



**FEMA**



# ICS-300: Intermediate ICS for Expanding Incidents

Student Manual with ICS Forms

October 2013



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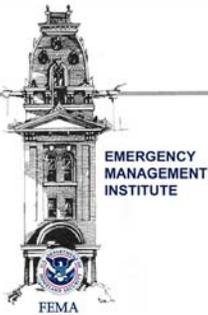
## **UNIT 1: COURSE OVERVIEW**

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Visuals

**ICS 300**  
**Intermediate ICS**  
**for Expanding**  
**Incidents**



EMERGENCY  
MANAGEMENT  
INSTITUTE

FEMA

Visual 1.1  
Course Overview

**Unit Objectives**

- Describe the scope and objectives of this course.
- Explain how your assigned team will operate during this course.



Visual 1.2  
Course Overview

Your Notes

**ICS-300 Course Objectives (1 of 2)**

- Describe how the NIMS Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by ICS.



Visual 1.3  
Course Overview

**ICS-300 Course Objectives (2 of 2)**

- Implement the incident management process on a simulated expanding incident.
- Develop an Incident Action Plan for a simulated incident.

This course is designed to enable personnel to operate efficiently during an incident or event using the Incident Command System. This course focuses on management of expanding incidents.



Visual 1.4  
Course Overview

Your Notes

## Visuals

### Student Introductions



- Name, job title, and organization
- Experience using ICS
- Expectations for this course
- Operational experience using ICS on multioperational-period incidents



Visual 1.5  
Course Overview

### Instructor Expectations

- Exhibit mutual cooperation with the group.
- Be open minded to new ideas.
- Use what is presented in the course to perform effectively within an ICS organization.
- Participate actively in all of the training activities.
- Return to class at the stated time.



Visual 1.6  
Course Overview

## Your Notes

### Course Structure



Visual 1.7  
Course Overview

### Course Logistics

- Course agenda
- Sign-in sheet
- Housekeeping
  - Breaks
  - Message and telephone location
  - Cell phone policy
  - Facilities
  - Other concerns



Visual 1.8  
Course Overview

## Your Notes

### Visuals

#### Successful Course Completion

- Participate in unit activities.
- Achieve 70% or higher on the final exam.
- Complete daily Unit Log: ICS Form 214 – ICS 300 version.
- Complete the end-of-course evaluation.



Refer to the ICS Form 214 – ICS 300 version that appears on the next page.



### Your Notes





### Visuals

#### Activity: Team Formation

##### Instructions:

1. The instructor will assign you to a team.
2. Meet in your assigned team to:
  - Introduce yourselves and state how you can contribute to the team.
  - Discuss how you will operate as a team during this course.
  - Determine a process for completing the daily Unit Log.
3. Be prepared to present operating ground rules in 10 minutes.



Visual 1.10  
Course Overview

#### Summary

##### Are you now able to:

- Describe the course scope and objectives?
- Explain how your assigned team will operate during this course?



Visual 1.11  
Course Overview

### Your Notes



## Glossary

**Accessible:** Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

**Acquisition Procedures:** Used to obtain resources to support operational requirements.

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

**Agency Administrator/Executive:** 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.

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

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

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

**Allocated Resources:** Resources dispatched to an incident.

**Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decisionmaking.

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

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

## Glossary

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

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

**Badging:** Based on credentialing and resource ordering, provides incident-specific credentials and can be used to limit access to various incident sites.

**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 co-located 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 Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

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

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

**Certifying Personnel:** Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

**Chief:** The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

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

**Command Staff:** Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Common Operating Picture:** Offers an overview of an incident thereby providing incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

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

**Communications:** Process of transmission of information through verbal, written, or symbolic means.

**Communications/Dispatch Center:** Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multiagency coordination system (MACS) for an incident until other elements of MACS are formally established.

**Complex:** Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

**Continuity of Government (COG):** Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the predelegation of emergency authority, and active command and control during response and recovery operations.

**Continuity of Operations (COOP) Plans:** Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations, as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

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

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Corrective Actions:** Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

**Credentialing:** Providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

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

## Glossary

Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

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

**Department Operations Center (DOC):** An emergency operations center (EOC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

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

**DHS:** Department of Homeland Security

**Director:** The Incident Command System title for individuals responsible for supervision of a Branch.

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

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

**Emergency:** Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Assistance Compact (EMAC):** A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

**Emergency Management/Response Personnel:** Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. 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.

## Glossary

EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

**Emergency Operations Plan:** The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Essential Records:** Information systems and applications, electronic and hardcopy documents, references, and records needed to support essential functions during a continuity event. The two basic categories of essential records are emergency operating records and rights and interest records. Emergency operating records are essential to the continued functioning or reconstitution of an organization. Rights and interest records are critical to carrying out an organization's essential legal and financial functions and vital to the protection of the legal and financial rights of individuals who are directly affected by that organization's activities. The term "vital records" refers to a specific sub-set of essential records relating to birth, death, and marriage documents.

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

**Event:** See Planned Event.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**FEMA:** Federal Emergency Management Agency

**Field Operations Guide:** Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

**Finance/Administration Section:** The Section responsible for all administrative and financial considerations surrounding an incident.

**Function:** Refers to the five major activities in the Incident Command System: 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/Investigations, 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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not

necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section. See Division.

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

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

**HSPD-5:** Homeland Security Presidential Directive 5, "Management of Domestic Incidents"

**HSPD-7:** Homeland Security Presidential Directive 7, "Critical Infrastructure, Identification, Prioritization, and Protection"

**Identification and Authentication:** For security purposes, process required for individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports).

**Incident:** An occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, 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 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 Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. 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 Management:** The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

**Incident Management Team (IMT):** An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

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

**Information Management:** The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

**Initial Actions:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence/Investigations:** Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

**Interoperability:** The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

**Job Aid:** Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

**Joint Field Office (JFO):** A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, and local 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.

**Key Resources:** Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

**Letter of Expectation:** See Delegation of Authority.

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

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

**Local Government:** 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; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

**Logistics Section:** The Section responsible for providing facilities, services, and material support for the incident.

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

**Managers:** Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

**Metrics:** Measurable standards that are useful in describing a resource's capability.

**Mitigation:** The capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risks after a disaster has occurred.

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

**Mobilization Guide:** Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

**Multiagency Coordination (MAC) Group:** Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decisionmaking and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination System(s) (MACS):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centers and MAC Groups. These systems assist agencies and organizations responding to an incident.

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

**Mutual Aid and Assistance Agreement:** Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

**National:** Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

**National Incident Management System (NIMS):** Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

**National Infrastructure Protection Plan (NIPP):** Provides a coordinated approach to critical infrastructure and key resources protection roles and responsibilities for Federal, State, tribal, local, and private-sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources that will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster.

**National Integration Center (NIC) Incident Management Systems Integration Division:** Established by the Secretary of Homeland Security to provide strategic direction for and oversight of NIMS by supporting both routine maintenance and the continuous refinement of the system and its components over the long term. The Center oversees all aspects of NIMS including the development of compliance criteria and implementation activities at Federal, State, and local levels. It provides guidance and support to jurisdictions and incident management and responder organizations as they adopt the system.

**National Response Framework (NRF):** Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decisionmakers, and supporting entities to provide a unified national response.

**NFPA:** National Fire Protection Association

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

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

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

**Operations Section:** The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

**Organization:** Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

**People with Disabilities and Access and Functional Needs:** Community members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical disabilities and others with access and functional needs, such as people who live in

institutionalized settings; who are seniors; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

**Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

**Plain Language:** Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

**Planned Event:** A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

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

**Planning Section:** The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**PPD-8:** Presidential Policy Directive 8 (PPD-8) describes the Nation's approach to preparedness—one that involves the whole community, including individuals, businesses, community- and faith-based organizations, schools, tribes, and all levels of government (Federal, State, Local, Tribal, and Territorial).

**Pre-Positioned Resources:** Resources moved to an area near the expected incident site in response to anticipated resource needs.

**Preparedness:** Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. Within NIMS, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; and equipment certification.

**Preparedness Organizations:** The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

**Prevention:** The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Prevention capabilities include, but are not limited to, information sharing and warning; domestic counterterrorism; and preventing the acquisition or use of Weapons of Mass Destruction (WMD). For purposes of the prevention framework called for in the PPD-8 directive, the term “prevention” refers to preventing imminent threats.

**Private Sector:** Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**Protocols:** Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Public Information:** Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

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

**Publications Management:** Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

**Recovery:** The capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

**Recovery Plan:** A plan developed to restore the affected area or community.

**Reimbursement:** Mechanism used to recoup funds expended for incident-specific activities.

**Resource Management:** Efficient emergency management and incident response 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 NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

**Resource Tracking:** A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

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

**Response:** The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

**Retrograde:** To return resources back to their original location.

**Safety Officer:** A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

**Single Resource:** Individual personnel, supplies, and equipment items, and the operators associated with them.

**Situation Report:** Document that often contains confirmed or verified information regarding the specific details relating to an incident.

**Span of Control:** The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

**Staging Area:** Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

**Standard Operating Guidelines:** A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

**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.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Status Report:** Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

**Strategy:** The general plan or direction selected to accomplish incident objectives.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

**Substate Region:** A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

## Glossary

**Supervisor:** The Incident Command System title for an individual responsible for a Division or Group.

**Supporting Agency:** An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

**Supporting Technology:** Any technology that may be used to support NIMS. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications.

**System:** An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

**Tactics:** Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

**Technical Specialist:** Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

**Technology Standards:** Standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

**Technology Support:** Facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

**Tracking and Reporting Resources:** A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

**Tribal:** Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

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

**Typing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

**Unified Approach:** A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

**Unified Area Command:** Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

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

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

**Unit Leader:** The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are preestablished within ICS (e.g., Base Camp Manager), but many others will be assigned as Technical Specialists.

**Unity of Command:** Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

**Volunteer:** For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.



Your Notes

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## **UNIT 2: ICS FUNDAMENTALS REVIEW**

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### Visuals

**Unit 2:  
ICS  
Fundamentals  
Review**



Visual 2.1  
ICS Fundamentals Review

FEMA

### Unit Objectives (1 of 2)

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.

Visual 2.2  
ICS Fundamentals Review

FEMA

### Your Notes

### Unit Objectives (2 of 2)

- Describe differences between Deputies and Assistants.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
- Describe the importance of establishing proper span of control for aviation resources and facilities.

Visual 2.3  
ICS Fundamentals Review

FEMA

### Activity: Defining ICS

**Instructions:**

1. Working as a team, answer the questions below:
  - What is ICS?
  - What are the benefits and features of ICS?
  - What is a nonemergency situation in which ICS could be used?
2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the group in 10 minutes.

Visual 2.4  
ICS Fundamentals Review

FEMA

### Your Notes

### Activity: Defining ICS

#### ICS Review Materials: ICS History and Features

#### Incident Command System (ICS)

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

As stated in NIMS, "The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration."

### Activity: Defining ICS (Continued)

#### ICS Review Materials: ICS History and Features

##### ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(Continued on the next page.)

### Activity: Defining ICS (Continued)

#### ICS Review Materials: ICS History and Features

#### ICS Features (Continued)

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
  - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
  - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
  - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
  - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.

Visuals

### Presidential Directives

HSPD-5 Management of Domestic Incidents

PPD-8 National Preparedness

Mandates

National Incident Management System (NIMS)

FEMA

Visual 2.5  
ICS Fundamentals Review

### NIMS

**What ?** . . . NIMS provides a consistent nationwide template . . .

**Who?** . . . to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

**How?** . . . to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .

**Why?** . . . in order to reduce the loss of life and property, and harm to the environment.

FEMA

Visual 2.6  
ICS Fundamentals Review

Your Notes

### NIMS Components & ICS

Preparedness

Communications and Information Management

Resource Management

Command and Management

Ongoing Management and Maintenance

Incident Command System

Multiagency Coordination Systems

Public Information

FEMA

Visual 2.7  
ICS Fundamentals Review

View the job aid on the next page.

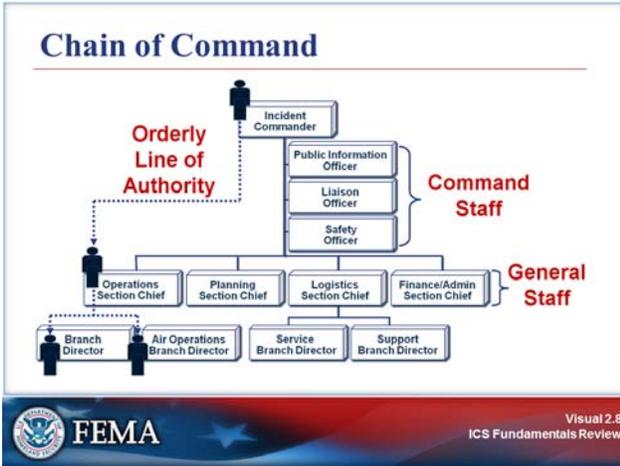
Your Notes

#### NIMS Components and ICS

Following is a synopsis of each major component of NIMS.

- **Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of assessment, planning, procedures and protocols, training and exercises, personnel qualification and certification, equipment certification, and evaluation and revision.
- **Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.
- **Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.
- **Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.
- **Ongoing Management and Maintenance.** DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

Additional information: [www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims)



### Unity of Command

Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



Don't confuse unity of command with Unified Command!

Visual 2.9  
ICS Fundamentals Review

Your Notes

### "Unity" vs. "Unified"

What's the difference between unity of command and Unified Command?

Visual 2.10  
ICS Fundamentals Review

Your Notes

### Visuals

#### **Activity: Incident Commander Qualities**

##### **Instructions:**

1. Working as a team, answer the questions below:
    - What are the major duties of an Incident Commander?
    - What are the qualities of an effective Incident Commander?
  2. Record your answers on chart paper.
  3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.
- You may want to refer to the review materials in your Student Manuals!



Complete the activity before proceeding.

### Your Notes

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### Activity: Incident Commander Qualities

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### Overall Organizational Functions

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

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

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

- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for both current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- Promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- Provide a safe operating environment within all parts of the incident organization.
- Ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

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### Incident Commander

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

- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities, and determining incident objectives and strategies to be followed.
- Establishing the ICS organization needed to manage the incident.
- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Approving resource requests and use of volunteers and auxiliary personnel.
- Ordering demobilization as needed.
- Ensuring after-action reports are completed.
- Authorizing information release to the media.

Visuals

Incident Management Roles

Incident Commander's Role

- The Incident Commander:
- Manages the incident at the scene.
  - Keeps the EOC informed on all important matters pertaining to the incident.

Agency Executives'/Senior Officials' Role

- These officials provide the following to the Incident Commander:
- Policy
  - Mission
  - Strategic direction
  - Authority

To maintain unity of command and safety of responders, the chain of command must NOT be bypassed.



Common Terminology

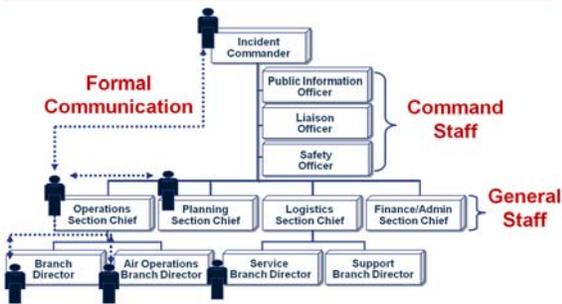
Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



Your Notes

Formal Communication (1 of 2)



Formal Communication (2 of 2)

Use formal communication when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.



Your Notes

Visuals

**Informal Communication**

- Is used to exchange incident or event information only.
- Is NOT used for:
  - Formal requests for additional resources.
  - Tasking work assignments.



Within the ICS organization, critical information must flow freely!

**Informal Communication: Examples**

- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.
- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.

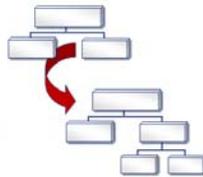


Your Notes

**Modular Organization**

Incident command organizational structure is based on:

- Size, type, and complexity of the incident.
- Specifics of the hazard environment created by the incident.
- Incident planning process and incident objectives.



View the job aid on the next page.

Your Notes

### Job Aid: Modular Organization

#### ICS Review Materials: Incident Complexity

#### Incident Complexity

“Incident complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

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

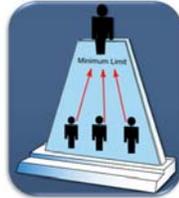
- Community and responder safety
- Impacts to life, property, and the economy
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
-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

Visuals

**ICS Expansion and Contraction**

Although there are no hard-and-fast rules, remember that:

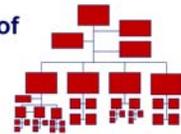
- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.



**Delegation**

Delegating to the lowest level possible allows ICS supervisors to:

- Assign responsibilities to subordinates. Until a task is delegated, the supervisor must assume responsibility for completing it.
- Maintain a manageable span of control for the supervisor.

