTRUCTOR WILL NEED TO CLOSELY MONITOR THE PLANNING PROCESS AND KEEP IT ON TRACK. EACH GROUP SHOULD HAVE AN INSTRUCTOR FACILITATOR.

KEEP A TIME-REMAINING CHART ON THE WALL IN FULL VIEW OF THE STUDENTS.

THE ICS FORM 201 AND OBJECTIVES DEVELOPED EARLIER IN THIS SESSION WILL BE USED FOR BOTH GROUPS IN THIS EXERCISE.

A. Exercise Plan

The best way to understand the planning process is to do it. This next section will be an exercise to work through the planning process, and to develop the basic contents of an Incident Action Plan.

The suggested scenario for use in this exercise is a missing person search. It is the same scenario used earlier to develop Incident Objectives.

A resources table accompanies this scenario. Resources on scene are also shown.

You may add or change resources to the attached listing if you desire.

Reference  
Text p. 11-43

B. Staffing:

Staffing will be tailored to class size. From the list below, select positions to be staffed for this exercise (Command and General Staff positions should be the first to be filled). If there are additional personnel, fill with other positions. Depending on class size, all positions may or may not be filled.

- Incident Commander
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief
- Information Officer
- Liaison Officer
- Safety officer
- Assisting Agency Representatives (as appropriate)
- Operations
- Division/Group Supervisors (as appropriate)
- Planning
- Situation Unit Leader
- Resource Unit Leader
- Recorder(s)
- Technical Specialist (as appropriate)
- Logistics
- Communications Unit Leader
- Medical Unit Leader
- Food Unit Leader
- Facilities Unit Leader
- Ground Support Unit Leader
- Supply Unit Leader
- Cost Unit Leader
- Time Unit Leader

C. Student Activities for This Exercise

Each group should:

1. Identify, evaluate, and select strategies appropriate to the list of objectives developed earlier.
2. Conduct a planning meeting using the scenario as background, and the planning process list contained in the Reference Text.
3. Prepare an Incident Action Plan using ICS forms, to include:

Reference  
Text p. 11-23

Incident Objectives  
Organization  
Completed Assignment list(s) - add supporting plans as time permits

After students have worked through the planning process, they should prepare a plan, and then provide a briefing on the plan.

### **Missing Person Search Scenario**

Date: 15 September  
Time: 1630  
Weather: Clear, mild, no change in next 24 hours

Nine-year-old Wendy Brady is missing in Woolsey Regional Park. She loves the outdoors and likes to explore. She was last seen on Saturday afternoon at 1430 hours in campground #1. Both parents thought she was going with the other and it was not until 1630 that they realized she was missing. They made a quick search of campground #1, and contacted the park ranger. The ranger took a report and called the Willow County Sheriff's search and rescue team.

The Search and Rescue Team arrived at Park Headquarters at 1715. Realizing the late hour (it will be dark within an hour), and the delay in requesting help, Sgt. Maloy of the

S&R team decided to focus the search in the immediate campground area tonight and organize a full scale search to start at 0600 the next day.

Resources available at 1715:

Sgt. Maloy and a four-person S&R Team

Park Ranger

Assistant Park Ranger

County fire paramedic unit

Wendy's parents

Ten camper volunteers

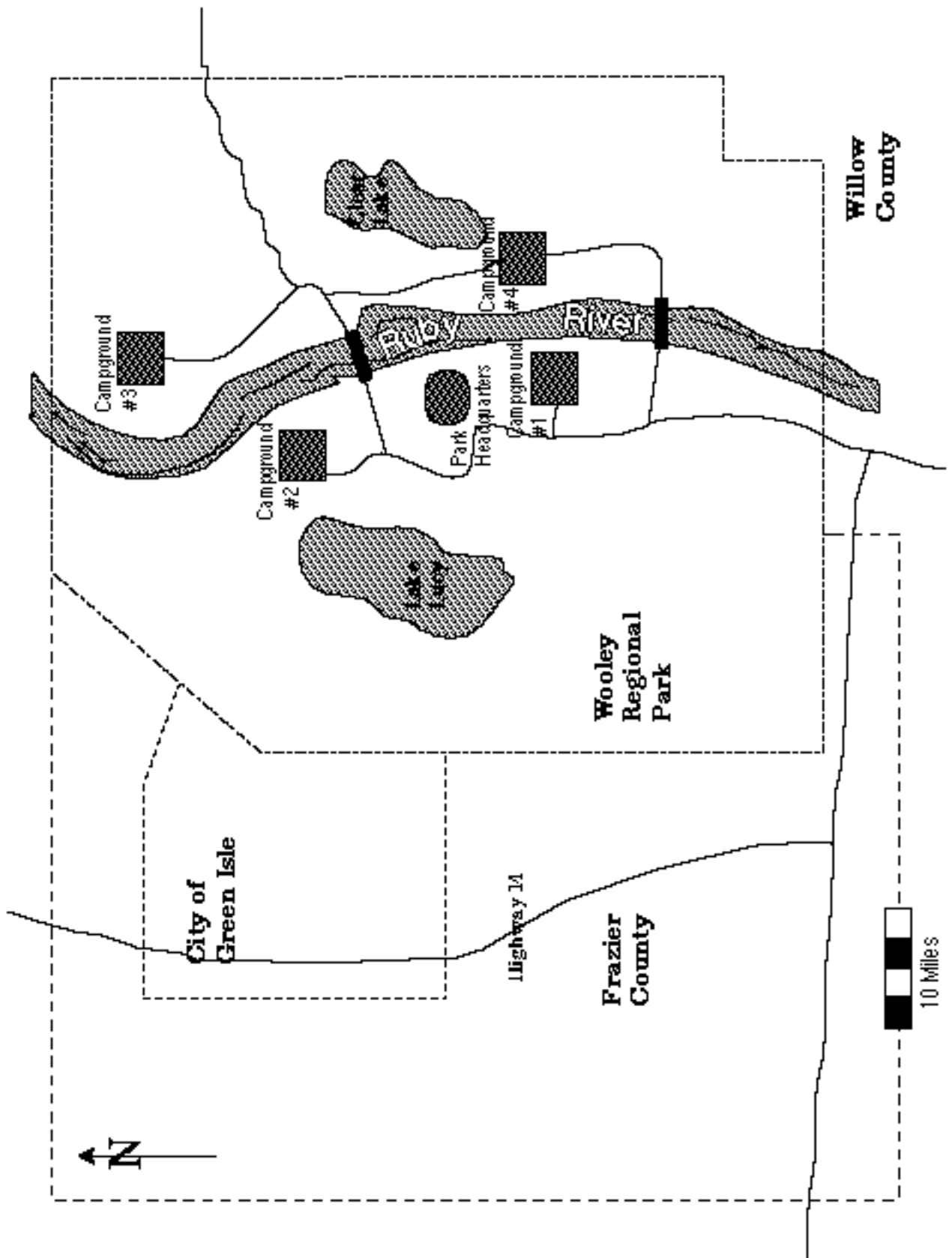
The City of Green Isle and Frazier County have both offered to provide resources but none have yet been sent.

