NATIONAL INTER-AGENCY INCIDENT MANAGEMENT SYSTEM (NIIMS)

OPERATIONAL SYSTEM DESCRIPTION

POSITION DESCRIPTIONS & PROCEDURES MANUAL FOR GENERAL USE

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INTRODUCTION

The National Interagency Incident Management System (NIIMS) has been developed to provide a common system that emergency service agencies can utilize at local, state, and federal levels. NIIMS consists of five major sub-systems that collectively provide a total systems approach to all risk incident management. The sub-systems are:

The **Incident Command System (ICS)** - that includes operating requirements, 8 interactive components and procedures for organizing and operating an on-scene management structure.

Training - that is standardized and supports the effective operation of NIIMS.

Qualifications and Certification System - that provides personnel across the nation meeting standard training, experience, and physical requirements to fill specific positions in the Incident Command System.

Publications Management - that includes development, publication, and distribution of NIIMS materials.

Supporting Technologies - such as satellite remote imaging, sophisticated communications systems, geographic information systems, etc. that supports NIIMS operations.

Incident Command System (ICS)

The ICS was developed through a cooperative inter-agency (local, state and federal) effort. The basic organizational structure of the ICS is based upon a large fire organization that has been developed over time by federal fire protection agencies, however, the ICS is designed to be used for all kinds of emergencies, and is applicable to both small day-to-day situations as well as very large and complex incidents.

ICS OPERATING REQUIREMENTS

The design requirements for the Incident Command System are the following:

o   Most provide for the following kinds of operations:

        (a)   single jurisdiction/single agency involvement

        (b)   single jurisdiction with multi-agency involvement

        (c)   multi-jurisdiction/multi-agency involvement.

o   Organizational structure must be able to adapt to any emergency or
        incident to which fire protection agencies would be expected to respond.

o   Must be applicable and acceptable to users throughout the country.

o   Should be readily adaptable to new technology.

o   Must be able to expand in a logical manner from an initial attack situation
        into a major incident.

o   Must have basic common elements in organization, terminology, and
        procedures. this allows for the maximum application and use of already
        developed qualifications and standards. Also, it ensures continuation of a
        total mobility concept.

o   Implementation should have the least possible disruption to existing
        systems.

o   Must be effective in fulfilling all of the above requirements and yet be
        simple enough to insure low operational maintenance costs.

COMPONENTS OF THE ICS

The Incident Command System has a number of components. These eight components working together interactively provide the basis for an effective incident management system:

o   Common terminology
o   Modular organization
o   Integrated communications
o   Unified command structure
o   Consolidated action plans
o   Manageable span-of-control
o   Predesignated incident facilities
o   Comprehensive resource management

Common Terminology

It is essential for any management system, and especially one which will be used in joint operations by many diverse users, that common terminology be established for the following elements:

o   Organizational Functions - A standard set of major functions and functional units has been predesignated and named for the ICS. Terminology for the organizational elements is standard and consistent.

o   Resource Elements - Resources refer to the combination of personnel and equipment used in tactical incident operations. Common names have been established for all resources used within ICS. Any resource that varies in capability because of size or power, for example, helicopters, engines, or rescue units, is clearly typed as to capability.

o   Facilities - Common identifiers are used for those facilities in and around the incident area that will be used during the course of the incident. These facilities include such things as the command post, incident base, and staging areas.

Modular Organization

The ICS organizational structure develops in a modular fashion based upon the kind and size of an incident. The organization's staff build from the top down with responsibility and performance placed initially with the incident commander.

As the need exists, four separate sections can be developed, each with several units that may be established. The specific organizational structure established for any given incident will be based upon the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

For ease of reference and understanding, personnel assigned to manage at each level of the organization will carry a distinctive organizational title:

o   Incident Command   "Incident Commander"
o   Command Staff   "Officer"
o   Section   "Section Chief"
o   Branch   "Branch Director" (optional level)
o   Division/Group/Sector   "Division/Group/Sector Supervisor"
o   Unit   "Unit Leader"

In the ICS, the first management assignments by the initial attack incident commander will normally be one or more section chiefs to manage the major functional areas. Section chiefs will further delegate management authority for their areas only as required. If the section chief sees the need, functional units may be established within the section. Similarly, each functional unit leader will further assign individual tasks within the unit only as needed.

Integrated Communications

Communications at the incident are managed through the use of a common communications plan and an incident based communications center established solely for the use of tactical and support resources assigned to the incident. All communications between organizational elements at an incident should be in plain English. No codes should be used, and all communications should be confined only to essential messages.

The communications unit is responsible for all communications planning at the incident. This will include incident-established radio networks, on-site telephone, public address, and off-incident telephone/microwave/radio systems.

RADIO NETWORKS (NETS) - Radio networks for large incidents will normally be organized as follows:

o   Command Net - this net should link together: incident command, key
    staff members, section chiefs, division and group supervisors.

o   Tactical Nets - there may be several tactical nets. they may be
    established around agencies, departments, geographical areas, or

even specific functions. The determination of how nets are set up should be a joint planning/operations function. The communications unit leader will develop the plan.

o   Support Net - A support net will be established primarily to handle status - changing for resources as well as for support requests and certain other one-tactical or command functions.

o   Ground to Air Net - A ground to air tactical frequency may be designated, or regular tactical nets may be used to coordinate ground to air traffic.

o   Air to Air Nets - Air to air nets will normally be predesignated and assigned for use at the incident.

