INCIDENT COMMAND SYSTEM

PHILIPPINES



FIELD OPERATIONS GUIDE

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OVERVIEW

Incident Command System (ICS) is a management system that is designed to enable effective and efficient management of disasters, incidents and planned events. It is a standard, on-scene, all-hazard management system that allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by agency or jurisdictional boundaries.

Management Characteristics

ICS is based on the following proven management characteristics, each of which contributes to the strength, efficiency and flexibility of the system:

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

ICS Organization and Operations

ICS organizations comprise five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration. Together, these are referred to as Command and General Staff. Intelligence/Investigation is a sixth functional area that is activated on a case-by-case basis and can be organized in a number of ways.

Command

The command position can be a single Incident Commander (IC) or Unified Command (UC). Command Staff includes the Public Information Officer (PIO), Safety Officer (SOFR), and Liaison Officer (LOFR).

General Staff

The General Staff is organized by function and includes the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administrative Section Chief. Additional positions can be added in each of these functions to achieve incident objective and maintain an effective span of control.

- **Operations** is responsible for all operations directly applicable to the primary mission of the response.
- **Planning** is responsible for collecting, evaluating, and disseminating the tactical information related to the incident, and for preparing and documenting Incident Action

Plans (IAPs).

- **Logistics** is responsible for providing facilities, services, and materials for the incident response.
- **Finance/Administration** is responsible for all financial, administrative, and cost analysis aspects of the incident.

ICS Position Titles

Titles for all ICS supervisory levels and positions are shown in the table below.

Organizational Element	Title	Support Positions
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
Section	Section Chief	Deputy
Branch	Branch Director	Deputy
Division Group	Division Supervisor* Group Supervisor*	N/A
Unit	Unit Leader**	Manager
Strike Team Task Force	Strike Team Leader Task Force Leader	Single Resource Boss

*The hierarchical term "Supervisor" is used only in the Operations Section

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

Incident Management Teams

An Incident Management Team (IMT) is an incident command organization comprised of Command and General Staff members and other appropriate personnel that can be activated or deployed as needed. IMT is formed to manage an incident or a planned event.

IMTs should have formal training, certification, qualification, notification, deployment, and should have developed its operational procedures.

The level of training and experience of the IMT members, coupled with the identified response requirements and responsibilities of the IMT are factors in determining the "type" or level of IMT. NOTE: This wording should be consistent with what is developed for the Chapter on Incident Typing/Levels and the Organizational Guide Appendix.

CHAPTER 1

INTRODUCTION

The **Philippine Incident Command System (ICS) Field Operations Guide (FOG)** provides a comprehensive guidance in determining the action to be performed and approaches that are applicable at all levels (national to Barangay levels, civil society organizations (CSOs) and the private sector) across functional disciplines that improve the effectiveness of emergency management/response personnel across the full spectrum of potential incidents and hazard scenarios. This FOG is intended for the members of the IMT, the disaster responders and the Responsible Official.

For the purpose of this FOG, it is crucial and critical to include the following but not limited to:

- Typhoons
- Floods
- Earthquakes
- Tornadoes
- Tsunamis
- Storm Surges
- Volcanic Eruptions
- Terrorism
- Armed Conflicts
- Hazardous Materials Events
- Chemical, Biological, Radiological, and Nuclear Events
- Aircraft Accidents
- Forest and Urban Fires
- Maritime Accident
- Landslides
- Epidemic/Pandemic
- Bombing
- Hostage Crises

- Pest Infestations
- Planned Events

Increasingly, frequent, small, medium, and large scale disasters in the Philippines have seen an unprecedented scale of response by the government, CSOs, and other stakeholders. The country, primarily due to its geographic location, is highly prone to natural hazards as well as human-induced disasters. Hence, responders are required to operate in a unique circumstance following the ICS guideline.

Incidents typically begin and end locally. They are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. However, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, levels of government, functional agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across this broad spectrum of organizations and activities.

ICS uses systematic approaches to integrate the best existing processes and methods into a unified national framework for incident management. This framework forms the basis for interoperability and compatibility that will, in turn, enable diverse set of public and private organizations to conduct well-integrated and effective emergency management and incident response operations. It does this through a core set of concepts, principles, procedures, organizational processes, terminology, and standards requirements applicable to a broad community of DRRM actors.

Legal Bases of ICS in the Philippines

Republic Act 10121

- "An Act Strengthening the Philippine Disaster Risk Reduction and Management System, Providing for the National Disaster Risk Reduction and Management Framework and Institutionalizing the National Disaster Risk Reduction and Management Plan, Appropriating Funds Therefore and For Other Purposes"
- Section 9 (g): Office of Civil Defense (OCD) shall "Formulate standard operating procedures for the deployment of rapid assessment teams, information sharing among different government agencies, and coordination before and after disasters at all levels"
- Rule 7 (h), IRR: OCD shall "Establish an incident command system (ICS) as part of the country's existing on-scene disaster response system, to ensure effective consequence management of disasters or emergencies"

NDRRMC Memorandum Circular No. 4

- Signed by Chairperson, National Disaster Risk Reduction and Management Council (NDRRMC) / Secretary, Department of National Defense (DND) on March 28, 2012
- Authorizes the use of ICS as an On-Scene Disaster Response and Management Mechanism under the Philippine DRRM System

National Disaster Risk Reduction Management Plan

- Thematic Area 3: Disaster Response
    - Outcome 12: "Well-established ICS in disaster operation."
    - Indicator 1: "Activated functional Incident Command System (ICS) by the first responder on site"

Executive Order No. 82

- Operationalizing the practical guide for National Crisis Managers and National Crisis management core manual
- Signed by President Benigno Aquino III on September 4, 2012
- Section 4D: "As soon as an incident is declared as approaching crisis level, the Responding Crisis Manager activates the Incident Command System (ICS) and calls on the designated Incident Commander (IC)..."

NOTE: All the checklists in this FOG are not intended to be comprehensive and complete checklist for all situations, rather a reminder of the major tasks and activities that should be accomplished.

CHAPTER 2

COMMON RESPONSIBILITIES

Every person working under the ICS organization has common responsibilities and tasks. Upon receipt of your assignment, make sure you have the following information:

1. Job assignment (e.g., Strike Team designation, overhead position, etc.)
2. Resource order number and request number
3. Reporting location
4. Reporting time
5. Travel instructions
6. Any special communications instructions, e.g., radio frequency
7. Terms of Reference.

Accountability Procedures

Check-In - all deployed personnel and all responders, regardless of agency / department affiliation, must check-in to the incident and receive an assignment, following the procedures established by the IMT.

1. Upon arrival at the incident, check in at designated Check-in location. Check-in may be found at:
    a. Incident Command Post
    b. Base or Camps
    c. Staging Areas
    d. Helibases
2. If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.
3. Receive briefing from immediate supervisor.
4. Prepare and acquire work materials.
5. Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers utilizing accepted risk analysis methods.
6. Organize and brief subordinates.
7. Know the assigned frequency/ies for your area of responsibility and ensure that communication equipment is operating properly.

8. Use clear text and ICS terminology (no codes) in all radio communications.
9. Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
10. Respond to demobilization orders and brief subordinates regarding demobilization.

Incident Action Plan (IAP) - The IAP drives incident operations and task. Changes must be communicated and coordinated with the OSC who communicates and gets approval of the IC or UIC. Response operations must be directed and coordinated as outlined in the IAP.

Unity of Command – All members of the ICS organization will have only one direct supervision. This will prevent accountability breakdown. Each individual involved in incident operations is assigned to only one supervisor.

Span of Control - Adequate management by supervisors is a must. Within ICS is a manageable span of control: minimum of 3 personnel, the optimum is 5, and the maximum is 7per function per supervisor. Ideally the ratio is 1:5. Supervisors must be able to effectively manage their subordinates and the resources

Resource Tracking - Any change in the resource status should be recorded by the supervisor and reported to the resource unit leader. Mark them as "Available", "Assigned" and "Out of Service".

Unit Leader Responsibilities

A number of the Unit Leader responsibilities are common to all units of the ICS organization. Common responsibilities of Unit Leaders are listed below:

1. Participate in incident planning meetings as required.
2. Determine current status of unit activities.
3. Confirm dispatch and estimated time of arrival of staff and supplies.
4. Assign specific duties to staff and supervise staff.
5. Develop and implement accountability, safety, security, and risk management measures for personnel and resources.
6. Supervise demobilization of unit, including storage of supplies.
7. Provide Supply Unit Leader with a list of supplies to be replenished.
8. Maintain unit records, including Unit/Activity Log (ICS Form 214).

Common Responsibility Checklist

Primary Responsibilities

1. Receive assignment, reporting location, reporting time and travel instruction.
2. Get a short description of the of the of the Incident
3. Receive special communication instruction.
4. Monitor incident status using radio and Quad Media.
5. Acquire and organize work materials such as PPe and others.
6. Use travel time to rest.

Secondary Responsibilities

1. Upon arrival, check in at the check in location
2. Receive briefing from the immediate supervisor.
3. Participate in IMT meeting and briefing, as required.
4. Maintain effective accountability for assigned personnel and resources.

5. Ensure compliance with all safety practices and procedures.
6. Supervisor to organize, assign, and brief the assistant.

Tertiary Responsibilities

1. Use clear text and ICS terminology.
2. Complete necessary and required documentation, including your own Unit Log.
3. Ensure equipment's is operational, prior each work period.
4. Brief replacement related to operation when changing at shift changes.
5. Demobilize as directed.
6. Participate in the after action process.

Leadership Responsibility Checklist

Primary Responsibilities

1. Review personnel checklist.
2. After checking in and confirming assignments, receive briefing from your supervisor.
3. Participate in meetings and operation planning process as required.

Secondary Responsibilities

1. Evaluate the current status of the assigned area and resource.
2. Assess resource needs
3. Request additional resources as needed.

Tertiary Responsibilities

1. Utilize the accountability procedures employed on the incident.
2. Ensure full compliance with all safety practices.
3. Facilitate demobilization of resources within the area of responsibility.
4. Debrief assigned personnel before demobilization.
5. Maintain unit records including UNIT log.
6. Perform personnel performance ratings.

CHAPTER 3

ROLES AND RESPONSIBILITIES OF THE RESPONSIBLE OFFICIAL

Responsible Official (RO): The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident. The RO is the Chairperson of the DRRMC, Local Chief Executive (LCE) or Agency Head or their duly authorized representative.

Roles and Responsibilities of RO

1. Typically makes the decision to activate ICS and order an IMT.
2. Delegates authority to the Incident Commander (IC) for on-scene incident operations.
3. Conducts an initial meeting (preferably face-to-face) with IC.
4. Conducts an in-briefing for the incoming IMT for the Delegation of Authority, current situation, incident goals and performance expectations.
5. Interacts with IMT during response operations to validate objectives and ensure that the IMT is progressing toward meeting those objectives.
6. Conducts closeout meeting with IMT and evaluates team performance.
7. Ensures resource coordination and support to the IMT from the Emergency Operations Center (EOC)

Delegation of Authority

- Authority means a right or obligation to act on behalf of a department, agency, or jurisdiction. The Delegation of Authority process is the granting of authority possessed by an RO to an IC to accomplish certain tasks, as well as the power to make commitments, use resources, and take whatever actions are necessary to carry out those tasks.

- The Delegation of Authority will contain specific, measurable objectives to be accomplished by the IMT, as well as any limitations to that authority. Measurable

objectives will provide both the IMT and RO a standard for continual evaluation and necessary adjustments as the incident progresses.

- Delegation of Authority may be in writing (established in advance) or verbal, and include:
  1. Legal and policy authorities, guidance, and restrictions;
  2. Financial/ Logistical authorities and restrictions;
  3. Priorities and overall objectives based on situational needs and applicable plans, policies and other guidance;
  4. Reporting requirements;
  5. Demographic issues;
  6. Political implications;
  7. Agency or jurisdictional priorities;
  8. Plans for public information management;
  9. Process for communications; and
  10. Plan for ongoing incident evaluation.

Initial Meeting with Incident Commander

The RO will usually begin initial contact with the IC with a face-to-face meeting. The purpose of this meeting will be to exchange information, determine operating procedures and issue a Delegation of Authority to the IMT.

The following is information that each IC should get from the initial meeting:

1. IMT Delegation of Authority;
2. Overall Goals/Intent and Definition of Success; and
3. Current Situation Analysis:
   a. Latest Incident Action Plan (if any);
   b. Current Incident Map;
   c. Current List of Resources;
   d. Latest Incident Status Summary (ICS-209); and
   e. Problem Areas, Political Issues, Areas of Concern

The initial contact with the IC should be followed-up by an In-Briefing for the incoming IMT.

All members of the IMT will plan to attend an initial In-Briefing with the RO(s) where the Delegation of Authority for the assignment will be given. The primary purpose of this briefing is for the RO (s) to share information with the IMT about the current situation, incident goals, and IMT performance expectations.

Coordination with IMT during Response Operations

It is highly desirable for the RO to participate personally, or to assign a designee to work on a daily basis with the assigned IMT, especially if the team does not come from the jurisdiction

where the incident has occurred. The assignment of one individual to this assignment for the life of the incident maintains consistency and seems to work best.

This person's roles are to:

1. Provide guidance to the IMT
2. Provide local and institutional knowledge
3. Answer policy questions
4. If using an RO Designee, keep the RO informed of IMT activities
5. Assess ongoing performance and take corrective action as appropriate.

Conduct Closeout with IMT and Evaluate Team Performance

At the conclusion of the team assignment, the RO should provide the IMT with an evaluation of their performance based on the inputs from relevant stakeholders. This can be an oral evaluation; however a written evaluation should be forwarded to the IMT in a timely manner. This evaluation should include, but is not limited to:

1. orderly transfer of command;
2. safety record;
3. resource management;
4. fiscal performance;
5. accountability of property;
6. media relations;
7. meeting Delegation of Authority / Incident Objectives; and
8. effectiveness of operations.

The closeout can be formal with whole team in closeout meeting or informal with just the IC.

CHAPTER 4

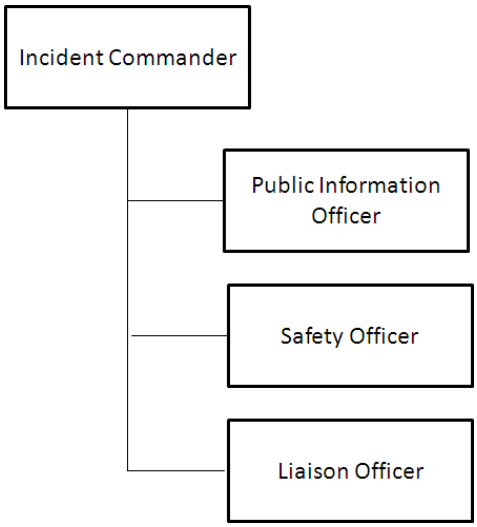
COMMAND

The **Incident Commander (IC)** is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Roles and Responsibilities of the IC

1. Has clear authority on the incident and knows the agency policy;
2. Ensures incident safety;
3. Establishes an Incident Command Post (ICP);
4. Obtains briefing from RO and prior IC and assesses the situation;
5. Establishes immediate priorities;
6. Determines incident objectives and strategies to be followed;
7. Establishes the level of organization needed and monitor the operations and effectiveness of that organization
8. Oversees Planning Meetings as required;
9. Approves the IAP;
10. Coordinates activities of the Command and General Staff;
11. Approves requests for additional resources or for the release of resources;
12. Approves the use of trainees, volunteers, and auxiliary personnel;
13. Authorizes release of information to the news media;
14. Orders demobilization of the incident when appropriate;
15. Ensures incident after-action reports are complete;
16. Keeps DRRMC Chairperson and/or Responsible Official informed of incident status; and
17. Displays Command Presence.

Organizational Chart



Command Staff

Guidelines for Command Staff

1. Only one person will be designated for each position;
2. Command Staff positions should not be combined;
3. Command Staff positions may be filled by persons from other agencies or jurisdictions;
4. Each of the positions may have one assistant as necessary:
    a. Assistants are recommended & encouraged for larger incidents
    b. Assistants can be designated from other jurisdictions or agencies
5. Command Staff members should report directly to the IC;
6. Command Staff members may interact with any position within the ICS for purposes of ; and
7. Always exchange information

Public Information Officer (PIO)

Determine reasons or factors on the need to have a PIO:

- Is it high visibility incident?
- Are the media taking IC's time?
- Will they get their information anyway?
- Are there multiple agencies involved?

1. Determines from the IC any limits on information release;
2. Prepares press releases;
3. Obtains IC approval of media news releases;
4. Conducts periodic media briefings;
5. Arranges for tours and other interviews or briefings that may be required;
6. Monitors and forwards media information that may be useful to incident planning;
7. Maintains current information summaries and/or displays on the incident;
8. Makes information about the incident available to incident personnel; and
9. Participates in the Planning Meeting

Safety Officer (SOFR):

1. Monitors hazardous/ unsafe situations;
2. Develops safety procedures and safety plan;
3. Has authority to stop unsafe acts on the incident;
4. Participates in Planning Meetings;
5. Identifies and mitigates hazardous situations;
6. Assigns line safeties qualified to evaluate special hazards on the incident;
7. Initiates preliminary investigation of accidents within the incident area;
8. Reviews and approves the medical plan; and
9. Ensures safety messages and briefings are made.

Liaison Officer (LOFR):

Why establish an LOFR?

- Several assisting and cooperating agencies are sending Agency Representatives
- IC no longer has time for individual Coordination

1. Acts as a Point of Contact for agency representatives & other entities, e.g.,
    a. Congressional personnel
    b. Investigating organizations
2. Maintains a list of assisting and cooperating agencies and agency representatives;
3. Assists in setting up and coordinating interagency contacts;
4. Monitors incident operations to identify current or potential inter-organizational problems;
5. Participates in Planning Meetings, provides current resource status, including limitations and capability of agency resources; and
6. Provides agency-specific demobilization information and requirements.