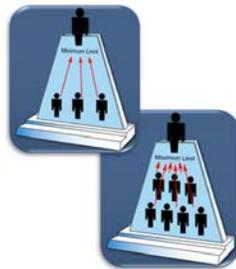


Your Notes

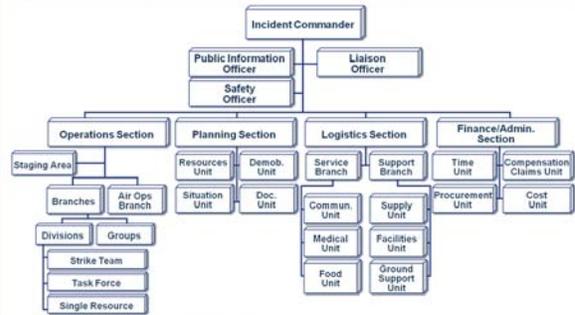
**ICS Management: Span of Control**

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



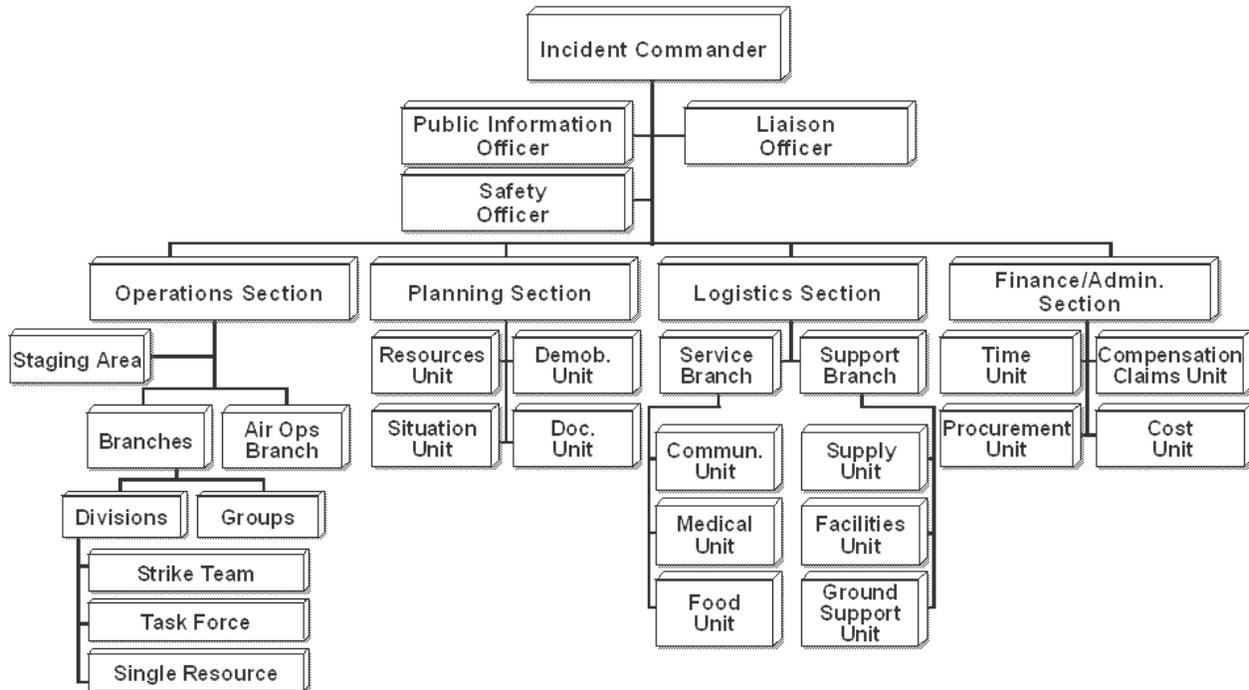
**ICS Organizational Components**



Your Notes

ICS Review Materials: Organizational Elements

Organizational Structure



- **Command Staff:** The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required.
- **Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.
- **Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

## Unit 2: ICS Fundamentals Review

- **Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.
- **Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

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### Incident Management Team

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An Incident Management Team (IMT) is comprised of the Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

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### Command Staff

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

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander.

The table on the following page summarizes the responsibilities of the Command Staff.

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### General Staff

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The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

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

Following the first table is a table that summarizes the responsibilities of the General Staff.

## Unit 2: ICS Fundamentals Review

Command Staff	Responsibilities
<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>• Determine, according to direction from the IC, any limits on information release.</li> <li>• Develop accurate, accessible, and timely information for use in press/media briefings.</li> <li>• Obtain IC's approval of news releases.</li> <li>• Conduct periodic media briefings.</li> <li>• Arrange for tours and other interviews or briefings that may be required.</li> <li>• Monitor and forward media information that may be useful to incident planning.</li> <li>• Maintain current information, summaries, and/or displays on the incident.</li> <li>• Make information about the incident available to incident personnel.</li> <li>• Participate in planning meetings.</li> </ul>
<b>Safety Officer</b>	<ul style="list-style-type: none"> <li>• Identify and mitigate hazardous situations.</li> <li>• Ensure safety messages and briefings are made.</li> <li>• Exercise emergency authority to stop and prevent unsafe acts.</li> <li>• Review the Incident Action Plan for safety implications.</li> <li>• Assign assistants qualified to evaluate special hazards.</li> <li>• Initiate preliminary investigation of accidents within the incident area.</li> <li>• Review and approve the Medical Plan.</li> <li>• Participate in planning meetings.</li> </ul>
<b>Liaison Officer</b>	<ul style="list-style-type: none"> <li>• Act as a point of contact for agency representatives.</li> <li>• Maintain a list of assisting and cooperating agencies and agency representatives.</li> <li>• Assist in setting up and coordinating interagency contacts.</li> <li>• Monitor incident operations to identify current or potential interorganizational problems.</li> <li>• Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.</li> <li>• Provide agency-specific demobilization information and requirements.</li> </ul>
<b>Assistants</b>	<p>In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.</p>
<b>Additional Command Staff</b>	<p>Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.</p>

## Unit 2: ICS Fundamentals Review

General Staff	Responsibilities
<p><b>Operations Section Chief</b></p>	<p>The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.</p> <p>Major responsibilities of the Operations Section Chief are to:</p> <ul style="list-style-type: none"> <li>• Assure safety of tactical operations.</li> <li>• Manage tactical operations.</li> <li>• Develop the operations portion of the IAP.</li> <li>• Supervise execution of operations portions of the IAP.</li> <li>• Request additional resources to support tactical operations.</li> <li>• Approve release of resources from active operational assignments.</li> <li>• Make or approve expedient changes to the IAP.</li> <li>• Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.</li> </ul>
<p><b>Planning Section Chief</b></p>	<p>The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays.</p> <p>Major responsibilities of the Planning Section Chief are to:</p> <ul style="list-style-type: none"> <li>• Collect and manage all incident-relevant operational data.</li> <li>• Supervise preparation of the IAP.</li> <li>• Provide input to the IC and Operations in preparing the IAP.</li> <li>• Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP.</li> <li>• Conduct and facilitate planning meetings.</li> <li>• Reassign personnel within the ICS organization.</li> <li>• Compile and display incident status information.</li> <li>• Establish information requirements and reporting schedules for units (e.g., Resources and Situation Units).</li> <li>• Determine need for specialized resources.</li> <li>• Assemble and disassemble Task Forces and Strike Teams not assigned to Operations.</li> <li>• Establish specialized data collection systems as necessary (e.g., weather).</li> <li>• Assemble information on alternative strategies.</li> <li>• Provide periodic predictions on incident potential.</li> <li>• Report significant changes in incident status.</li> <li>• Oversee preparation of the Demobilization Plan.</li> </ul>

## Unit 2: ICS Fundamentals Review

General Staff	Responsibilities
<p><b>Logistics Section Chief</b></p>	<p>The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:</p> <ul style="list-style-type: none"> <li>• Facilities.</li> <li>• Transportation.</li> <li>• Communications.</li> <li>• Supplies.</li> <li>• Equipment maintenance and fueling.</li> <li>• Food services (for responders).</li> <li>• Medical services (for responders).</li> <li>• All off-incident resources.</li> </ul> <p>Major responsibilities of the Logistics Section Chief are to:</p> <ul style="list-style-type: none"> <li>• Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.</li> <li>• Manage all incident logistics.</li> <li>• Provide logistical input to the IAP.</li> <li>• Brief Logistics Staff as needed.</li> <li>• Identify anticipated and known incident service and support requirements.</li> <li>• Request additional resources as needed.</li> <li>• Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required.</li> <li>• Oversee demobilization of the Logistics Section and associated resources.</li> </ul>
<p><b>Finance/ Administration Section Chief</b></p>	<p>The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</p> <p>Major responsibilities of the Finance/Administration Section Chief are to:</p> <ul style="list-style-type: none"> <li>• Manage all financial aspects of an incident.</li> <li>• Provide financial and cost analysis information as requested.</li> <li>• Ensure compensation and claims functions are being addressed relative to the incident.</li> <li>• Gather pertinent information from briefings with responsible agencies.</li> <li>• Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs.</li> <li>• Determine the need to set up and operate an incident commissary.</li> <li>• Meet with assisting and cooperating agency representatives as needed.</li> <li>• Maintain daily contact with agency(s) headquarters on finance matters.</li> <li>• Ensure that personnel time records are completed accurately and transmitted to home agencies.</li> <li>• Ensure that all obligation documents initiated at the incident are properly prepared and completed.</li> <li>• Brief agency administrative personnel on all incident-related financial issues needing attention or followup.</li> <li>• Provide input to the IAP.</li> </ul>

Source: NIMS

### Visuals

#### Air Operations Branch

An Air Operations Branch can be established if:

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



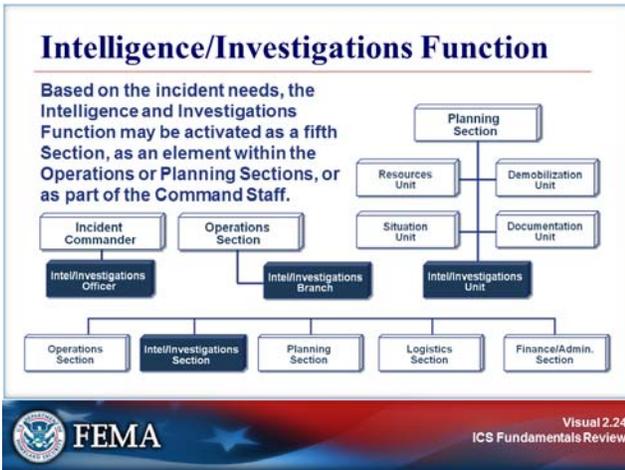
View the job aid on the next page.

### Your Notes

**Job Aid: Air Operations Branch**

<b>Aviation Operations</b>	
<b>Fire Control</b>	Fixed-wing aircraft and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and for logistical support.
<b>Forest and Other Land Management Programs</b>	Pest control programs.
<b>Maritime Incidents</b>	Hazardous materials spills, accidents, and searches.
<b>Other Applications</b>	Communications relay airborne command and control, photo mapping, etc.
<b>Search and Rescue</b>	Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.
<b>Medical Evacuation</b>	Transportation of injured victims and personnel.
<b>Earthquakes, Floods, etc.</b>	Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
<b>Law Enforcement</b>	Reconnaissance, surveillance, direction, control, and transportation security.

Visuals



### Organizational Review Questions



I serve as the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

Who am I?

FEMA Visual 2.25 ICS Fundamentals Review

Your Notes

### Organizational Review Questions



My Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

Who am I?

FEMA Visual 2.26 ICS Fundamentals Review

### Organizational Review Questions



I monitor incident operations and advise the Incident Commander on all matters relating to the health and safety of emergency responder personnel.

Who am I?

FEMA Visual 2.27 ICS Fundamentals Review

Your Notes

**Visuals**

**Organizational Review Questions**



**As Chief of my Section, I manage all tactical operations at an incident.**



**Who am I?**



Visual 2.28  
ICS Fundamentals Review

**Organizational Review Questions**



**Although I may be at the scene, I coordinate closely with the Joint Information Center.**



**Who am I?**



Visual 2.29  
ICS Fundamentals Review

**Your Notes**

**Organizational Review Questions**



**My Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.**



**Who am I?**



Visual 2.30  
ICS Fundamentals Review

**ICS Supervisory Position Titles**

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

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Sections)	Chief	Deputy
Branch	Director	Deputy
Division /Group	Supervisor	n/a
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss



Visual 2.31  
ICS Fundamentals Review

**Your Notes**

Visuals

Organizational Review Questions

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone.

One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.



What type of ICS organizational structure is being described?

Organizational Review Questions

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

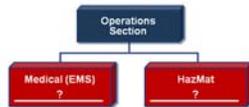


What type of ICS organizational structure is being described?

Your Notes

Organizational Review Questions

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.



On the organizational chart, the title of each component would be a \_\_\_\_\_.

Organizational Review Questions

As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.



On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services \_\_\_\_\_.

Your Notes

Visuals

### Organizational Review Questions

```
graph TD; IC[Incident Commander] --- SO[Safety Officer]; IC --- PIO[Public Information Officer]; IC --- LO[Liaison Officer]; IC --- EMT[Emergency Medical Technician]; IC --- SG[Search Group]; IC --- IG[Investigation Group];
```

What ICS term is used to describe the Emergency Medical Technician?

FEMA Visual 2.36 ICS Fundamentals Review

### Organizational Review Questions

```
graph TD; IB[Investigation Branch] --- PST[Perimeter Security Strike Team]; IB --- ARG[Accident Reconstruction Group];
```

What is the supervisor's title for each organizational element shown?

FEMA Visual 2.37 ICS Fundamentals Review

Your Notes

### Deputies, Assistants, Tech Specialists, & Agency Reps

Review the materials in your Student Manuals and then answer the following questions:

- **Deputies**
  - Where can Deputies be assigned?
  - What are the requirements for Deputies?
- **Assistants**
  - Where can Assistants be assigned?
  - What is an example of a duty assumed by an Assistant?
- **Technical Specialists**
  - Where can Technical Specialists be assigned?
  - What types of Technical Specialists have you worked with on past incidents?
- **Agency Representatives**
  - Where can Agency Representatives be assigned?
  - What does an Agency Representative do?

FEMA Visual 2.38 ICS Fundamentals Review

View the job aid on the next page.

Your Notes

### Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps

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#### ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives

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##### Deputies

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

Following are three reasons to designate Deputies:

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

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

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##### Assistants

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The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

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

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

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### Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps (Continued)

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#### Technical Specialists

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

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

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

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#### Agency Representatives

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

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

Major responsibilities of the Agency Representative are to:

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

## Unit 2: ICS Fundamentals Review

### Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps (Continued)

Deputies	
Where can Deputies be assigned?	
What are the requirements for Deputies?	

Assistants	
Where can Assistants be assigned?	
What is an example of a duty assumed by an Assistant? <b>Note:</b> The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.	

Technical Specialists	
Where can Technical Specialists be assigned?	
What types of Technical Specialists have you worked with on past incidents?	

Agency Representatives	
Where can Agency Representatives be assigned?	
What does an Agency Representative do?	

Visuals

### Incident Complexity and Resource Needs

Incident Complexity    Resource Needs    ICS Structure

↑ Complexity

Visual 2.39  
ICS Fundamentals Review

FEMA

### Applied Activity

Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 2.40  
ICS Fundamentals Review

FEMA

Your Notes

### Summary (1 of 2)

Are you now able to:

- Describe how ICS fits into the Command and Management component of NIMS?
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?
- Describe reporting relationships and information flow within the organization?
- Match responsibility statements to each ICS organizational element?
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?

Visual 2.41  
ICS Fundamentals Review

FEMA

### Summary (2 of 2)

Are you now able to:

- Describe differences between Deputies and Assistants?
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?
- Describe the importance of establishing proper span of control for aviation resources and facilities?

Visual 2.42  
ICS Fundamentals Review

FEMA

Your Notes

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## **UNIT 3: UNIFIED COMMAND**

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### Visuals

**Unit 3:**  
**Unified Command**



Visual 3.1  
Unified Command



### Unit Objectives

- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions.

Visual 3.2  
Unified Command



### Your Notes

### Background on Unified Command

How can you organize for incidents that cross jurisdictional boundaries or exceed individual agency responsibility?

Visual 3.3  
Unified Command



### Two Solutions

Options include:

- Dividing the incident geographically or functionally so that each jurisdiction or agency can establish its own ICS organization.
- Creating a single ICS incident structure and process that has an effective and responsible multijurisdictional or multiagency approach.

Visual 3.4  
Unified Command



### Your Notes

**Visuals**

### Definition of Unified Command

As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single Incident Action Plan (IAP).

Each participating agency maintains its individual authority, responsibility, and accountability.



**FEMA** Visual 3.5  
Unified Command

### Unified Command

- Enables all agencies with responsibility to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee reports to only one supervisor.



**FEMA** Visual 3.6  
Unified Command

**Your Notes**

Review the job aid on the next page.

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**Job Aid: Unified Command**

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**Comparison of a Single Incident Commander and Unified Command**

<b>Single Incident Commander</b>	<b>Unified Command</b>
<p>The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies.</p> <p>The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.</p>	<p>The individuals designated by their jurisdictional or organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.</p>

Source: NIMS

**Visuals**

**Unified Command: Multiple Jurisdictions**

**Incidents That Impact More Than One Political Jurisdiction**

**Example:** A wildland fire starts in one jurisdiction and burns into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.