Unified Command Structure

The need for unified command is brought about because:

o   Incidents have no regard for jurisdictional boundaries. Wildland fires, transportation route incidents, floods, hurricanes, earthquakes, and hazardous material spills usually cause multi-jurisdictional major incident situations.

o   Individual agency responsibility and authority is normally legally confined to a single jurisdiction.

The concept of unified command simply means that all agencies who have a jurisdictional responsibility at a multi-jurisdiction incident contribute to the process of:

o   Determining overall incident objectives
o   Selection of strategies
o   Ensuring that joint planning for tactical activities will be accomplished
o   Ensuring that integrated tactical operations are conducted
o   Making maximum use of all assigned resources.

The proper selection of participants to work within a unified command structure will depend upon:

o   The location of the incident - which political jurisdictions are involved.
o   The type of incident - which functional agencies of the involved jurisdiction(s) are required.

A unified command structure could consist of a key responsible official from each jurisdiction in a multi-jurisdictional situation or it could consist of several functional departments within a single political jurisdiction.

Common objectives and strategy on major multi-jurisdictional incidents should be written. The objectives and strategies then guide development of the plan. under a unified command structure in the ICS, the implementation of the action plan will be done under the direction of a single individual - the operations chief.

The operations chief will normally be from the agency that has the greatest jurisdictional involvement. Designation of the operations chief must be agreed upon by all agencies having jurisdictional and functional responsibility at the incident.

Consolidated Action Plans

Every incident needs some form of an action plan. For small incidents of short duration, the plan need not be written. The following are examples of when written action plans should be used:

o   When resources from multiple agencies are being used.
o   When several jurisdictions are involved.
o   When the incident will require changes in shifts of personnel and/or
        equipment.

The incident commander will establish objectives and make strategy determinations for the incident based upon the requirements of the jurisdiction. In the case of a unified command, the incident objectives must adequately reflect the policy and need of all the jurisdictional agencies.

The action plan for the incident should cover all tactical and support activities required for the operational period.

Manageable Span-of-Control

Safety factors as well as sound management planning will both influence and dictate span-of-control considerations. In general, within the ICS, the span-of-control of any individual with emergency management responsibility should range from three to seven with a span-of-control of five being established as a rule of thumb. Of course, there will always be exceptions (e.g, an individual medical crew leader will normally have more than five personnel under supervision).

The kind of an incident, the nature of the task, hazard and safety factors, and distances between elements all will influence span-of-control considerations. An important consideration in span-of-control is to anticipate change and prepare for it. This is especially true during rapid build up of the organization when good management is made difficult because of too many reporting elements.

Predesignated Incident Facilities

There are several kinds and types of facilities that can be established in and around the incident area. The determination of kinds of facilities and their locations will be based upon the requirements of the incident and the direction of Incident Command. The following facilities are defined for use with the ICS:

o   Command Post - Designated as the CP, the command post will be the location from which all incident operations are directed. There should only be one command post for one incident site. In a unified command structure where several agencies or jurisdictions are involved, the responsible individuals designated by their respective agencies would be co-located at the command post. The planning function is also performed at the command post. Normally the communications center would be established at this location. The command post may be co-located with the incident base if communications requirements can be met.

o   Incident Base - The incident base is the location at which primary support activities are performed. The base will house all equipment and personnel support operations, and can support several incident sites. The incident logistics section, which is responsible for ordering all resources and supplies, is also located at the base. There should only be one incident base established; and normally, the base will not be relocated. If possible, incident base locations should always be included in the pre-attack plans. The incident base should be distinguished from a staging area which is a temporary support area.

o   Camps - Camps are locations from which resources may be located to better support incident operations. At camps, certain essential support operations (e.g, feeding, sleeping, sanitation) can be maintained. Also at camps, minor maintenance and service of equipment will be done. Camps may be relocated, if necessary, to meet tactical operations requirements.

o   Staging Areas - Staging areas are established for temporary location of available resources on three-minute notice. Staging areas will be established by the operations chief at each incident site to locate resources not immediately assigned. A staging area can be anywhere in which mobile equipment can be temporarily parked awaiting assignment.

Staging areas may include temporary sanitation services and fueling. Feeding of personnel would be provided by mobile kitchens or sack lunches. Staging areas should be highly mobile. The operations chief will assign a Staging Area Manager for each staging area. This manager is responsible for the check-in of all incoming resources; to dispatch resources at the request of the operations chief, and to request logistics section support as necessary for resources located in the staging area.

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

o Helispots - Helispots are more temporary and less used locations than helibases at which helicopters can land, take off, and in some cases, load patients or supplies. They may be co-located near Casualty Collection Points (CCPs).