CHAPTER 5

PLANNING PROCESS

It is essential that every incident or event be managed according to a plan. In ICS, the management plan is called the **Incident Action Plan (IAP)**. The Command and General staff must participate in the planning process and in the development of the IAP.

The planning process must:

- Provide a clear and accurate picture of the current situation and resource status
- Effectively predict probable courses of the incident/event
- Involve alternative strategies
- Create a foundation for a realistic IAP for the next operational period

There are five primary phases of the planning process that generally apply to all incidents, regardless of the size, type and complexity. On smaller incidents, it is the responsibility of the IC to develop and communicate a simple plan through oral briefings. For more complex incidents, a written IAP is prepared by the entire IMT and would require a more complete, time-consuming planning process.

Phases of the Planning Process

The five primary phases in the planning process are:

1. **Understand the Situation**
   - The first phase includes gathering, recording, analyzing, and displaying situation, resource, and incident-potential information in a manner that will facilitate:
     - Increased situational awareness of the magnitude, complexity, and potential impact of the incident.
     - The ability to determine the resources required to develop and implement an effective IAP.

2. **Establish Incident Objectives and Strategy**
   - The second phase includes formulating and prioritizing SMART (specific, measurable, accurate, realistic and time bound) incident objectives and identifying an appropriate

strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies, and may need to include specific issues relevant to critical infrastructure.

- Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria include public health and safety factors, estimated costs, and various environmental, legal, and political considerations.

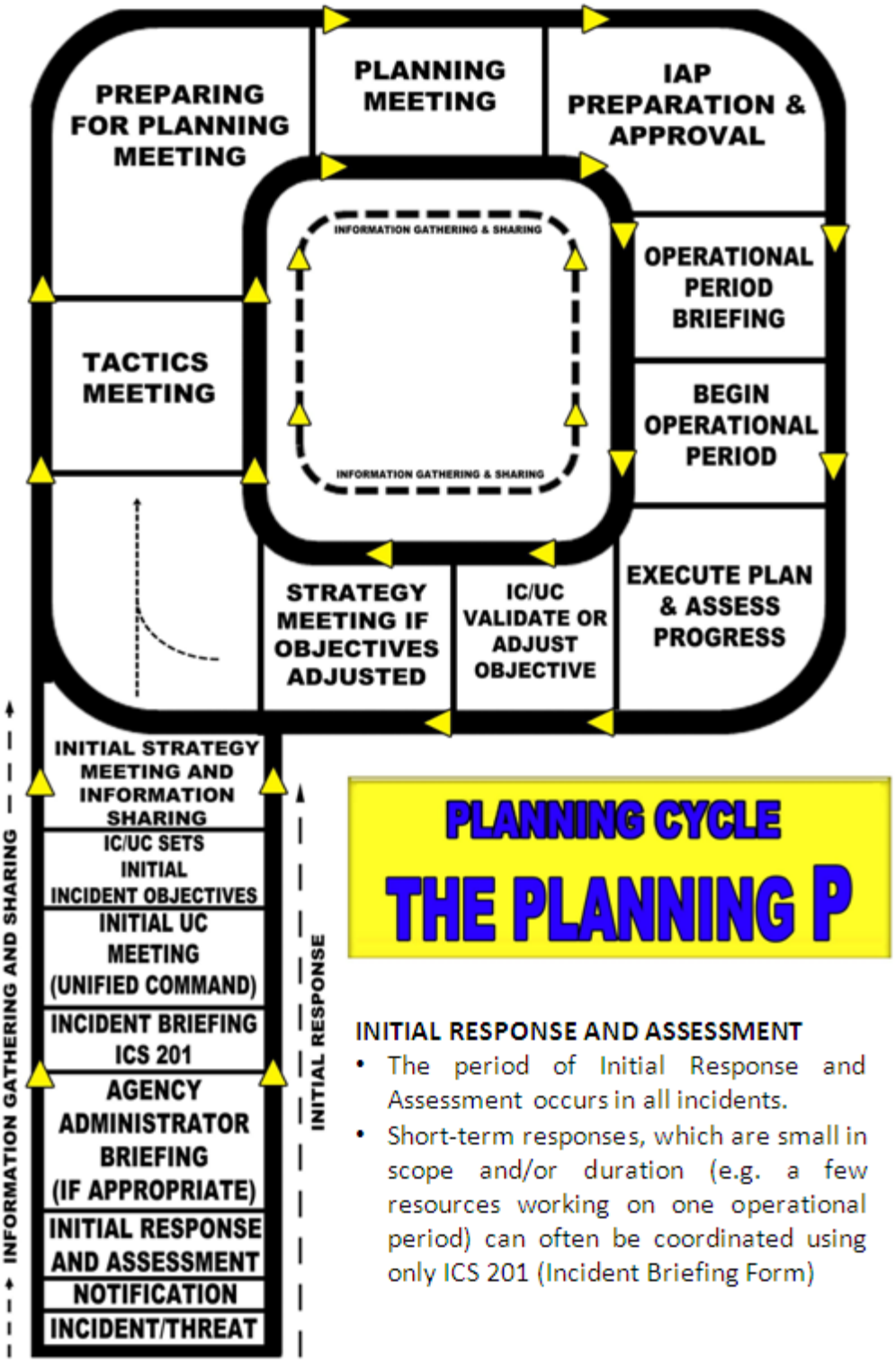
3. **Develop the Plan**
   - The third phase involves determining the tactical direction and the specific resources, reserves, and support requirements for implementing the selected strategies and tactics for the operational period.
   - Before the formal Planning Meetings, each member of the Command and General Staffs is responsible for gathering certain information to support the proposed plan.

4. **Prepare and Disseminate the Plan**
   - The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

5. **Execute, Evaluate, and Revise the Plan**
   - The planning process includes the requirement to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress. When deviations occur and when new information emerges, it should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

Planning Responsibilities and Activities

NOTE: The "Planning – P" graphic is a visual representation of the Operational Planning Cycle. It lays out the sequential steps that successful incident management teams use to manage an incident. The stem of the Planning P shows the processes in the initial stages of an incident, while the circle part of the P shows the repeated processes that continue until the end of the incident and the planning process is no longer required.



INITIAL RESPONSE AND ASSESSMENT

- The period of Initial Response and Assessment occurs in all incidents.
- Short-term responses, which are small in scope and/or duration (e.g. a few resources working on one operational period) can often be coordinated using only ICS 201 (Incident Briefing Form)

Responsible Official Briefing ✓ When – The IMT is activated ✓ Facilitator – Responsible Official ✓ Attendees – The IMT	The RO briefing is not only valuable to the IMT, but it also shows how the RO fit into the process and how their role is critical to the success of the IMT and how to gather information as they prepare to assume command of a large incident. This interaction between the RO and IMT at the beginning and throughout the incident ensures the agency policies and regulations are met. **Responsibilities:** **Incident Commander (IC/UC)** ▪ Receives briefing from the Responsible Official ▪ Determine the policies, guidelines and priorities of the Responsible Official ▪ Receives and signs the Delegation of Authority
Incident Briefing ✓ When – Transition from the IC to the IMT ✓ Facilitator – Initial/Current IC/UC or PSC ✓ Attendees – Incoming IC/UC and C&GS	In the beginning phases of every incident, there is an initial response organization and IC. When this initial organization must be replaced by an IMT the process is called a "Transfer of Command". In order to maintain continuity and safety of the current responders and the public, the transfer of command must be controlled and orderly. The ICS Form 201 is a tool used to accomplish this step. In some cases, the Initial IC is not able to leave the ICP to attend the RO briefing. In this case, the incoming IC to initial IC briefing is accomplished later at the ICP, utilizing the ICS Form 201. Regardless of the location, this information exchange must be accomplished. **Responsibilities:** **Incident Commander (IC/UC)** ▪ Receives incident briefing from the initial/current IC/UC using ICS 201 ▪ Assesses operational requirements ▪ Determines current/future organizational and response requirements and objectives **Incident Briefing (ICS-201) Agenda Using ICS 201 as an outline, include:** ▪ Current situation (note territory, exposures, safety concerns, etc.; use maps/charts). ▪ Initial objectives and priorities. ▪ Current and planned actions. ▪ Current on-scene organization.

	▪ Resource assignments. ▪ Resources en-route and/or ordered. ▪ Facilities established. ▪ Incident potential.
Initial IC/UC Meeting ✓ When – The IC/UC is formed prior to the first meeting ✓ Facilitator – IC/UC member or PSC ✓ Attendees – Only ICs that will comprise the UC	**Responsibilities:** **Incident Commander**. ▪ Negotiates UC participation. ▪ Clarifies UC roles & responsibilities. ▪ Negotiates and agrees on key decisions including: • AOR of Incident. • Name of the incident. • Overall response organization, • Location of ICP, facilities, and support. • Operational Period length/start time and work • Deputy IC assignments • Other key Command and General staff and technical support as needed **Operations** ▪ Briefs UC members on current operations. **Planning** ▪ If available, facilitates and documents meeting. **Logistics & Finance/Admin** ▪ May not be activated at this time.
IC/UC Objectives Meeting (Sometimes called "Strategy" Meeting) ✓ When – Prior to C&GS Meeting ✓ Facilitator – IC/UC member or PSC ✓ Attendees – IC/UC members & C&GS	**Responsibilities:** **Command** ▪ Identifies incident priorities ▪ Identifies priorities, limitations, and constraints ▪ Develops incident objectives ▪ Identifies key procedures ▪ Develops tasks for Command and General Staff ▪ Agrees on division of UC workload
Command & General Staff Meeting ✓ When – Prior to Tactics meeting ✓ Facilitator – PSC ✓ Attendees – IC/UC members, C&GS, SITL, RESL & DOCL	**Responsibilities:** **Command** ▪ Reviews key decisions, priorities, constraints, limitations, objectives and procedures ▪ Presents/reviews functional work assignments (tasks) to the C&GS members ▪ Reviews status of open actions, work assignments (tasks) from previous meetings

	Operations ▪ Provides update on current operations **Planning** ▪ Facilitates and documents meetings ▪ Sets up meeting room **Situation Unit Leader** ▪ Provides update on current situation and projections, if available **Resource Unit Leader** ▪ Provides update on status of resources on scene and ETA of resources ordered **Documentation Unit Leader** ▪ Documents meeting and distributes meeting materials
Preparing for the Tactics Meeting ✓ When – Prior to Tactics Meeting ✓ Facilitator – PSC ✓ Attendees – OSC & SO; this is a work session, not a meeting	**Responsibilities:** **Operations** ▪ Develops draft strategies and tactics for each operationally oriented incident objectives ▪ Develops alternative and/or contingency strategies and tactics ▪ Outlines work assignments (tactics) and required resources using ICS 215 ▪ Develops/outlines Operations Section organization for next operational period **Planning** ▪ Facilitates process ▪ Reviews incident objectives and agrees on those that are the responsibility of the Operations Section to complete ▪ Ensures Technical Specialists are included and prepared to contribute, as appropriate ▪ Presents situation information and provides projections **Safety Officer** ▪ Begins to develop the Hazard Risk Analysis ICS 215a
Tactics Meeting ✓ When – Prior to Planning Meeting ✓ Facilitator – PSC	**Responsibilities:** **Planning** ▪ Sets up meeting room ▪ Facilitates meeting ▪ Presents current situation and provides projections

✓ Attendees – PSC, OSC, LSC, SO, FSC, SITL, RESL, DOCL, COML & Technical Specialists, as needed	▪ Presents resources status ▪ Documents meeting **Operations** ▪ Briefs current operations ▪ Presents strategies, tactics, and resource needs using ICS 215 ▪ Identifies alternative strategies ▪ Presents the Operation Section Organization **Safety Officer** ▪ Identifies potential hazards and recommends mitigation measures ▪ Presents the Hazard Risk Analysis ICS 215a **Logistics** ▪ Contributes logistics information, as necessary ▪ Determines support requirements based on the ICS 215 (i.e., facilitates and other logistical infrastructure) ▪ Prepares to order needed resources ▪ Presents situation information and provides projections
Preparing for the Planning Meeting ✓ When – Prior to Planning Meeting ✓ Facilitator – PSC ✓ Attendees – This is not a meeting but a period of time	**Responsibilities:** **Command** ▪ Prepares further guidance/clarification ▪ As needed, meets informally with appropriate staff members **Operations** ▪ Prepares on-going operations update ▪ Prepares final draft ICS 215 ▪ Coordinates with other staff, as needed **Planning** ▪ Sets up meeting room ▪ Develops resource, support, and overhead requests, and submits to Logistics after the planning meeting ▪ Publishes/distributes meeting schedule and ensures attendees are prepared (Posted Agenda) ▪ Makes duplicate documents for Command that are needed to support presentations ▪ Evaluate the current situation and decide whether the current planning is adequate for the remainder of the operational period ▪ Advise the IC and the OSC of any suggested revisions

	to the current plan, as necessary ▪ Establish a planning cycle for the IC ▪ Determine Planning Meeting attendees in consultation with the IC ▪ Establish the location and time for the Planning Meeting ▪ Ensure that planning boards and forms are available ▪ Notify necessary support staff about the meeting and their assignments ▪ Ensure that a current situation and resource briefing will be available for the meeting ▪ Obtain an estimate of local resource availability from EOC for use in planning for the next operational period ▪ Obtain necessary agency policy, legal or fiscal constraints for use in the Planning Meeting **Logistics** ▪ Prepares resources orders to support IAP (submitted after the planning meeting) ▪ Prepares for Planning Meeting ▪ Verifies support requirements **Finance** ▪ Prepares for Planning Meeting ▪ Verifies financial and administrative requirements
Planning Meeting ✓ When – After the Tactics Meeting ✓ Facilitator – PSC ✓ Attendees – IC/UC, C&GS, SITL, DOCL, RESL, MEDL & Technical Specialists, as needed	The Planning Meeting is normally conducted by the Planning Section Chief. The sequence of steps that follows is intended to aid the Planning Section Chief in developing the IAP. The planning steps are used with the Operational Planning Worksheet (ICS 215). ▪ **Give a briefing on situation, resource status, and incident potential** The Planning Section Chief and/or Resources and Situation Unit Leaders should provide an up-to-date briefing on the situation. Information for this briefing may come from any or all of the following sources: • Initial Incident Commander. • Incident Briefing (ICS 201). • Field observations. • Operations reports. • Regional resources and situation reports. ▪ **Set/Review established objectives** The IC/UC is responsible for this step. The incident

objectives are not limited to any single operational period but will consider the total incident situation. The IC/UC establishes the general strategy to be used, states any major constraints (policy, legal, or fiscal) on accomplishing the objectives, and offers appropriate contingency considerations.

- **Plot operational lines, establish Branch/Division boundaries, and identify Group assignments**
  This step is normally accomplished by the Operations Section Chief (for the next operational period) in conjunction with the Planning Section Chief, who will establish Division and Branch boundaries for geographical Divisions and determine the need for functional Group assignments for the next operational period. The operational boundaries will be plotted on the map.

- **Specify tactics for each Division/Group**
  After determining Division geographical assignments or Group functions, the Operations Section Chief will establish the specific work assignments to be performed for the next operational period. Tactics (work assignments) should be specific and within the boundaries set by the IC/UC general objectives and established strategies. These work assignments should be recorded on the Operational Planning Worksheet (ICS 215). At this time, the IC/UC, Operations Section Chief, and Planning Section Chief should also consider the need for any alternative strategies or tactics and ensure that these are properly noted on the Operational Planning Worksheet.

- **Specify resources needed by Division/Group**
  After specifying tactics for each Division/Group, the Operations Section Chief, in conjunction with the Planning Section Chief, will determine the resource needs to accomplish the work assignments. Resource needs will be recorded on the Operational Planning Worksheet (ICS 215). Resource needs should be considered on the basis of the type of resources required to accomplish the assignment.

- **Specify operations facilities and reporting locations and plot on map**
  The Operations Section Chief, in conjunction with the Planning and Logistics Section Chiefs, should designate and make available the facilities and reporting locations required to accomplish Operations Section work assignments. The Operations Section Chief should

indicate the reporting time requirements for the resources and any special resource assignments.

- **Develop resource order**
  The Planning Section Chief should assess resource needs based on the needs indicated by the Operations Section Chief and resources data available from the Resources Unit. The Operational Planning Worksheet (ICS 215), when properly completed, will show resource requirements and the resources available to meet those requirements. Subtracting the resources available from those required will indicate any additional resource needs. From this assessment, a new resource order can be developed and provided to the IC/UC for approval and then placed through normal dispatch channels by the Logistics Section.

- **Consider Communications, Medical, and Traffic Plan requirements**
  The IAP will normally consist of the Incident Objectives (ICS 202), Organization Chart (ICS 203), Assignment List (ICS 204), and a map of the incident area. Larger incidents may require additional supporting attachments, such as a separate Incident Radio Communications Plan (ICS 205), a Medical Plan (ICS 206), and possibly a Traffic Plan. The Planning Section Chief should determine the need for these attachments and ensure that the appropriate Units prepare them.