FEMA Visual 3.7 Unified Command

**Multijurisdictional Incident**

Sample Organization Chart

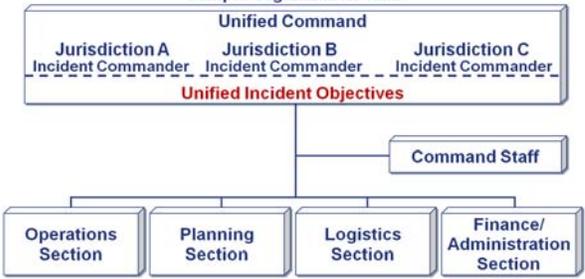
Unified Command

Jurisdiction A Incident Commander    Jurisdiction B Incident Commander    Jurisdiction C Incident Commander

Unified Incident Objectives

Command Staff

Operations Section    Planning Section    Logistics Section    Finance/Administration Section



FEMA Visual 3.8 Unified Command

**Your Notes**

**Unified Command: Multiple Agencies/Single Jurisdiction**

**Incidents Involving Multiple Agencies/Departments Within the Same Political Jurisdiction**

**Example:** During a hazardous materials incident, the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and public health agencies and others have responsibility for site cleanup.



FEMA Visual 3.9 Unified Command

**Multiagency/Single Jurisdiction Incident**

Sample Organization Chart

Unified Command

Fire Dept. Incident Commander    Police Dept. Incident Commander    Public Health Dept. Incident Commander

Unified Incident Objectives

Command Staff

Operations Section    Planning Section    Logistics Section    Finance/Administration Section



FEMA Visual 3.10 Unified Command

**Your Notes**

## Visuals

**Unified Command: Multiagency/Multijurisdiction**

**Incidents That Impact on (or Involve) Several Political and Functional Agencies**

**Example:** Severe weather, earthquakes, wildland fires, some special events, and terrorist threats involve large numbers of local, State, and Federal agencies. These incidents cross political boundaries and involve multiple functional authorities.



 Visual 3.11  
Unified Command

**Multiagency/Multijurisdiction Incident**

Sample Organization Chart



 Visual 3.12  
Unified Command

### Your Notes

**Unified Command Elements (1 of 2)**

- **Policies, Objectives, Strategies:** Are established jointly by each jurisdiction/agency authority in advance of tactical operations.
- **Organization:** Consists of the various jurisdictional or agency on-scene senior representatives (agency Incident Commanders) operating within a Unified Command structure.
- **Resources:** Are supplied by the jurisdictions and agencies that have functional or jurisdictional, legal, and financial responsibility.

 Visual 3.13  
Unified Command

**Unified Command Elements (2 of 2)**

- **Operations:** Are directed by one person, the Operations Section Chief, who controls tactical resources. There is still unity of command.

Resources (personnel and equipment) stay under the administrative and policy control of their agencies. Operationally, they respond to tactical assignments under the coordination and direction of the Operations Section Chief.

 Visual 3.14  
Unified Command

### Your Notes

**Visuals**

**Unified Command Features: Overview**



- A single integrated incident organization
- Collocated (shared) facilities
- One set of incident objectives, single planning process, and Incident Action Plan
- Integrated General Staff
- Coordinated process for resource ordering



Visual 3.15  
Unified Command

**Single Integrated Incident Organization**

In a Unified Command:

- Jurisdictions and/or agencies blend into an integrated, unified team.
- The mix of participants depends on location of the incident and kind of incident.
- The members must function together as a team.



Visual 3.16  
Unified Command

**Your Notes**

**Building Teamwork**

How can you build the teamwork necessary for Unified Command?



Visual 3.17  
Unified Command

**Collocated (Shared) Facilities**

A single Incident Command Post allows the Unified Command to maintain a coordinated effort.



Visual 3.18  
Unified Command

**Your Notes**

Visuals

### Single Planning Process and IAP

- Joint planning must be initiated as soon as two or more agencies form a Unified Command.
- This planning process results in a single Incident Action Plan (IAP) that addresses multijurisdiction or multiagency priorities and specifies tactical operations and resource assignments.

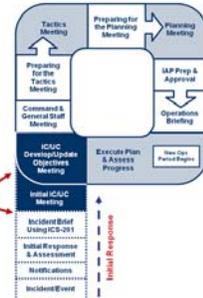


The planning process will be covered in Unit 5.

### Planning "P" and Unified Command

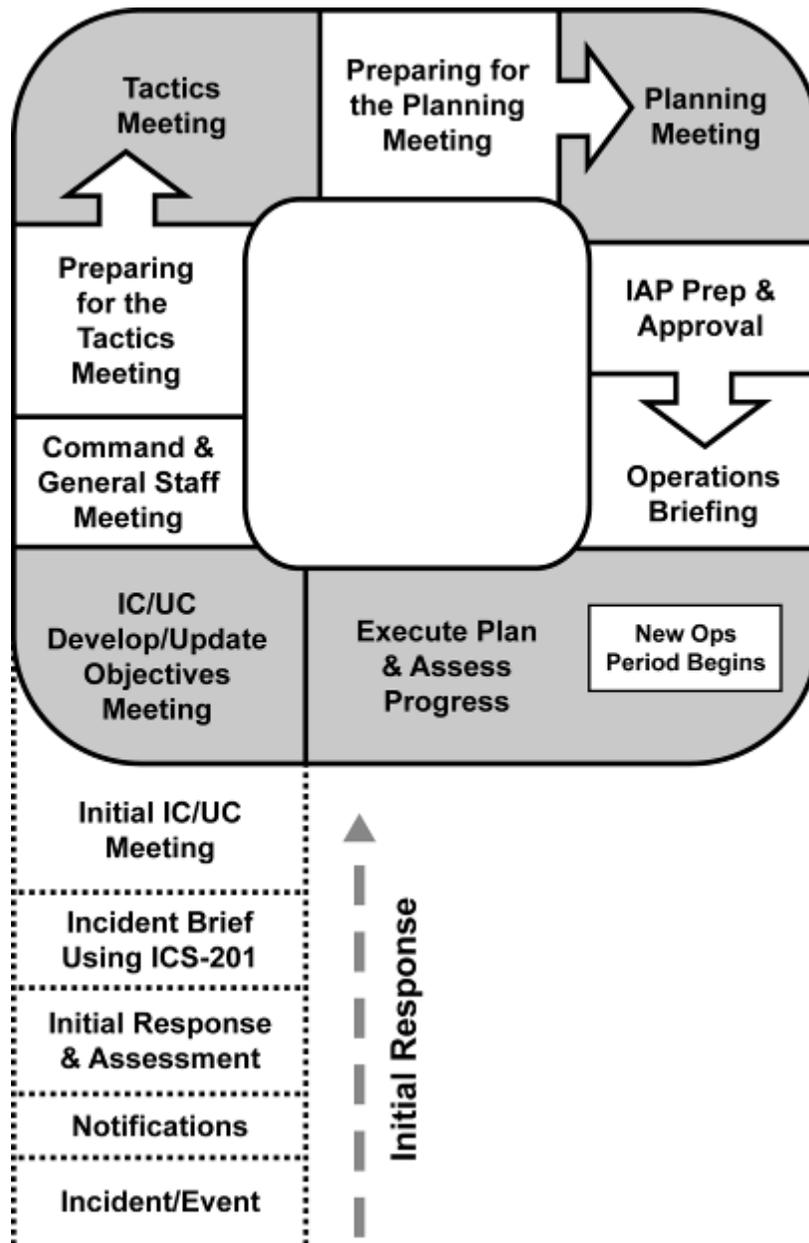
The Unified Command meets:

- Initially to assess the situation, set priorities, discuss authorities, determine strategies, and establish the organization.
- At the onset of each operational period to develop or update objectives.



Your Notes

Review the job aid on the next page.



- The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing using ICS-201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

### Visuals

#### **Initial Unified Command Meeting**

**The Initial Unified Command Meeting:**

- Includes all members of the Unified Command.
- Takes place before the first operational period planning meeting.
- Provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.



View the sample agenda on the next page.

### Your Notes

**Sample: Initial Unified Command Meeting Agenda**

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
  - #1: Life Safety
  - #2: Incident Stabilization
  - #3: Property Preservation
- Presentation of jurisdictional limitations, concerns, and restrictions
- Development of a collective set of incident objectives
- Establishment of and agreement on acceptable priorities
- Adoption of an overall strategy or strategies to accomplish objectives
- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations
- Agreement on planning, logistical, and finance agreements and procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one agency official to act as the Unified Command spokesperson

Visuals

### Shared General Staff Sections

Integrating multijurisdictional and/or multiagency personnel into various other functional areas may be beneficial. For example:

- In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction.
- In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support.

Are there more examples?



Visual 3.22  
Unified Command

### Integrated General Staff

- Incident Commanders within the Unified Command must concur on the selection of the General Staff Section Chiefs.
- The Operations Section Chief must have full authority to implement the tactics within the IAP.



Visual 3.23  
Unified Command

Your Notes

### Selection of the Ops Section Chief

What should be considered when selecting the Ops Section Chief in a Unified Command?



Visual 3.24  
Unified Command

### Coordinated Resource Ordering

The Incident Commanders within the Unified Command work together to establish resource ordering procedures that allow for:

- Deployment of scarce resources to meet high-priority objectives.
- Potential cost savings through agreements on cost sharing for essential services.



Visual 3.25  
Unified Command

Your Notes

**Visuals**

**Incident Commander Responsibilities**

Each designated agency Incident Commander functioning in a Unified Command must:

- Act within his/her jurisdictional or agency limitations.
- Inform the other Commanders of any legal, political, jurisdictional, or safety restrictions.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency he/she represents.
- Manage the incident to the best of his/her abilities.



Visual 3.26  
Unified Command

**Spokesperson Designation**



One of the Incident Commanders may be designated as the spokesperson to:

- Serve as a designated channel of communications from Command and General Staff members.
- Provide a point of contact as necessary for the Command and General Staffs.

**The spokesperson does NOT make independent command decisions!**

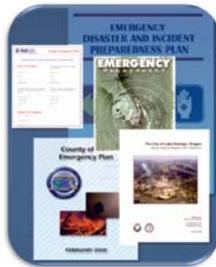


Visual 3.27  
Unified Command

**Your Notes**

**Unified Command and Preparedness**

- Include Unified Command delegations in local emergency operations plans and interagency/ mutual-aid agreements.
- Conduct training exercises using Unified Command with adjacent jurisdictions and functional agencies.



Visual 3.28  
Unified Command

**Advantages of Unified Command**

**Now that you've learned more about Unified Command . . .**



Visual 3.29  
Unified Command

**Your Notes**

### Visuals

#### Summary: Advantages of Using Unified Command

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



Visual 3.30  
Unified Command

#### Applied Activity



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.



Visual 3.31  
Unified Command

### Your Notes

#### Summary

Are you now able to:

- Define and identify the primary features of Unified Command?
- Describe how Unified Command functions on a multijurisdiction or multiagency incident?
- List the advantages of Unified Command?
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions?



Visual 3.32  
Unified Command

### Your Notes

Your Notes

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**UNIT 4: INCIDENT/EVENT ASSESSMENT & AGENCY GUIDANCE IN  
ESTABLISHING INCIDENT OBJECTIVES**

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### Visuals

**Unit 4:**  
**Incident/Event**  
**Assessment &**  
**Agency Guidance**  
**in Establishing**  
**Incident Objectives**



Visual 4.1  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

FEMA

### Unit Objectives

- Describe methods and tools used to assess incident/event complexity.
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities.
- Describe the process for developing incident objectives, strategies, and tactics.
- Describe the steps in transferring and assuming incident command.
- As part of an activity, develop incident objectives for a simulated incident.

Visual 4.2  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

FEMA

### Your Notes

### Activity: Incidents vs. Events

**Instructions:**

1. Review the definitions below.
  - **Incident:** An unexpected occurrence that requires immediate response actions through an ICS organization.
  - **Event:** A scheduled nonemergency activity (sporting events, concerts, parades).
2. Working as a team, identify the differences and similarities between planning for incidents versus events. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

Visual 4.3  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

FEMA

### Planning for Incidents

The incident planners must take into account the following factors:

- Time criticality
- Unstable, changing situation
- Potential rapid expansion of incident and response
- Incomplete communications and information
- Lack of experience managing expanding incidents

Visual 4.4  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

FEMA

### Your Notes

**Visuals**

**Planning for Events**

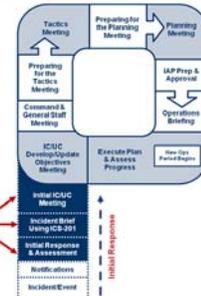
The planners of an event should know:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multijurisdiction
- Command Staff needs
- Kind, type, and number of resources required
- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs
- Financial considerations
- Known limitations or restrictions
- Available communications

**Planning “P” and Unified Command**

This unit covers:

- Initial response and assessment.
- Incident briefing.
- Setting initial objectives and strategies (during Initial UC Meeting).



**Your Notes**

**Initial Actions**

What actions must the first responding units take to organize an incident?

**Overall Priorities**

Initial decisions and objectives are established based on the following priorities:

- #1: Life Safety
- #2: Incident Stabilization
- #3: Property Conservation



**Your Notes**

**Visuals**

**Initial Response Actions**

**Assessment and Safety**

- Size up the situation.
- Determine if life is at risk.
- Ensure personnel safety.
- Identify environmental issues to address.

**Planning and Resource Management**

- Assume command and establish Incident Command Post.
- Establish immediate incident objectives, strategies, and tactics.
- Determine resource needs.
- Establish initial organization that maintains span of control.



Review the job aid on the following page.

**Your Notes**

### Job Aid: Initial Response Actions

---

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

- **Size up the situation.** A thorough sizeup will provide the Incident Commander with the information needed to make initial management decisions.
- **Determine if life is at immediate risk.**
- **Ensure that personnel safety factors are taken into account.**
- **Determine if there are any environmental issues that need to be addressed.** For example, will a hazardous materials spill affect a nearby lake or stream? Is there a toxic plume that requires evacuation?
- **Assume command and establish the Incident Command Post.**
- **Establish immediate incident objectives, strategies, and tactics.** The sizeup should provide information about what needs to be done first to prevent loss of life or injury and to stabilize the situation. For small incidents, the initial Incident Action Plan (IAP) may be verbal and may cover the entire incident. For larger, more complex incidents, the initial IAP may cover the initial operating period. A written IAP will then be developed.
- **Determine if there are enough resources of the right kind and type on scene or ordered.** The incident objectives will drive resource requirements. What resources are required to accomplish the immediate incident objectives? If the right kind and type of resources are not on scene, the Incident Commander must order them immediately.
- **Establish the initial organization that maintains span of control.** At this point, the Incident Commander should ask: What organization will be required to execute the IAP and achieve the objectives? He or she should establish that organization, always keeping in mind safety and span-of-control concerns. Consider if span of control is or will soon approach practical limits. The span of control range of three to seven is to ensure safe and efficient utilization of resources.

Ordering an Incident Management Team (IMT) may be necessary depending on the size or complexity of the incident, or existing policies and laws. Many local organizations are not equipped to manage a type 3 incident, so when a sizeup reveals that additional IMT support may be required, it should be requested as soon as possible.

Visuals

### Initial Response: Conduct a Sizeup

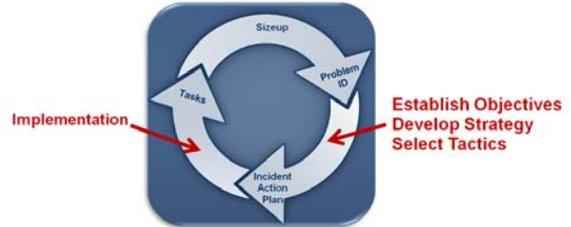
The first responder to arrive must assume command and size up the situation by determining:

- Nature and magnitude of the incident
- Hazards and safety concerns
  - Hazards facing response personnel and the public
  - Evacuation and warnings
  - Injuries and casualties
  - Need to secure and isolate the area
- Initial priorities and immediate resource requirements
- Location of Incident Command Post and Staging Area(s)
- Entrance and exit routes for responders



### Initial Management Decisions

A thorough sizeup provides information needed to make initial management decisions.



Your Notes

### Situational Awareness

Situational awareness is the perception of:

- What the incident is doing, and
- What you are doing in relation to the incident and your objectives.

Situational awareness involves the ability to predict:

- Changes in the incident, and
- Your future actions.



### Situational Awareness Skills (1 of 2)

- Identify problems/potential problems.
- Recognize the need for action (atypical situations).
- Do NOT ignore information discrepancies; rather, analyze discrepancies before proceeding.
- Seek and provide information before acting.



Your Notes

Visuals

Situational Awareness Skills (2 of 2)



- Continue collecting information about the incident and assignments made.
- Assess your own task performance.
- Identify deviations from the expected.
- **Communicate your situational awareness to all team members!**

Loss of Situational Awareness

Tunnel vision is an indicator of losing situational awareness.