Comprehensive Resource Management

Resources may be managed in three different ways, depending upon the needs of the incident.

o Single Resources - These are<+!> individual<-!> engines, bulldozers, crews, helicopters, plow units, ladders, rescuers or other, that will be assigned as primary tactical units. A single resource will be the equipment plus the required individuals to properly utilize it.

o Task Forces - A task force is any combination of resources that can be assembled for a specific mission. All resource elements within a task force must have common communications and a leader. The leader sometimes will have a separate vehicle. Task forces should be established to meet specific tactical needs and should be demobilized as single resources.

o Strike Teams - Strike teams are a set number of resources of the same kind and type that have an established minimum number of personnel. Strike teams will always have a leader (usually in a separate vehicle) and will have common communications among resource elements. Strike teams can be made up of engines, hand crews, plows, water tankers, or any other kind of resource where common elements become a useful tactical resource.

The use of strike teams and task forces is encouraged, wherever possible, to maximize the use of resources, reduce the management control of a large number of single resources, and reduce the communications load.

RESOURCE STATUS - In order to maintain an up-to-date and accurate picture of resource utilization, it is necessary that:

o   All resources be assigned a current status condition.
o   All changes in resource locations and status conditions be made
        promptly to the resource and situation unit.

Status Conditions - Three status conditions are established for use with tactical resources at the incident:

o   Assigned - Performing an active assignment.

o   Ready for assignment - All resources in staging areas should be available.
        on three-minute notice.

o   Out-of-Service - Not ready for available or assigned status.

Changes in Status - Normally the individual who makes the change in a resource's status is responsible for providing that information to the central resource status-keeping function.

ORGANIZATION AND OPERATIONS

The ICS organization has five major functional areas:
o   Command (Management)
o   Operations
o   Planning
o   Logistics
o   Finance

Command (Management) Section

Command is responsible for overall management of the incident. Command also includes certain staff functions required to support the command function. The command function within the ICS may be conducted in two general ways:

o   Single command
o   Unified command

Single Command

Within a jurisdiction where an incident occurs, and when there is no overlap of jurisdictional boundaries involved, a single incident commander will be designated by the jurisdictional agency to have overall management responsibility for the incident.

The incident commander will prepare incident objectives that in turn will be the foundation upon which subsequent action planning will be based. The incident commander will approve the final action plan, and approve all requests for ordering and releasing of primary resources. The incident commander may have a deputy. The deputy should have the same qualifications as the incident commander, and may work directly with the incident commander, be a relief, or perform certain specific assigned tasks.

In an incident within a single jurisdiction, where the nature of the incident is primarily a responsibility of one agency (e.g., fire), the deputy may be from the same agency. In a multi-jurisdictional incident or one that threatens to be a multi-jurisdictional, the deputy role may be filled by an individual designated by the adjacent agency. more than one deputy could be involved. Another way of organizing to meet multi-jurisdictional situations is described under unified command.

Unified Command

A unified command structure is called for under the following conditions:

o   Single jurisdiction, Multi-Agency. The incident is totally contained within a single jurisdiction, but more than one department or agency shares management responsibility due to the nature of the incident or the kinds of resources required. For example, a passenger airliner crash within a national forest. Fire, medical, and law enforcement all have immediate, but diverse objectives.

o   Multi-jurisdictional, Multi-agency. The incident is multi-jurisdictional in nature. For example, a major earthquake crosses jurisdictional boundaries. .

Differences Between Single and Unified Command

The primary differences between the single and unified command structures are:

o   In a single command structure, a single incident commander is solely responsible (within the confines of authority) to establish objectives and overall management strategy associated with the incident. The incident commander is directly responsible for follow-through to insure that all

functional area actions are directed toward accomplishment of the strategy. The implementation of the planning required to effect operational control will be the responsibility of a single individual (operations chief) who will report directly to the incident commander.

O   In a unified command structure, the individuals designated by their jurisdictions (or by departments within a single jurisdiction) must jointly determine objectives, strategy, and priorities. As in a single command structure, the operations chief will have responsibility for implementation of the plan. The determination of which agency (or department) the operations chief represents must be made by mutual agreement of the unified command. It may be done on the basis of greatest jurisdictional involvement, number of resources involved, by existing statutory authority, or by mutual knowledge of the individual's qualifications for a specific type of incident.

Command (Management) Staff

Command staff positions are established to assume responsibility for key activities which are not a part of the line organization. In ICS, three specific staff positions are identified:

o   Information officer

o   Safety officer

o   Liaison officer

Additional positions may be required, depending upon the nature and location of the incident, or requirements established by the incident commander.

Information Officer

The information officer's function is to develop accurate and complete information regarding incident cause, size, current situation, resources committed, and other matters of general interest. The information officer will normally be the point of contact for the media and other governmental agencies that desire information directly about the incident. In either a single or unified command structure, only one information officer would be designated. Assistants may be assigned from other agencies or departments involved.

Safety Officer

The safety officer's function at the incident is to assess hazardous and unsafe situations and develop measures for assuring personnel safety. The safety officer should have emergency authority to stop and/or prevent unsafe acts. In a

unified command structure, a single safety officer would be designated. Assistants may be required and assigned from other agencies or departments making up the unified command.

Liaison Officer

The liaison officer's function is to be a point of contact for representatives from other agencies. In a single command structure, the representatives from assisting agencies would coordinate through the liaison officer. Under a unified command structure, representatives from agencies not involved in the unified command would coordinate through the liaison officer. Agency representatives assigned to an incident should have authority to speak on all matters for their agency.