### Additional Background

Woolsey Regional Park is a large (150 sq. mile) semi-wilderness area located on the Ruby River. The terrain is heavily forested with elevations ranging from 600 to 2000 feet. The park is famous for its indian ruins. It has many caves, and at one time the area was used for gold mining. There are three other campgrounds in the park, and two small lakes. The park is entirely within Willow County. The eastern edge of the park is the boundary between Frazier County and the City of Green Isle. At this time of the year, the campgrounds are all nearly full.

**THIS COMPLETES PRESENTATION MATERIAL FOR THIS MODULE. HAVE STUDENTS PREPARE FOR MODULE TEST.**





## RESOURCE TABLE FOR USE IN EXERCISES

Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

<b>KIND OF RESOURCE</b>				
ALS UNITS				
BLS UNITS				
BUSES - 30 PASS 50 PASS				
PARK RIVER BOATS				
COMM. UNITS				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FIREBOATS				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				



**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 11  
INCIDENT AND EVENT PLANNING**

**October 1994**

**REFERENCE TEXT**

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# PREFACE

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

The Steering Group was:

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

The Contract Consultant was:

The Terence Haney Company  
Woodland Hills, California



Subjects covered in this module include:

- Importance of planning
- Essential Incident Action Plan elements
- The planning process
- Planning for incident demobilization
- Developing the Incident Action Plan

Objectives:

1. List the major steps involved in the planning process.
2. Identify the ICS titles of personnel who have responsibilities in developing the Incident Action Plan and list their duties.
3. As part of an exercise, identify incident objectives for a simulated scenario.
4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.
6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms which may be used in preparing the Incident Action Plan.
7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.
8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

## I. Importance of Planning

It is essential that every incident or event be managed according to a plan. In the ICS, the management plan is called the Incident Action Plan.

Most of the discussion for this module will be to learn the process for doing operational period incident planning. Event action planning is similar, however, and the same principles will apply. Later in the module we will develop an Incident Action Plan for an emergency situation.

For simple incidents of short duration, the Incident Action Plan will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning process for this kind of incident does not require a formal planning meeting.

### A. Action Plans

Written Incident Action Plans documenting planning decisions should be considered whenever:

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- It is required by agency policy.

Written action plans provide:

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.



- A basis for measuring work progress and for providing accountability.

The decision to prepare a written action incident action plan will be made by the Incident Commander. However, it will not always be possible to have a written plan, nor is it always appropriate on small, short duration incidents even though they may be complex.

The ICS Form 201 which is used for Incident Briefings will provide valuable information to the oral or written planning process. That form will be discussed later in the module.

## B. Operational Periods

Action plans should be prepared for specific time periods, called Operational Periods. Operational Periods can be of various lengths, although they should normally be no longer than 24 hours. It is not unusual to have much shorter Operational Periods covering, for example, two- or four-hour time periods. Decisions on the length of the Operational Period will be affected by:

- Length of time available/needed to achieve tactical objectives.
- Availability of fresh resources.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations

Planning must be done far enough in advance to ensure that additional resources needed for the next Operational period are available.

## II. Essential Elements in the Action Plan

Several ICS forms are provided for many of the essential parts in any written or oral action plan. These include:

- A. Statement of Objectives - Statement of what is expected to be achieved. Objectives must be measurable. (ICS Form 202)
- B. Organization - Describes what elements of the ICS organization will be in place for the next Operational Period. (ICS Form 203)
- C. Tactics and Assignments - Describes tactics and control operations, and what resources will be assigned. Resource assignments are often done by Division or Group. (ICS Form 204)
- D. Supporting Material - Examples include a map of incident, Communications Plan, Medical Plan, Traffic Plan, weather data, special precautions, and safety message.

The ICS Form 205 is the Communications Plan, ICS Form 206 is the Medical Plan. Other supporting materials have no fixed format or form numbers.

We will discuss the contents of the action plan in more detail later in this module.

All incident supervisory personnel must be familiar with the current, as well as the next operational period's Incident Action Plan. This can be accomplished through briefings, by distributing a written plan prior to the start of the operational period, or, as is often done, by both methods.

### III. Planning Process

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning which could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning.

We will now describe an incident or event planning process which consists of six sequential steps. The first three steps can be accomplished during a formalized planning meeting, or in the head of the Incident Commander. The last three steps ensure that the plan does the job for which it is intended. The steps are:

- Understand the situation
- Establish Incident Objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan

#### A. Understand the Situation

A full understanding of the incident situation requires that the planner be aware of certain essential elements of information. These will vary considerably depending upon the kind of incident, and each incident will have its own special characteristics.

In general, the essential elements of information can be categorized by knowledge and understanding of the following:

- What has happened?
- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What is the present and future resource and organizational capability?

These steps pertain to any kind or size of incident. Information related to each of the steps is essential to effective planning.

It is especially important that planners know in advance what the likelihood is of obtaining additional resource support from outside sources for use in the next Operational Period.

If there are readily available resources of the proper kind and type, then the planning process can encompass a wider variety of potential strategies than would be possible under very limited resources.

Limited resources and the press of time require the prioritization of incident activities.

## B. Establish Incident Objectives and Strategy

Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. Incident Objectives should have the following characteristics:

1. **Attainable** - They must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several Operational Periods to accomplish them.

2. **Measurable** - The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.
3. **Flexible** - Objectives should be broad enough to allow for consideration of both strategic and tactical alternatives.

The strategy or strategies to achieve the objectives should pass the following criteria test:

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies which may have to be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process. This will be discuss these roles in a later in this module.