Your Notes

Complexity Analysis Factors (1 of 2)

- Impacts to life, property, and the economy
- Community and responder safety
- Expected duration
- Number of resources involved
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events or incidents



Complexity Analysis Factors (2 of 2)

- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources



Your Notes

Visuals

### Authorities, Policies, and External Stakeholders

In addition to the information collected during the sizeup, the Incident Commander must take into account:



- Authorities
- Policies & Guidelines
- External Stakeholders

**FEMA** Visual 4.18  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

### Agency Policies and Guidelines



What are some examples of agency policies and guidelines that can affect your management of an incident?

**FEMA** Visual 4.19  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

Your Notes

### Policies and Guidelines: Examples

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual aid and assistance agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, regional, and national mobilization guides
- Field operations guides
- Delegations of authority

**FEMA** Visual 4.20  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

### Responsibility for Developing Objectives



- On small incidents, the Incident Commander is solely responsible for developing incident objectives.
- On larger incidents, Command and General Staff contribute to the development of incident objectives.

**FEMA** Visual 4.21  
Incident/Event Assessment & Agency Guidance  
in Establishing Incident Objectives

Your Notes

Visuals

### Objectives, Strategies, and Tactics

```
graph TD; A[Incident Objectives] --> B[Strategies]; B --> C[Tactics];
```

**Incident Objectives** State what will be accomplished.

**Strategies** Establish the general plan or direction for accomplishing the incident objectives.

**Tactics** Specify how the strategies will be executed.

FEMA Visual 4.22 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

### Writing “SMART” Objectives

- **S**pecific – Is the wording precise and unambiguous?
- **M**easurable – How will achievements be measured?
- **A**ction Oriented – Is an action verb used to describe expected accomplishments?
- **R**ealistic – Is the outcome achievable with given available resources?
- **T**ime Sensitive – What is the timeframe (if applicable)?

FEMA Visual 4.23 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

### Sample Objectives

- Residents in Division A will be evacuated to the Walnford High School reception center by 1700 hours.
- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown by 0800 hours on 3/21.
- Restore water to the business district by 0900 hours on 3/21.
- Contain fire within existing structures (during the current operational period).

FEMA Visual 4.24 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

### Activity: SMART Objectives? (1 of 2)

**Situation:** It’s midnight and heavy rains have caused localized flooding. In one neighborhood, residents are becoming trapped in their homes.

**Incident Objective:** As needed, provide assistance to those who might have localized flooding problems.

Is this objective SMART?

FEMA Visual 4.25 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

Visuals

### Activity: SMART Objectives? (2 of 2)

**Situation:** Blocked storm drains are causing standing water on major roadways.

**Incident Objective:** Notify public works of storm drain blockages causing standing water, or clear the drains to prevent traffic accidents.

How would you improve this objective?

FEMA Visual 4.26 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

### Planning "P" and Incident Briefing

Following the Initial Assessment, an Incident Briefing is conducted.

FEMA Visual 4.27 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

### Incident Briefing (ICS Form 201)

- Provides staff with information about the incident situation and the resources allocated to the incident.
- Serves as a permanent record of the initial response to the incident.
- Can be used for transfer of command.

INCIDENT BRIEFING (ICS 201)	
2. Incident Number:	3. Date/Time Initial Call:

sketch, showing the total area of operations, the incident site/area, ejection, impacted shorelines, or other graphics depicting situat

- Incident situation (maps, significant events)
- Incident objectives
- Summary of current actions
- Status of resources assigned or ordered

FEMA Visual 4.28 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

### Transfer of Command

You have been serving as the initial Incident Commander.

A more qualified staff member has just arrived at the scene and will assume command of the incident.

FEMA Visual 4.29 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

**Visuals**

**Steps in Assuming Command**

- Assess the situation with the current Incident Commander.
- Receive a briefing from the current Incident Commander.
- Determine an appropriate time for the transfer of command and document the transfer (ICS Form 201).
- Notify others of the change in incident command.
- Assign the current Incident Commander to another position in the incident organization.

Refer to the next page in your Student Manual for more information about transfer of command briefings.

View the job aid on the next page.



**Your Notes**

**Job Aid: Steps in Assuming Command**

**Transfer of Command Briefings**

A transfer of command briefing must be held by the current Incident Commander, and take place face to face if possible. The briefing must cover the following:

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

The incoming Incident Commander must ensure that he or she understands the responsible agencies' policies and Agency Administrator's direction as discussed earlier in this unit. This may be inherent based on the person's employment or rank, or may be provided by the Agency Administrator.

**Changing Incident Objectives**

Explain that the incoming Incident Commander, because of depth of experience or a change in incident-related conditions, may desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:

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

(Continued on the next page.)

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**Job Aid: Steps in Assuming Command (Continued)**

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Critical changes should be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk. However, changes can cause disruptions. When possible, less time-sensitive changes should be implemented at the start of the next operational period.

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

1. Implement appropriate safety procedures for all changes. Before implementing changes, the Incident Commander must consider the impact on the safety of responders. If a change in the IAP places responders at greater risk, safety procedures must be changed as well.
2. Make changes only if you must. Do not make unnecessary changes to incident objectives or the IAP.
3. Make changes sooner rather than later. Evaluate the impact of any changes on overall operations. Do not wait beyond the beginning of the next operational period to make changes. If changes are critical, make them immediately.
4. Ensure that the changes are communicated clearly throughout the organization. Poor communication of changed objectives will reduce the efficiency of the response. It could also increase costs and put responders at greater risk.

Visuals

Applied Activity



- Follow instructions . . .
- Presented by instructors.
  - Outlined on handouts.

Summary

- Are you now able to:
- Describe methods and tools used to assess incident/event complexity?
  - Describe types of agency(s) policies and guidelines that influence management of incident or event activities?
  - Describe the process for developing incident objectives, strategies, and tactics?
  - Describe the steps in transferring and assuming incident command?
  - As part of an activity, develop incident objectives for a simulated incident?

Your Notes

Your Notes

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## **UNIT 5: PLANNING PROCESS**

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### Visuals

**Unit 5:**  
**Planning Process**



Visual 5.1  
Planning Process



### Unit Objectives (1 of 3)

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

Visual 5.2  
Planning Process



### Your Notes

### Unit Objectives (2 of 3)

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Action Plan Safety Analysis, using the strategies and tactics from the scenario.

Visual 5.3  
Planning Process



### Unit Objectives (3 of 3)

- Describe how ICS 215A is used with ICS 215 to mitigate hazards in tactical operations.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.

Visual 5.4  
Planning Process



### Your Notes

Visuals

### Benefits of the Planning Process

What are the benefits of the incident planning process?



Visual 5.5  
Planning Process

FEMA

### ICS Planning Process



Events



Incidents

- Understand the Situation
- Establish Incident Objectives and Strategy
- Develop the Plan
- Prepare and Disseminate the Plan
- Execute, Evaluate, and Revise the Plan

Visual 5.6  
Planning Process

FEMA

Your Notes

View the job aid on the next page.

### Job Aid: ICS Planning Process

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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; and
  - 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 measurable 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. These may also 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 resource, 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, that information 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.

Source: NIMS Document Tab 8 – The Planning Process

Visuals

### Written IAP Considered

What are the situations when you would consider developing a written Incident Action Plan?



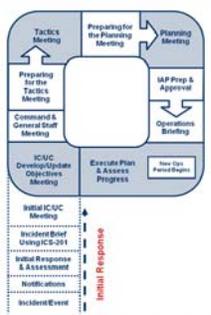
### When a Written IAP Is Considered

- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- It is a hazmat incident.



Your Notes

### What's an Operational Period?

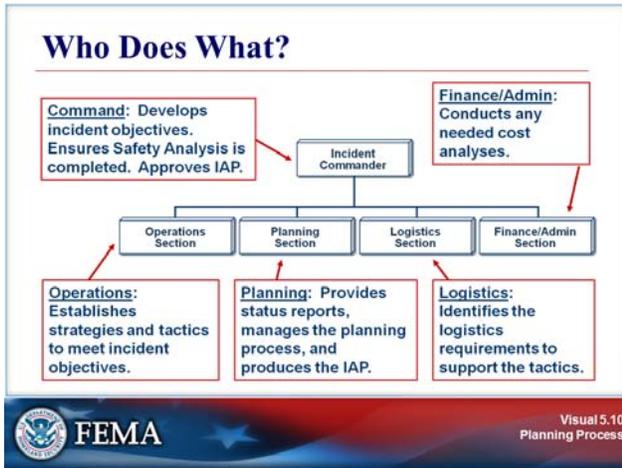


- The designated time period in which tactical objectives are to be accomplished and reevaluated.
- Length depends on:
  - Nature of incident
  - Complexity



Your Notes

Visuals



View the job aid on the next page.

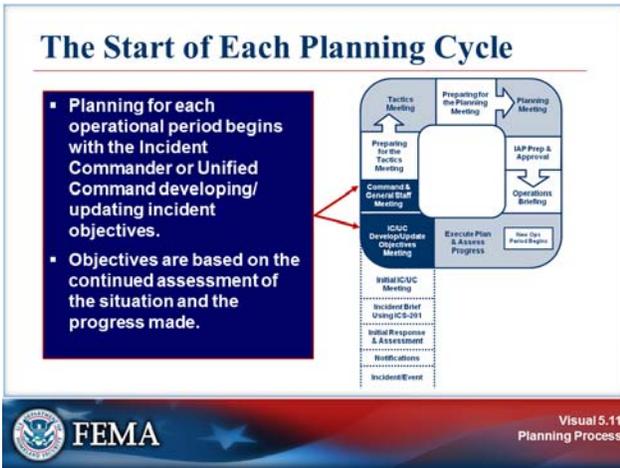
Your Notes

**Job Aid: Responsibilities for Planning**

All Command and General Staff members have responsibilities for planning.

<b>Incident Commander</b>	<ul style="list-style-type: none"><li>• Provides overall incident objectives and strategy.</li><li>• Establishes procedures for incident resource ordering.</li><li>• Establishes procedures for resource activation, mobilization, and employment.</li><li>• Approves completed IAP by signature.</li></ul> <p>With Safety Officer:</p> <ul style="list-style-type: none"><li>• Reviews hazards associated with the incident and proposed tactical assignments. Assists in developing safe tactics.</li><li>• Develops safety message(s).</li></ul>
<b>Operations Section Chief</b>	<ul style="list-style-type: none"><li>• Assists in identifying strategies.</li><li>• Determines tactics to achieve incident objectives.</li><li>• Determines work assignments and resource requirements.</li></ul> <p>With Safety Officer:</p> <ul style="list-style-type: none"><li>• Reviews hazards associated with the incident and proposed tactical assignments.</li><li>• Assists in developing safe tactics.</li></ul>
<b>Planning Section Chief</b>	<ul style="list-style-type: none"><li>• Conducts the planning meeting.</li><li>• Coordinates preparation and documentation of the IAP.</li></ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"><li>• Ensures that resource ordering procedures are communicated to appropriate agency ordering points.</li><li>• Develops a transportation system to support operational needs.</li><li>• Ensures that the Logistics Section can support the IAP.</li><li>• Completes assigned portions of the written IAP.</li><li>• Places order(s) for resources.</li></ul>
<b>Finance/Admin. Section Chief</b>	<ul style="list-style-type: none"><li>• Provides cost implications of incident objectives, as required.</li><li>• Ensures that the IAP is within the financial limits established by the Incident Commander.</li><li>• Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.</li></ul>

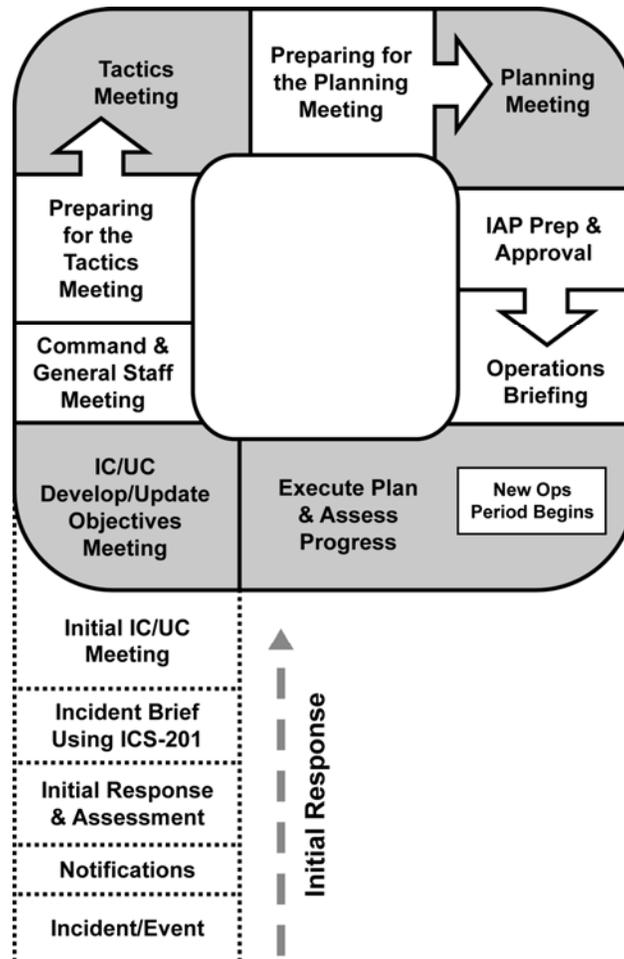
Visuals



View the job aid on the next page.

Your Notes

**Job Aid: The Start of Each Planning Cycle**



- The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

Visuals

Assessing Current Objectives

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
  - Are there any safety issues?
  - Are the objectives effective? Is a change of course needed?
  - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?



The Tactics Meeting: Overview

- Purpose
- Preparation
- Who Attends
- Who Leads



Your Notes

Objectives, Strategies, and Tactics



Developing Appropriate Strategy

- Generate a list of alternative strategies.
- Select the strategy that:
  - Is within acceptable safety norms.
  - Makes good sense (is feasible, practical, and suitable).
  - Is cost effective.
  - Is consistent with sound environmental practices.
  - Meets political considerations.



Your Notes

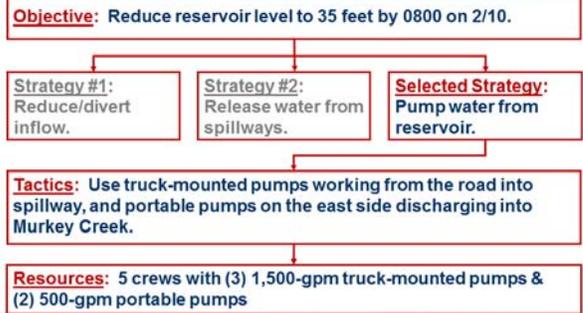
Visuals

### Executing Tactical Direction

- **Establish Tactics:** Describe what must be done.
- **Assign Resources:** Determine and assign the kind and type of resources needed for the selected tactics.
- **Monitor Performance:** Determine if the tactics and resources selected for the various strategies are both valid and adequate.



### Sample Strategy and Tactics



Your Notes

### Logistics Support Factors

Why must personnel and logistical support factors be considered in determining tactical operations?

### Cost-Benefit Analysis

What are some factors that you consider when assessing the costs and benefits of proposed tactical assignments?

Your Notes

Visuals

### Tactics Meeting Documentation

**Operational Planning Worksheet, ICS Form 215**

**FEMA**

Visual 5.20  
Planning Process

View the sample on the next page.

Your Notes

**Unit 5: Planning Process**

**Sample Operational Planning Worksheet, ICS Form 215**

1. Incident Name: Winter Storm							2. Operational Period: Date From: 2/10 Time From: 1800							Date To: 2/11 Time To: 0600				
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources	Snow Plows	Sanding Trucks	Front End Loaders									7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
	Parking Lot Group	Remove snow from EOC, fire stations, police dept., and hospital parking lots. See maps for snow pile locations. 6" maximum accumulation.	Req.	4		4											Public Works Shop	1700
			Have	4		4												
			Need	0		0												
	Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accumulation.	Req.	3													Public Works Shop	1700
			Have	1														
			Need	2														
	Sanding Group	Monitor ice for accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req.		4	2											Public Works Shop	1700
			Have		4	1												
			Need		0	1												
			Have															
			Need															
ICS 215	<b>11. Total Resources Required</b>			7	4	6										<b>14. Prepared by:</b> Name: Sandy Miller Position/Title: Resources UL Signature <i>Sandy Miller</i> Date/Time: Feb. 10/1100		
	<b>12. Total Resources Have on Hand</b>			5	4	5												
	<b>13. Total Resources Need To Order</b>			2	0	1												

# Unit 5: Planning Process

## Visuals

**OPERATIONAL PLANNING WORKSHEET (ICS 215)**

1. Incident Name: Winter Storm  
2. Operational Period: Date From: 2/10 Time From: 1800 Date To: 2/11 Time To: 0600

3. Branch	4. Division, Group, or Other	5. Work Assignments & Special Instructions	6. Resources	7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting
	Parking Lot Group	Remove snow from EOC, fire stations, police dept., and hospital parking lots. See maps for snow pile locations. If maximum accumulation.	Req: 4 Have: 4 Need: 0	4 4 0		Public Work Shop
	Division A	Remove snow from all primary and secondary roadways in DC. Monitor all north-south roadways for drifting. If maximum accumulation.	Req: 3 Have: 1 Need: 2	3 1 2		Public Work Shop
	Sanding Group	Monitor ice for accumulation. Sand at 4-way stops and lighted intersections. Sand	Req: 4 Have: 4 Need: 0	4 4 0		Public Work Shop

**Annotations:**  
 - Kind/Type Resources (points to column 7)  
 - Resources Needed Next Operational Period (points to column 6)  
 - Tactical Assignment (points to column 5)  
 - Operations Section Organizational Element (points to column 4)

FEMA Visual 5.21 Planning Process

**OPERATIONAL PLANNING WORKSHEET (ICS 215)**

2. Operational Period: Date From: 2/10 Time From: 1800 Date To: 2/11 Time To: 0600

6. Resources	7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
Req: 4 Have: 4 Need: 0	4 4 0		Public Work Shop	1700
Req: 3 Have: 1 Need: 2			Public Work Shop	1750
Req: 4 Have: 4 Need: 0			Public Work Shop	1700

**Annotations:**  
 - Operational Period Being Planned (points to date/time)  
 - Reporting Location and Requested Arrival Time (points to columns 9 and 10)  
 - Kind/Type Resources (points to column 6)

FEMA Visual 5.22 Planning Process

### Your Notes

### Preparing for the Planning Meeting

- Analyze the ICS 215 developed in the tactics meeting.
- Finalize the Incident Action Plan Safety Analysis (ICS 215A) completed by the Safety Officer.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.