Operations Section

Tactical operations at the incident include all activities which are directed toward reduction of the immediate hazard, establishing situation control, and restoration of normal operations.

The types of incident for which the ICS is applicable are many and varied. They include such things as major wildland and urban fires, floods, hazardous substance spills, nuclear accidents, aircraft crashes, earthquakes, hurricanes, tornadoes, tsunamis, and war-caused disasters.

Because of the functional unit management structure, the ICS is equally applicable to small incidents and for use in normal operations. Basically, once the ICS operating concepts are adopted by an agency, the system structure will develop in a natural fashion based upon incident requirements.

The agencies that can make use of the ICS include federal, state, and local. In some cases, all may be working together or they may work in combinations. The types of agencies could include fire, law enforcement, health, public works, emergency services, or others; again, either working altogether or in combinations depending upon the situation. Many incidents may involve private individuals, companies, or organizations, some of which may be fully trained and qualified to participate as partners in the ICS. There are many ways that incident tactical operations may be organized and operated.

The specific method selected will be dependent upon:

o   The type of incident
o   The agencies involved
o   The objectives and strategies selected

In the following examples, several different ways of organizing incident tactical operations are shown and described. In some cases, the selected method will be determined around jurisdictional boundaries. In other cases, a strictly functional approach will be used. In still others, a mix of functional/geographical may be appropriate. The ICS offers extensive flexibility in determining the right approach based upon the factors described above..

Operations Section Chief and Deputies

The operations section chief is responsible for the direct management of all incident tactical activities.   The operations chief assists in the formulation of the action plan. The operations chief may have deputy positions. Deputies from other agencies are encouraged in multi-jurisdictional situations. Deputies should be equally as qualified as the operations chief. An operations chief should be designated for each operational period, and the chief should have direct involvement in the preparations of the action plan for the period of responsibility.

Staging areas are locations designated by the operations chief within the incident area where resources available for assignment are temporarily located. The operations chief may establish, move, or discontinue the use of staging areas. All resources within the designated staging areas are under the direct control of the operations chief and should be on a 3-minute availability. Staging area managers will request logistical support, (for example, food, fuel, and sanitation) from appropriate logistics section units. Staging areas are locations designated by the operations chief within the incident area where resources are available are temporarily located.

Air Operations

The air operations organization is established by the operations chief. Its size, organization, and use will depend primarily upon the nature of the incident and the availability of aircraft.   Where only a single helicopter is used the helicopter may be directly under the control of the operations chief.

The operations chief may establish an air operations director position when:

o   The complexity of air operations requires additional support and effort.
o   The incident requires both a mix of tactical and logistical use of helicopters and other aircraft.

The air support group is responsible for establishing and operating helibases and helispots, and for maintaining required liaison with fixed-wing tactical (aeromedical evacuation) or support requirements of the incident. The group is responsible for all timekeeping for helicopters assigned to the incident. The

air attack supervisor position is established as a separate position whenever both helicopter and fixed-wing aircraft will be simultaneously operated within the incident air space.

Resources

Initially, in any incident, the individual resources that are assigned will be reporting directly to the individual who has overall responsibility - the incident commander. As described earlier, as the incident grows in size or complexity, the incident commander may designate an operations chief to assume tactical direction of resources. In the ICS, resources may be used in several ways:

o   Single Resources - In general, single resources will be used for initial attack, first response situations. They may also be dispatched in extended (reinforced) attack or greater alarm situations. During an ongoing incident, there will always be situations that will call for the use of a single helicopter, engine, plow unit, crew, or other piece of equipment.

o   Task Forces - Task forces are any combination of resources put together for a specific assignment. Task forces call for a leader, usually in a separate vehicle, and with command communications between all resource elements. An example of a task force could include an engine, hand crew, and bulldozer to work on an assignment under the direct supervision of the task force leader. Task forces can be very versatile combinations of resources and their use is encouraged. The combining of resources into task forces allows for several resource elements to be managed under one individual's supervision, thus lessening the span of control.

o   Strike Team - Strike teams are a set number of resources of the same kind and type with common communications operating under the direct supervision of a leader. Strike teams are highly effective management units. The foreknowledge that all elements have the same capability; and the knowledge of how many will be applied allows for better planning, ordering utilization, and management. Strike teams are generally recommended for use with engines and can be used effectively with hand crews, bulldozers, plow units, and water tender apparatus.

Organization of Incident Tactical Operations

The following section discusses several ways that an incident may be organized for tactical operations: divisions, groups, sectors and branches.

Divisions, Groups and Sectors

Divisions, groups or sectors are established on an incident when the number of resources (single increments, task forces, or strike teams) exceeds the span-of-control of the operations chief, or allows for clearer designation of activities..

o   Divisions are established to divide an incident into geographical areas of operation.

o   Groups are established to divide the incident into functional areas of operation.

o   Sectors are established for geographic or functional purposes.

Both geographical divisions and functional groups may be used on a single incident if there is justification for their use and if proper coordination can be effected. Following are some examples for the use of divisions and groups.