It should also be pointed out that agency policy will affect the objectives and strategies. In some

agencies, the agency executive or administrator will provide the Incident Commander, especially on large incidents, with written authority and document any constraints or limitations.

Objective:

Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy:

Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways

Strategy #3 - Use pumps

Or use another example of your choosing.

C. Determine Tactical Direction and Make Resource Assignments

Tactical direction includes determining the tactics and operations necessary for the selected strategy, and determining and assigning the appropriate resources. The tactical direction is developed around an Operational Period and must have measurable results.

On large incidents which may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.

If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations which realistically cannot be achieved.

Personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives.

#### D. Prepare the Plan

On smaller incidents which do not require a written action plan, the sequence of steps for a briefing by the Incident Commander to the General Staff includes:

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

The ICS Form 201 provides the Incident Commander with a useful framework for preparing a briefing when no written action plan is prepared.

On larger incidents which meet the earlier criteria for having a written plan, the above material plus other supporting material will be compiled into a formal, written document called the Incident Action Plan.

The Planning Section has primary responsibility for documenting the Action Plan, and for assembly, printing, and distribution of the plan.

Written plans will vary in their contents and size. Listed below are the major elements of the written Incident Action Plan.

- Incident Objectives (ICS Form 202)
- Organization (ICS Form 203)
- Assignments (ICS Form 204)
- Support Material, e.g., map, Communications, Medical, Traffic Plans, safety message, etc.

1. Responsibilities for Incident Action Planning

On small incidents, the Incident Commander is responsible for developing the Incident Action Plan. The IC may have assistance to help collect or obtain information, but the IC has sole responsibility for determining the Incident Objectives, strategy, tactical operations, and resource assignments.

On larger incidents, and as part of the overall planning process, other ICS organizational positions are responsible for contributing information to the Incident Action Plan.

2. The Planning Process

The Planning Section Chief has the responsibility to conduct the planning meetings. The planning process outlined below will, if followed, provide a logical



set of steps to follow. This process only works however, if everyone involved comes to the planning meeting well prepared, and understands the process.

The time required for development of a plan will vary depending on the kind of incident and agencies involved. The principal steps involved are as shown in the accompanying visual.

The actual time committed to the activity may only be a few minutes when there are just a few resources involved. On very large incidents, the planning cycle will be longer.

It is important that prior to the planning meeting, interagency negotiations on the use of resources, strategies, and cost issues have been discussed and resolved by the Incident Commander or the Unified Command.

A major criticism of planning meetings is that they tend to "drag on" and consume valuable time. The Planning Section Chief can help to ensure that planning meetings are only as long as necessary by close adherence to the following:

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- All participants adhere to the planning process.
- No radios, cellular phones at planning meetings.

A checklist of information to be supplied, and those responsible, is listed below. The steps are in the general sequence that should occur. Not all steps may apply, depending upon the specific application, and some variation may be necessary.

### TEN STEP PLANNING MEETING CHECKLIST

NO.	ACTIVITY	PRIMARY RESPONSIBILITY
1	State Incident Objectives - Policy Issues.	Incident Commander
2	Give situation and resources briefing. Conduct planning meeting.	Planning Section Chief
3	State primary and alternative strategies to meet objectives.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
4	Designate Branch, Division, Group boundaries and functions as appropriate.	Operations Section Chief
5	Describe tactical operations and tactics.	Operations Section Chief
6	Make tactical resource assignments.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
7	Specify reporting locations and additional facilities needed.	Operations Section Chief. Logistics Section Chief assist.
8	Develop the resources, support ,and overhead order.	Planning and Logistics Section Chiefs. Logistics will place the order.
9	Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief. Planning Section Chief will contribute.
10	Finalize, approve, and implement the plan.	Planning Section Chief finalizes the plan. Incident Commander approves it, and General Staff implements the plan.

Two ICS forms have been developed to support the planning process.

#### ICS Form 215 - Operational Planning Worksheet

An Operational Planning Worksheet (ICS Form 215) is intended to be used in the incident planning meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

This form is often enlarged and attached or drawn onto a white board or chalkboard. The form brings together information on resources required and resources available for specific work assignments. It also provides a written designation of reporting locations. The example used here is taken from the Fire Services.

At the end of the planning meeting, the ICS Form 215 is used to prepare the off-incident tactical resource order.

### ICS Form 220 - Air Operations Summary

For those incidents which have a significant amount of aviation resources assigned, the Air Operations Summary provides information related to numbers and types of aircraft and tactical assignments.

### 3. Other Forms Available for Use in Incident and Event Planning

As discussed earlier, the ICS has a number of forms which can be used to document the results of the planning process, and to assist in preparing the Incident Action Plan.

The Incident Action Plan will normally consist of:

<b>FORM NO.</b>	<b>FORM NAME</b>	<b>RESPONSIBLE TO PREPARE</b>
202	Incident Objectives	Resources Unit
203 or 207	Organization List/Chart	Resources Unit
204	Assignment Lists	Resources Unit/Planning Recorder
205	Communications Plan	Communications Unit
206	Medical Plan	Medical Unit
220	Air Operations Summary	Air Operations Branch Director
none	Traffic Plan	Ground Support Unit
none	Safety Plan	Safety Officer
none	Map	Situation Unit
none	Demobilization Plan	Demobilization Unit

The contents of many of these forms will be developed by the General Staff in the planning meeting, or by others after the meeting. The Documentation Unit in the Planning Section is responsible for producing the Plan after the contents have been developed.

Form 202	Incident Objectives
Form 203/207	Organization List
Form 204	Assignment Lists
Form 205	Communications Plan
Form 206	Medical Plan
	Traffic Plan
	Safety Plan
	Map

E. Implement the Plan

On small incidents, the Incident Commander has the full responsibility for the implementation of the Plan. If there is no written Incident Action Plan, the IC will provide verbal instructions to subordinates. The ICS Form 201 Briefing Form can provide a useful framework for a briefing when a written Action Plan is not required. Larger incidents will require a written action plan. Each of the General Staff will assume responsibility for implementing their respective portions of the Plan.