Responsibilities:

Command

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

Operations

- Provides overview of current Operations
- Presents a plan of action that includes strategies, tactics, contingencies, resources assigned, organization structure, and overall management consideration

Planning

- Facilitates meeting
- Briefs current situation

	▪ Provides projections ▪ Documents meeting **Logistics** ▪ Briefs logistical support/services and resource ordering status ▪ Discusses operational facility issues **Finance** ▪ Briefs administrative and financial status/projections, etc. **Command Staff** ▪ Discusses and resolves any Safety, Liaison, and Media considerations and issues **Note: Refer to Planning Meeting Agenda**
IAP Preparation and Approval ✓ When – Immediately following the Planning Meeting, the PSC assigns the deadline for products ✓ Facilitator – PSC ✓ Attendees – This is not a meeting but a period of time	**Responsibilities:** **Command** ▪ Reviews, approves, and signs IAP **Operations** ▪ Provides required information for inclusion into IAP ▪ Works with Planning to ensure that the chart and ICS 204 forms are complete **Planning** ▪ Facilitates gathering of required documents and assembles IAP ▪ Reviews IAP for completeness ▪ Provides completed IAP to IC/UC for review/approval ▪ Makes sufficient copies of the IAP ▪ Distributes IAP to appropriate team members and files original **Logistics** ▪ Reviews Logistics Section products for completeness (ICS 205, ICS 206, etc.) ▪ Provides logistics information for IAP ▪ Verifies resource ordered/status **Finance/Admin** ▪ Verifies financial and administrative requirements for IAP

	Note: Refer to IAP Components
Operational Briefing ✓ When – Approximately 2 hours prior to shift change ✓ Facilitator – PSC ✓ Attendees – IC/UC, C&GS, Branch Directors, Division/Group Supervisors, Task Force/Strike Team Leaders, Unit Leaders, and others, as appropriate	**Command** ▪ Provides guidance/clarification ▪ Provides leadership presence and motivational remarks **Operations** ▪ Provides Operations Briefing for next operational period ▪ Ensures ICS 204 tasking is clear **Planning** ▪ Sets up briefing area ▪ Facilitates Command and General Staff and attendees briefing responsibilities ▪ Explains support plans, as needed ▪ Resolves questions **Logistics** ▪ Briefs transportation, communication, and supply issues **Finance/Admin** ▪ Briefs administrative issues and provides financial report **Staff briefs** ▪ Operations, Logistics, Safety, Public Information, and Interagency and Intelligence issues **Note: Refer to Operational Briefing Agenda**
Execute Plan and Assess Progress	**Incident Commander (IC/UC)** ▪ Monitors ongoing incident management activities ▪ Considers Best Response practices and evaluates prior decisions, direction, priorities, and task assignments **Operations** ▪ Monitors ongoing operations and makes strategic and tactical changes, as necessary ▪ Measure/ensures progress against assigned objectives ▪ Briefs Command on a scheduled basis **Planning** ▪ Ensures ongoing operational information is being collected and documented ▪ Develops new/revised incident objectives and provides

	them to IC/UC **Logistics** ▪ Evaluates logistical support effectiveness and makes organizational and procedural adjustments, as needed **Finance/Admin** ▪ Monitors ongoing operations to ensure accurate and timely administrative and financial reporting **Safety Officer** ▪ Monitors ongoing operations and corrects unsafe practices ▪ Evaluates effectiveness of the Risk Hazard Analysis (ICS 215a) and Site Safety Plan

Planning Meeting Agenda

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

Agenda	Responsibility
Situation & resources briefing	Planning Section Chief
Incident objectives & policy issues	Incident Commander
Primary & alternative strategies to meet objectives	Operations Section Chief; other Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources order	Planning/Logistics Section Chiefs
Consider support requirements needed for communications, traffic, safety, medical, etc.	Logistics Section Chief
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

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

IAP Components

Main Components	Responsibility
Incident Objectives (ICS 202)	Incident Commander
Organizational Assignment List or Chart (ICS 203)	Resource Unit Leader
Assignment List (ICS 204)	Resources Unit Leader
Incident Radio Communications Plan (ICS 205)	Communications Unit Leader
Medical Plan (ICS 206)	Medical Unit Leader
Incident Maps	Situation Unit Leader
Safety Message (ICS 208)	Safety Officer

Other Components (Incident Dependent)	Responsibility
Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization Checkout (ICS 221)	Demobilization Unit
Site Security Plan	Law Enforcement, Technical Specialist or Security Manager
Investigative Plan	Law Enforcement
Evidence Recovery Plan	Law Enforcement
Evacuation Plan	As required
Sheltering/Mass Care Plan	As required
Others	As required

Operational Briefing Agenda

Agenda Item	Responsibility/Position
Incident Objectives	Planning Section Chief
Current Situation Update	Operations Section Chief
Weather Forecast	Incident Meteorologist
Operational Assignments	Operations Section Chief
Safety Briefing	Safety Officer
Logistical Concerns	Logistics Section Chief
Financial Concerns	Finance/Admin Section Chief
Information Plan and Updates	Public Information Officer
Cooperating Agencies	Liaison Officer
Closing Comments	Incident Commander
Next briefing Schedule	Planning Section Chief

ICS Map Symbology

Incident Command Post		Staging Area	
Base		Helibase	
Camp		Helispot	

Special Purpose Meetings

Special Purpose meetings are mostly applicable to larger incidents requiring an Operational Period Planning Cycle, but may also be useful during the Initial Response Phase.

Business Management Meeting
The purpose is to develop and update the Business Management Plan for finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees normally include the Finance/Admin Section Chief, Cost Unit Leader, Procurement Unit Leader, Logistics Section Chief, Situation Unit Leader, and Documentation Unit Leader.

Agency Representative (AREP) Meeting
Held to update AREP's and ensure that they can support the IAP. It is conducted by the Liaison Officer, and attended by AREP's. it is most appropriately held shortly after the Planning Meeting in order to present the plan for the next operational period. It allows for minor changes, should the plan not meet the expectations of the AREP's.

Media Briefing
This meeting is conducted at the Joint Information Center, or at a location near the incident. (It is not necessary to establish a Joint Information Center for all incidents.) Its purpose is to brief the media and the public on the most current and accurate facts. It is set up by the PIO to address anticipated issues. It should well planned, organized, and scheduled to meet the media's needs.

Technical Specialist Meeting
These are meetings used to gather Technical Specialist inputs for the IAP.

Demobilization Planning Meeting

- Held to gather functional requirements from Command, Command Staff, and General Staff that would be included in the incident Demobilization Plan.
- Functional requirements would include: safety, logistics, and fiscal considerations and release priorities that would be addressed in the plan.
- Attendees normally include: Command, OSC, PSC, LSC, FSC, LNO, SO, Intelligence Officer, PIO, and Demobilization Unit Leader.

- The Demobilization Unit Leader then prepares a draft Demobilization Plan to include the functional requirements and distributes to Command, Command Staff, and General Staff for review and comment.

Public Meetings

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

Final Documentation Package Contents

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

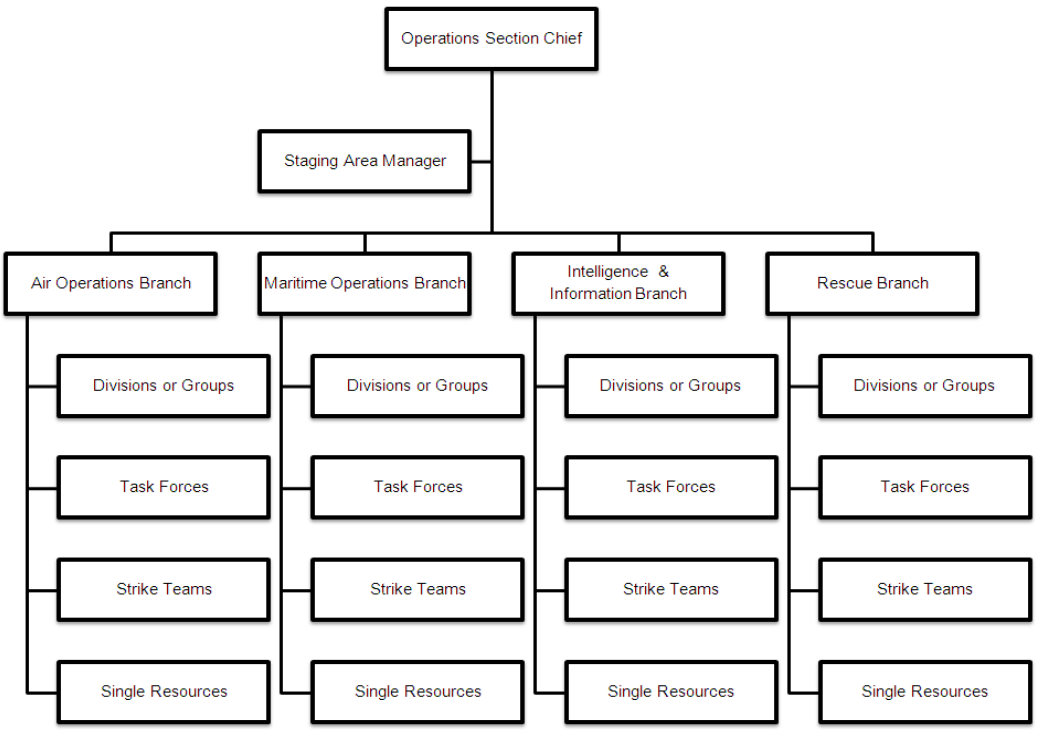
- IAPs for every operational period
- All incident maps
- Facility maps
- Transportation maps
- Any incident displays that have been produced
- All press releases or public information records
- Documentation from public meetings
- Complete financial records and accounting of incident expenses
- Unit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

CHAPTER 6

OPERATIONS SECTION

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

Sample Organizational Chart



Operations Section Chief (OSC)

The Operations Section Chief (OSC) activates and supervises elements in accordance with the Incident Action Plan (IAP) by:

1. Directing the execution of the IAP
2. Activating and executing the Site Safety and Health Plan
3. Directing and preparingthe unit operational plans
4. Requesting or releasing resources
5. Making expedient changes to the IAPs, as necessary
6. Reporting to the IC/UC
7. May assign a deputy OSC to assist in supervising operations activites

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Evaluate, organize, assign and brief Ops Section staff
4. Recon the incident visually, if possible
5. Develop and implement operations portion of IAP
6. Supervise Ops Section personnel

Secondary Responsibilities

1. Supervise execution of IAP for Operations
2. Coordinate with SO to carry out operational activities while complying with all safety requirements
3. Monitor and request resources needed to implement Operation's Tactics as part of the IAP development (ICS 215)
4. Implement effective strategies and tactics to meet operations objectives
5. Assist the SO in developing the risk/ hazard analysis (ICS 215a)
6. Make , or approve, expedient changes to the IAP during the operational period, as necessary
7. Monitor and evaluate the current situation status and make recommendations for use in the next operational period
8. Prepare and Participate in the tactics meeting (refer to Planning cycle)
9. Participate in the Operational planning process and development of the tactical portions of the IAP (ICS 204 and ICS 220) (refer to Planning cycle)

Tertiary Responsibilities

1. Inform RESL of changes in the status of resources assigned to section
2. Approve suggested list of resources to be released from assigned status (not released from incident)
3. Assemble and disassemble teams/ task forces assigned to Ops Section
4. Organize the Ops section effectively to ensure manageable span of control and safe operations of all Ops personnel
5. Report information about changes in the implementation of the IAP, special activities, events, and occurrences to IC/UC, as well as to PSC and PIO

6. Identify and use staging areas as necessary/ appropriate
7. Develop and make recommendations to plan for demobilization of Ops resources
8. Receive and implement demobilization plans
9. Participate in operational briefings to IMT members, media, community and dignitaries
10. Maintain Unit/ Activity Log (ICS 214)

Staging Area Manager (STAM)

Primary Responsibilities

1. Review common responsibilities
2. Organize, assign, and brief assistant/s
3. Plan and organize the staging area for quick and effective deployment of resources
4. Establish expected resource levels from the OSC
5. Advice OSC when resource levels reach minimums

Secondary Responsibilities

1. Establish and maintain boundaries of staging areas
2. Post signs for identification and traffic control
3. Establish check-in function as appropriate
4. Determine and request logistical support for personnel and equipment as needed
5. Ensure security at staging area
6. Advise OSC of all changing situations/ conditions on scene
7. Respond to requests of resource assignments
8. Respond to requests for information, as required
9. Keep RESL informed of the status of all resources in staging area

Tertiary Responsibilities

1. Arrange for maintenance needs for resources in Staging area
2. Establish an accountability system for all resources/ equipment checked in and out of Staging
3. Demobilize or reposition staging areas as needed
4. Maintain Unit/Activity Log (ICS 214)

Operations Brach Director (OPBD)

Primary Responsibilities

1. Review common responsibilities
2. Review Leadership responsibilities
3. Identify branch organization and resources
4. Organize, assign, brie assistants, and ensure that all supervisors have copy of the current IAP

Secondary Responsibilities

1. Implement the IAP for the branch
2. Develop, with subordinates, alternative branch control operations

3. Attend meetings and briefings at the request of the OSC
4. Review Division/ Group assignments list (ICS 204) for Divisions/ Groups within branch; modify lists based on effectiveness of current operations
5. Assign specific work tasks to Division/Group Supervisors
6. Supervise Branch operations
7. Report to OSC when IAP is to be modified, additional resources are needed, surplus of resources are available, hazardous situations or significant events occur.

Tertiary Responsibilities

1. Keep RESL (through chain of command) informed of resource status of resources assigned to the branch
2. Approve accident and medical reports (home agency forms) originating within the branch
3. Evaluate demobilization and implement demobilization plan, when appropriate
4. Debrief with OSC at the end of each operational period
5. Maintain Unit/ Activity Log (ICS 214)

Division/ Group Supervisor (DIVS)

Primary Responsibilities

1. Review common responsibilities
2. Review Leadership responsibilities
3. Identify Division/ Group organization and resources
4. Organize, assign, brief assistants
5. Provide copies of the current IAP to subordinates
6. Implement IAP for Division/ Group
7. Supervise Division/ Group resources, making changes, as needed

Secondary Responsibilities

1. Review Division/ Group assignments and incident activities with subordinates and assign tasks
2. Coordinate activities with other Divisions
3. Determine need for assistance on assigned tasks
4. Submit situation and resources status information to Branch Director or OSC
5. Report special occurrences or events such as accidents or sickness to the immediate supervisor
6. Resolve logistics problems within Division/ Group

Tertiary Responsibilities

1. Keep RESL (through chain of command) informed of resource status of resources assigned to the branch
2. Participate in the development of Branch plans for the next operational period (Refer to Planning Cycle)
3. Evaluate demobilization and implement demobilization plan, when appropriate
4. Debrief with OSC at the end of each operational period
5. Maintain Unit/ Activity Log (ICS 214)

Strike Team/ Task Force Leader (TFL)

Primary Responsibilities

1. Review common responsibilities
2. Review Leadership responsibilities
3. Organize, assign, brief assistants and assign tasks

Secondary Responsibilities

1. Monitor work progress and make changes, when necessary
2. Keep supervisor informed of progress, changes and resources status/ needs
3. Coordinate activities with other Strike Team/ Task Force Leader and single resources
4. Submit situation and resources status information to Division or Group Supervisor

Tertiary Responsibilities

1. Retain control of resources while in available or out-of-service status
2. Debrief with OSC at the end of each operational period
3. Maintain Unit/ Activity Log (ICS 214)

Single Resource Leader

Primary Responsibilities

1. Review common responsibilities
2. Review Leadership responsibilities
3. Review assignments
4. Obtain necessary equipment/ supplies
5. Review weather/ environmental conditions for assignment area
6. Brief subordinates on safety measures

Secondary Responsibilities

1. Monitor work progress
2. Ensure adequate communications with supervisor and subordinates
3. Keep supervisor informed of progress and any changes
4. Inform supervisor of problems with assigned resources assigned to the branch
5. Brief relief personnel and advise them of any change in conditions

Tertiary Responsibilities

1. Return equipment and supplies to appropriate unit
2. Complete and turn in all time and use records on personnel and equipment
3. Keep RESL (through chain-of-command) informed of resource status assigned to the branch
4. Evaluate demobilization and implement demobilization plan, when appropriate
5. Debrief with OSC at the end of each operational period
6. Maintain Unit/ Activity Log (ICS 214)

Air Operations Branch Director

Primary Responsibilities

1. Review common responsibilities
2. Review Leadership responsibilities
3. Organize preliminary air operations
4. Coordinate with the Civil Aviation Administration of the Philippines (CAAP)
5. Request declaration (or cancellation) of Temporary Flight Restriction in accordance with CAAP rules, as required
6. Attend the tactics and planning meetings to obtain information for completing the Air Operations Summary Worksheet (ICS 220), as needed (Refer to planning cycle)
7. Participate in the preparation of the IAP through the OSC
8. Ensure that the air operations portion of the IAP takes into consideration the Air Traffic Control (ATC) requirements assigned aircraft
9. Coordinate with COML to designate air, tactical and support frequencies
10. Ensure dependable communication between air operation branch and units

Secondary Responsibilities

1. Perform operational planning for air operations
2. Prepare and provide Air Operations Summary Worksheet (ICS 220), if completed, to the Air Support Group (ASG) and fixed wing bases
3. Supervise all air operations activities associated with the incident
4. Evaluate helibase and helispot locations
5. establish procedures for emergency assignment for aircraft
6. Coordinate approved flights of non-accident aircraft in the TFR
7. Initiate airspace deconfliction (in coordination with CAAP)
8. Coordinate with appropriate Command Center/s through normal channels on incident air operations activities
9. Report any special incidents/ accidents
10. Develop Aviation Site Safety Plan in concept with SO

Tertiary Responsibilities

1. Arrange for an accident investigation team, when warranted
2. Debrief with OSC ,as directed, at the end of each operational period
3. Ensure that SAFECOMS are documented and reported
4. Maintain Unit/ Activity Log (ICS 214)

Air Tactical Group Supervisor

Primary Responsibilities

1. Review common responsibilities
2. Review Leadership responsibilities
3. Obtain a copy from the AOBD, including Air Operations Summary Worksheet (ICS 220)

Secondary Responsibilities

1. Participate in air operations planning activities (refer to planning cycle)
2. Inform AODB of group activities
3. Identify resources/ supplies dispatched for the Air Tactical Group
4. Request special air tactical items from appropriate sources through Logistics Section
5. Coordinate activities AOBD
6. Obtain assigned ground-to-air frequency for airbase operations from the COML or Incident Radio Communications Plan (ICS 205)
7. Inform AOBD of capability to provide night flying service