FEMA Visual 5.23 Planning Process

View the job aid on the next page.

### Your Notes

**Job Aid: Preparing for the Planning Meeting**

<b>Preparing for the Planning Meeting: Responsibilities</b>	
<b>Incident Commander</b>	<ul style="list-style-type: none"><li>• Gives direction.</li><li>• Communicates.</li><li>• Manages.</li><li>• Does not get involved in details</li></ul>
<b>Safety Officer</b>	<ul style="list-style-type: none"><li>• Identifies incident risks and hazards.</li><li>• Completes ICS Form 215A developed at the tactics meeting.</li><li>• Works with the Operations Section Chief on tactical safety issues.</li><li>• Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.</li></ul>
<b>Liaison Officer</b>	<ul style="list-style-type: none"><li>• Identifies cooperating and assisting agencies.</li><li>• Identifies special agency needs.</li><li>• Determines capabilities of cooperating and assisting agencies.</li><li>• Determines restrictions on participation of cooperating and assisting agencies.</li><li>• Confirms name and contact location of agency representatives.</li></ul>
<b>Public Information Officer</b>	<ul style="list-style-type: none"><li>• Assesses general media coverage to date.</li><li>• Identifies incident-related information issues that need to be explained or corrected with the media.</li><li>• Determines what Joint Information System (JIS) elements and procedures are in place.</li><li>• Determines process for development and approval of media releases and visits.</li></ul>
<b>Operations Section Chief</b>	<ul style="list-style-type: none"><li>• Continues to obtain good incident resource and status information.</li><li>• Communicates current information.</li><li>• Considers alternate strategies and determines probable tactics.</li><li>• Calculates resource requirements.</li><li>• Works with the Safety Officer and Planning Section staff to complete ICS Forms 215 and 215A developed at the tactics meeting.</li></ul>
<b>Planning Section Chief</b>	<ul style="list-style-type: none"><li>• Prepares incident maps and displays, as necessary.</li><li>• Develops information for the IAP.</li><li>• Develops situation status and predictions.</li><li>• Acquires information and ICS forms for the IAP.</li></ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"><li>• Determines service and support needs for the incident.</li><li>• Determines responder medical and rehabilitation needs.</li><li>• Determines incident communications needs.</li><li>• Confirms resource ordering process.</li></ul>
<b>Finance/ Administration Section Chief</b>	<ul style="list-style-type: none"><li>• Collects information on rental agreements and contracts.</li><li>• Determines potential and actual claims.</li><li>• Calculates incident costs to date.</li><li>• Develops cost-benefit analyses as requested.</li></ul>

**Visuals**

**Incident Safety**

Incident management must ensure the safety of:

- Responders to the incident.
- Persons injured or threatened by the incident.
- Volunteers assisting at the incident.
- News media and the general public who are on scene observing the incident.



**Aviation Safety**



**Your Notes**

**Incident Safety Analysis**

The Incident Safety Analysis is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

**ICS Form 215A, Incident Action Plan Safety Analysis**

The Safety Officer and Operations Section Chief complete the Safety Analysis using ICS 215A for . . .

1. Incident Name: Winter Storm		2. Incident Number: xxxxxxxxxxxxxxxxxxxxxxx	
3. Date/Time Prepared: Date: Feb. 10 Time: 1100		4. Operational Period: Date From: 2/10 Date To: 2/11 Time From: 1800 Time To: 0600	
5. Incident Area Division A	6. Hazards/Risks Extreme Weather, Driving	7. Mitigations Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when operating out of vehicle.	

Organizational Element at Risk

Hazards

Mitigation Strategies

**Your Notes**

**Unit 5: Planning Process**

**Sample: Incident Action Plan Safety Analysis, ICS Form 215A**

<b>1. Incident Name:</b> Winter Storm		<b>2. Incident Number:</b> xxxxxxxxxxxxxxxxxxxxxxxxx	
<b>3. Date/Time Prepared:</b> Date: Feb. 10      Time: 1100		<b>4. Operational Period:</b> Date From: 2/10      Date To: 2/11 Time From: 1800      Time To: 0600	
<b>5. Incident Area</b>	<b>6. Hazards/Risks</b>	<b>7. Mitigations</b>	
Division A	Extreme Weather, Driving	Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when working outside.	
<b>8. Prepared by (Safety Officer):</b> Name: Pam Alice		Signature: 	
<b>Prepared by (Operations Section Chief):</b> Name: Dan Campbell		Signature: 	
<b>ICS 215A</b>		Date/Time: Feb. 10/1100	

**Sample: Preparing for the Planning Meeting**

<b>ICS Form 215A, Incident Action Plan Safety Analysis</b>	
<p>The Safety Officer or the Incident Commander should coordinate, develop, and approve an ICS Form 215A, Incident Action Plan Safety Analysis, for each operational period with the Operations Section Chief.</p> <p>ICS Form 215A is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period.</p> <p>The objective of the Incident Action Plan Safety Analysis is to identify and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed.</p> <p>ICS Form 215A, Incident Action Plan Safety Analysis, is used as a display during the Planning Meeting. It provides information on:</p> <ul style="list-style-type: none"> <li>• Incident work location(s)</li> <li>• Risk mitigations</li> <li>• Date (daily) prepared by Operation Section Chief/Safety Officer and approved by Safety Officer</li> </ul>	
<p><b>Techniques for Identifying Hazards</b></p> <ul style="list-style-type: none"> <li>• Personal observation and/or experience</li> <li>• Checklist</li> <li>• Communication with incident personnel</li> <li>• Personnel</li> </ul>	<p><b>Types of Risks</b></p> <ul style="list-style-type: none"> <li>• Traffic</li> <li>• Confined space</li> <li>• Downhill fireline construction</li> <li>• Air operations</li> <li>• Hazardous materials</li> <li>• Slip, trip, and fall</li> <li>• Weather</li> </ul>
<p><b>Locations</b></p> <ul style="list-style-type: none"> <li>• Divisions</li> <li>• Groups</li> <li>• Helibase</li> <li>• Staging Area</li> <li>• Emergency Operations Center</li> <li>• Others</li> </ul>	<p><b>Mitigation of Hazards</b></p> <ul style="list-style-type: none"> <li>• Use of personal protective equipment (PPE)</li> <li>• Proper clothing for inclement weather</li> <li>• Reflective clothing and lights for nighttime or low-light operations</li> <li>• Maintain awareness of landing zones</li> </ul>

Visuals

### The Planning Meeting

- Purposes:** Review/validate the operational plan; identify resource requirements
- Who Attends:** Command and General Staffs, other incident management personnel, Agency Administrator, and cooperating/assisting agency personnel
- Who Leads:** Planning Section Chief

Visual 5.28  
Planning Process

Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Operations and Planning Section Chiefs and Safety Officer contribute
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

Your Notes

### Planning Meeting Displays

Visual 5.30  
Planning Process

### IAP Preparation and Approval

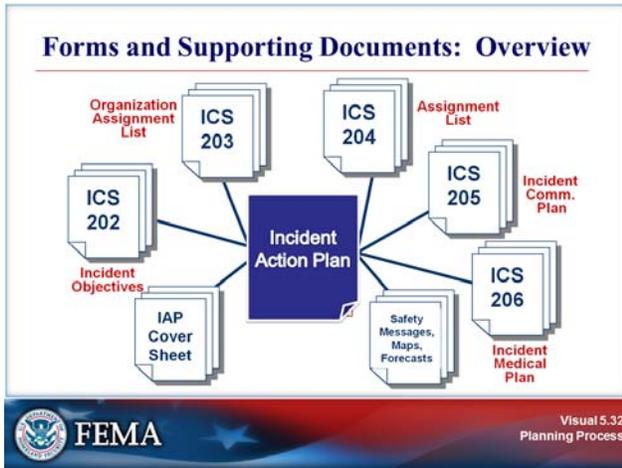
Following the planning meeting:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing.
- Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources.
- Incident Commander approves the IAP.

Visual 5.31  
Planning Process

Your Notes

Visuals



View the job aid on the next page.

Your Notes

**Job Aid: Forms and Supporting Documents: Overview****ICS Forms**

ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

	<b>Description</b>
Incident Briefing ICS 201	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Assignment List ICS 204	Used to inform personnel of assignments. After Incident Command/Unified Command approves the objectives, staff members receive the assignment information contained in this form.
Incident Radio Communications Plan ICS 205	Provides, in one location, information on the assignments for all radio communications equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204).
Communications List ICS 205A	Records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Organization Chart ICS 207	Provides a visual wall chart depicting the ICS organization position assignments for the incident.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases.
Incident Status Change ICS 210	Used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

**Job Aid: Forms and Supporting Documents: Overview (Continued)****ICS Forms**

<b>Standard Form Title</b>	<b>Description</b>
Check-In List ICS 211	Used to check in personnel and equipment arriving at the incident. Check-in consists of reporting specific information that is recorded on the form.
General Message ICS 213	Used by: <ul style="list-style-type: none"><li>▪ Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients.</li><li>▪ EOC and other incident personnel to transmit messages via radio or telephone to the addressee.</li><li>▪ Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.</li></ul>
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
Incident Action Plan Safety Analysis ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.
Support Vehicle/Equipment Inventory ICS 218	Provides an inventory of all transportation and support vehicles and equipment assigned to the incident.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
Demobilization Check-Out ICS 221	Ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident.

# Unit 5: Planning Process

## Visuals

### Are All Forms Used?

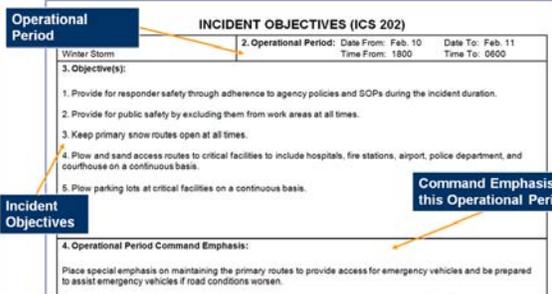
The Incident Commander determines which ICS forms and attachments are included in the IAP.

For less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Assignment List (ICS 204), a Safety Message, and a map of the incident area.



Visual 5.33  
Planning Process

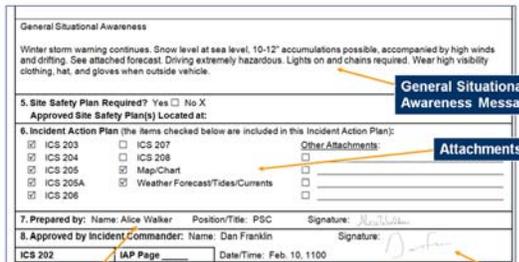
### ICS Form 202, Incident Objectives (1 of 2)



Visual 5.34  
Planning Process

### Your Notes

### ICS Form 202, Incident Objectives (2 of 2)



Visual 5.35  
Planning Process

View the sample on the next page.

### Your Notes

**Unit 5: Planning Process**

**Sample: Sample Incident Objectives, ICS Form 202**

<b>1. Incident Name:</b> Winter Storm	<b>2. Operational Period:</b> Date From: Feb. 10 Time From: 1800	Date To: Feb. 11 Time To: 0600											
<b>3. Objective(s):</b>  1. Provide for responder safety through adherence to agency policies and SOPs during the incident duration. 2. Provide for public safety by excluding the public from work areas at all times. 3. Keep primary snow routes open at all times. 4. Plow and sand access routes to critical facilities to include hospitals, fire stations, airport, police department, and courthouse on a continuous basis. 5. Plow parking lots at critical facilities on a continuous basis.													
<b>4. Operational Period Command Emphasis:</b>  Place special emphasis on maintaining the primary routes to provide access for emergency vehicles and be prepared to assist emergency vehicles if road conditions worsen.													
General Situational Awareness  Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast. Driving extremely hazardous. Lights on and chains required. Wear high-visibility clothing, hat, and gloves when outside vehicle.													
<b>5. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <b>Approved Site Safety Plan(s) Located at:</b>													
<b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan): <table><tr><td><input checked="" type="checkbox"/> ICS 203</td><td><input type="checkbox"/> ICS 207</td><td rowspan="5"><b>Other Attachments:</b> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____</td></tr><tr><td><input checked="" type="checkbox"/> ICS 204</td><td><input type="checkbox"/> ICS 208</td></tr><tr><td><input checked="" type="checkbox"/> ICS 205</td><td><input checked="" type="checkbox"/> Map/Chart</td></tr><tr><td><input checked="" type="checkbox"/> ICS 205A</td><td><input checked="" type="checkbox"/> Weather Forecast/Tides/Currents</td></tr><tr><td><input checked="" type="checkbox"/> ICS 206</td><td></td></tr></table>			<input checked="" type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<b>Other Attachments:</b> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	<input checked="" type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input checked="" type="checkbox"/> ICS 205	<input checked="" type="checkbox"/> Map/Chart	<input checked="" type="checkbox"/> ICS 205A	<input checked="" type="checkbox"/> Weather Forecast/Tides/Currents	<input checked="" type="checkbox"/> ICS 206	
<input checked="" type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<b>Other Attachments:</b> <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____											
<input checked="" type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208												
<input checked="" type="checkbox"/> ICS 205	<input checked="" type="checkbox"/> Map/Chart												
<input checked="" type="checkbox"/> ICS 205A	<input checked="" type="checkbox"/> Weather Forecast/Tides/Currents												
<input checked="" type="checkbox"/> ICS 206													
<b>7. Prepared by:</b> Name: Walker Wetzel	Position/Title: PSC	Signature: 											
<b>8. Approved by Incident Commander:</b> Name: Jerry Franklin		Signature: 											
<b>ICS 202</b>	<b>IAP Page</b> _____	<b>Date/Time:</b> Feb. 10, 1100											

**Visuals**

**ICS Form 203, Organization Assignment List**

ICS Form 203 provides a full accounting of incident management and supervisory staff for the operational period:

**ORGANIZATION ASSIGNMENT LIST (ICS 203)**

<b>1. Incident Name:</b> Winter Storm		<b>2. Operational Period:</b> Date From: Feb. 10 Time From: 1800		Date To: Feb. 11 Time To: 0600
<b>3. Incident Commander(s) and Command Staff:</b>		<b>7. Operations Section:</b>		
IC/ICS: Dan Franklin		Chief: Jerry Campbell		
Deputy:		Deputy:		
Safety Officer: Pam Verost		Staging Area:		
Public Info. Officer:		Bench: Ben Clark		
Liaison Officer:		Deputy:		
<b>4. Agency/Organization Representatives:</b>		Division/Group A: Jill Hood		
Agency/Organization:	Name:	Division/Group:	Division/Group B: Bill Montoya	
CCPN:	Mark Gabel, Cell: 420-1308	Division/Group:	Division/Group C: Jane Dimes	
SDOT:	Marie Andrews cell: 421-5439	Division/Group:	Standing:	Rob Paulson
		Division/Group:	Parking Lot:	Andy Anderson

**Operations Supervisors to Division/Group Level**

**Command and General Staff**

View the sample on the next page.