F. Evaluation of the Plan

The planning process must include a way to provide for ongoing evaluation of the Plan's effectiveness. It is not enough to simply complete the Plan and implement it. Three steps to accomplish evaluation are as follows:

1. Prior to the Incident Commander approving the Plan for release, the General Staff should review the Plan's contents to

ensure that it accurately reflects the current situation. This is done in recognition of the fact that some time may have elapsed between plan development and release.

2. During the Operational Period, the Incident Commander, the Planning and Operations Section Chiefs should regularly assess work progress against the control operations called for in the Plan. If deficiencies are found, improved direction or additional staffing may be required, tactical operations may need to be modified, and/or changes may need to be reflected in the planning for the next Operational Period.
3. The Operations Section Chief may make expedient changes to tactical operations called for in the Incident Action Plan if necessary to better accomplish an objective.

#### IV. Planning for Incident Demobilization

##### A. Importance of Demobilization Planning

Planning for incident demobilization is often overlooked. As incidents begin to wind down, everyone will be anxious to leave the scene of the incident and return to their home agency as soon as possible. Demobilization planning helps to assure a controlled, safe, efficient, and cost-effective demobilization process.

For that reason, early ICS development included an Demobilization Unit in the Planning Section.

On smaller incidents, with only a few tactical resources assigned and with only a partial ICS organization in place, demobilization planning is relatively simple and may not require a written plan.

Larger incidents, particularly those with multi-agency involvement, must have adequate demobilization planning.

The Planning Section Chief must establish an adequate demobilization organization in plenty of time to provide for an orderly and efficient demobilization.

Resources must be released and returned to their home units as soon as possible to minimize cost, maintain high morale, and to be ready for other assignments.

#### B. Demobilization Planning

To be effective, demobilization planning must begin early in the incident. That is why a separate unit with no other incident responsibility has been established within ICS.

Many elements of information must be gathered to help in the demobilization planning effort. Each section of the ICS organization must be involved.

Release priorities must first be determined by all elements of the organization. This is essentially a decision on what resources must be retained, and what resources can be made available for release. This determination can only be made after a full understanding of the longer-term incident needs.

#### C. Information Elements Needed for Demobilization Planning

Important elements of information needed for demobilization planning are summarized as follows:

1. Planning Section - Has basic information on resources. (Check-in lists and Incident Form 201 Briefing Form are important to this effort.)
2. Liaison Officer - Knows terms of agreements involving use and release of other agency's resources.
3. Safety Officer - Considers physical condition of personnel, personal needs, and adequacy of transportation.
4. Logistics Section - Handles transportation availability, communications, maintenance, and continuing support.
5. Operations Section - Knows continuing needs for various kinds of tactical resources.
6. Finance/Administration Section- Processes any claims, time records, and costs of individual resources which are a factor in determining release.
7. Agency dispatch centers - Give high priority to timely return of resources.

D. Sections in the Demobilization Plan

The Demobilization Plan should contain the following sections:

1. General Information - (discussion of the demobilization procedure)
2. Responsibilities
3. Release Priorities

Priorities will vary and must be determined at the time. Examples of release priorities related to tactical resources could be:

- a. Priority 1 - Type 1 Resources
  - b. Priority 2 - Resources traveling the farthest distance
4. Release Procedures
  5. Directory (maps, telephone listings, etc.)

Demobilization Planning can be quite complex, especially on a large multi-agency incident. Considerable guidance for demobilization planning has been prepared and is available for students interested in obtaining more detail.

## V. Incident Action Plan Development

Using the search scenario, conduct a planning meeting and develop the basic contents of an incident action plan. Use the ICS Form 201 and objectives which were developed earlier.

### A. Exercise Plan

The best way to understand the planning process is to do it. This next section will be an exercise to work through the planning process, and to develop the basic contents of an Incident Action Plan.

The scenario for this exercise is a missing person search. It is the same scenario used earlier to develop Incident Objectives.

A resource list accompanies this scenario. Resources on scene are also shown. You may add or change resources to the attached listing if you desire.



B. Staffing:

Staffing will be tailored to class size. (Command and General Staff positions should be the first to be filled.) If there are additional personnel, fill with other positions. Depending on class size, all positions may or may not be filled.

Incident Commander

Operations Section Chief  
Planning Section Chief  
Logistics Section Chief  
Finance/Administration Section Chief  
Information Officer  
Liaison Officer  
Safety Officer  
Assisting Agency Representatives (as appropriate)

Operations

Division/Group Supervisors (as appropriate)

Planning

Situation Unit Leader  
Resource Unit Leader  
Recorder(s)  
Technical Specialist (as appropriate)

Logistics

Communications Unit Leader  
Medical Unit Leader  
Food Unit Leader  
Facilities Unit Leader  
Ground Support Unit Leader  
Supply Unit Leader  
Cost Unit Leader  
Time Unit Leader

## C. Activities for This Exercise

Each group should:

1. Identify, evaluate, and select strategies appropriate to the list of objectives developed earlier.
2. Conduct a planning meeting using the scenario as background, and the planning process list contained in the Reference Text.
3. Prepare an Incident Action Plan using ICS forms, to include:

Incident Objectives  
Organization  
Completed Assignment list(s) - add supporting plans as time permits

After working through the planning process, prepare a plan, and then provide a briefing on the plan.

**MODULE 11**

**INCIDENT AND EVENT PLANNING**

**Exercise Scenario**  
**Incident Map**  
**ICS Form 201**  
**ICS Form 202**  
**ICS Form 203/207**  
**ICS Form 204**  
**ICS Form 205**  
**ICS Form 206**  
**ICS Form 215**  
**ICS Form 220**  
**Resource Table**



## Missing Person Search Scenario

Date: 15 September  
Time: 1630  
Weather: Clear, mild, no change in next 24 hours

Nine-year-old Wendy Brady is missing in Woolsey Regional Park. She loves the outdoors and likes to explore. She was last seen on Saturday afternoon at 1430 hours in campground #1. Both parents thought she was going with the other and it was not until 1630 that they realized she was missing. They made a quick search of campground #1, and contacted the park ranger. The ranger took a report and called the Willow County Sheriff's search and rescue team.