Tertiary Responsibilities

1. Ensure compliance with each agency's operations checklist for day and night operations
2. Debrief, as directed, at the end of each shift
3. Monitors SAFENETS and ensures that the AOBD receives them in a timely manner
4. Maintain Unit/ Activity Log (ICS 214)

Air Support Group Supervisor

Primary Responsibilities

1. Review common responsibilities
2. Review Leadership responsibilities
3. Obtain a copy from the AOBD, including Air Operations Summary Worksheet (ICS 220)
4. Participate in air operations planning activities (refer to planning cycle)
5. Inform AOBD of group activities

Secondary Responsibilities

1. Identify resources/ supplies dispatched for the Air Tactical Group
2. Request special air tactical items from appropriate sources through Logistics Section
3. Determine the need for assignment of personnel and equipment at each airbase
4. Coordinate activities AOBD
5. Obtain assigned ground-to-air frequency for airbase operations from the COML or Incident Radio Communications Plan (ICS 205)
6. Inform AOBD of capability to provide night flying service

Tertiary Responsibilities

1. Ensure compliance with each agency's operations checklist for day and night operations
2. Ensure dust abatement procedures are implemented at helibase and helispots
3. Provide crash rescue service for helibases and helispots
4. Debrief, as directed, at the end of each shift
5. Maintain Unit/ Activity Log (ICS 214)

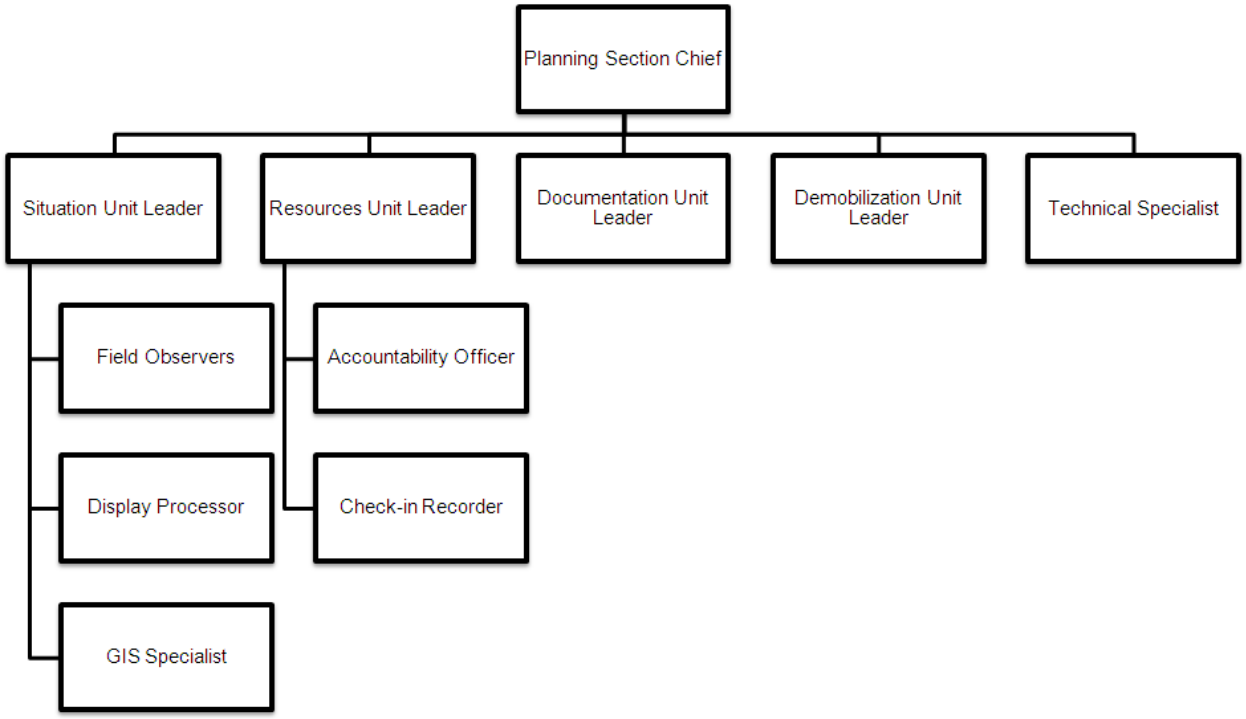
CHAPTER 7

PLANNING SECTION

The Planning Section is responsible for collecting, evaluating, disseminating, and using information about the incident and status of resources. Information is needed to:

- Understand the current situation
- Predict probable course of incident events
- Prepare alternative strategies for the incident
- Submit required incident status reports.

Sample Organizational Chart



Planning Section Chief (PSC)

The PSC is responsible for:

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

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Activate the Planning Section units
4. Organize, assign, and brief assistants
5. Recon the incident visually or get the SITSTAT report from the OSC or IC, as appropriate
6. Gather, Prepare, and display incident information (SITSTAT & RESTAT)
7. Brief and assign operations personnel in accordance with the IAP
8. Assign available personnel already on site to ICS organizational positions, as appropriate

Secondary Responsibilities

1. Organize and staff to gather special information needs, such as weather, environment, hazards, etc.
2. Contemplate and formulate information on alternative strategies (best to worst case scenarios)
3. Provide periodic predictions on incident potential
4. Compile and display incident status summary information
5. Coordinate with the PIO on the current SITSTAT and RESTAT so that release of incident information is accurate
6. Provide status reports to appropriate requesters
7. Advise General Staff of any significant changes in incident status
8. Incorporate specialized plans (i.e., traffic, evacuation, foam, environment, and safety) Traffic, Plan (from GSUL), and other supporting plans in the IAP
9. Instruct Planning Section Units in distribution and routing of incident information

Tertiary Responsibilities

1. Supervise and ensure resource release recommendations (DEMOB Plan) for submission to the IC/UC
2. Maintain Section records
3. Ensure the final incident documentation package is prepared and organized effectively
4. Participate in after-action process
5. Maintain Unit/Activity Log (ICS214)

Situation Unit Leader (SITL)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Start collecting and analyzing incident information, as soon as possible
4. Participate in the operational planning process and meetings, as required by the PSC
5. Conduct situation updates at meeting and briefings , as required by the PSC

Secondary Responsibilities

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

Tertiary Responsibilities

1. Develop and maintain master chart(s)/map(s) of the incident
2. Receive briefings and information from field observers
3. Maintain Unit/Activities Log (ICS 214)

Resources Unit Leader (RESL)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Participate in the operational planning process and meetings, As required by PSC
4. Conduct resource status updates at meetings and briefing as required by PSC
5. Using the Incident Briefing (ICS 201), prepare and maintain the Incident Situation Display (organization chart and resources allocation and deployment sections)

Secondary Responsibilities

1. Establish check-in function at incident locations and work to achieve total accountability and tracking of all incident resources (personnel and equipment)
2. Establish contact with incident facilities to track resource status as Assigned, available, or Out of Service
3. Gather, post, and maintain incident resource status; maintain master rooster of all resources checked in at the incident
4. Prepare Organization Assignment List (ICS 203) and Organization Chart (ICS 207)
5. Prepare appropriate parts of Assignment Lists (ICS 204)
6. Provide status report to the PSC
7. Provide status reports to appropriate requesters

Tertiary Responsibility

1. Maintain Unit/Activities Log (ICS 214)

Documentation Unit Leader (DOCL)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Collect and organize incident files information, forms, IAPs, information releases, and reports

Secondary Responsibilities

1. Establish duplication service and respond to requests
2. File copies of all official forms and reports
3. Check on accuracy and correct errors or omissions by contacting appropriate ICS units
4. Provide incident documentation to appropriate requesters
5. Provide status report to the PSC
   Provide status reports to appropriate requesters

Tertiary Responsibilities

1. Organize files for submitting the final incident documentation package
2. Maintain Unit/Activity Log (ICS 214)

Demobilization Unit Leader (DMOB)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Review incident resource records to determine probable size of demobilization effort
4. Identify surplus resources and probable release time
5. Participate in the operational planning process and meetings, as required, by the PSC

Secondary Responsibilities

1. Monitor the on-going Operations Section resource needs
2. Evaluate logistics and transportation capabilities required to support demobilization
3. Establish communications with off-incident facilities
4. Prepare and obtain approval of demobilization Plan, including required decontamination
5. Distribute Demobilization Plan to each processing point
6. Ensure that all Sections/Units understand their responsibilities within the Demobilization Plan
7. Monitor the implementation and assist in coordinating the Demobilization Plan
8. Coordinate demobilization with AREPs
9. Brief PSC on progress of demobilization
10. Provide status reports to appropriate requesters

Tertiary Responsibility

1. Maintain Unit/Activity Log (ICS 214)

Technical Specialists (THSP)

The ICS is designed to function in wide variety of incident scenarios where the use of technical specialists may be helpful or necessary. These personnel have special skills and

are activated only when needed. Specialists may serve anywhere within the organization, including the Command Staff. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically specially certified in their fields or professions.

- Agricultural specialist
- Attorneys or legal counsel
- Biologists
- Cost specialist
- Environmental specialist
- Explosives specialist
- Fire behavior specialist
- Hazardous materials specialist
- Industrial hygienist
- Infectious disease specialist
- Intelligence specialist
- Historical or cultural resources specialist
- Human resources specialist
- Medical specialist
- Meteorologist
- Pharmaceutical specialist
- Radiological specialist
- Structure engineering specialist
- Training specialist
- Transportation specialist
- Veterinarians
- Waste management specialist
- Any other expert or specialist that can assist with specific challenges of the incident

Primary Responsibilities

1. Review common responsibilities
2. Provide technical expertise and advise to command and General Staff, as needed
3. Attend meeting and briefings, as appropriate, to clarify and help to resolve technical issues within area of expertise

Secondary Responsibilities

1. Provide technical expertise during the development of the IAP and other support plans
2. Work with the Safety Officer (SOFR) to mitigate unsafe practices
3. Work closely with liaison Officer (LOFR) to help facilitate understanding among stakeholders and special interest groups
4. Be available to attend press briefings to clarify technical issues
5. Research technical issues and provide finding to decision makers
6. Troubleshoot technical problems and provide advice on resolution
7. Review specialized plans and clarify meaning

Tertiary Responsibility

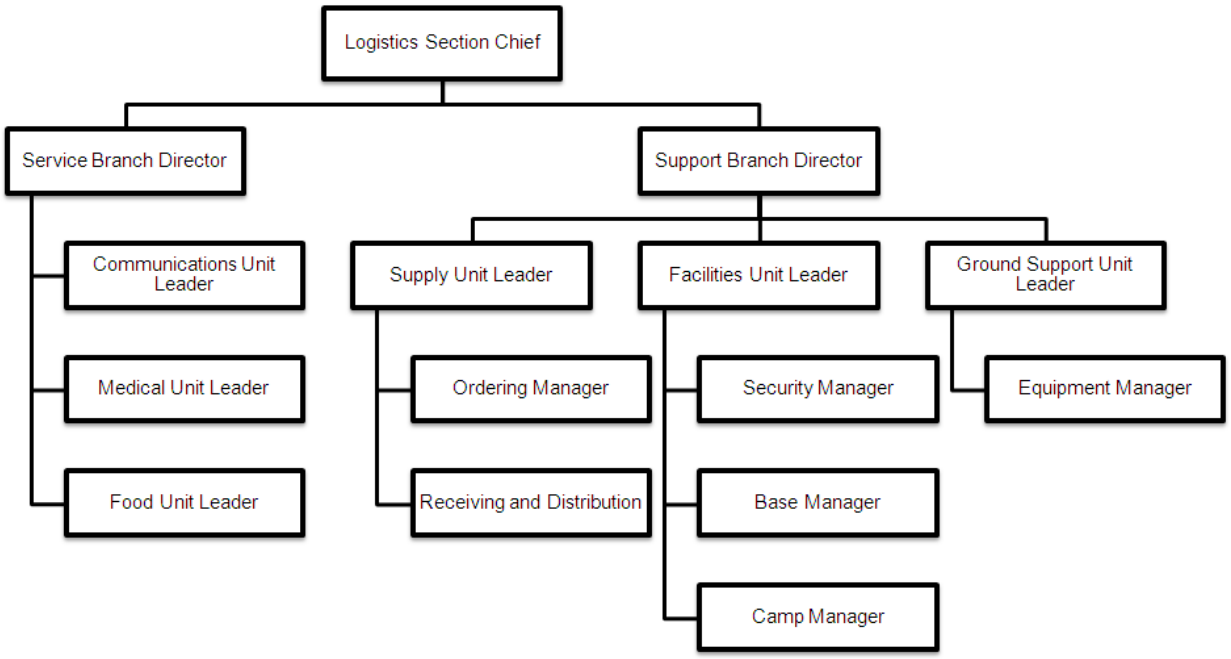
2. Maintain Unit/Activity Log (ICS 214)

CHAPTER 8

LOGISTICS SECTION

The Logistics Section is responsible for providing facilities, services, and materials in support of the incident response. The LSC participates in developing and implementing the IAP and activates and supervises Branches and Units within the Logistics Section. The LSC may have Deputy LSC's, who may be from the same agency or from an assisting agency. The Deputy LSC 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.

Organizational Chart



Logistics Section Chief (LSC)

The LSC is responsible for:

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

Primary Responsibilities

1. Review Common Responsibilities
2. Plan the organization of the Logistics Section.
3. Assemble and brief Logistics Branch Directors and Unit Leaders.
4. Assign work locations and preliminary tasks to Section personnel.

Secondary Responsibilities

1. Notify Resources Unit Leader of the Logistics Section Units activated, including names and locations of assigned personnel.
2. Determine and supply immediate incident resource and facility needs.
3. In conjunction with Command, develop and advise all Sections of the IMT resource approval and requesting process.
4. Review proposed tactics for upcoming operational period for ability to provide resources and logistical support.
5. Identify long-term service and support requirements for planned and expected operations.
6. Advise Command and other Section Chiefs on resource availability to support incident needs.

Tertiary Responsibilities

1. Provide input to and review the Communications Plan, Medical Plan and Traffic Plan.
2. Identify resource needs for incident contingencies.
3. Coordinate and process requests for additional resources.
4. Track resource effectiveness and make necessary adjustments.
5. Advise on current service and support capabilities.
6. Request and/or set up expanded ordering processes as appropriate to support incident.
7. Develop recommended list of Section resources to be demob and initiate recommendation for release when appropriate.
8. Receive and implement applicable portions of the incident Demobilization Plan.
9. Ensure the general welfare and safety of Logistics Section personnel.
10. Participate in after-action process
11. Maintain Unit Log (ICS 214)

Service Branch Director (SVBD)

Primary Responsibilities

1. Review Common Responsibilities
2. Review Unit Leader Responsibilities
3. Obtain working materials from Logistics kit
4. Determine the level of service required to support operations.
5. Confirm dispatch of Branch personnel.
6. Participate in planning meetings of Logistics Section

Secondary Responsibilities

1. Review the IAP.
2. Organize and prepare assignments for Service Branch personnel.
3. Coordinate activities of Branch Units.
4. Inform the LSC of Branch activities.
5. Resolve Service Branch problems.

Tertiary Responsibility

1. Maintain Unit Log (ICS 214).

Communication Unit Leader (COML)

Primary Responsibilities

1. Review Common Responsibilities
2. Review Unit Leader Responsibilities
3. Determine Unit personnel needs.
4. Prepare and implement the Incident Radio Communications Plan (ICS 205).
5. Ensure the Incident Communications Center and the Message Center is established.
6. Establish appropriate communications distribution/maintenance locations within the Base.
7. Ensure communications systems are installed and tested.
8. Ensure an equipment accountability system is established.
9. Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.

Secondary Responsibilities

1. Provide technical information as required on:
    a. Adequacy of communications systems currently in operation.
    b. Geographic limitation on communications systems.
    c. Equipment capabilities/limitations.
    d. Amount and types of equipment available.
    e. Anticipated problems in the use of communications equipment.
2. Supervise Communications Unit activities.

Tertiary Responsibilities

1. Maintain records on all communications equipment as appropriate.
2. Ensure equipment is tested and repaired.
3. Recover equipment from Units being demobilized.
4. Maintain Unit Log (ICS 214).

Medical Unit Leader (MEDL)

Primary Responsibilities

1. Review Common Responsibilities
2. Review Unit Leader Responsibilities.
3. Participate in Logistics Section/Service Branch planning activities.
4. Determine level of emergency medical activities performed prior to activation of Medical Unit

Secondary Responsibilities

1. Establish the Medical Unit.
2. Prepare the Medical Plan (ICS 206).
3. Provide medical input into the planning process for strategy development.
4. Coordinate with Safety Officer, Operations, Tech specialists, and others on proper personnel protection procedures for incident personnel.
5. Prepare procedures for major medical emergency.
6. Develop transportation routes and methods for injured incident personnel.
7. Ensure incident personnel patients are tracked as they move from origin, care facility and disposition.
8. Provide continuity of medical care for incident personnel.
9. Declare major medical and public health emergencies, as appropriate.
10. Provide or oversee medical and rehab care delivered to incident personnel.
11. Monitor health aspects of incident personnel including excessive incident stress.
12. Respond to requests for medical aid, medical transportation and medical supplies.

Tertiary Responsibilities

1. Prepare medical reports and submit, as directed
2. In conjunction with Finance/Admin Section, prepare and submit necessary authorizations, reports and administrative documentation related to injuries, compensation or death of incident personnel.
3. Coordinate personnel and mortuary affairs for incident personnel fatalities.
4. Provide oversight and liaison as necessary for incident victims among emergency medical care, medical examiner and hospital care.
5. Provide for security and proper disposition of incident medical records.
6. Maintain Unit Log (ICS 214).

Food Unit Leader (FDUL)

Primary Responsibilities

1. Review Common Responsibilities.
2. Review Unit Leader Responsibilities.
3. Determine location of working assignment, as well as number and location of personnel to be fed.
4. Determine the method of feeding to best fit each facility or situation.