Geographical Divisions

The best use of geographical divisions is to divide an area into natural separations of terrain, geography, and/or population density; and where resources can be effectively managed under span-of-control guidelines.

Functional Groups

Functional groups can best be used to describe areas of like activity. For example: off-loading, triage, treatment, holding, patient recording, transportation, etc. could be functional groups.

Sectors

Sectors can refer to functions or geographical areas, an optional term used widely in the large metropolitan areas by local public safety agencies.

Branches

Branches may be established on an incident to serve several purposes. However, they are not always essential to the organization of the operations section. In general, branches may be established for the following reasons:

o   Span-of-control Exceeded.   When the number of divisions/groups exceed the recommended five to one span-of-control for the operations chief. When this happens, the operation chief should designate a two-branch structure, and allocate the division/groups within those branches.

o   Functional Branches Required.   When the nature of the incident calls for a functional branch structure. A major aircraft crash within a city may require branches. In this case, three departments within the city -- police, fire, and EMS services -- each have a functional branch operating under the direction of a single operations chief (Figure 3.11). In this example, the operations chief is from the fire department with deputies from police and health service departments. Other alignments could be made depending upon the city plan and type of emergency. NOTE: Incident command in this situation could be either single or unified command depending upon the jurisdiction.

o   Inter-governmental Branches Required.   When the incident is multi-jurisdictional and where resources are best managed under the agencies that have normal control over those resources. A major earthquake where there is combined federal, county, and city resource involvement may require branches.

Planning Section

The planning section is responsible for the collection, evaluation and dissemination of tactical information about the incident. The section maintain information on the current and forecasted situation, and on the status of resources assigned to the incident. The section is also responsible for the preparation and documentation of action plans. The section has four primary units and may have a number of technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment.

Planning Section Chief and Deputy

The planning section chief is responsible for the gathering and analysis of all data regarding incident operations and assigned resources, developing alternatives for tactical operations, conducting the planning meetings, and preparing the action plan for each operational period. Under a unified command structure, the planning section chief may have a deputy from one or more of the other involved jurisdictions.

Resources Unit

The resources unit has the responsibility to make certain that all assigned personnel and resources have checked in at the incident. It is also responsible for maintaining current status on all resources. A status keeping system will be required that will show the current location of all assigned resources as well as the current status condition for all resources. The resources unit will maintain a master list of all resources. This should include key supervisory personnel,

primary resources used in tactical operations, support resources, transportation equipment, and all others.

Situation Unit

The situation unit is responsible for collecting, processing and organizing situation information; preparing situation summaries; and developing projections and forecasts of future events related to the incident. The situation unit will prepare maps and intelligence information for use in the action and recovery plan(s). The situation unit may also require expertise in the form of technical specialists.

Documentation Unit

The documentation unit is responsible for maintaining accurate and complete incident files; providing duplication services to incident personnel; and for filing, maintaining, and storing incident files for legal, analytical, and historical purposes.

The documentation unit is maintained within the planning section primarily because it has a major responsibility toward the preparation of the Incident Action Plans, as well as maintaining files on many records that are developed as part of the overall command post and planning function.

Demobilization Unit

The Demobilization Unit is responsible for developing an Incident Demobilization Plan. The plan should include specific demobilization instructions for all overhead and resources which require demobilization (e.g. non-local personnel and resources). The Demobilization Unit must also ensure that the Plan, once approved, is distributed both at the incident and to necessary off-incident locations. It is appropriate for the Demobilization Unit to begin early in the incident, particularly in developing rosters of personnel and resources, and to obtain any missing information from the incident check-in process.

Technical Specialists

The ICS is designed to function in a wide variety of incidents. Within the planning section is the capability, in addition to the four designated units, to have technical specialists who may be called upon depending upon the needs of the incident.

Technical specialists assigned to the planning section may report directly to the planning section chief; may function in an existing unit, for example: an epidemiologist could be made a part of the situation unit; or may form a separate unit within the planning section depending upon the requirements of the

incident and the needs of the planning section chief. It is also possible that technical specialists could be reassigned to other parts of the organization such as to operations on tactical matters or finance on fiscal matters.

Generally, if the expertise is needed for only a short time and will normally be only one person, that person should be assigned to the situation unit. If the expertise will be required on a long-range basis and may require several personnel, it is advisable to establish a separate unit in the planning section.

The incident itself will primarily dictate the needs for technical specialists. Listed below are examples of the kinds of specialists that may be required for health and medical operations:

o   Epidemiologist
o   Sanitarian
o   Environmental Impact Specialist
o   Resource Use and Cost Specialist
o   Psychologist
o   Fatalities Specialist
o   Toxic Substance Specialist
o   Training Specialist

Logistics Section

The logistics section is responsible for providing all support needs to the incident except air operations. The logistics section would order all resources form off-incident locations. It would also provide facilities, transportation, supplies, equipment maintenance and fueling, feeding, communications and medical services (the medical unit serves the needs of the responders).

The logistics section will be managed by a logistics section chief. The section may also have a deputy. A deputy position is encouraged when all designated units are established on an incident.

Supply Unit

The supply unit is responsible for ordering, receiving, storing and processing of all incident-related resources, personnel and supplies. The supply unit, when established, has the basic responsibility for all off-incident ordering. This will include:

o   All tactical and support resources
o   All expendable and nonexpendable supplies required for incident
         support.