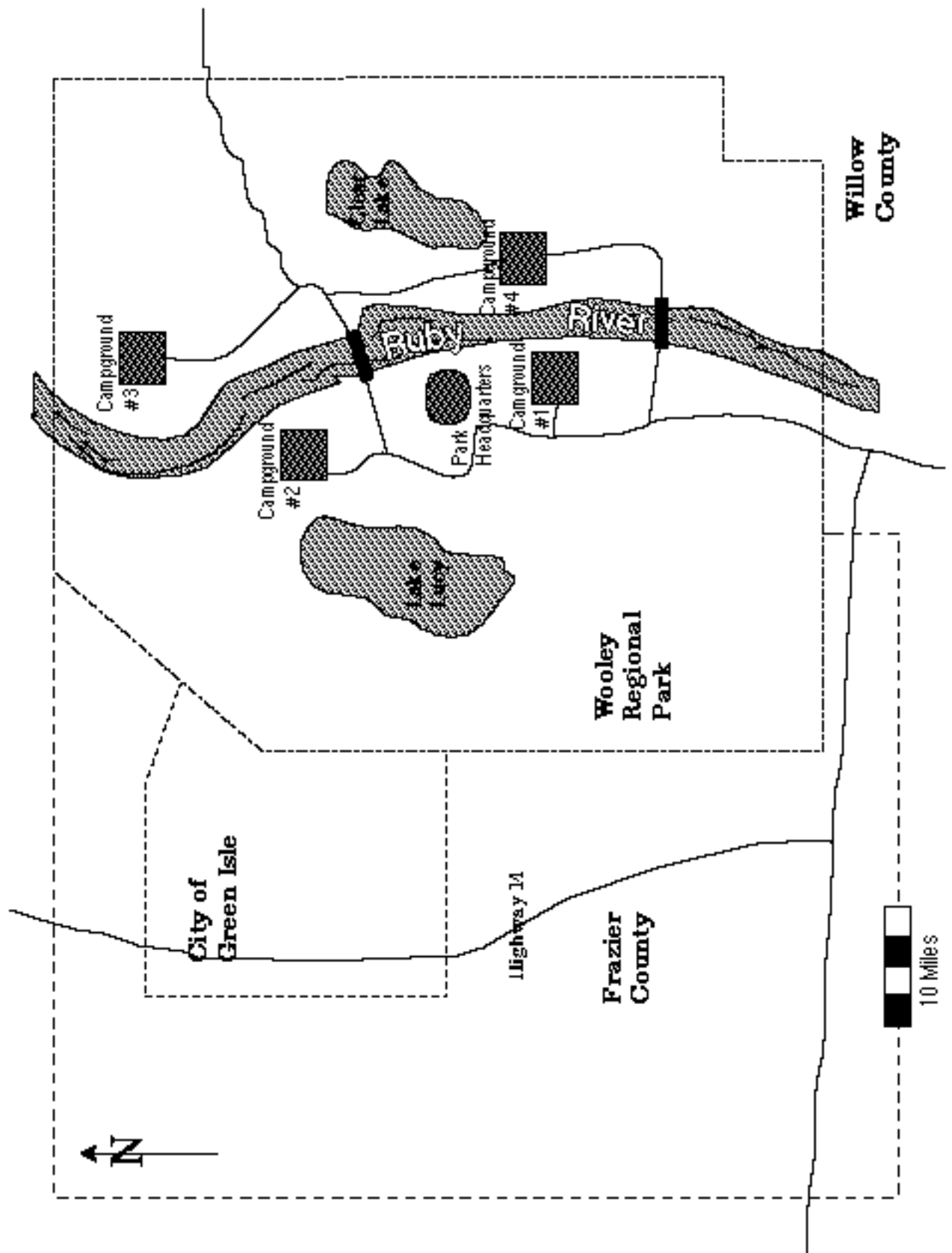
The Search and Rescue Team arrived at Park Headquarters at 1715. Realizing the late hour (it will be dark within an hour), and the delay in requesting help, Sgt. Maloy of the S&R team decided to focus the search in the immediate campground area tonight and organize a full scale search to start at 0600 the next day.

Resources available at 1715:  
Sgt. Maloy and a four-person S&R Team  
Park Ranger  
Assistant Park Ranger  
County fire paramedic unit  
Wendy's parents  
Ten camper volunteers

The City of Green Isle and Frazier County have both offered to provide resources but none have yet been sent.

### Additional Background

Woolsey Regional Park is a large (150 sq. mile) semi-wilderness area located on the Ruby River. The terrain is heavily forested with elevations ranging from 600 to 2000 feet. The park is famous for its indian ruins. It has many caves, and at one time the area was used for gold mining. There are three other campgrounds in the park, and two small lakes. The park is entirely within Willow County. The eastern edge of the park is the boundary between Frazier County and the City of Green Isle. At this time of the year, the campgrounds are all nearly full.















































## RESOURCE TABLE FOR USE IN EXERCISES

Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

<b>KIND OF RESOURCE</b>				
ALS UNITS				
BLS UNITS				
BUSES - 30 PASS 50 PASS				
PARK JET BOATS				
COMM. UNITS				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
RIVER RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				



# **Module 11 Incident and Event Planning**

**Subjects covered in this module include:**

- Importance of planning
- Essential Incident Action Plan elements
- The planning process
- Planning for incident demobilization
- Developing the Incident Action Plan

# Module 11 Objectives:

1. List the major steps involved in the planning process.
2. Identify the ICS titles of personnel who have responsibilities in developing the Incident Action Plan, and list their duties.
3. As part of an exercise, identify incident objectives for a simulated scenario.
4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.

## **Module 11 Objectives (cont.):**

6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms which may be used in preparing the Incident Action Plan.
7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.
8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