**Your Notes**

## Unit 5: Planning Process

### Sample: Sample Organization Assignment List, ICS Form 203

<b>1. Incident Name:</b> Winter Storm		<b>2. Operational Period:</b> Date From: Feb. 10 Time From: 1800		Date To: Feb. 11 Time To: 0600	
<b>3. Incident Commander(s) and Command Staff:</b>			<b>7. Operations Section:</b>		
IC/UCs	Jerry Franklin		Chief		Dan Campbell
			Deputy		
Deputy			Staging Area		
Safety Officer	Pam Alice		<b>Branch</b>		
Public Info. Officer			Branch Director		
Liaison Officer			Deputy		
<b>4. Agency/Organization Representatives:</b>			Division/Group	A	Bill Hood
Agency/Organization	Name		Division/Group	B	Andy Montoya
CCPW	Martha Gilsford cell: xxx-xxxx		Division/Group	C	Jose Gomez
SDOT	Mike Andrews cell: xxx-xxxx		Division/Group	Sanding	Rob Paul
			Division/Group	Parking Lot	Jill Anderson
			<b>Branch</b>		
			Branch Director		
			Deputy		
<b>5. Planning Section:</b>			Division/Group		
Chief	Walker Wetzel		Division/Group		
Deputy			Division/Group		
Resources Unit	Karen Fry		Division/Group		
Situation Unit	Linda Tom		Division/Group		
Documentation Unit	Wilson Parks		<b>Branch</b>		
Demobilization Unit			Branch Director		
Technical Specialists			Deputy		
NOAA Weather	-378-		Division/Group		
			Division/Group		
			Division/Group		
<b>6. Logistics Section:</b>			Division/Group		
Chief	Sherrie Hillman		Division/Group		
Deputy			<b>Air Operations Branch</b>		
<b>Support Branch</b>			Air Ops Branch Dir.		
Director					
Supply Unit	Jon Carter				
Facilities Unit			<b>8. Finance/Administration Section:</b>		
Ground Support Unit	Jessica Martinez		Chief	Carol Thomas	
<b>Service Branch</b>			Deputy		
Director			Time Unit		
Communications Unit	Mike Walters		Procurement Unit	Sara White	
Medical Unit			Comp/Claims Unit		
Food Unit			Cost Unit		
<b>9. Prepared by:</b> Name: Karen Fry		Position/Title: Resources Unit		Signature: 	
ICS 203	IAP Page _____	Date/Time: Feb. 10/1300			

Visuals

### ICS Form 204, Assignment List (1 of 4)

ICS Form 204 specifies the Operations Section structure for the operational period:

ASSIGNMENT LIST (ICS 204)			
1. Incident Name: Winter Storm		2. Operational Period: Date From: Feb. 10 Time From: 1800	
		Date To: Feb. 11 Time To: 0600	
4. Operations Personnel: Name: Jerry Campbell Operations Section Chief Branch Director		3. Branch: Division: Group: Parking Lot	
Contact Number(s): xxx-xxx-xxxx		Division/Group Supervisor: Andy Anderson xxx-xxx-xxxx	
5. Resources Assigned:		Staging Area:	
Resource Identifier	Leader	To Person	Reporting Location

Operations Section Chief      Supervisor of this Assignment      Organizational Elements

Visual 5.37 Planning Process

### ICS Form 204, Assignment List (2 of 4)

5. Resources Assigned:		To Person	Reporting Location
Resource Identifier	Leader		
TF #1	Don Wills	3	City/County Channel 6J Operations xxx-xxx-xxxx
Flow #15 Loader #2	Tony Anst Carl Gossard		City/County Channel 6J xxx-xxx-xxxx
TF #2	Mark Jones	3	City/County Channel 6J Operations xxx-xxx-xxxx
Flow #2 Loader #7	Ann Walker Paul Drew		City/County Channel 6J xxx-xxx-xxxx
TF #3	Larry Carpenter	3	City/County Channel 6J Operations xxx-xxx-xxxx
Flow #10 Loader #4	Bob Smith Greg Little		City/County Channel 6J xxx-xxx-xxxx
TF #4	Drew Parish	3	City/County Channel 6J Operations xxx-xxx-xxxx
Flow #8 Loader #6	John Dietz Barry Miller		City/County Channel 6J xxx-xxx-xxxx

Resources Assigned

Visual 5.38 Planning Process

Your Notes

### ICS Form 204, Assignment List (3 of 4)

6. Work Assignments:
TF #1 - Maintain EOC, Stations 1, 2, and Police Station
TF #2 - Maintain Stations 3, 4, and 5
TF #3 - Maintain Stations 6, 7, and Hospital
TF #4 - Staging at Shop
Task Force 3 use "Lot Closed" signs when plowing hospital parking lots.
7. Special Instructions:
See site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat, and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.
8. Communications (radio and/or phone contact numbers needed for this assignment):

Assignment and Special Instructions

Visual 5.39 Planning Process

### ICS Form 204, Assignment List (4 of 4)

8. Communications (radio and/or phone contact numbers needed for this assignment):	
Name/Function	Primary Contact, indicate cell, pager, or radio (frequency/system/channel)
Command / Local Repeat	Freq: 800 mHz, Chan: 2J
Support / Local Repeat	Freq: 800 mHz, Chan: 3J
Div / Group Tactical / Ground to Air	Freq: 800 mHz, Chan: 6J
9. Prepared by: Name: Tom Fry	Position/Title: Resource Unit Leader
Signature: <i>Tom Fry</i>	
ICS 204 / IAP Page	Date/Time: Feb. 10/1500

Prepared by Resources Unit Leader      Communications for this Assignment

Visual 5.40 Planning Process

Your Notes

View the sample on the next page.

## Unit 5: Planning Process

### Sample: Sample Assignment List, ICS Form 204

<b>1. Incident Name:</b> Winter Storm		<b>2. Operational Period:</b> Date From: Feb. 10      Date To: Feb. 11 Time From: 1800      Time To: 0600		<b>3.</b>
				<b>Branch:</b>
<b>4. Operations Personnel:</b> <u>Name</u>		<u>Contact Number(s)</u>		<b>Division:</b>
Operations Section Chief: Dan Campbell		xxx-xxx-xxxx		<b>Group:</b> Parking Lot
Branch Director:				<b>Staging Area:</b>
Division/Group Supervisor: Andy Anderson		xxx-xxx-xxxx		
<b>5. Resources Assigned:</b>			<b># of Persons</b>	<b>Reporting Location</b>
Resource Identifier	Leader			
TF #1	Carl Wills	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #15 Loader #2	Don Anioti Tony Gossard		City/County Channel 6J	DPW Shop
TF #2	Paul Jones	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #2 Loader #7	Walker Wetzell Mark Drew		City/County Channel 6J	DPW Shop
TF #3	Greg Carpenter	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #10 Loader #4	Bob Smith Larry Little		City/County Channel 6J	DPW Shop
TF #4	Barry Parish	3	City/County Channel 6J Operations xxx-xxx-xxxx	DPW Shop
Plow #8 Loader #6	Drew Dietz John Miller		City/County Channel 6J	DPW Shop
<b>6. Work Assignments:</b>				
TF #1 – Maintain EOC, Stations 1, 2, and Police Station				
TF #2 – Maintain Stations 3, 4, and 5				
TF #3 – Maintain Stations 6, 7, and Hospital				
TF #4 – Staging at Shop				
Task Force 3 uses "Lot Closed" signs when plowing hospital parking lots.				
<b>7. Special Instructions:</b>				
See site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat, and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.				
<b>8. Communications</b> (radio and/or phone contact numbers needed for this assignment):				
Name/Function _____		Primary Contact: indicate cell, pager, or radio		
(frequency/system/channel) _____				
Command _____ / Local Repeat _____	Freq: 800 MHz; Chan: 2J _____			
Support _____ / Local Repeat _____	Freq: 800 MHz; Chan: 3J _____			
Div./Group Tactical _____ / _____	Freq: 800 MHz; Chan: 6J _____			
Ground to Air _____ / _____				
<b>9. Prepared by:</b> Name: Karen Fry		Position/Title: Resource Unit Leader		Signature: 
<b>ICS 204</b>	<b>IAP Page</b> _____	Date/Time: Feb. 10/1500		

Visuals

View the sample on the next page.

**ICS Form 205, Incident Communications Plan**

ICS Form 205 presents the communications plan for the entire incident:

The image shows a sample of ICS Form 205, titled "INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)". The form is divided into several sections: 1. Incident Name, 2. Incident Location, 3. Incident Date, 4. Incident Time, 5. Incident Type, 6. Incident Status, 7. Incident Priority, 8. Incident Severity, 9. Incident Category, 10. Incident Subcategory, 11. Incident Description, 12. Incident Details, 13. Incident Notes, 14. Incident Comments, 15. Incident Attachments, 16. Incident References, 17. Incident Contacts, 18. Incident Resources, 19. Incident Equipment, 20. Incident Materials, 21. Incident Supplies, 22. Incident Services, 23. Incident Facilities, 24. Incident Vehicles, 25. Incident Aircraft, 26. Incident Vessels, 27. Incident Other, 28. Incident Special Instructions. The form is annotated with three callout boxes: "Priority 1 Command to Ops" pointing to the Incident Priority field, "Priority 2 Tactical Assignments" pointing to the Incident Details field, and "Special Instructions" pointing to the Incident Special Instructions field. The FEMA logo is visible in the bottom left corner, and the text "Visual 5.41 Planning Process" is in the bottom right corner.

Your Notes

## Unit 5: Planning Process

### Sample: Sample Incident Communications Plan, ICS Form 205

<b>1. Incident Name:</b> Winter Storm			<b>2. Date/Time Prepared:</b> Date: Feb. 10 Time: 1300				<b>3. Operational Period:</b> Date From: Feb. 10      Date To: Feb. 11 Time From: 1800      Time To: 0600			
<b>4. Basic Radio Channel Use:</b>										
Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks
	2J	Command		Command and Operations						
	6J	Operations		Parking Lot Group						
	4J	Operations		Sanding Group						
	8J	Operations		Divisions A and B						
	9J	Operations		Divisions C and D						
	3J	Planning and Logistics		Resource Status Changes and Resource Orders						
<b>5. Special Instructions:</b> Use extreme caution when answering radio calls while operating equipment. The use of cell phones while operating is prohibited. Report any problems with radios to the Logistics Section.										
<b>6. Prepared by</b> (Communications Unit Leader): Name: Mike Walters							Signature: 			
ICS 205			IAP Page _____		Date/Time: Feb. 10/1300					

Visuals

View the sample on the next page.

**ICS Form 206, Medical Plan**

ICS Form 206, describes the medical care to be provided in case of responder medical emergencies:

**MEDICAL PLAN (ICS 206)**

1. Incident Name: \_\_\_\_\_ 2. Operational Period: Date From: Feb. 10 Time From: 0800 Date To: Feb. 11 Time To: 0900  
Vehicle Station: \_\_\_\_\_

3. Medical Aid Stations:

Name	Location	Contact	Paraprofessionals
Fire Station 1	1171 3 <sup>rd</sup> Avenue	xxx-xxx-xxxx	<input type="checkbox"/> Yes <input type="checkbox"/> No
Fire Station 2	565 Southmain Way	xxx-xxx-xxxx	<input type="checkbox"/> Yes <input type="checkbox"/> No
Fire Station 4	2100 Main	xxx-xxx-xxxx	<input type="checkbox"/> Yes <input type="checkbox"/> No
Fire Station 6	4700 N. 12 <sup>th</sup> Ave	xxx-xxx-xxxx	<input type="checkbox"/> Yes <input type="checkbox"/> No
Fire Station 7	130 West Dakota	xxx-xxx-xxxx	<input type="checkbox"/> Yes <input type="checkbox"/> No

**Aid Stations and Level of Service**

4. Special Medical Emergency Procedures:  
Minor injuries will be treated at closest Medical Aid Fire Station.  
Major injuries call 911 for assistance.  
Any injury reviewed on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.

Check box if ambulance assets are utilized for rescue. If assets are used, coordinate with Air Operations.

5. Prepared by (Medical Unit Leader): Name: John Hansen Signature: \_\_\_\_\_

6. Reviewed by (Safety Officer): Name: Ryan Jackson Signature: \_\_\_\_\_

ICS 206 JAF Page \_\_\_\_\_ Date/Time: Feb. 10/1030

**Instructions, if required**

 **FEMA**

Visual 5.42  
Planning Process

Your Notes

**Unit 5: Planning Process**

**Sample: Sample Medical Plan, ICS Form 206**

<b>1. Incident Name:</b> Winter Storm		<b>2. Operational Period:</b> Date From: Feb. 10 Time From: 1800		Date To: Feb. 11 Time To: 0600			
<b>3. Medical Aid Stations:</b>							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
Fire Station 1	1171 5 <sup>th</sup> Avenue	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 2	950 Bellingham Way	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 4	2100 Main	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 6	4700 N. 12 <sup>th</sup> Ave	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Fire Station 7	170 West Oakdale	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
<b>4. Transportation</b> (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
SEE ABOVE			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
<b>5. Hospitals:</b>							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Meridian	500 W. Oakdale	xxx-xxx-xxxx	15	45	<input checked="" type="checkbox"/> Yes Level: _____	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>6. Special Medical Emergency Procedures:</b>							
Minor injuries will be treated at closest Medical Aid/Fire Station.							
Major injuries call 911 for assistance.							
Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
<b>7. Prepared by</b> (Medical Unit Leader): Name: Sherrie Hillman					Signature: 		
<b>8. Approved by</b> (Safety Officer): Name: Pam Alice					Signature: 		
ICS 206	IAP Page _____	Date/Time: Feb. 10/1530					

### Visuals

#### Additional Supporting Documents



- Safety messages
- Detailed weather forecasts
- Incident traffic plan
- Other important information for operational supervisors



Visual 5.43  
Planning Process

#### Activity: Analyzing an IAP

##### Instructions:

1. The purpose of this activity is to help you prepare for developing an IAP. Working as a team, review the sample Incident Action Plan in your Student Manual.
2. Complete the following steps:
  - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents. Use the information presented in this unit to help you critique the plan.
  - As a team, discuss the strengths and weaknesses of the sample plan.
  - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

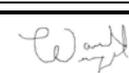


Visual 5.44  
Planning Process

### Your Notes

Complete the activity before proceeding.

**INCIDENT OBJECTIVES (ICS 202)**

<b>1. Incident Name:</b> Cruise Ship HazMat Spill	<b>2. Operational Period:</b> Date From: Aug 19 Time From: 0600	Date To: Aug 19 Time To: 1800
<b>3. Objective(s):</b>		
<ul style="list-style-type: none"> <li>• Assist the cruise line and the USCG in ensuring that there are no injuries to the ship's crew, nor to any of the incident responders.</li> <li>• Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies.</li> <li>• Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the cruise ship. Plan for contingencies.</li> <li>• Prevent damage to natural and cultural resources.</li> <li>• Assist the USCG and cruise line in arranging and carrying out the safe passage of the ship out of the bay and out of the Park.</li> </ul>		
<b>4. Operational Period Command Emphasis:</b>		
Maintain vigilance to avoid injuries or further environmental damage.		
<p>General Situational Awareness</p> <p>(See attached Safety Message)</p> <p>A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.</p> <p>Temperature: 60 to 65 degrees</p> <p>Relative Humidity: 60 to 75%</p> <p>Winds: west @ 10 to 18 knots</p> <p>Seas: 3-foot swells with moderate to heavy chop</p> <p>Sunrise: 0534 AKDT; Sunset: 2040 AKDT</p> <p>Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)</p>		
<b>5. Site Safety Plan Required?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
<b>Approved Site Safety Plan(s) Located at:</b>		
<b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):		
<input checked="" type="checkbox"/> ICS 203 <input checked="" type="checkbox"/> ICS 204 <input checked="" type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input checked="" type="checkbox"/> ICS 206	<input type="checkbox"/> ICS 207 <input checked="" type="checkbox"/> ICS 208 <input checked="" type="checkbox"/> Map/Chart <input checked="" type="checkbox"/> Weather Forecast/Tides/Currents	<b>Other Attachments:</b> <input checked="" type="checkbox"/> Safety Message _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
<b>7. Prepared by:</b> Name: Walker Wetzel	Position/Title: PSC	Signature: 
<b>8. Approved by Incident Commander:</b> Name: Jerry Franklin		Signature: 
<b>ICS 202</b>	<b>IAP Page</b> <u>  1  </u>	<b>Date/Time:</b> 08-19-XX/0200

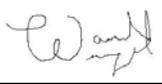
## Unit 5: Planning Process

Sample: Sample IAP (Page 2 of 9)

### ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b> Cruise Ship HazMat Spill		<b>2. Operational Period:</b>		Date From: Aug 19 Time From: 0600	Date To: Aug 19 Time To: 1800
<b>3. Incident Commander(s) and Command Staff:</b>			<b>7. Operations Section:</b>		
IC/UCs	Jerry Franklin	Chief	Dan Campbell		
	Xxxx Unified Command	Deputy			
Deputy		Staging Area			
Safety Officer	Pam Alice	<b>Branch</b>			
Public Info. Officer	IOF2	Branch Director			
Liaison Officer		Deputy			
<b>4. Agency/Organization Representatives:</b>			Division/Group	Vessel Stabilization	Aaron Brandon (USCG)
Agency/Organization	Name	Division/Group	Nat. Resc. Assessment		Carol Cartright (NPS)
NTSB	Shirley Prop	Division/Group	Salvage/Removal		Tyrone Pickerell (USCG)
AK DEC	Nick Hanson	Division/Group			
		Division/Group			
		<b>Branch</b>			
		Branch Director			
		Deputy			
<b>5. Planning Section:</b>			Division/Group		
Chief	Walker Wetzel	Division/Group			
Deputy		Division/Group			
Resources Unit		Division/Group			
Situation Unit		Division/Group			
Documentation Unit		<b>Branch</b>			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
-Oil Spill	Cordell Royball	Division/Group			
-Investigator	Russ Williams	Division/Group			
-Investigator	John Collingsworth	Division/Group			
<b>6. Logistics Section:</b>			Division/Group		
Chief	Sherrie Hillman	Division/Group			
Deputy		<b>Air Operations Branch</b>			
<b>Support Branch</b>		Air Ops Branch Dir.			
Director		Helicopter Coordinator	Will Range (USCG)		
Supply Unit					
Facilities Unit		<b>8. Finance/Administration Section:</b>			
Ground Support Unit		Chief	FSC2		
<b>Service Branch</b>		Deputy			
Director		Time Unit	John Wayne		
Communications Unit	Rick Lewin	Procurement Unit			