The supply unit also has the responsibility for providing the locations and the personnel to receive, process, store, and distribute all supply orders. The supply unit will also have the responsibility for handling equipment operations that include storing, disbursing and servicing of all equipment and portable nonexpendable supplies when required by the situation.

Facilities Unit

The facilities unit is responsible for establishing, setting up, maintaining, and demobilizing all facilities used in support of incident operations. The unit is also responsible for providing any facility maintenance required.

The facilities unit will set up the incident communications center, as well as trailers and/or other forms of shelters for use in and around the incident area. Oftentimes, the incident base and camps may be established in areas where there are existing structures that may be used totally or in part. The facilities unit will also provide and set up necessary personnel support facilities that include:

o   Feeding Areas
o   Sleeping Areas
o   Sanitation/Shower Areas

The facilities unit will order through supply any additional support items required like portable toilets, shower facilities, lighting units, and other items needed.

Ground Support / Transportation Unit

The ground support unit is responsible for:

o   Maintenance and repair of primary tactical equipment, vehicles, and mobile ground support equipment.
o   Time reporting on all incident-assigned ground equipment including contract equipment
o   Fueling of all mobile equipment
o   Providing of transportation services is support of incident operations except air
o   Implementing of the Incident Traffic Plan

The ground support unit, in addition to its primary function of maintenance and services of all mobile vehicles and equipment will, on major incidents, maintain a transportation pool. The transportation pool will consist of staff cars, buses, pickups, and other vehicles that can be used for purposes of transporting personnel from one location to another. The ground support unit must also provide the resources unit with up-to-date information on the status of transportation vehicles, their locations, and capability.

Communications Unit

The communications unit is responsible for the developing of plans to make the most effective use of incident-assigned communications equipment and facilities, the installation and testing of all communications equipment, supervision and operation of the incident communication center, distribution and recovery of equipment assigned to incident personnel, and the maintenance and on-site repair of communications equipment.

The communications unit has a major responsibility for effective communications planning due to the potential multi-agency uses. This is especially important in determining required radio nets, establishing inter-agency frequency assignments, and ensuring that maximum use is made of all assigned communications capability.

The communications unit leader should attend all incident planning meetings to insure that tactical operations planning can be supported by available incident communications systems.

Food Unit

The food unit is responsible for determining food and water requirements, menu planning, food ordering, determining cooking facilities, cooking, serving and general maintenance of the food service areas.

On any incident, the supplying of efficient food services is an extremely important part of the incident operations. The food unit must be able to anticipate incident needs both in terms of numbers of personnel to be fed as well as any special feeding requirements due to the kind/location of the incident. <+#>The food unit will be responsible for supply the food needs for the entire incident including all remote locations such as camps and staging areas, as well as supplying food service to operations personnel unable to leave tactical assignments. The food unit must interact closely with the plans section to determine personnel requirements, the facilities unit for fixed-feeding locations, the supply unit for food ordering, and the ground support unit for supplying transportation services.

Medical Unit

The medical unit is primarily responsible for:

o   Developing the Incident Medical Plan (for responders)
o   Developing procedures for handling any major medical emergency
        involving incident personnel
o   Providing rehab, medical aid and transportation for injured and ill
        personnel

o   Assisting in the processing of all paperwork related to injuries or
         deaths or personnel

It is important to establish a medical unit on major incidents. The medical unit
will have responsibility for all medical services for responders. The unit leader or
designee will develop a medical plan that will form a part of the incident
action plan. The medical plan should provide specific information on medical aid
capabilities at incident locations, information on potential hazardous areas or
conditions, and provide for off-incident locations and procedures for handling
serious situations.

The medical unit will also assist the finance section in handling procedures
related to compensation-for-injury and paperwork including written
authorizations, billing forms, witness statements, and administrative documents
on medical situations as required.

Finance Section

The finance section is established on incidents when the agency(s) who are
involved have a specific need for finance services. In some cases where only
one specific function is required like cost analysis, a position could
be established as a technical specialist in the plans section. When a finance
section is established on an incident, the following units may be established as
the need requires.

o   Time Unit
o   Procurement Unit
o   Compensation/Claims Unit
o   Cost Unit

The finance section chief will determine, based on present and future
requirements, the need for establishing specific units. In certain of the functional
areas such as procurement, a functional unit need not be established if only one
person would work in the unit. In that case, a procurement officer would be
assigned rather than designating a unit.

The finance section chief should be designated from the jurisdiction/agency that
has the requirement due to the specialized nature of the finance functions. The
section chief may have a deputy.

Time Unit

The time unit is primarily responsible for insuring that daily personnel time
recording documents are prepared and compliance to agency(s) time policy is

being met. The time unit is responsible for ensuring equipment time reporting is accomplished in the logistics section-ground support unit for ground equipment, and in the operations section-air support unit for helicopters.

If necessary, because of the agencies involved, personnel time records will be collected and processed for each operational period. The time unit leader may desire to have one or more assistants who are familiar with respective agency(s) time recording policies. Records must be verified, checked for accuracy, and posted according to existing policy. Excess hours worked must also be determined and separate logs maintained.