# Written Incident Action Plans

## Written Action Plans Required

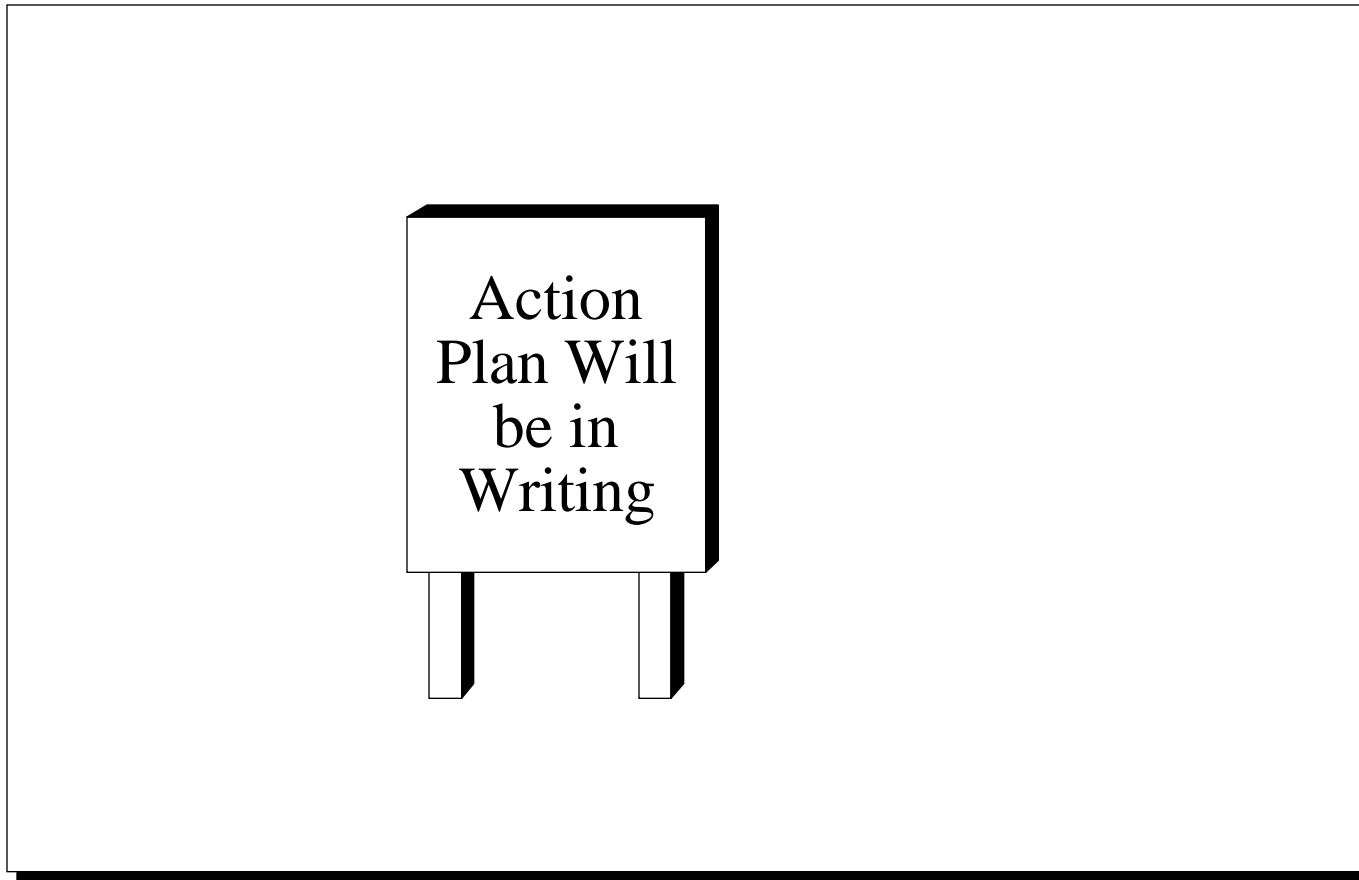
- Two or more jurisdictions involved
- Overlap another Operational Period
- Organizational elements activated
- As required by agency

# Written Incident Action Plans Provide:

- Clear statement of objectives and actions.
- Basis for measuring work effectiveness and cost effectiveness.
- Basis for measuring work progress and for providing accountability.



# Incident Commander Decides on Use of Written Incident Action Plan



# Factors Affecting Length of Operational Period

- Length of time available/needed to accomplish tactical objectives.
- Resources availability and/or Operational Period considerations.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations.

# Written Incident Action Plans

## Essential Action Plan Elements

- Statement of Objectives
- Organization
- Tactics and Resource Assignments
- Support Plans

Traffic, Medical, Communications  
Others as needed



<b>ORGANIZATION ASSIGNMENT LIST</b>		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
POSITION NAME 5. INCIDENT COMMANDER AND STAFF INCIDENT COMMANDER DEPUTY SAFETY OFFICER INFORMATION OFFICER LIAISON OFFICER		4. OPERATIONAL PERIOD (DATE/TIME)		
6. AGENCY REPRESENTATIVES		9. OPERATIONS SECTION		
AGENCY	NAME	CHIEF		
		DEPUTY		
		a. BRANCH I - DIVISION/GROUPS		
		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		b. BRANCH II - DIVISION/GROUPS		
		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		c. BRANCH III - DIVISION/GROUPS		
		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		d. AIR OPERATIONS BRANCH		
		AIR OPERATIONS BR. DIR.		
		AIR TACTICAL GROUP SUP.		
		AIR SUPPORT GROUP SUP.		
		HELICOPTER COORDINATOR		
		AIR TANKER/FIXED-WING CRD.		
		10. FINANCE SECTION		
		CHIEF		
		DEPUTY		
		TIME UNIT		
		PROCUREMENT UNIT		
		COMPENSATION/CLAIMS UNIT		
		COST UNIT		
203 ICS 1-82		PREPARED BY (RESOURCES UNIT)		

<b>INCIDENT RADIO COMMUNICATIONS PLAN</b>			1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
4. BASIC RADIO CHANNEL UTILIZATION					
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
205 ICS 9/86	5. PREPARED BY (COMMUNICATIONS UNIT)				



# Essential Steps in Incident Action Planning

- Understand the situation
- Establish incident objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan



# Understand the Situation

- What has happened?
- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What is the present and future resource and organizational capability?