Secondary Responsibilities

1. Obtain necessary equipment and supplies to operate food service facilities.
2. Set up Food Unit equipment.
3. Ensure that well-balanced menus are provided.
4. Order sufficient food and potable water from the Supply Unit.

5. Maintain an inventory of food and water.
6. Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
7. Supervise Food Unit personnel as appropriate.

Tertiary Responsibilities

1. Maintain Unit Log (ICS 214).

Support Branch Director (SUBD)

Primary Responsibilities

1. Review Common Responsibilities
2. Review Unit Leader Responsibilities.
3. Obtain work materials.
4. Identify Support Branch personnel dispatched to the incident.
5. Determine initial support operations in coordination with the LSC and SVBD.
6. Prepare initial organization and assignments for support operations.
7. Assemble and brief Support Branch personnel.
8. Determine if assigned Branch resources are sufficient.

Secondary Responsibilities

1. Maintain surveillance of assigned Units work progress and inform the LSC of their activities.
2. Resolve problems associated with requests from the Operations Section.

Tertiary Responsibilities

1. Maintain Unit Log (ICS 214).

Supply Unit Leader (SPUL)

Primary Responsibilities

1. Review Common Responsibilities.
2. Review Unit Leader Responsibilities.
3. Participate in Logistics Section/Support Branch planning activities.
4. Provide Kits, as developed by your local agency, to Planning, Logistics, and Finance Sections.
5. Determine the type and amount of supplies en route.
6. Arrange for receiving ordered supplies.
7. Review the IAP for information on operations of the Supply Unit.
8. Develop and implement safety and security requirements.

Secondary Responsibilities

1. Order, receive, distribute and store supplies and equipment, and coordinate contracts and resource orders with the Finance Section.
2. Receive and respond to requests for personnel, supplies and equipment.

Tertiary Responsibilities

1. Maintain an inventory of supplies and equipment.
2. Coordinate service of reusable equipment.
3. Submit reports to the SUBD.

4. Maintain Unit Log (ICS 214).

Ordering Manager (ORDM)

The ORDM is responsible for placing all orders for supplies and equipment for the incident. The ORDM reports to the SPUL.

The major responsibilities of the ORDM:

1. Review Common Responsibilities.
2. Obtain necessary agency(s) order forms.
3. Establish ordering procedures.
4. Establish name and telephone numbers of agency(s) personnel receiving orders.
5. Set up filing system.
6. Obtain roster of incident personnel who have ordering authority.
7. Obtain list of previously ordered supplies and equipment.
8. Ensure order forms are filled out correctly.
9. Place orders in a timely manner.
10. Consolidate orders, when possible.
11. Identify times and locations for delivery of supplies and equipment.
12. Keep RCDM informed of orders placed.
13. Submit all ordering documents to the Documentation Control Unit through the SPUL Leader before demobilization.
14. Maintain Unit Log (ICS 214).

Receiving and Distribution Manager (RCDM)

The RCDM is responsible for receiving and distributing all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The RCDM reports to the SPUL.

The major responsibilities of the RCDM:

1. Review Common Responsibilities.
2. Order required personnel to operate supply area.
3. Organize the physical layout of the supply area.
4. Establish procedures for operating the supply area.
5. Set up a filing system for receiving and distributing supplies and equipment.
6. Maintain inventory of supplies and equipment.
7. Develop security requirement for supply area.
8. Establish procedures for receiving supplies and equipment.
9. Submit necessary reports to the SPUL.
10. Notify ORDM of supplies and equipment received.
11. Provide necessary supply records to SPUL Leader.
12. Maintain Unit Log (ICS 214).

Facilities Unit Leader (FACL)

Primary Responsibilities

1. Review Common Responsibilities.
2. Review Unit Leader Responsibilities.
3. Obtain a briefing from the SUBD or the LSC.
4. Receive and review a copy of the IAP.
5. Participate in Logistics Section/Support Branch planning activities.

6. In conjunction with the Finance/Admin Section, determine locations suitable for incident support facilities and secure permission to use through appropriate means.
7. Inspect facilities prior to occupation and document conditions and preexisting damage.
8. Determine requirements for each facility, including the ICP.

Secondary Responsibilities

1. Prepare layouts of incident facilities.
2. Notify Unit Leaders of facility layout.
3. Activate incident facilities.
4. Provide Facility Managers and personnel to operate facilities.
5. Provide sleeping facilities.
6. Provide security services.
7. Provide food and water service.
8. Provide sanitation and shower service, as needed.
9. Provide facility maintenance services, e.g., sanitation, lighting, clean up, trash removal, etc.
10. Inspect all facilities for damage and potential claims.

Tertiary Responsibilities

1. Demobilize incident facilities.
2. Restore area to pre-incident condition.
3. Maintain facility records.
4. Maintain Unit Log (ICS 214).

Security Manager (SECM)

The SECM is responsible for providing the safeguards needed to protect personnel and property from loss or damage.

The major responsibilities of the SECM:

1. Review Common Responsibilities.
2. Establish contacts with local law enforcement agencies, as required.
3. Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements that may affect operations.
4. Request required personnel support to accomplish work assignments.
5. Ensure security of classified material and/or systems.
6. Ensure that support personnel are qualified to manage security problems.
7. Develop Security Plan for incident facilities.
8. Adjust Security Plan for personnel and equipment changes and releases.
9. Coordinate security activities with appropriate incident personnel.
10. Keep the peace, prevent assaults and settle disputes through coordination with Agency Representatives.
11. Prevent theft of all government and personal property.
12. Document all complaints and suspicious occurrences.
13. Maintain Unit Log (ICS 214).

Base/Camp Manager (BCMG)

The BCMG is responsible for ensuring that appropriate sanitation, security and facility management services are conducted at the Base.

The major responsibilities of the BCMG:

1. Review Common Responsibilities.
2. Determine personnel support requirements.
3. Obtain necessary equipment and supplies.
4. Ensure that all facilities and equipment are set up and properly functioning.
5. Supervise the establishment of
    a. Sanitation facilities, including showers, and
    b. Sleeping facilities.
6. Make sleeping area assignments.
7. Adhere to all applicable safety and health standards and regulations.
8. Ensure that all facility maintenance services are provided.
9. Maintain Unit Log (ICS 214).

Ground Support Unit Leader (GSUL)

Primary Responsibilities

1. Review Common Responsibilities.
2. Review Unit Leader Responsibilities.
3. Participate in Support Branch/Logistics Section planning activities.
4. Coordinate development of the Transportation Plan with the Planning Section.
5. Develop and implement the Traffic Plan.

Secondary Responsibilities

1. Support out-of-service resources.
2. Notify the Resources Unit of all status changes on support and transportation vehicles.
3. Arrange for and activate fueling, maintenance and repair of ground resources.
4. Maintain Support Vehicle Inventory and transportation vehicles (ICS-218).
5. Provide transportation services.
6. Maintain usage information on rented equipment.
7. Requisition maintenance and repair supplies, e.g., fuel, spare parts.
8. Coordinate incident road maintenance.

Tertiary Responsibilities

1. Submit reports to SUBD as directed.
2. Maintain Unit Log (ICS 214).

Equipment Manager (EQPM)

The EQPM provides service, repair and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided.

The major responsibilities of the EQPM:

1. Review Common Responsibilities.
2. Obtain the IAP to determine locations for assigned resources, Staging Area locations and fueling and service requirements for all resources.
3. Obtain necessary equipment and supplies.
4. Provide maintenance and fueling according to schedule.
5. Prepare schedules to maximize use of available transportation.

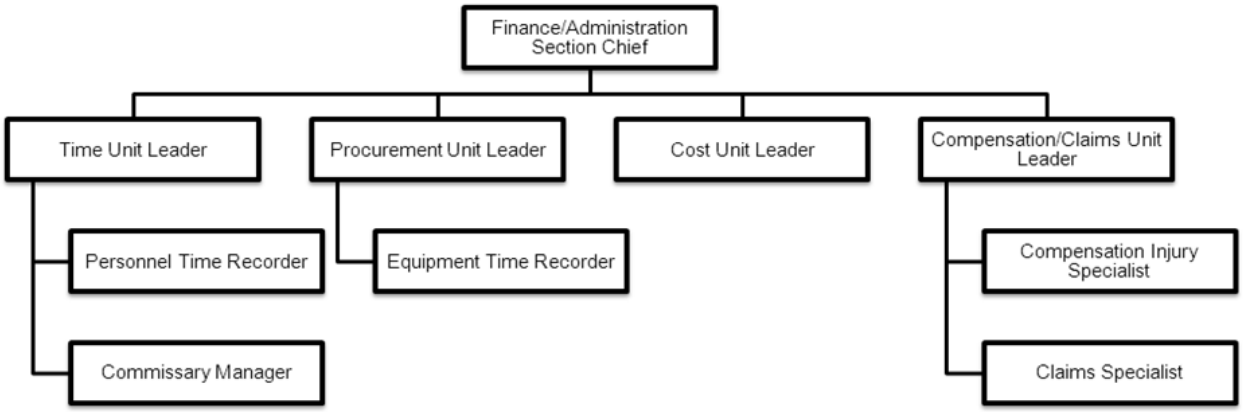
6. Provide transportation and support vehicles for incident use.
7. Coordinate with AREP on service and repair policies, as required.
8. Inspect equipment condition and ensure coverage by equipment agreement.
9. Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in an efficient operating condition) and place orders with the Supply Unit.
10. Maintain Support Vehicle Inventory (ICS-218).
11. Maintain equipment rental records.
12. Maintain equipment service and use records.
13. Check all service repair areas to ensure that all appropriate safety measures are being taken.
14. Maintain Unit Log (ICS 214).

CHAPTER 9

FINANCE/ ADMINISTRATION SECTION

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

Organizational Chart



Finance/Administration Section Chief (FSC)

The FSC is responsible for:

- Working closely with the IC/UC in estimating, tracking, and approving all incident expenses
- Monitoring and coordinating funding from multiple sources
- Ensuring that all local, regional, and national laws are complied with, in regard to spending
- Staffing, organizing, and supervising the Finance/ Administration Section
- Planning for relief and replacement of staff, as appropriate
- Preparing for and participating in operational planning process (refer to planning cycle)

- Completing necessary ICS forms for the IAP
- Providing periodic status reports to the IC
- May assign a Deputy FSC to assist in supervising Finance activities

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Attend briefing with response agency to gather information
4. Participate in operational planning process and meetings to gather information on overall strategy (refer to planning cycle)
5. Manage all financial aspects of the incident
6. Provide financial and cost analysis information as requested
7. Review operational plans and provide alternatives, where financially appropriate
8. Determine resource needs of the Finance/ Administration section
9. Develop an operating plan for Finance? Administration function on incident
10. Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance

Secondary Responsibilities

1. Inform members of Command and General Staff when Section is fully operational
2. Meet with AREPs as required
3. Provide input in all planning sessions on financial and cost analysis matters
4. Maintain daily contact with agency administrative headquarters on finance matters
5. Ensure that all personnel time records are transmitted to home agency according to policy

Tertiary Responsibilities

1. Participate in all demobilization planning
2. Ensure that all obligation documents initiated at the incident are properly prepared and completed
3. Brief agency administrative personnel on all incident related financial issues needing attention or follow-up prior to leaving the incident
4. Develop recommended list of section resources to be demobilized and initial recommendation for release, when appropriate
5. Release resources in conformance with the Demobilization Plan
6. Participate in the after-action process
7. Maintain Unit/ Activity Log (ICS 214)

Compensation/ Claims Unit Leader (COMP)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Establish contact with MEDL, SO, LNO, and AREPs
4. Determine the need for Compensation-for-Injury and Claims Specialist and staff unit, as needed.

Secondary Responsibilities

1. If possible, co-locate Compensation-for-Injury work area with the Medical Unit
2. Obtain a copy of the Incident Medical Plan (ICS 206)

3. Coordinate with Procurement Unit in procedures for handling claims
4. Periodically review documents produced by subordinates

Tertiary Responsibilities

1. Obtain Demobilization Plan and ensure that Compensation-for-injury and Claims Specialists are adequately briefed on Demobilization Plan
2. Ensure that all Compensation-for-injury and claims documents are up to date and routed to the proper company/ agency
3. Keep FSC briefed on Unit status and activity
4. Demobilize Unit in accordance with the demobilization plan
5. Maintain Unit/ Activity Log (ICS 214)

Cost Unit Leader (COST)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Coordinate with agency headquarters on cost reporting procedures

Secondary Responsibilities

1. Obtain and record all cost data
2. Prepare incident cost summaries
3. Prepare source-use cost estimates for Planning
4. Make recommendations for cost savings to FSC
5. maintain cumulative incident cost records
6. Ensure that all cost documents are accurately prepared

Tertiary Responsibilities

1. Complete all records prior to demobilization
2. Provide reports to FSC
3. Maintain Unit/ Activity Log (ICS 214)

Procurement Unit Leader (PUL)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Contact appropriate Unit Leaders in incident needs and any special procedures
4. Coordinate with local jurisdictions on plans and supply sources
5. Create/ Obtain the Incident Procurement Plan

Secondary Responsibilities

1. Prepare and sign contracts and land use agreements, as needed
2. Draft memorandum of understanding (MOU)
3. Establish contracts with supply vendors as required
4. Coordinate between the Ordering Manger and all other property management requirements
5. Ensure proper accounting for all new property
6. Interpret contacts/ agreements and resolve claims or disputes within delegated authority
7. Coordinate with Compensation/ Claim Unit on procedures for handling claims

8. Finalize all agreements and contracts
9. Complete final processing and send documents for payment

Tertiary Responsibilities

1. Coordinate cost data in contracts with COST
2. Maintain Unit/ Activity Log (ICS 214)

Time Unit Leader (TIME)

Primary Responsibilities

1. Review common responsibilities
2. Review the leadership responsibilities
3. Establish and maintain a file for personnel time reports within the first operational period
4. Determine and obtain Unit Staffing
5. Contact appropriate AREPs

Secondary Responsibilities

1. Initiate, gather, or update a time report from all applicable personnel assigned to the incident
2. Verify that all personnel identification information is correct on the time report
3. Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents
4. Ensure that time reports are signed
5. Close out time documents prior to personnel leaving the incident
6. Distribute all time documents according to company/ agency policy

Tertiary Responsibilities

1. Maintain records security
2. Ensure all records are current and complete, prior to demobilization
3. Brief FSC on current problems and recommendation, outstanding issues, and follow-up requirements
4. Maintain Unit/ Activity Log (ICS214)

CHAPTER 10

INTELLIGENCE/ INVESTIGATION

The analysis and sharing of information and intelligence (or investigation) are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data that may come from a variety of different sources. Intelligence must be appropriately analyzed and shared with personnel, designated by the IC, who have proper clearance and a "need-to-know" to assist them in decision-making.

Definition of "Information"

- Webster defines information as: "Knowledge of a particular event or situation." In this instance it could include details related to your resource order, transportation, the incident location, and contacts.
- Under the working definition for this course, information is primarily intended for external use.

Definition of "Intelligence"

- Webster defines intelligence as: "The capacity to acquire and apply knowledge." Specific details related to the physical characteristics of the incident and current and expected conditions and how they affect the actions taken to abate the incident. Intelligence is an aspect of information.
- In the working definition for this course, Intelligence is primarily intended for internal use.
- Intelligence needs may include, but not limited to, the following:
    - Type of incident
    - Current resource commitments
    - Current situation status
    - Expected duration of incident
    - Terrain
    - Weather (current and expected)
    - Responsible Officials'/Agency Official briefing requirements (as appropriate)

Sources of Intelligence

- Home and host agency coordination centers (Dispatch, EOC, AOP, etc.)
- Responsible Official/Agency Official
- Out-going IC and IMT
- Internet (PAGASA, NOAH-DOST, LIDAR-DOST, PHIVOLCS, AFP, PNP, DOH, etc.)*include in acronyms
- Existing intelligence documentation:
  - Incident Status Summary,
  - SITREP (Situation Report)
  - Incident Status Summary (ICS Form 209)
  - Operational Planning Worksheet (ICS Form 215)
  - Field Observers of Planning Section Situation Unit
  - Work closely with Operations.
    - Gather any type of intelligence, including intelligence for the SITREP.
    - Debrief with Situation Unit Leader

Information and Intelligence: Differences

Information	Intelligence
• Information is external • Information knowledge is for public consumption. It is to motivate or guide public actions and reactions to the incident and agencies involved. • Some unprocessed information, if disseminated out of context, may cause public panic.	• Intelligence is internal • Intelligence knowledge is for internal consumption to guide and assist the action planning process. Generally the level of detail is more specific. • Intelligence is processed information that is needed to manage the incident. • Some processed and vetted information (intelligence) cannot be divulged to the public. • Some processed and vetted information (intelligence), if leaked and disseminated out of context, may cause public panic.

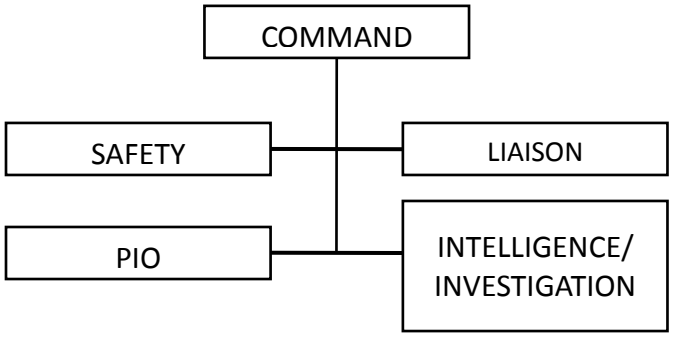
Information and Intelligence: Commonalities

- Both involve knowledge of facts, probabilities, and possibilities.
- Both come from many of the same sources: field observers, field information officers, dispatch centers, command and general staff, investigators, and assisting agencies.
- Both kinds of knowledge need to be processed before they can be put into a useful form.