## Unit 5: Planning Process

<b>1. Incident Name:</b> Cruise Ship HazMat Spill		<b>2. Operational Period:</b>		Date From: Aug 19 Time From: 0600	Date To: Aug 19 Time To: 1800
Medical Unit	LaVell Patton	Comp/Claims Unit			
Food Unit		Cost Unit		Mike Bannister	
<b>9. Prepared by:</b> Name: Walker Wetzel		Position/Title: PSC		Signature: 	
ICS 203	IAP Page <u>  2  </u>	Date/Time: 08-19-XX/0200			



## Unit 5: Planning Process

**Sample: Sample IAP (Page 4 of 9)**

### ASSIGNMENT LIST (ICS 204)

<b>1. Incident Name:</b> Cruise Ship HazMat Spill		<b>2. Operational Period:</b> Date From: 08/19/XX      Date To: 08/19/XX Time From: 0600              Time To: 1800		<b>3.</b>																																																										
				<b>Branch:</b>																																																										
<b>4. Operations Personnel:</b>		<b>5. Resources Assigned:</b>		<b>Division:</b>																																																										
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">Name</td> <td style="width: 50%; border: none;">Contact Number(s)</td> </tr> <tr> <td style="border: none;">Operations Section Chief: Dan Campbell</td> <td style="border: none;">Channel 11 &amp; Channel 1</td> </tr> <tr> <td style="border: none;">Branch Director: _____</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">Division/Group Supervisor: Carol Cartright</td> <td style="border: none;">Channel 11 &amp; Channel 1</td> </tr> </table>		Name	Contact Number(s)	Operations Section Chief: Dan Campbell	Channel 11 & Channel 1	Branch Director: _____		Division/Group Supervisor: Carol Cartright	Channel 11 & Channel 1	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Resource Identifier</th> <th style="width: 15%;">Leader</th> <th style="width: 10%;"># of Persons</th> <th style="width: 35%;">Contact (e.g., phone, pager, radio frequency, etc.)</th> <th style="width: 20%;">Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information</th> </tr> </thead> <tbody> <tr> <td>Biotech Team 1</td> <td>Bud Ricer</td> <td style="text-align: center;">2</td> <td>Channel 11</td> <td>Shag Cove/0730 BC Docks/0600</td> </tr> <tr> <td>NR Planning</td> <td>Gail Irvington</td> <td style="text-align: center;">3</td> <td>Channel 11</td> <td></td> </tr> <tr> <td>Biotech Team 2</td> <td>Steve Taggart</td> <td style="text-align: center;">2</td> <td>Channel 11</td> <td>Gustavis Airport/ 1100 Gustavis Airport/ 0700</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>		Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Biotech Team 1	Bud Ricer	2	Channel 11	Shag Cove/0730 BC Docks/0600	NR Planning	Gail Irvington	3	Channel 11		Biotech Team 2	Steve Taggart	2	Channel 11	Gustavis Airport/ 1100 Gustavis Airport/ 0700																															<b>Group:</b> Natural Resources Assessment
Name	Contact Number(s)																																																													
Operations Section Chief: Dan Campbell	Channel 11 & Channel 1																																																													
Branch Director: _____																																																														
Division/Group Supervisor: Carol Cartright	Channel 11 & Channel 1																																																													
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NR Planning	Gail Irvington	3	Channel 11																																																											
Biotech Team 2	Steve Taggart	2	Channel 11	Gustavis Airport/ 1100 Gustavis Airport/ 0700																																																										
				<b>Staging Area:</b>																																																										
<b>6. Work Assignments:</b>																																																														
<p>Develop contingency plans for the following:</p> <ul style="list-style-type: none"> <li>--Fuel spill while the vessel remains in Shag Cove.</li> <li>--Fuel spill during the movement of the vessel from Shag Cove out of the park.</li> <li>--Fuel spill in Bartlett Cove if the vessel is stored there.</li> <li>--Catastrophic structural failure of the vessel resulting in it sinking.</li> </ul> <p>Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore. Conduct aerial survey of the bay; map bird concentrations.</p>																																																														
<b>7. Special Instructions:</b>																																																														
Complete a Unit Log. Debrief at the end of operational period.																																																														
<b>8. Communications</b> (radio and/or phone contact numbers needed for this assignment):																																																														
<u>Name/Function</u>		<u>Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</u>																																																												
Command / Local		Freq: 166.200; System: NIFC; Chan: 1																																																												
Command / Repeat		Freq: 166.500; System: NIFC; Chan: 5																																																												
Status/Logistics / Local		Freq: 157.10; System: GLBA; Chan: 3																																																												
Status/Logistics / Repeat		Freq: 166.500; System: NIFC; Chan: 5																																																												
Group Tactical /		Freq: 167.200; System: NIFC; Chan: 11																																																												
Ground to Air /		Freq: 168.575; System: GLBA; Chan: 8																																																												
<b>9. Prepared by:</b> Name: Walker Wetzel      Position/Title: PSC      Signature:																																																														
ICS 204	IAP Page <u>4</u>	Date/Time: 08/09/XX / 0200																																																												



**Unit 5: Planning Process**

**Sample: Sample IAP (Page 6 of 9)**

**INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)**

<b>1. Incident Name:</b> Cruise Ship HazMat Spill				<b>2. Date/Time Prepared:</b> Date: Time:				<b>3. Operational Period:</b> Date From:                      Date To: Time From:                      Time To:			
<b>4. Basic Radio Channel Use:</b>											
Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NA C	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks	
	1	Command	NIFC	Command and General Staff and Group Supervisors	166.200						
	2	Local on YC	GLBA	Local on YC	168.825					Internal communications on YC	
	3	Logistics	GLBA	Logistics	166.300						
	5	Tactical (through Repeater)	NIFC	Group Supervisors on YC	166.500					Communications between YC and ICP	
	6	Tactical w/ USCG	GLBA	Command and USCG	157.100					Group Supervisors scan this frequency	
	7	Tactical	GLBA	Investigation	166.600						
	8	Air-Ground	GLBA	Aircraft Observation Dispatch	168.575					Flight Following	
	11	Tactical (through Repeater)	NIFC	NR Assessment Group	167.200						
<b>5. Special Instructions:</b>											
<b>6. Prepared by</b> (Communications Unit Leader): Name: Sherrie Hillman							Signature: 				
<b>ICS 205</b>			<b>IAP Page</b> <u>  6  </u>			Date/Time: 08-19-XX, 0200					

## Unit 5: Planning Process

**Sample: Sample IAP (Page 7 of 9)**

### MEDICAL PLAN (ICS 206)

<b>1. Incident Name:</b> Cruise Ship HazMat Spill		<b>2. Operational Period:</b> Date From:		Date To:			
		Time From:		Time To:			
<b>3. Medical Aid Stations:</b>							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
NPS EMT's	Cruise ship	xxx-xxx-xxxx	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
NPS – GLBA HQ	Bartlett Cove	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Gustavus Emergency Response	Gustavus	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
<b>4. Transportation</b> (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
Gustavus Emergency Response	Gustavus	xxx-xxx-xxxx	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
<b>5. Hospitals:</b>							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Bartlett Memorial	3260 Hospital Drive, Juneau	xxx-xxx-xxxx	1 hr	n/a	<input type="checkbox"/> Yes Level:_____	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level:_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level:_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level:_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level:_____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>6. Special Medical Emergency Procedures:</b>							
<p>If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.</p> <p>Conduct GLBA Dispatch in the event of ANY injury.</p> <p><input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.</p>							
<b>7. Prepared by</b> (Medical Unit Leader): Name: Sherrie Hillman					Signature: 		
<b>8. Approved by</b> (Safety Officer): Name: Pam Alice					Signature: 		
ICS 206	IAP Page <u>7</u>	Date/Time: 08-19-XX/0200					



**Sample: Sample IAP (Page 9 of 9)**

---

Weather  
August 18, XX

Temperature: 68 to 75 degrees  
Relative Humidity: 45 to 60 %  
Winds: east 5-10 knots  
Seas: 2 foot swells with moderate chop  
Sunrise: 0531 AKDT; Sunset: 2042 AKDT  
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather  
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

Temperature: 60 to 65 degrees  
Relative Humidity: 60 to 75%  
Winds: west, 10 to 18 knots  
Seas: 3 foot swells with moderate to heavy chop  
Sunrise: 0534 AKDT; Sunset: 2040 AKDT  
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

Weather  
August 20, XX

Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees  
Relative humidity: 85 to 100%  
Winds: west to southwest, 15 to 20 knots with stronger gusts.  
Seas: 3 to 5 foot swells with moderate to heavy chop.  
Sunrise: 0536 AKDT; Sunset: 2037 AKDT  
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)

Visuals

### Operations Briefing

The operations briefing:

- Is conducted at the beginning of each operational period.
- Presents the IAP to supervisors of tactical resources.
- Should be concise.

FEMA Visual 5.45 Planning Process

### Sample Operations Briefing Agenda (1 of 2)

Agenda Item	Who
1. Introduction and Welcome	Planning Section Chief
2. Review of Incident Objectives	Incident Commander
3. Review of Current Incident/ Objective Status	Operations Section Chief Technical Specialists (as necessary)
4. Incident Boundaries, Branch/Division Locations, and Group Assignments	Operations Section Chief

FEMA Visual 5.46 Planning Process

Your Notes

View the sample on the next page.

### Sample Operations Briefing Agenda (2 of 2)

Agenda Item	Who
5. Review of Division/Group Assignments (ICS 204)	Operations Section Chief
6. Review of Safety Issues, Safety Message	Safety Officer
7. Logistics (Communications and Medical Plans)	Logistics Section Chief (Communications Unit Leader/Medical Unit Leader)
8. Closing Remarks	Incident Commander
9. Conclusion	Planning Section Chief

FEMA Visual 5.47 Planning Process

Your Notes

**Sample: Sample Operations Briefing Agenda**

A sample operations briefing agenda is included below. Use this sample agenda as a guide for the operations briefing (also known as the shift briefing).

<b>1. Situation Update</b>	
	The Planning Section Chief provides an update of the incident, including the: <ul style="list-style-type: none"><li>• Status of current tactical assignments.</li><li>• Response issues.</li><li>• New tactical assignments.</li><li>• Projections that may impact the next operational period.</li></ul>
<b>2. Plan Review</b>	
	The plan review may include last-minute “pencil” changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.
<b>3. Discussion of Logistical Support Details</b>	
	This item should include a review of Transportation, Communications, and Medical Plans, as well as plans for feeding and resting personnel.
<b>4. Review of Safety Message</b>	
	This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.

Visuals

### Executing and Assessing the Plan

- Supervisors conduct team briefings with their assigned resources in order to implement operational assignments.
- Operations Section Chief assesses the IAP implementation, incident objectives, strategies, and tactics prior to the next operational period.

Visual 5.48  
Planning Process

### Other Types of Meetings

- Strategy Meetings
- Team Meetings
- Section Meetings
- Team Closeout
- Public Meetings
- Special Planning Meetings
- Transition Meetings

Visual 5.49  
Planning Process

Your Notes

### Applied Activity

Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 5.50  
Planning Process

### Summary (1 of 3)

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?

Visual 5.51  
Planning Process

Your Notes

### Visuals

#### Summary (2 of 3)

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Action Plan Safety Analysis, using the strategies and tactics from the scenario?



Visual 5.52  
Planning Process

#### Summary (3 of 3)

Are you now able to:

- Describe how ICS 215A is used with ICS 215 to mitigate hazards in tactical operations?
- Recognize agency-specific aviation policies and procedures as they relate to safety?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?



Visual 5.53  
Planning Process

### Your Notes

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## **UNIT 6: INCIDENT RESOURCE MANAGEMENT**

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### Visuals

**Unit 6:**  
**Incident Resource Management**



Visual 6.1  
Incident Resource Management

FEMA

### Unit Objectives (1 of 2)

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.

Visual 6.2  
Incident Resource Management

FEMA

### Your Notes

### Unit Objectives (2 of 2)

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.

Visual 6.3  
Incident Resource Management

FEMA

### NIMS Resource Management Principles

- **Planning:** Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Use of Agreements:** Mutual aid agreements should be established for resource sharing.
- **Categorizing Resources:** Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Resource Identification and Ordering:** Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Effective Management of Resources:** Validated practices should be used to perform key resource management tasks.

Visual 6.4  
Incident Resource Management

FEMA

### Your Notes

### Visuals

**Resource Management Practices**

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner.
- **Personnel Accountability:** All resources will be fully accounted for at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources.



View the job aid on the following page.

### Your Notes

### Job Aid: NIMS Resource Management Principles

---

The National Incident Management System (NIMS) includes the following principles related to resource management:

- **Planning:** Coordinated planning, training to common standards, and inclusive exercises provide a foundation for the interoperability and compatibility of resources throughout an incident. Jurisdictions should work together in advance of an incident to develop plans for ordering, managing, and employing resources. The planning process should include identifying resource needs based on the threats and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.

Planning may include the creation of new policies to encourage pre-positioned resources. Pre-positioned resources are those that are moved to an area near the expected incident site in response to anticipated resource needs. Plans should anticipate conditions or circumstances that may trigger a specific reaction, such as the restocking of supplies when inventories reach a predetermined minimum. Organizations and/or jurisdictions should continually assess the status of their resources in order to have an accurate list of resources available at any given time. Additionally, emergency management/response personnel should be familiar with the National Response Framework (NRF) and should be prepared to integrate and/or coordinate with Federal resources, including those that might be pre-positioned.

- **Use of Agreements:** Agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations. This includes developing and maintaining standing agreements and contracts for services and/or supplies that may be needed during an incident.
- **Categorizing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across jurisdictions and between all levels of government, the private sector, and nongovernmental organizations (NGOs) more efficient, and is intended to ensure that needed resources are received.
- **Resource Identification and Ordering:** The resource management process uses standardized processes and methodologies to identify, order, mobilize, and track the resources required to support incident management activities. Those with resource management responsibilities perform these tasks either at the Incident Commander's request or in accordance with planning requirements. Identification and ordering of resources are intertwined. In some cases, the identification and ordering process is compressed, where an Incident Commander may know the resources necessary for the task and specify a resource order directly. However, in larger, more complex incidents, the Incident Commander may not be fully aware of resources available to meet the incident demands. At this point, the Incident Commander may identify needs based on incident objectives and use the resource management process to fill these needs.
- **Effective Management of Resources:** Resource management involves acquisition procedures, management information, and redundant systems and protocols for ordering, mobilizing, dispatching, and demobilizing resources.

### Job Aid: NIMS Resource Management Principles (Continued)

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- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
  - Responders to the incident.
  - Persons injured or threatened by the incident.
  - Volunteers assisting at the incident.
  - News media and the general public who are on scene observing the incident.
- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan (IAP) must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

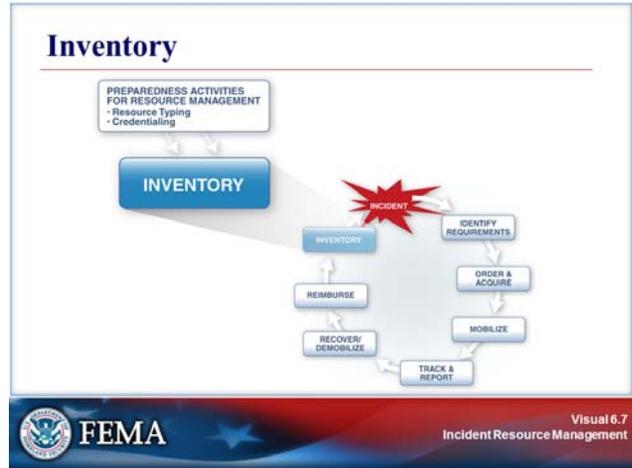
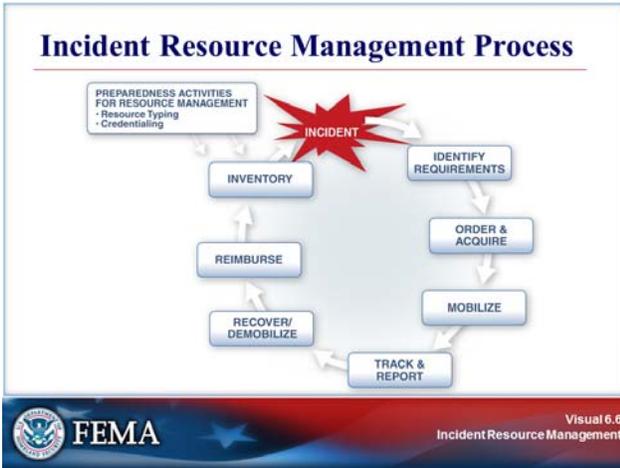
The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

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

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

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

Visuals



Your Notes

### Credentialing

- An objective evaluation of a person's qualifications to meet nationally accepted minimum standards.
- A separate process from badging, which takes place at an incident scene.