# Establish Incident Objectives and Strategy

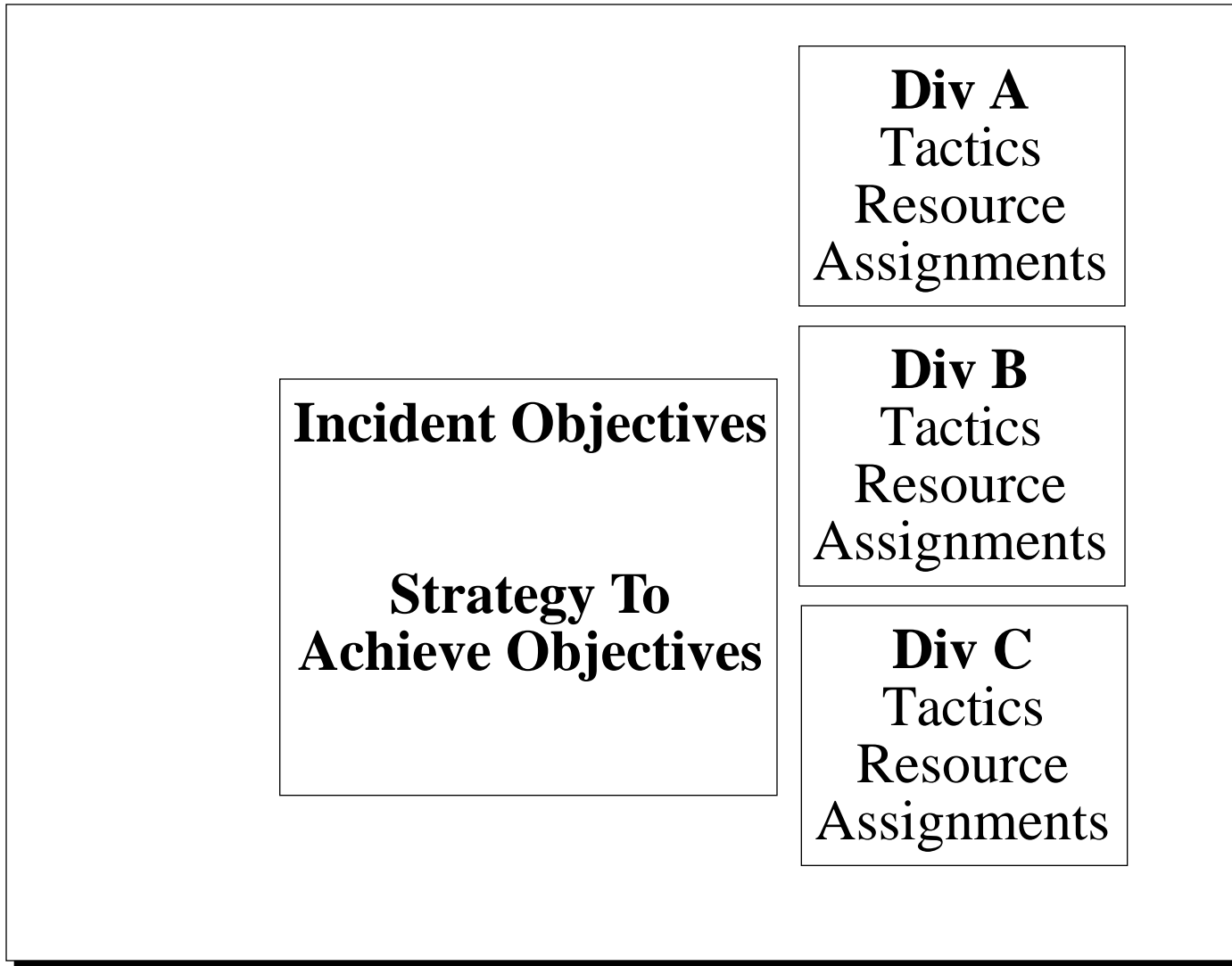
## Incident Objectives

- Attainable
- Measurable
- Flexible

# Strategies to Achieve the Objectives

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

# Determine Tactical Direction

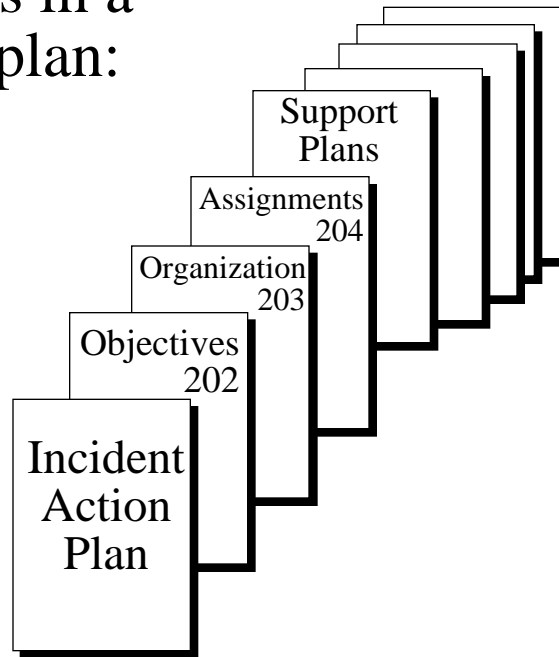


# Essential Elements to be Included in the Incident Commander Oral Action Plan

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

# Prepare the Plan

Major elements in a written action plan:



Communications  
Medical  
Traffic  
Map, etc. ....

# The Incident Planning Process

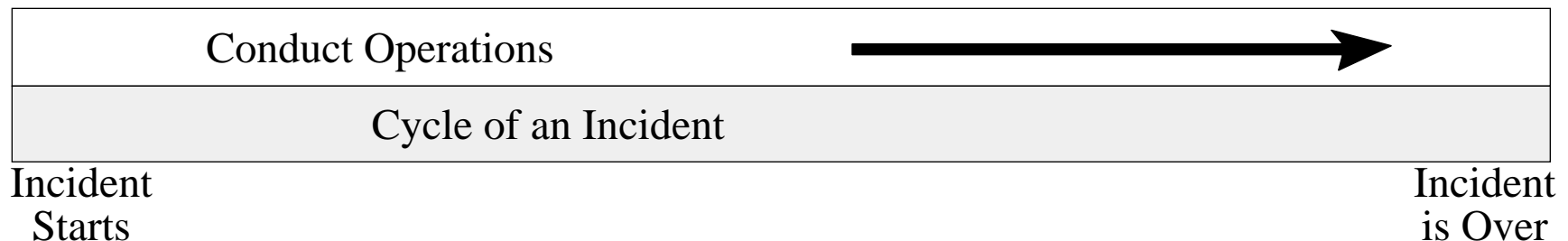
Repeat the Planning Process as Required

Conduct Operational Period Briefing

Order & Obtain Required Resources

Conduct Planning Meeting

Prepare for Planning Meeting



# Important Considerations for Effective Planning Meetings

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- Adhere to the planning process.
- No radios.