Information and Intelligence Organizational Options

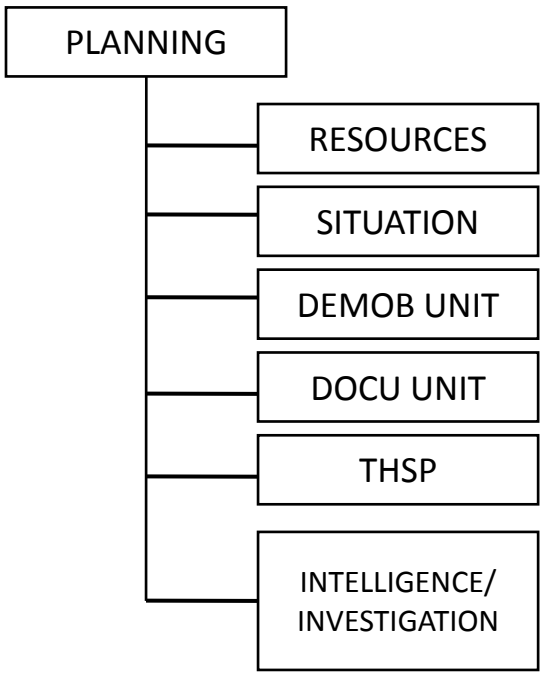
The information and intelligence function may be organized in one of the following ways:

Within the Command Staff – This option may be most appropriate in incidents in which real-time incident-related intelligence is needed.

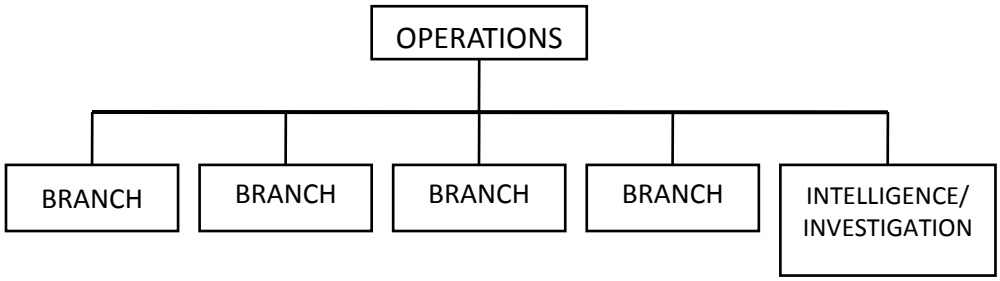


As an Intelligence Technical Specialist – This option can be used for any situation because a Technical Specialist can be assigned where most needed in the ICS organization, but may be most appropriate when little intelligence information is required by the incident.

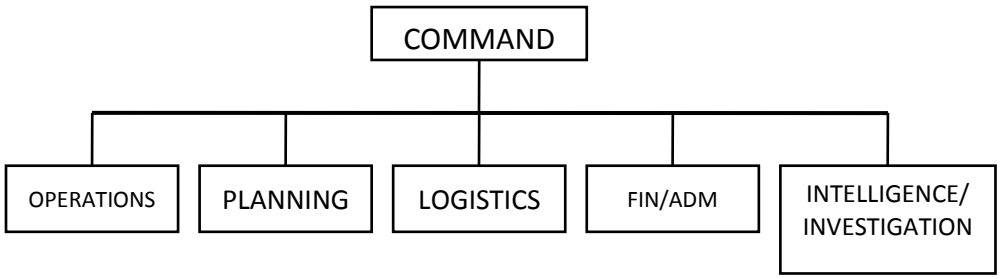
As a Unit within the Planning Section – This option may be most appropriate in an incident with a need for tactical intelligence that can be handled by the Planning Section but requires a separate unit from the Situation Unit.



As a Branch within the Operations Section – This option may be most appropriate in incidents with a high need for tactical intelligence actions.



As a separate General Staff Section – This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.



Intelligence Officer/Unit Leader/Group Supervisor/Branch Director

Initially reports to the IC, PSC or the OSC. In large or complex incident, Intelligence may report to the Law Enforcement Group Supervisor or Branch Director. Based on the needs of the incident, intelligence may be assigned as a Unit Leader under Planning or a Group under Operations/Branch.

1. Analyzes and shares intelligence that may be related to National Security, classified information, or other operational information, such as risk assessments, medical intelligence (i.e. surveillance).
2. Analyzes and shares intelligence and information about weather, geospatial data, structural designs, toxic contaminant levels, utilities and public works data coming from a variety of sources.
3. Develops, conducts, and manages information-related security plans and operations, as directed by the Incident Commander.
4. Protects sensitive information of all types (e.g. classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) and ensures its transfer to those who need access to it (proper clearance, "need-to-know" basis) so that they can conduct their missions safely and effectively.
5. Coordinates information and operational security matters with public awareness activities that fall under the responsibility of the PIO, particularly where such public awareness activities may affect information or operations security.
6. Coordinates with Investigative Unit Leader.

7. Collects and processes situational information.
8. Focuses on identification of potential suspects.
9. Develops and maintains a working relationship with local, regional, and national law enforcement agencies.
10. Obtains, complies and provides intelligence with OSC and PCS.
11. Reviews method of operation by suspect(s).
12. Gathers information of suspects and victims.
13. Considers other additional support needs.
14. Maintains Unit/Activity Log (ICS Form 214).

CHAPTER 11

TRANSFER OF COMMAND

Transfer of Command is the process of moving the responsibility of incident command from one Incident Commander to another.Transfer of command may take place when:

- More Qualified Person is available
- A jurisdiction or agency is legally required to take command;
- It is necessary for effectiveness or efficiency;
- Incident complexity changes;
- There is a need to relieve personnel on incidents of extended duration;
- Turn Over of personnel;
- Personal emergencies (e.g., Incident Commander has a family emergency); or Agency administrator/official directs a change in command.

Transfer of Command Procedures

- Whenever possible, transfer of command should:
    - Take place face-to-face; and
    - Include a complete briefing.
    - Current Incident Status
    - Safety consideration and Concerns
    - Objectives and strategies
    - Deployment of resources
    - Additional resources
    - Incident Expansion
- The effective time and date of the transfer should be communicated to the personnel.

Transfer of Command Briefing Agenda

1. Situation Status
2. Incident objectives and priorities based on the IAP.
3. Current organization.
4. Resource assignments.
5. Resources ordered and en route.

6. Incident facilities.
7. Incident communications plan.
8. Incident prognosis, concerns, and other issues.
9. Introduction of Command and General Staff members.

Documentation: ICS Form 201

- The initial Incident Commander can use the ICS 201 to document actions and situational information required for transfer of command.
- For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing.

Instructions for Completing the Incident Briefing (ICS Form 201)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1	Incident Name	Print the name assigned to the incident.
2	Date Prepared	Enter date prepared (month, day, year).
3	Time Prepared	Enter time prepared (24-hour clock).
4	Map Sketch	Show perimeter and control lines, resources assignments, incident facilities, and other special information on a sketch map or attached to the topographic or orthophoto map
5	Prepared By	Enter the name and position of the person completing the form.
6	Summary of Current Actions	Enter the strategy and tactics used for the incident and note any specific problem areas.
7	Current Organization	Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary
8	Resources Summary	Enter the following information about the resources allocated to the incident. Enter the number and type of resources ordered.
	Resources Ordered	Enter the number and type of resource ordered.
	Resource Identification	Enter the agency three-letter designator, S/T, Kind/Type and resource designator.
	ETA/On Scene	Enter the estimated arrival time and place the arrival time or a checkmark in the "on the scene" column upon arrival.
	Location/Assignment	Enter the assigned location of the resource and/or the actual assignment.

CHAPTER 12

INCIDENT TYPING/LEVELS

Incident and/or event complexity shall determine emergency and incident response personnel responsibilities. There are five levels of incident complexity:

Type 1 Incident	• This type of incident is the most complex, requiring national resources for safe and effective management and operation. • All command and general staff positions are filled. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • A written incident action plan (IAP) is required for each operational period. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2 Incident	• This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. • A written IAP is required for each operational period. • Many of the functional units are needed and staffed. • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
Type 3 Incident	• When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident

	until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. • The incident may extend into multiple operational periods. • A written IAP may be required for each operational period.
Type 4 Incident	• Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a task force or strike team. • The incident is usually limited to one operational period in the control phase. • The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational briefing will be completed for all incoming resources. • The role of the agency administrator includes operational plans including objectives and priorities.
Type 5 Incident	• The incident can be handled with one or two single resources with up to six personnel. • Command and general staff positions (other than the incident commander) are not activated. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. • Examples include a vehicle fire, an injured person, or a police traffic stop

Types of Incident Management Team (IMT)

Types of IMT are based on the proficiency and competency of the members. These types are specified in the NDRRMC Memo Circular No. 4, s 2012

Types I and II	National Teams
Type III	Regional Teams
Type IV	Discipline or large jurisdiction specific
Type V	Ad-hoc incident command organizations typically used by smaller jurisdictions

CHAPTER 13

PROTECTIVE ACTION GUIDELINES

This chapter provides guidelines and procedures for protective actions when hazardous conditions develop to the degree that emergency responders must take action to protect the public at risk. Threatened or hazardous areas may be created by, but are not limited to: fires, hazardous material spills, transportation accidents, floods, WMD incidents, civil disturbances, etc. Ideally protective actions are progressive, usually initiated by alerting the public in the affected area, controlling access, sheltering in-place and finally evacuation. However, these actions may be implemented simultaneously based on the hazard, complexity of the emergency, and the type and size of the affected area. The key to successfully conducting protective action operations is sound planning.

Authority

Whenever law enforcement / health officials feel that an area must be evacuated or closed to protect the public, the following legal bases shall provide the authority to do so:

1. Sec. 16, Local Government Code: General Welfare
2. DILG Memorandum Circular No 2003-144: "Zero Casualty" in Times of Calamity
3. International Quarantine Law
4. RA 9271 or Quarantine Act of 2004
5. Other government issuances

If residents refuse to comply, that refusal should be noted and the IC advised.

Phases of Protective Action

1. **Initial Assessment and Notifications**
   - Identify hazard and risk to the public.
   - Determine the affected area and plot on the map.
   - Notify RO of disaster situation and recommend protective action.
   - With clearance from the RO, notify appropriate agency with regard to recommended protective action.
   - Ensure, if evacuation is planned, that evacuation centers are identified in safe areas.

- Ensure, if evacuation is planned, that management of ECs has been delegated to identified agencies, whether government or non-government.

2. **Evacuation Warning** (Level 1 [(Yellow] Alert). Information dissemination to alert people of potential threat to life and property. This level considers the probability that the area will be affected and prepares people for potential evacuation order.

3. **Pre-emptive Evacuation Order** (Level 2 [Orange] Alert). Vulnerable sectors (children; elderly; pregnant and lactating women; persons with disability) will be evacuated to pre-identified designated evacuation centers.

4. **Forced Evacuation Order** (Level 3 [Red] Alert). All residents of identified areas that will be probably affected will be evacuated to safe areas.

5. **Rescue**. Emergency actions taken by trained responders with appropriate PPE within the affected area to recover and remove injured or trapped residents.

   Boundaries of the areas where rescue is planned should be identified on the incident map with notation that entry is restricted to rescue workers only.

Note: Follow the above procedures when applicable. Refer to the specific hazard warning systems by the warning agencies.

Immediate Evacuation Checklist

1. Has ICP been established?
2. Have all cooperating agencies collocated with ICP?
3. If UC had been established, did UC/ICs jointly assess and report incident potential and request adequate resources to accomplish agreed upon objectives?
4. If UC had been established, was the incident Evacuation Plan been jointly developed? Was the planning process conducted under the unified command process with input from lead and support agencies, mindful that many local jurisdictions have developed emergency evacuation plans?
5. Is/Are the area(s) under an immediate threat identified and plotted on a map?
6. Is/Are the potential area(s) of risk based on spread of the incident identified and plotted on a map?
7. Have routes to nearest evacuation center(s)/safe location(s) been identified and plotted on a map?
8. Has the number of persons to be evacuated been determined?
9. Has the lead time (window of opportunity) with which to implement and complete evacuation been determined?
10. Give more time and details when planning evacuation for special facility and populations: hospitals; home for the aged; prison facilities; etc.
11. Has the Evacuation Plan been disseminated/shared to the IMT members and the external stakeholders?

Re-entry Planning Checklist

1. Has re-entry date and time been determined?
2. Has/Have safe area(s) to be re-entered been identified?

Considerations:

1. Is the threat mitigated?
2. Are power lines secured?
3. Are transportation hazards mitigated: roads cleared; bridges inspected as to integrity; debris removed; etc.?
4. Is re-entry approved by law enforcement?
5. Is re-entry approved by health officials?
6. Is re-entry approved by IC?
7. Is re-entry approved by RO as recommended by local emergency services (EOC/DOC)?
8. Are utility agencies notified?

CHAPTER 14

INCIDENT MANAGEMENT OPTIONS

Single Command

Single Command may be applied when there is no overlap of jurisdictional boundaries or when a single IC is designated by the agency with overall management responsibility for the incident

Unified Command

Unified Command is a team effort which allows all agencies, organizations, or countries 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.

The following are the characteristics of Unified Command:

- It is used for multi-jurisdictional, multi-agency events or both (or even more than one country)
- It allows **all agencies, organizations or countries**with responsibility for the incident, to **jointly provide management direction** to an incident
- It works with a **common set of incident objectives and strategies**established at the command level.
- Operation Section Chief implements the tactical operations using a **SINGLE Incident Action Plan**.

Considerations for Unified Command

- More than one geographic jurisdiction
- Multiple agency within the single jurisdiction
- Incident involving multiple geographic and functional agency.

Incident Complex

Incident Complex refers to the two or more individual incidents located in the same general area that are assigned to a single IC or UIC.

- multiple incidents are managed by a single Incident Management Team (IMT)
- An incident management option where multiple incidents are managed by a single IMT.
- Applies to two or more incidents located in the same general proximity
- Incidents within Complexes usually become Branches within the Operations Section

Considerations for Incident Complex

- Manage using Single or Unified Command
- Incidents are close enough to be managed by the same team
- Need to reduce the logistical or support requirements
- Need to consolidate incidents to conserve staff and reduce costs
- Incident staff activities can be managed by a single team

Single Incident Divided into Two Incident

Single Incident Divided into Two Incidents is used if an incident becomes too large and it spreads to more than one jurisdiction, such as a flood spreading downstream. As the incident spreads, there are different objectives that must be accomplished in different areas.

The following are the characteristics of Single Incident Divided into Two Incidents:

- The impact to the terrain or access affects the ability to manage from one location, especially operations and logistics.
- Two or more principal sections are overworked due to size or complexity:
- Planning Section can't meet planning objectives and strategies.
- Logistics Section is not able to support the widespread facilities and operations from one single Incident Base.

Considerations for Single Incident divided into Two Incidents

- Jurisdictional agencies with the team must decide how to divide the incident into two based on :
    - Terrain and access considerations
    - Locations of future resource and logistical support
    - Jurisdictional and administrative boundaries
    - Current Operational structure (branches, divisions, etc.)
- Need to request for additional IMT's and resources

Area command

An Area Command is activated only if necessary, depending on the complexity of the incident and the incident management span of control considerations.

Area Command Teams (ACT) are usually small ICS management teams consisting of 10 or less individuals made up of an Area Commander (AC), PSC, LSC, OSC, and appropriate staff to assist them.

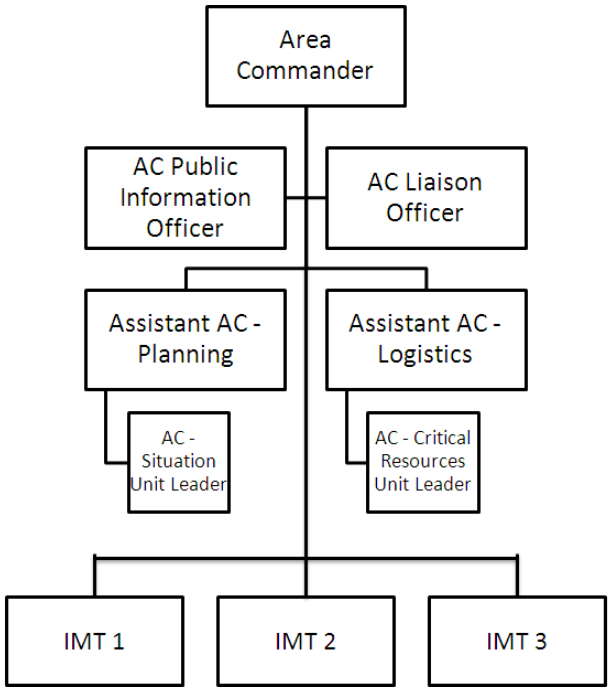
An ACT oversees the management of multiple incidents that are each being managed by IMTs. It is an incident management organization established over two or more incidents to oversee multiple incident management teams managing a single very large incident

Responsibilities

1. Develop broad objectives for the impacted areas
2. Coordinate the development of individual incident objective and strategies.
3. (Re) allocate resources as established priorities change.
4. Ensure that incidents are properly managed.
5. Ensure effective communication.
6. Ensure that incident management objectives are met and do not conflict with each other or with agency policies.
7. Identify critical resource needs and report them to the established EOC/MAC groups.
8. Ensure that short terms " emergency" recovery is coordinated to assist in the transition to full recovery operation.

Area Command Organization Chart

Below is a sample Area Command Organization overseeing three IMTs



APPENDIX 1

MULTI-AGENCY COORDINATION

This appendix is intended to provide an overview multiagency coordination and the relationship between on-scene command and multiagency coordination.

Command can be defined as the authority to direct, order and control at the field level. On-scene commanders have explicit statutory or regulatory authority for command. The ICS command structure also allows that authority to be delegated from the Responsible Official to the Incident Commander in response to an emergency. Incident Command has direct tactical and operational responsibility for conducting incident management activities.