Procurement Unit

The procurement unit is responsible for administering all financial matters pertaining to vendor contracts. The procurement unit will coordinate with local jurisdictions on sources for equipment, prepare and sign equipment rental agreements, and process all administrative paperwork associated with equipment rental and supply contracts.

NOTE: In some agencies, certain procurement activities will be accomplished as a function of the supply unit in the logistics section. The procurement unit will also work closely with local cost authorities.

Compensation/Claims Unit

In the ICS, compensation-for-injury and claims are included together within one unit. It is recognized that specific activities are different, and may not always be accomplished by the same person.

Compensation-for-injury is responsible to see all forms required by worker's compensation programs and local agencies are completed. The person performing this activity is also responsible to maintain a file of injuries and illnesses associated with the incident and to insure that all witness statements are obtained in writing. Many of this unit's responsibilities are done or partially done in the medical unit, and close coordination with that unit is essential.

The claims function will be responsible for handling the investigation into all civil tort claims involving property associated with or involved in the incident. The unit will maintain logs on claims, obtain witness statements, document investigations, and agency follow-up requirements.

Cost Unit

The cost unit is responsible for providing cost analysis data for the incident. The unit must insure that all pieces of equipment and personnel that require payment

are properly identified, obtain and record all cost data, analyze and prepare estimates of incident costs, and maintain accurate records of incident costs.

The cost unit will be increasingly called upon to input to the planning function in terms of cost estimates of resource use. The unit must maintain accurate information on the actual cost for the use of all assigned resources.

INCIDENT ACTION PLANNING PROCESS

In the incident command system, considerable emphasis is placed on developing effective incident action plans. A planning process has been developed as a part of the ICS to assist planners in the development of a plan in an orderly and systematic manner. The steps outlined in this chapter will allow for the development of an incident action plan in a minimum amount of time. Incidents vary in their kind, complexity, size, and requirements for detailed and written plans. The planning process described in this chapter is based on the development of incident action plans to support major wildland fire incidents, but are applicable to any type emergency. Not all incidents require detailed written plans. Recognizing this, the following planning process provides a series of basic planning steps which are generally appropriate for use in any incident situation. The determination of the need for written incident action plans and attachments is based on the requirements of the incident, and the judgement of the Incident Manager.

GENERAL RESPONSIBILITIES

The general responsibilities associated with the planning meeting and the development of the incident action plan are described below. The planning section chief should review these with the general staff prior to the planning meeting.

Planning Chief

o   Conduct the planning meeting and coordinate preparation of the incident
        action plan.

Incident Manager

o   Provide overall control objectives and strategy.

o   Establish the procedure for off-incident resource order.

o   Approve request for off-incident action plan by signature.

o   Approve completed incident action plan by signature.

Finance Chief

o   Provide cost implications of control objectives as required.

o   Evaluate facilities being used to determine if any special arrangements
        are needed.

o   Ensure that the action plan is within the finance limits established by the incident commander.

Operations Chief

o   Determine division work assignments and resource requirements.

Logistics Chief

o   Ensure that incident facilities are adequate.

o   Ensure that resource ordering procedure is made known to appropriate agency dispatch center(s).

o   Develop transportation system to support operations needs.

o   Ensure that section can logistically support the action plan.

o   Place order for resources.

PREPLANNING STEPS

Planning Section Chief - (If possible obtain completed Incident Briefing Form ICS 201] prior to the initial planning meeting.)

o   Evaluate current situation and decide if the current planning is adequate for remainder of operation al period (i.e., until next plan takes effect).

o   Advise incident commander and operations chief of any suggested revisions to current plan as necessary.

o   Establish planning cycle for the incident commander.

o   Determine planning meeting attendees with the incident commander.

o   For major incidents, attendees should include:

           ___   Incident Manager

           ___   Command staff members

           ___   General staff members

           ___   Resource unit leader

   ___ Situation unit leader

   ___ Air operations branch director

   ___ Communications unit leader

   ___ Technical/Specialists (As Required)

   ___ Agency representatives (As Required)

   ___ Recorders

o Establish location and time for planning meeting.

o Ensure that planning boards and forms are available.

o Notify necessary support staff (recorders etc.) of meeting and assignments.

o Ensure that a current situation and resource briefing will be available for meeting.

o Obtain estimate of regional resources availability from agency dispatch for use in planning for next operational period.

o Obtain necessary agency policy, legal or fiscal constraints for use in planning meeting.

CONDUCTING THE PLANNING MEETING

The planning meeting is normally conducted by the planning section chief. the checklist which follows is intended to provide a basic sequence of steps to aid the planning section chief in developing the incident action plan. The planning checklist is intended to be used with the ICS planning Matrix board, and/or ICS Form 215 - Operational Planning Worksheet. (The worksheet is laid out in the same manner as the planning matrix board.) Every incident must have an action plan. However, NOT ALL INCIDENTS REQUIRE WRITTEN PLANS. The need for written plans and attachments is based on the requirements of the incident and the decision of the Incident Manager.