# Planning Meeting Activity Checklist

No.	Activity	Primary Responsibility
1.	State Incident Objectives - Policy Issues.	Incident Commander.
2.	Give situation and resources briefing.	Planning Section Chief.
3.	State primary and alternative strategies.	Operations Section Chief.
4.	Designate Branch, Division, Group boundaries and functions as appropriate.	Operations Section Chief.
5.	Describe tactical operations and tactics.	Ops. and Planning Section Chiefs.
6.	Make tactical resource assignments.	Operations, Planning, and Logistics Section Chiefs.
7.	Facilities and reporting locations.	Logistics Section Chief.
8.	Resources, support and overhead order.	Planning and Logistics Section Chiefs.
9.	Support plans, - Communications, Medical, Traffic, Safety.	Planning Section Chief, Incident Commander.
10.	Finalize, Approve and implement the plan.	Incident Commander and General Staff.

Form No.	Form Name	Prepared for Plan by:
202	Incident Objectives	Resources Unit
203 or 207	Organization List/Chart	Resources Unit
204	Assignment Lists	Resources Unit
205	Communications Plan	Communications Unit
206	Medical Plan	Medical Unit
220	Air Operations Summary	Air Operations Branch Dir.
none	Traffic Plan	Ground Support Unit
none	Safety Plan	Safety Officer
none	Map	Situation Unit

# Implement the Plan

## **Smaller Incidents**

Oral briefing by the IC

ICS Form 201 may be helpful

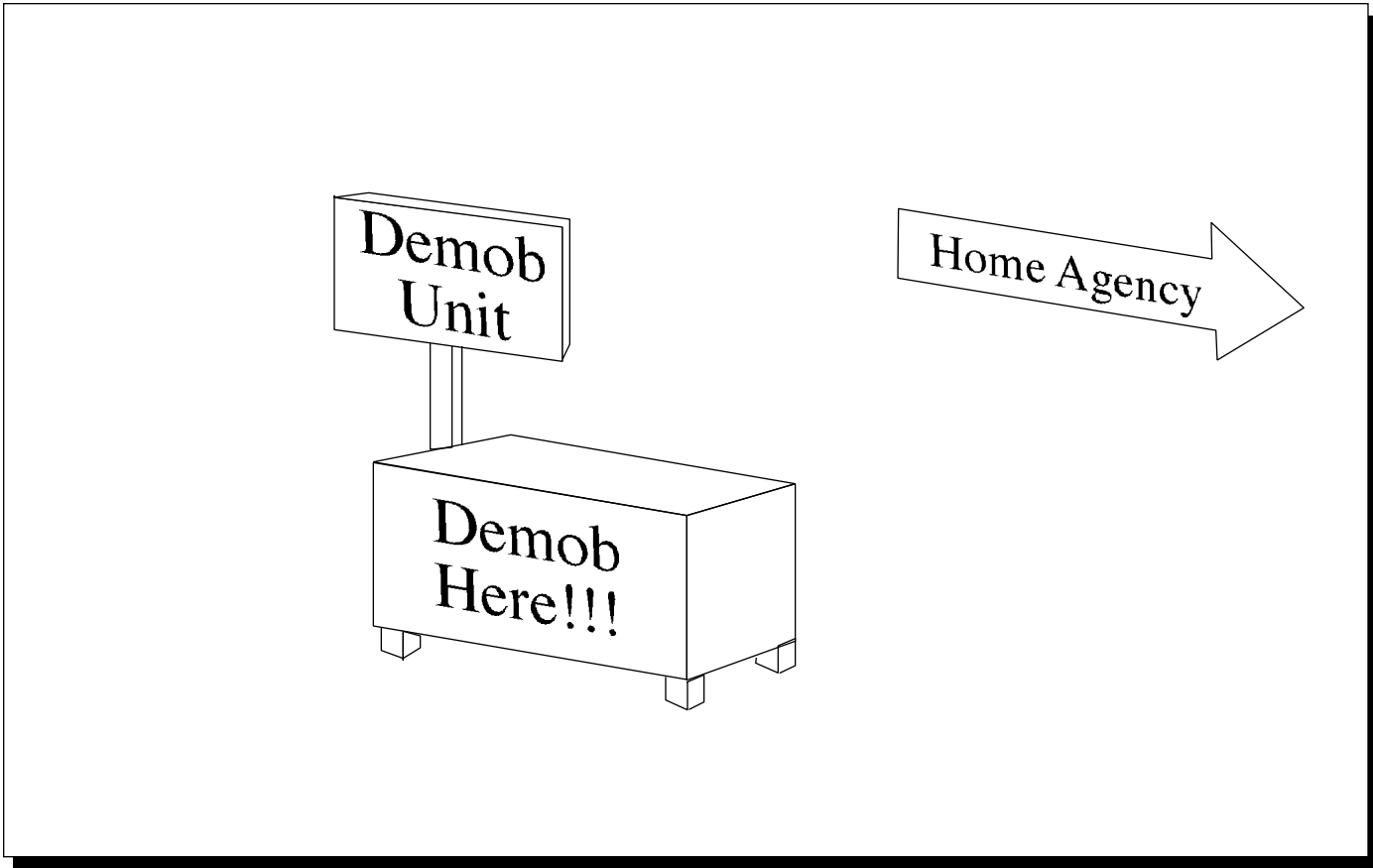
## **Larger Incidents**

Require written Incident Action Plan

General staff will implement the Plan

# Evaluate the Plan

- Does the plan accurately reflect the current situation?  
If not, modify it.
- Monitor progress against planned tactical operations.
- Make adjustments as required.



# **Major Contributors to Incident Demobilization Plan**

## **Planning Section**

Has basic information on resources. (Check-in lists and Incident Briefing form are important to this effort.)

## **Liaison Officer**

Knows terms of agreements involving use and release of other agency's resources.

## **Safety Officer**

Considers physical condition of personnel, personal needs, and adequacy of transportation.

# **Major Contributors to Incident Demobilization Plan (cont.)**

## **Logistics Section**

Handles transportation availability, communications, maintenance, and continuing support.

## **Operations Section**

Knows continuing needs for various kinds of tactical resources.

## **Finance/Administration Section**

Processes any claims, time records, and costs of individual resources which are a factor in determining release.

## **Agency Dispatch Centers**

Give high priority to timely return of resources.

# Major Elements of an Incident Demobilization Plan

- Demobilization policy and procedure
- Responsibilities
- Release priorities
- Release procedures
- Directory