Multiagency Coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. Multiagency coordination can and does occur on a regular basis whenever personnel from different agencies interact in such activities as preparedness, prevention, response, recovery, and mitigation. Disaster Risk Reduction and Management Councils (DRRMCs) facilitate multiagency coordination at all levels of government.

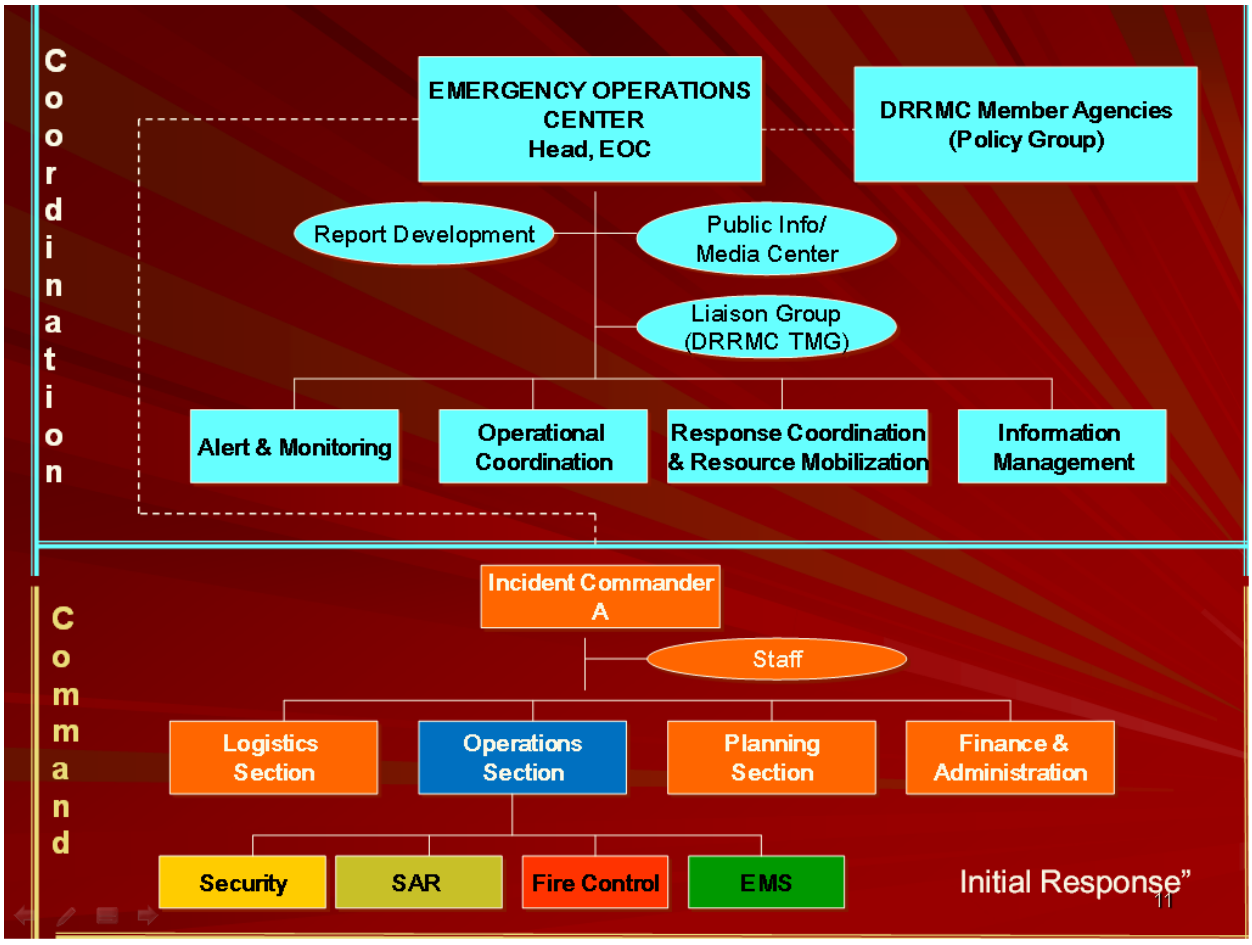
DRRMC Multiagency Coordination Functions

1. Evaluate new incidents
2. Prioritize incidents:
    a. Life threatening situation
    b. Real property threatened
    c. High damage potential
    d. Incident complexity
3. Make policy decisions
4. Determine specific incident and resource requirements
5. Resolve critical resource issues and allocate to incidents based on priorities
6. Determine which agencies will provide required resources
7. Mobilize and track resources
8. Anticipate future resource needs

9. Communicate decisions back to agencies/incidents
10. Collect, analyze and disseminate information

DRRMC,EOC, and ICS Organization Interoperability

Initially the Incident Command/Unified Command and the Liaison Officer may be able to provide all needed multiagency coordination at the scene. However, as the incident grows in size and complexity, broader off-site support and coordination may be required.



The above chart depicts the relationship between and among the DRRMC Chairperson as the RO, DRRMC Emergency Operations Centers (EOCs) and the ICS organization at the on-scene level.

The DRRMC, through its Chairperson, and likewise the RO, provides the IC his policy directions and strategic objectives, the mission and authority to achieve the overall priorities of the on-scene disaster response operations, namely, life safety, incident stabilization and property/environmental conservation and protection.

The DRRMC EOC, which is generally located away from the disaster site, supports the IC by making executive/ policy decisions, coordinating interagency relations, mobilizing and tracking resources, collecting, analyzing and disseminating information and continuously providing alert advisories/ bulletins and monitoring of the obtaining situation. The EOC does not command the on-scene level of the incident.

On the other hand, the IC manages the incident at the scene with the support of the relevant Command and General Staff depending on the complexity of the situation. The IC also keeps the RO/DRRMC Chairperson and the EOC of all important matters pertaining to the incident.

DRRMC Member Agency Responsibilities

DRRMC Member Agency representatives must be fully authorized to represent their agency. Their functions can include the following:

1. Ensure that current situation and resource status is provided by their agency.
2. Determine specific resource requirements of their agency.
3. Collectively allocate scarce, limited resources to incidents based on priorities.
4. Review and coordinate policies, procedures and agreements as necessary.
5. Consider legal/fiscal implications.
6. Critique and recommend improvements to DRRMC operations.

Ad Hoc Multiagency Coordination Groups

In some situations, the activation of the DRMMC may not be warranted, yet some level of multiagency coordination is required. In such situations, ad hoc multiagency coordination groups can be formed to support the incident requirements. These ad hoc groups and their respective agency representatives should perform the functions outlined here.

APPENDIX 2

ORGANIZATIONAL GUIDES

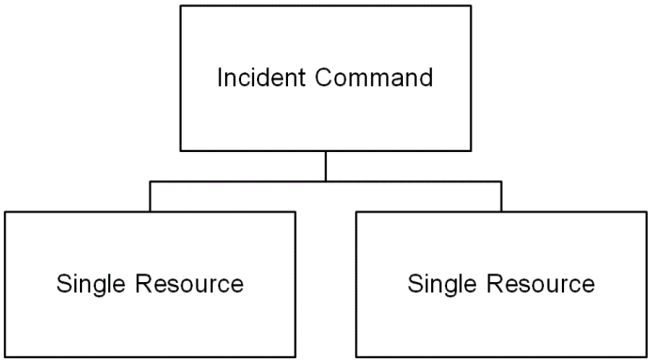
All incidents are expected to be managed locally through their Local DRRMCs by using their own emergency response teams/personnel, such as Search and Rescue Teams, Rapid Damage Assessment and Needs Analysis Teams and Incident Management Teams, as well as material resources based on the following criteria:

1. The Barangay Development Committee (BDC), if a barangay is affected;
2. The city/municipal DRRMC, if two (2) or more barangays are affected;
3. The provincial DRRMC, if two (2) or more cities/municipalities are affected;
4. The regional DRRMC, if two (2) or more provinces are affected;
5. The NDRRMC, if two (2) or more regions are affected

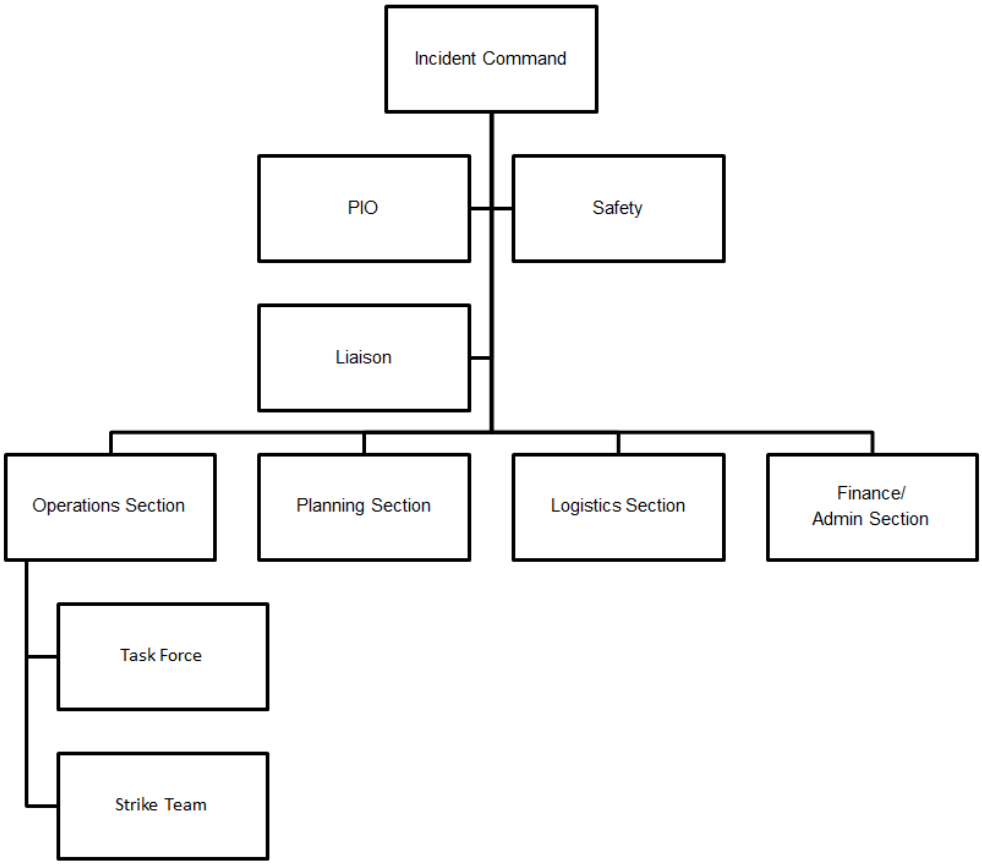
The NDRRMC and intermediary Local DRRMCs shall always act as support to LGUs, which have the primary responsibility as first disaster responders to any incident occurring within their jurisdictions. For this purpose, the National Council and intermediary local DRRMCs shall continue to provide support functions to the affected LGUs to ensure that tactical objectives at the field level are achieved, and immediate emergency response operation is coordinated to assist in the transition from on-scene emergency operations to early recovery and rehabilitation operations to be undertaken by the regular member agencies / humanitarian assistance clusters of DRRMCs in affected areas.

The National Incident Management Team (NIMT) is constituted to be composed of members of the National ICS Cadre as defined under the NDRRMC Memorandum Circular No. 4 s 2012. As such, the NIMT is expected to serve as one of the emergency response teams of the NDRRMC to carry out on-scene incident management functions based on the above criteria or whenever the situation warrants.

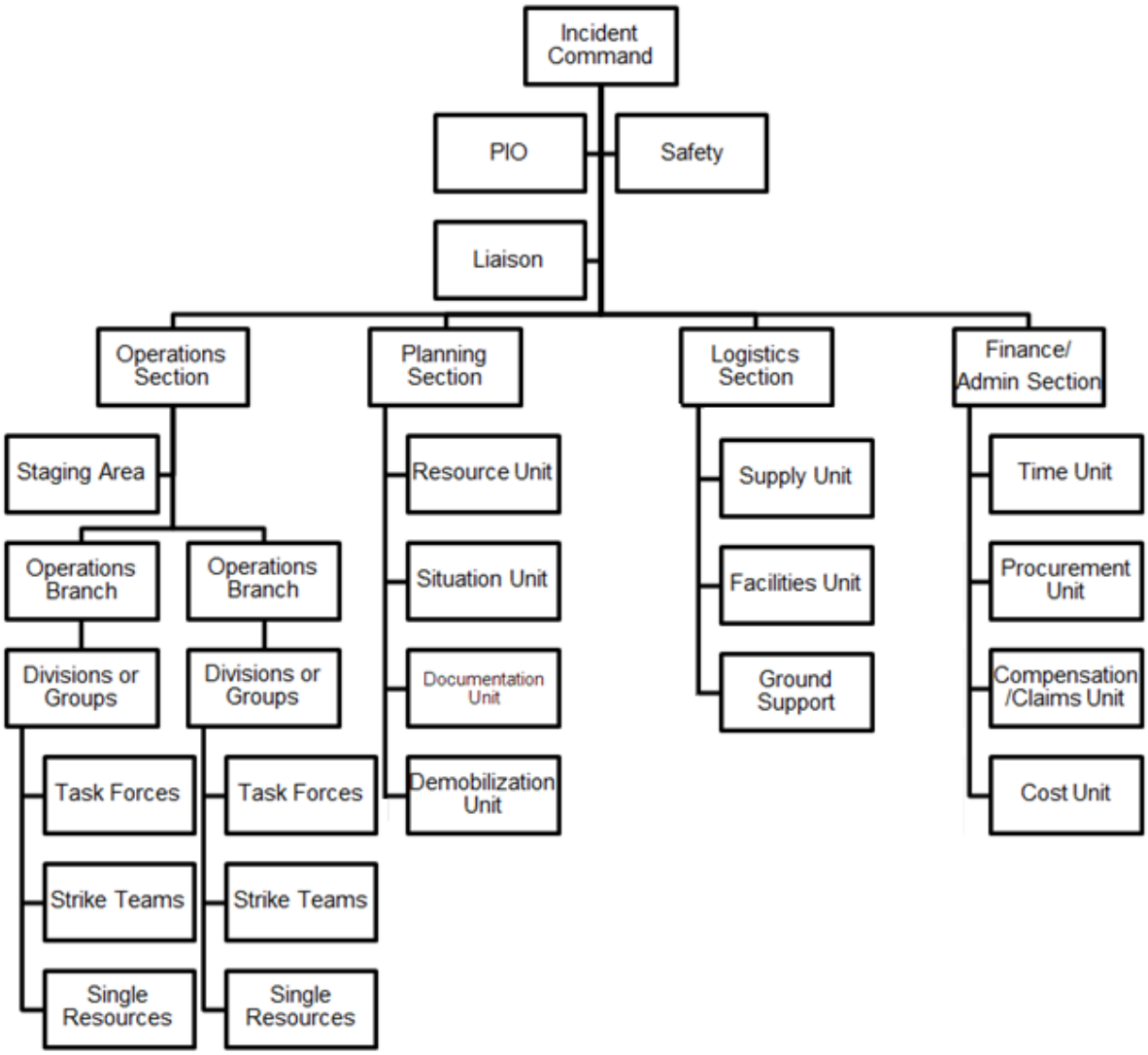
Type 5 Incident - The incident can be handled with one or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated.



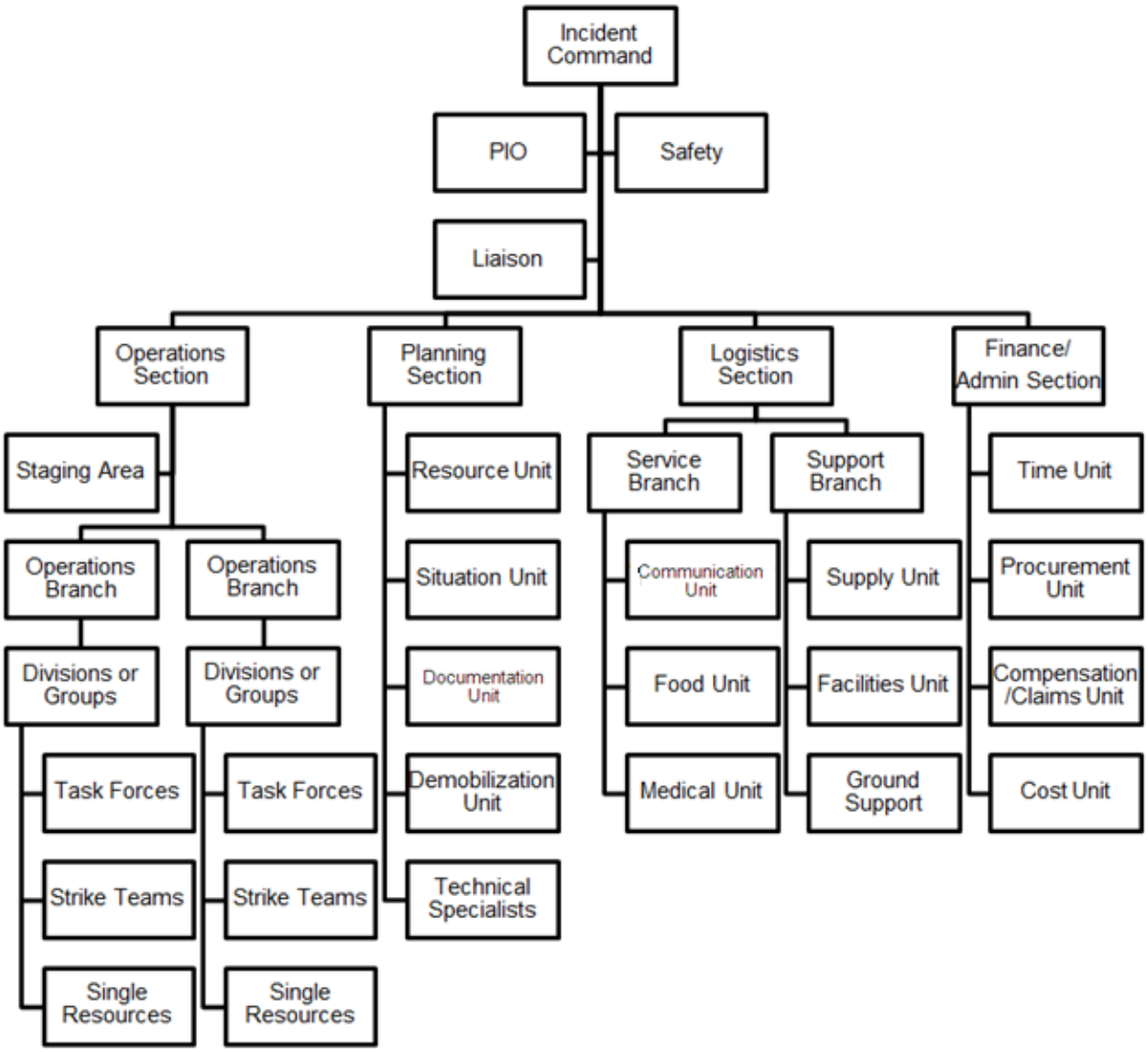
Type 4 Incident - Command staff and general staff functions are activated only if needed. Several resources are required to mitigate the incident, including a Task Force or Strike Team.