CHECKLIST ITEM	PRIMARY RESPONSIBILITY
Briefing on situation and resource status	PS
Set control objectives	IM

Plot control lines and division boundaries	OP
Specify tactics for each Division/Group	OP
Specify resources needed by Division/Group	OP,PS
Specify facilities and reporting locations plot on map	OP,PS,LS
Place resource and overhead personnel order	LS
Consider communications, medical and traffic plan requirements	PS,LS
Finalize, approve and implement incident action plan	PS,IM,OP

Brief on Situation and Resource Status

The planning section chief and/or resources and situation unit leaders should provide an up-to-date briefing on the situation as it currently exists. Information for this briefing may come from any or all of the following sources:

o   Initial attack incident commander

o   Incident Briefing Form (ICS 201)

o   Field observations

o   Operations reports

o   Fire behavior modeling

o   Regional resources and situation reports

Set Control Objectives

This step is done by the Incident Manager. The control objectives are not limited to any single operational period, but will consider the total incident situation. The Incident Manager will establish the general strategy to be used, and state any major policy, legal or fiscal constraints in accomplishing the objectives and appropriate contingency\ considerations.

Plot Control Lines and Division Boundaries on Map

This step is normally accomplished by the operations chief (for the next operational period) in conjunction with the planning section chief who will

determine control line locations, establish division/branch boundaries for geographical divisions, and determine need for functional group assignments for the next operational period. These will be plotted on the map.

Specify Tactics for Each Division

The operations chief after determining division geographical assignments, will establish the specific work assignments to be used for each division for the next operational period. (Note that it may be necessary or desirable to establish a functional group in addition to geographical divisions.) tactics (work assignments) must be specific and must be within the boundaries set by the IM's general control objectives (strategies). These work assignments should be recorded on the planning matrix. the operations chief, incident commander, and logistics section chief should also at this time consider the need for nay alternative strategies or tactics and see that these are properly noted on the planning matrix.

Specify Resources Needed by Division

The operations chief AFTER specifying tactics for each division and in conjunction with the planning section chief will determine the resource needs by division to accomplish the work assignments. The resource needs will be recorded on the planning matrix. Resource needs should be considered on basis of the type of resource e required to do the assignment. For example, use Type 2 handcrews in certain division for mop-up situations, rather than Type 1 crews.

The planning section chief should also ensure that the Air Operations Summary (ICS 220) is being developed by operations section chief or air operation director as appropriate. The air operations summary worksheet brings together in one place, all tactical and logistical air assignments, with information on kinds and numbers of air resources required, reporting locations, and designation of resources assigned. Information is obtained from ICS 215, the Operational Planning Worksheet, and is used by planning, operations, and logistics in establishing the incident air program for the next operational period.

Specify Operations Facilities and Reporting Locations - Plot on Map

The operations chief in conjunction with planning and logistics section chiefs should specify and facilitate location needed to accomplish the operations section work assignments. These will normally be staging areas and helispots. Depending upon the situation, it may be appropriate to establish a camp or helibase location. Operations should also at this time indicate the reporting time requirements for the resources and any special resource assignments.

At the conclusion of this step, operations personnel at the planning meeting may be released, if desired.

Place Resource and Personnel Order

At this time, the planning section chief should perform a resource needs assessment based on the needs provided by the operations chief, and resources data available from the planning sections resources unit. the planning matrix when properly completed will show resource requirements and resources availability to meet those requirements. By subtracting resources available from those required, any additional resource needs can be determine. From this assessment, a new resource order can be put together and provided to the Incident Manager for his approval and then placed through normal dispatch channels by the logistics section.

Consider Communications, Medical and Traffic Plan Requirements

The incident action plan will normally consist of the Incident Objectives (ICS 202); Organization Chart (ICS 203); Division Assignment List (ICS 204); and a map of the incident area. Larger incident may require additional attachments, such as a separate Communications Plan (IC 205); a Medical Plan (ICS 206); and possibly a traffic plan. the planning section chief must determine the need for these attachments to nay written plan and ensure that they are prepared by the appropriate units. For major incidents, the incident action plan and attachments will normally include:

ITEM		WHO PREPARES
1.	Incident Objectives (202)	Planning Recorder
2.	Organization List (203)	Resources Unit
3.	Division Assignments Lists (204)	Planning Recorder & Resources Unit
4.	Communications Plan (205)	Communications Unit
5.	Medical Plan (206)	Medical Unit
6.	Map	Situation Unit
7.	Traffic Plan	Situation Unit

Prior to the completion of the plan, the planning section chief should review the division/group tactical work assignments for any changes due to lack of resource availability.

Recorders may then transfer division assignment information including alternatives from the planning matrix board or form (ICS 215) onto the Division Assignment Lists (ICS-204).

Finalize, Approve, and Implement Incident Action Plan

The planning section is responsible for seeing that the incident action plan is completed, reviewed and distributed. The sequence of steps to accomplish this is listed below.

o   State time action plan attachments are required to be completed.

o   Obtain plan attachments and review for completeness and approvals.

o   Determine numbers of incident action plans required.

o   Arrange with documentation unit to reproduce plan.

o   Review action plan to ensure it is up-to-date and complete prior to operations briefing and distribution of plan.

o   Provide briefing on the action plan as required and distribute plans prior to beginning of new operational period.