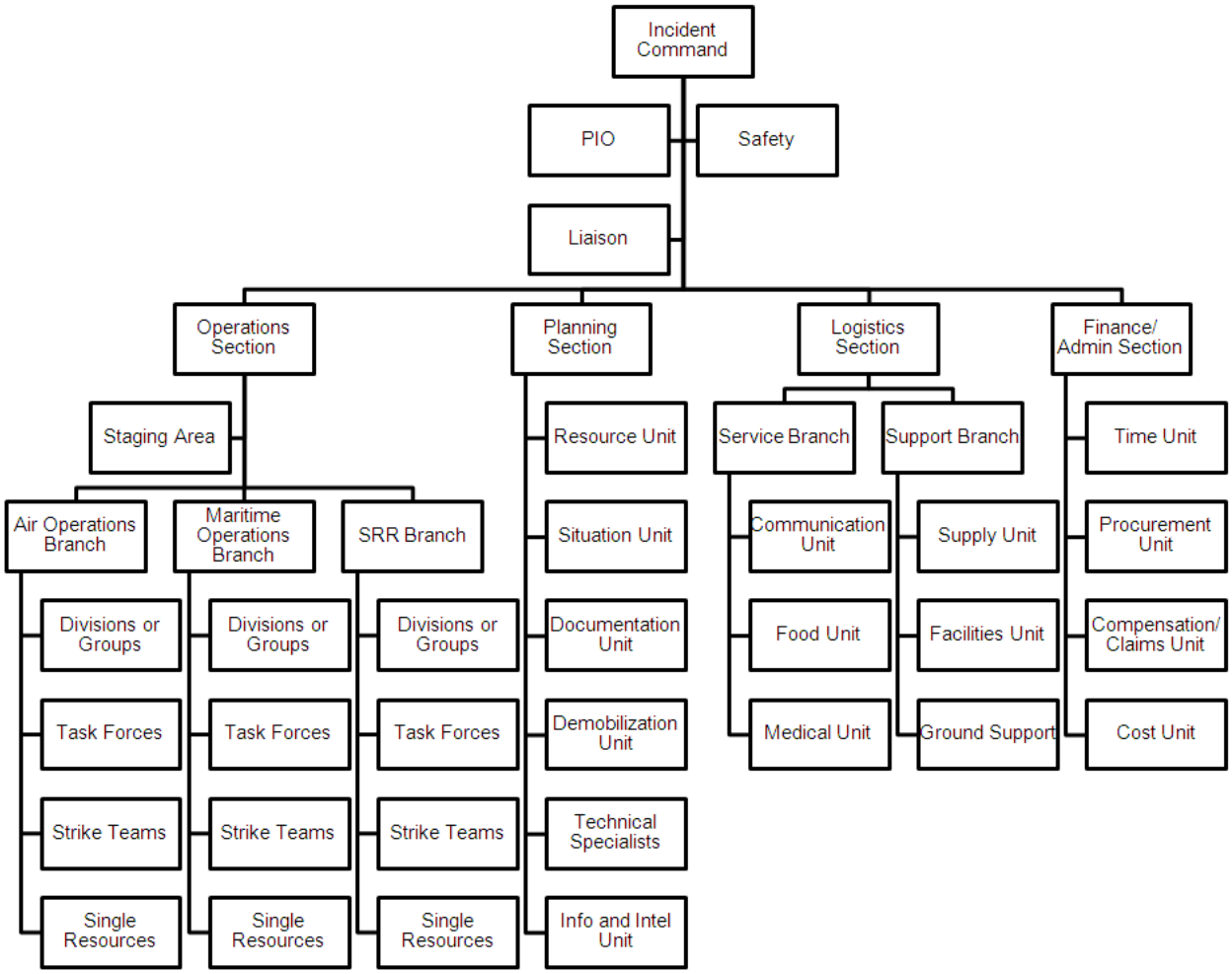
Type 3 Incident - Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.



Type 2 Incident - Most or all of the Command and General Staff positions are filled.



Type 1 Incident - All Command and General Staff positions are activated.



APPENDIX 3

ICS FORMS

This appendix describes the common ICS forms. These forms may be tailored individually to meet an agency needs. More importantly, even though the format is flexible, the number and purpose of the specific type must remain intact in order to maintain consistency and facilitate immediate identification and interoperability, and ease of use. The following provides brief description of the forms.

ICS Form 201 Incident Briefing - This four section document (often produce as four pages) allows for the capture of the vital incident information prior to the implementation of the formal planning process. ICS 201 allow for a concise and complete transition of command briefing to a incoming new IC. In addition, this form may serve as the full extent of incident command and control documentation if the situation is resolved by the initial response resources and organization. This form is designed to be transferred easily to the members of the command and general staff as they arrive and begin work. It is not included as a part of the formal written IAP.

ICS 202 Incident Objectives - The first page of the written IAP is the ICS 202. It includes incident objectives information, a listing of the IC's objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan .a signature Blocks are provided.

ICS 203 Organization Assignment List - ICS 203 is typically the second page of the IAP. It provides a full accounting of incident management and supervisor staff for that operational period.

ICS 204 Assignment List - ICS 204 is included in multiples, based on the organizational structures of the operation section for the operational period. Each Division/Group will have its own page, listing the supervisor for Division/Group (including Branch director if assigned) and the specific assigned resources with leader name and number of personnel assigned to each resource. This document then describes in detail the specific action the Division or Group will be taking in support of the overall incident objectives. Any special instruction will be included as well as the element of the Incident Radio Communication Plan (ICS 205) that apply to that Division or Group.

ICS 205 Incident Radio Communication Plan - ICS 205 is used to provide information on all frequency assignments down to the Division / Group level.

ICS 206 Medical Plan - ICS 206 presents the Incident's Medical Plan to Care for the responder medical emergencies.

ICS 208 Safety Message / Plan - ICS 208 expands on the Safety Message and Site Safety Plan.

ICS 209 Incident Status Summary - ICS 209 collects basic incident decision support information and is the primary mechanism for reporting this situational information to incident coordination and support organizations and the Agency Administrators /Executives.

ICS 211 Incident Check-In List - ICS 211 documents the check-in process. Check-In recorders report check-in information to the Resource Unit Leader.

ICS214 Unit Activity Log - ICS 214 records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity and documentation, and a reference for any after action report.

ICS215 Operational Planning Worksheet - ICS 215 is used in the incident planning meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

ICS 215A Hazard Risk Analysis - ICS 2015A communicates to the Operations and Planning Section chiefs the safety and health issues identifies by the Safety Officer. The ICS 215A form identifies mitigation measures to address the identified safety issues.

Form No.	Form Title	Prepared By
ICS 201	Incident Briefing	Team Leader, Initial IC, Coordinating Officer/IMT,
ICS 202	Incident Objectives	Planning Section Chief
ICS 203	Organization Assignment List	Resources Unit Leader
ICS 204	Assignment List	Resources Unit Leader
ICS 205	Incident Radio Communications Plan	Communications Unit Leader
ICS 206	Medical Plan	Medical Unit Leader
ICS 207	Incident Organization Chart	Resources Unit
ICS 208	Safety Message	Safety Officer
ICS 209	Incident Status Summary(Situation Report)	Documentation Unit Leader
ICS 211	Check-In List	Resources Unit
ICS 213	General Message	Any Message Originator
ICS 214	Unit Log	Supervisory Positions
ICS 215	Operational Planning Worksheet	Operations
ICS 215A	Hazard and Risk analysis	Safety Officer
ICS 221	Demobilization Checkout	Demobilization Unit

APPENDIX 4

GLOSSARY

Agency: An agency is a division of government with a specific function, or a nongovernmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, Jurisdictional Agency, and Multiagency Incident.)

Agency Head: Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are allocated to incidents.

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

Air Operations Branch Director: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

Allocated Resources: Resources dispatched to an incident.

All-Hazards: Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, and public health and safety, and minimize disruption of governmental, social, and economic activities.

Area Command (Unified Area Command): An organization established to oversee the management of (1) multiple incidents that are each being handled by an ICS organization,

or (2) large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an Incident Command Post.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

Assistant: Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

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

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

Branch:the organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Chain of Command: series of command, control, executive or management positions in hierarchical order of authority; an orderly line of authority within the ranks of the incident management organization.

Check-In: The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

Chief: The ICS title for individuals responsible for functional Sections: Operations, Planning, Logistics, and Finance/Administration.

Clear Text: The use of plain English in radio communications transmissions. No ten codes or agency specific codes are used when utilizing clear text.

Command: The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Post: See Incident Command Post.

Command Staff: The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

Common Terminology: normally used words and phrases-avoids the use of different words/ phrases for same concepts, consistency

Communications Unit: An organizational Unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Community: consists of people, property, services, livelihoods and environment; a legally constituted administrative local government unit of a country, e.g. municipality or district.

Compacts: Formal working agreements among agencies to obtain mutual aid.

Compensation/Claims Unit: Functional Unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

Coordination Center: A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Cost Sharing Agreements: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

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

Crew: See Single Resource.

Crisis: (also called emergency) a threatening condition that requires urgent action or response.

Crisis Management Committee: a governing body that takes decisive actions to resolve crisis or emergency. It is primarily concerned with the formulation of crisis management policies, integration and orchestration of government and public efforts towards the control of crisis.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization Unit: Functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The ICS title for individuals responsible for supervision of a Branch.

Disaster Response: The provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected. Disaster response is predominantly focused on immediate and short-term needs and is sometimes called "disaster relief'.

Dispatch: The implementation of a command decision to move a resource or resources from one place to another.

Disaster: A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources. Disasters are often described as a result of the combination of: the exposure to a hazard; the conditions of vulnerability that are present; and insufficient capacity or measures to reduce or cope with the potential negative consequences, Disaster impacts may include loss of life, injury, disease and other negative effects on human, physical, mental and social well-being,

together with damage to property, destruction of assets, loss of services, Social and economic disruption and environmental degradation.

Dispatch Center: A facility from which resources are ordered, mobilized, and assigned to an incident.

Division: Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

Documentation Unit: Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Emergency: unforeseen or sudden occurrence, especially danger, demanding immediate action.

Emergency Management: The organization and management of resources and responsibilities for addressing all aspects of emergencies, in particular preparedness, response and initial recovery steps

Emergency Management Coordinator/Director: The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

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

Emergency Operations Plan (EOP): The plan that each jurisdiction has and maintains for responding to appropriate hazards.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Facilities Unit: Functional Unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

Field Operations Guide: A manual of instructions on the application of the Incident Command System.

Finance/Administration Section: The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

Food Unit: Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g.,
the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Ground Support Unit: Functional Unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

Group: Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section

Hazard: a dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihood and services, social and economic disruption, or environmental damage.

Helibase: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident Base.

Helispot: Any designated location where a helicopter can safely take off and land. Some Helispotsmay be used for loading of supplies, equipment, or personnel.

Hierarchy of Command: See Chain of Command.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base: Location at the incident where the primary Logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

Incident Command - responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

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

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects he complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Communications Center: The location of the Communications Unit and the Message Center.

Incident Complex: See Complex.

Incident Management Team (IMT): The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Types: Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Incident Support Organization: Includes any off-incident support provided to an incident. Examples would be Agency Dispatch Centers, Airports, Mobilization Centers, etc.

Initial Action: The actions taken by resources that are the first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Interoperability: Allows emergency management / response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video- on-demand, in real time, when needed and when authorized.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

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

Kinds of Resources: Describe what the resource is (e.g., medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).

Landing Zone: See Helispot.

Leader: The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer (LOFR): A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and materials for the incident.

Local Chief Executive: Duly elected punong barangay, mayor or governor of a local government unit

Local Government Unit: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government.

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

Managers: Individuals within ICS organizational Units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

Medical Unit: Functional Unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

Message Center: The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often formed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard- related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

Multiagency Coordination (MAC): The coordination of assisting agency resources and support to emergency operations.

Multiagency Coordination Systems (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource

allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operations centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multiagency Incident: An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Operations Section: The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

Out-of-Service Resources: Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons

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

Planning Section: Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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

Procurement Unit: Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

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

Recognition Primed Decision making: A model that describes how experts make decisions under stressful situations that are time critical and rapidly changing.

Recorders: Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

Reinforced Response: Those resources requested in addition to the initial response.

Reporting Locations: Location or facilities where incoming resources can check in at the incident. (See Check-In.)

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

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to

identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

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

Resources Unit: Functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Responsible Official: the official responsible for administering policy for an agency or jurisdiction having full authority for making decisions and providing directions to the management organization for an incident. He or she is the chairperson of the DRRMC, local chief executive or agency head or their duly authorized representative.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the Branch and the Incident Command Segment: A geographical area in which a Task Force/Strike Team Leader or Supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a Division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

Service Branch: A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communication, Medical, and Food Units.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used on an incident.

Situation Unit: Functional Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals.

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

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

Strategy: The general direction selected to accomplish incident objectives set by the Incident Commander.

Strategic: Strategic Elements of incident management are characterized by continuous long term high evel planning by organizations headed by elected or appointed officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A specified combination of the same kind and type of resources with common communications and a Leader.

Supervisor: The ICS title for individuals responsible for a Division or Group.

Supply Unit: Functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

Support Branch: A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

Supporting Materials: Refers to the several attachments that may be included with an Incident Action Plan, e.g., Communications Plan, Map, Safety Plan, Traffic Plan, and Medical Plan.

Support Resources: Nontactical resources under the supervision of the Logistics, Planning, or Finance/Administration Sections, or the Command Staff Tactical Direction: Direction given by the Operations Section Chief that includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics,

directions for tactics implementation, and performance monitoring for each operational period.

Tactics: Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Task Force: A combination of single resources assembled for a particular tactical need with common communications and a Leader.

Team: See Single Resource.

Technical Specialists (THSP): Personnel with special skills that can be used anywhere within the ICS organization.

Threat: An indication of possible violence, harm, or danger.

Time Unit: Functional Unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of Incident Management Teams, experience and qualifications.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Unified Command: An application of ICS that is used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

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

APPENDIX 5

ACRONYMS

ALS	Advance Life Support
AC	Area Command
ACP	Area Command Post
AOBD	Air Operations Branch Director
AOR	Area of Responsibility
AREP	Agency Representative
ASG	Air Support Group
ATC	Air Traffic Control
BLS	Basic Life Support
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosives
CDC	Center for Disease Control and Prevention
CISM	Critical Incident Stress Management
COG	Continuation of Government
COOP	Continuity of Operations
COML	Communications Unit Leader
COMP	Compensation/ Claims Unit Leader
C-OPR	Cabinet Officer Primarily Responsible
COST	Cost Unit Leader
CSO	Civil Society Organization
DIC	Deputy Incident Commander
DIVS	Division/ Group Supervisor
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DMOB	Demobilization Unit Leader
DOC	Department Operations Center
DOCL	Documentation Unit Leader
DP	Display Processor
EMB	Environmental Management Bureau
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center

EOP	Emergency Operations Plan
ETA	Estimated Time of Arrival
FACL	Facilities Unit Leader
FDUL	Food Unit Leader
FOG	Field Operations Guide
FSC	Finance Section Chief
GIS	Geographic Information System
GSUL	Ground Support Unit Leader
HAZMAT	Hazardous Material
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC	Incident Command
IMT	Incident Management Team
ITS	Information Technology Specialist
JIC	Joint Information Center
JIS	Joint Information System
LAN	Local Area Network
LCE	Local Chief Executive
LGU	Local Government Unit
LOFR	Liaison Officer
LSC	Logistics Section Chief
MAC	Multiagency Coordination System
MEDL	Medical Unit Leader
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGO	Nongovernment Organization
OPBD	Operations Branch Director
OSC	Operations Section Chief
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
PPE	Personal Protective Equipment
PROC	Procurement Unit Leader
PSC	Planning Section Chief
R&D	Research and Development
RESL	Resource Unit Leader
RESTAT	Resource Status
RFI	Request for Information
RO	Responsible Official
ROSS	Resource Ordering System
SAR	Search and Rescue
SITSTAT	Situation Status
SITL	Situation Unit Leader
SITREP	Situation Report
SM	Security Manager
SOFR	Safety Officer
SEC	Secretary

SOCO	Scene of the Crime Operation
SRU	Special Rescue Unit
"S"	Staging Area
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SPUL	Supply Unit Leader
STAM	Staging Area Manager
SUBD	Support Branch Director
THSP	Technical Specialists
TFL	Task Force Unit Leader
TFR	Temporary Flight Restriction
TIME	Time Unit Leader
UC	Unified Command
USAR	Urban Search and Rescue
VIP	Very Important Person