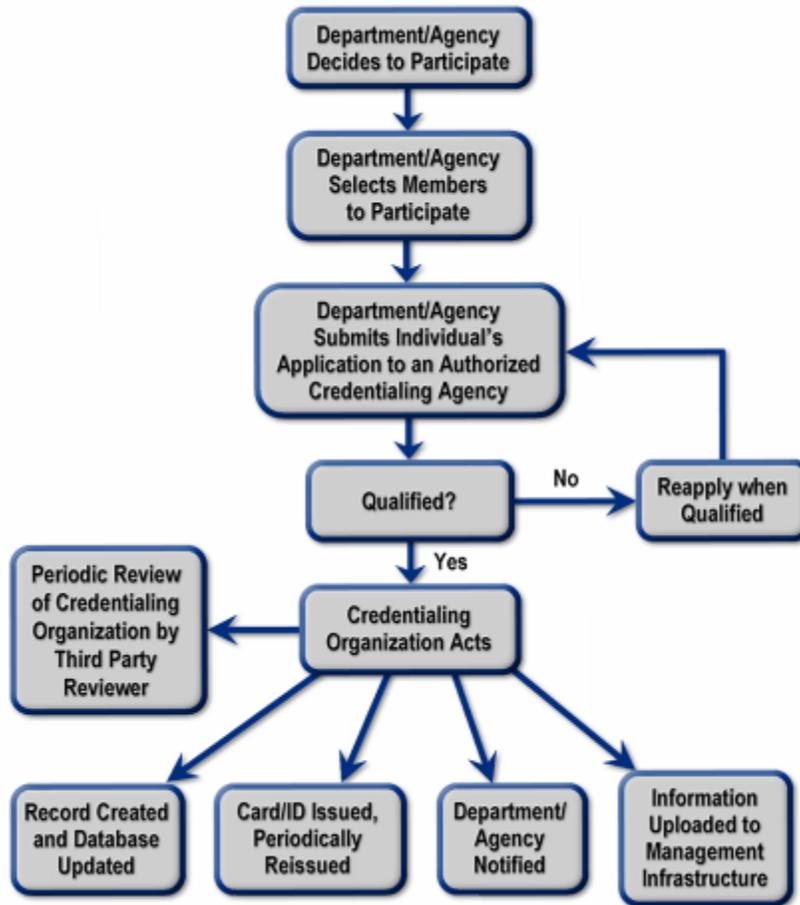
Visual 6.8  
Incident Resource Management

View the job aid on the following page.

Your Notes

**Job Aid: Credentialing**

The following figure summarizes the NIMS credentialing process.



Source: NIMS document



Visuals

### Who Does What?

**Command:** Develops incident objectives and approves resource orders and demobilization.

**Finance/Admin:** Procures and pays for the resources. Reports costs.

**Operations:** Identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

**Planning:** Tracks resources and identifies resource shortages.

**Logistics:** Orders resources.

FEMA Visual 6.13 Incident Resource Management

### Authority To Order Resources

- **Approving Orders:** The Incident Commander approves all resource orders.
- **Placing Orders:** The Incident Commander, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.

FEMA Visual 6.14 Incident Resource Management

Your Notes

### Resource Ordering: Small Incidents

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident,
- Approved by the Incident Commander, and
- Transmitted from the incident to the jurisdiction or agency ordering point.

Incident Site

FEMA Visual 6.15 Incident Resource Management

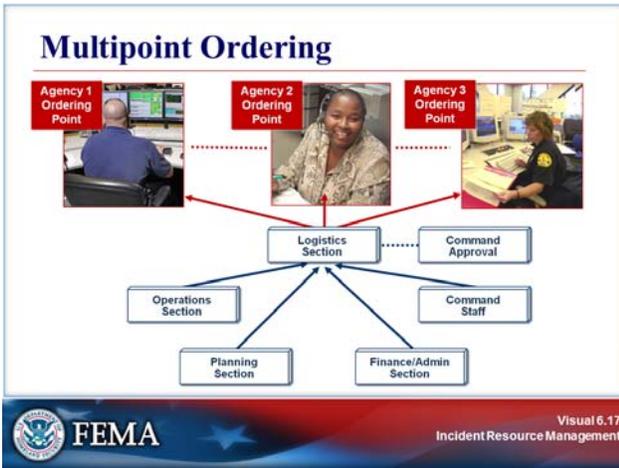
### Single-Point Ordering

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.

FEMA Visual 6.16 Incident Resource Management

Your Notes

Visuals



### Review: Single-Point vs. Multipoint Ordering

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?

Visual 6.18  
Incident Resource Management

Your Notes

### Resource Orders: Information Elements (1 of 2)

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)

Visual 6.19  
Incident Resource Management

### Resource Orders: Information Elements (2 of 2)

- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation

Visual 6.20  
Incident Resource Management

Your Notes

# Unit 6: Incident Resource Management

## Visuals

**Information Included on Resource Order Forms**

- Sources or potential sources for the resource requests
- Source for the responding resource
- Identification of the responding resource (name, ID number, transporting company, etc.)
- Estimated time of arrival
- Requisition/order number



### Your Notes

### Check-In Process (1 of 2)

Where and how do you check in to an incident?

**FEMA** Visual 6.23 Incident Resource Management

### Check-In Process (2 of 2)

- ICS Form 211, Check-In List, is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.

**FEMA** Visual 6.24 Incident Resource Management

### Your Notes

**Unit 6: Incident Resource Management**

Sample: ICS Form 211

**Incident Check-In List, ICS Form 211**

<b>1. Incident Name:</b>					<b>2. Incident Number:</b>					<b>3. Check-In Location</b> (complete all that apply): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other					<b>4. Start Date/Time:</b> Date: _____ Time: _____				
<b>Check-In Information</b> (use reverse of form for remarks or comments)																			
<b>5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:</b>								<b>6. Order Request #</b>	<b>7. Date/Time Check-In</b>	<b>8. Leader's Name</b>	<b>9. Total Number of Personnel</b>	<b>10. Incident Contact Information</b>	<b>11. Home Unit or Agency</b>	<b>12. Departure Point, Date and Time</b>	<b>13. Method of Travel</b>	<b>14. Incident Assignment</b>	<b>15. Other Qualifications</b>	<b>16. Data Provided to Resources Unit</b>	
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF													
<b>ICS 211</b>		<b>17. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____																	

## Visuals

### Check-In Information

The following check-in information is used for tracking, resource assignment, and financial purposes:

- ✓ Date and time of check-in
- ✓ Name of the resource
- ✓ Home unit or agency
- ✓ Departure point, date, and time
- ✓ Order request number
- ✓ Crew Leader name and number of personnel
- ✓ Other qualifications
- ✓ Travel method
- ✓ Incident assignment



Visual 6.25  
Incident Resource Management

### Assignment of Resources



Visual 6.26  
Incident Resource Management

## Your Notes

### Direct Assignment to Supervisor

- On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.
- In direct assignments, tactical resources report in with a designated Supervisor.
- Formal check-in must take place when the resources are in the Staging Areas or are out-of-service.



Visual 6.27  
Incident Resource Management

### Assignment to Staging Area

Assignments to Staging Areas occur when:

- Resources are to be assigned during the current operational period.
- Resources are needed to provide a reserve force for contingencies.
- Single resources need to be formed into Task Forces and/or Strike Teams prior to assignment.



Visual 6.28  
Incident Resource Management

## Your Notes

Visuals

### Staging Area Managers

The Operations Section Chief must brief the Staging Area Manager(s) about:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.



### Resources in Staging Areas

What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?



Your Notes

### Assignment to Base or Camp

- Often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.



### Incident Resource Management Process



Your Notes

### Visuals

#### Accounting for Responders

- As responders arrive, they must be separated from spectators, self-dispatched personnel, and victims by securing a perimeter around the incident.
- The perimeter allows the organization to:
  - Establish personnel accountability.
  - Control access.
  - Ensure safety of the public.
  - Establish a working environment for responders that is as safe and secure as possible.



#### Incident Security



Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.



### Your Notes

#### Tracking Resources: Responsibilities

Resource tracking responsibilities are shared as follows:

- **Planning Section** is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** is responsible for tracking the movement of resources within the Operations Section itself.
- **Finance/Administration Section** is responsible for ensuring the cost-effectiveness of resources.



#### Review: Tactical Resources Status



**Assigned:** Currently working on an assignment under the direction of a supervisor.

**Available:** Ready for immediate assignment and has been issued all required equipment.

**Out of Service:** Not available or ready to be assigned (e.g., maintenance issues, rest periods).



### Your Notes

**Visuals**

**Resource Status**

Change in resource status:

- May be made by the Incident Commander, Operations Section Chief, Branch Director, or Division/Group Supervisor.
- Must be communicated to the Resources Unit or other appropriate element if the change lasts more than a few minutes.



**Resource Status-Keeping Systems**

- Manual recordkeeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems



**Your Notes**

**Monitoring and Assessing Resources**

Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.



**Resource Evaluation**

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



**Your Notes**

### Visuals

#### Management Actions & Poor Performance

Management practices may be the underlying cause of poor incident outcomes:

- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.



#### Activity: Improving Performance Effectiveness

##### Instructions:

1. Working as a team, review your assigned problem statement.
2. Answer the following questions:
  - What is the cause of the performance problem?
  - Who in the Command and General Staff need to address the problem?
  - What are some strategies for preventing or solving this problem?
3. Select a spokesperson and be prepared to present your work in 15 minutes.



### Your Notes

Complete the activity before proceeding.

### Activity: Improving Performance Effectiveness

---

On a recent incident, the following performance issues have arisen.

**Performance Issue #1:** A local volunteer organization has personnel assigned to the Logistics Section to assist in providing meals to responders. One volunteer arrived for work visibly impaired, and informed his coworkers that he had “just a couple of drinks to relax” before coming to work.

**Strategy:**

**Performance Issue #2:** Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in. Additionally, resources obtained through a mutual aid agreement that are no longer needed remain at the incident site.

**Strategy:**

**Performance Issue #3:** Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door within the community. Compliance with the evacuation order is very poor, and 911 has been deluged with calls from the affected public asking if the evacuation order is official.

**Strategy:**

### Activity: Improving Performance Effectiveness (Continued)

---

**Performance Issue #4:** A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first that incident management staff hear of the problem is when asked by the media at a press conference.

**Strategy:**

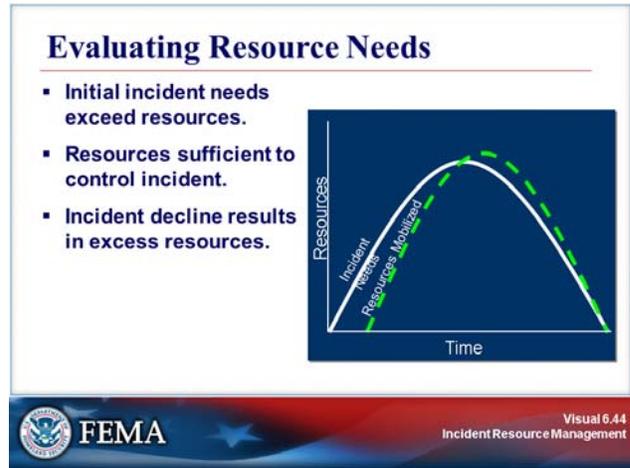
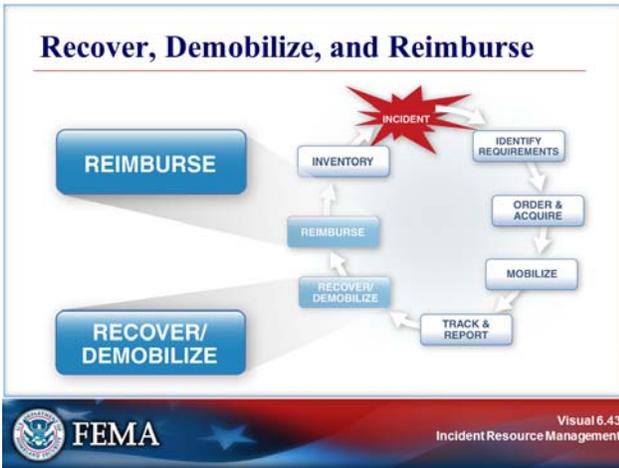
**Performance Issue #5:** Self-dispatched resources are arriving at the Staging Area. In the confusion, several of these resources who were assigned to Task Forces now appear to lack the skills needed to operate equipment or execute orders.

**Strategy:**

**Performance Issue #6:** The 5 o'clock news features a prominent interview with an incident responder at the Staging Area. The responder is not a member of the Public Information staff and has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

**Strategy:**

Visuals



Your Notes

### Resource Demobilization

- Excess resources must be released in a timely manner to reduce costs, and to "free them up" for reassignments.
- Demobilization planning **should begin almost immediately**.
- Demobilization planning begins with the tactical resources assigned to the Operations Section. As tactical resources are released, support resources may also be reduced.

Visual 6.45  
Incident Resource Management

### Applied Activity

Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 6.46  
Incident Resource Management

Your Notes

### Visuals

#### Summary (1 of 2)

Are you now able to:

- Identify and describe basic principles of resource management?
- Identify the basic steps involved in managing incident resources?
- Identify key considerations associated with resource management and the reasons for each?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?



Visual 6.47  
Incident Resource Management

#### Summary (2 of 2)



Are you now able to:

- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?



Visual 6.48  
Incident Resource Management

### Your Notes

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## UNIT 7: DEMOBILIZATION, TRANSFER OF COMMAND, AND CLOSEOUT

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### Visuals

#### Unit 7: Demobilization, Transfer of Command, and Closeout



Visual 7.1  
Demobilization, Transfer of Command,  
and Closeout

#### Unit Objectives (1 of 2)

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the Demobilization Plan and list their duties.



Visual 7.2  
Demobilization, Transfer of Command,  
and Closeout

### Your Notes

#### Unit Objectives (2 of 2)

- List the major sections in a Demobilization Plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.



Visual 7.3  
Demobilization, Transfer of Command,  
and Closeout

#### Demobilization

##### Demobilization:

- Is the release and return of resources that are no longer required.
- May occur at any time during or after the incident/event.



Visual 7.4  
Demobilization, Transfer of Command,  
and Closeout

### Your Notes

View the job aid on the next page.

**Job Aid: Demobilization**

After the incident is controlled and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

<b>Position</b>	<b>Demobilization Considerations</b>
<b>Public Information Officer</b>	Press interest may taper off toward the end of the incident, especially when tactics turn from life safety to cleanup. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
<b>Safety Officer</b>	As the number of tactical operations at an incident decreases, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
<b>Liaison Officer</b>	As cooperating and assisting agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
<b>Operations Section</b>	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
<b>Planning Section</b>	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
<b>Logistics Section</b>	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the Command Post and incident Base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
<b>Finance and Administration Section</b>	Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.

Visuals

### Demobilizing Nonexpendable and Expendable Resources

Nonexpendable Resources	Expendable Resources
<ul style="list-style-type: none"><li>Account for resources returned.</li><li>Restore resources to functional capability.</li><li>Replace broken and/or lost items.</li></ul>	<ul style="list-style-type: none"><li>Account for resources used.</li><li>Reimburse for expendable items used.</li><li>Return and restock items.</li></ul>



Visual 7.5  
Demobilization, Transfer of Command, and Closeout

### Demobilization Challenges

What challenges are related to demobilization?



Visual 7.6  
Demobilization, Transfer of Command, and Closeout

Your Notes

### Demobilization Planning Benefits



Demobilization planning helps to:

- Ensure a safe, controlled, efficient, and cost-effective release process.
- Eliminate waste.
- Eliminate potential fiscal and legal impacts.

Visual 7.7  
Demobilization, Transfer of Command, and Closeout

### Agency Policies and Procedures

Demobilization policies and procedures depend on the size of the incident and may involve:

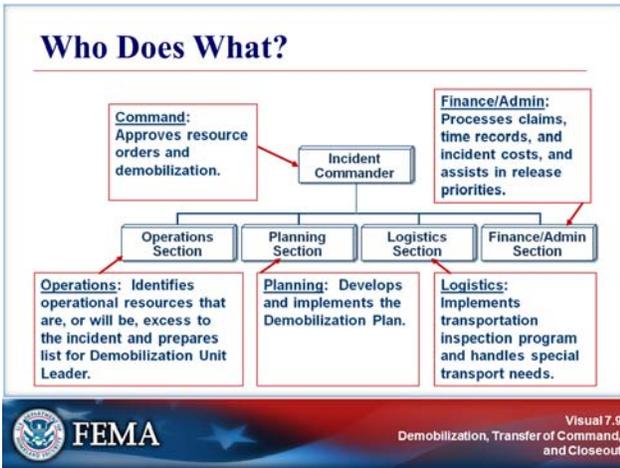
- Fiscal/legal policies and procedures.
- Work rules.
- Special license requirements.
- Other requirements.



Visual 7.8  
Demobilization, Transfer of Command, and Closeout

Your Notes

**Visuals**

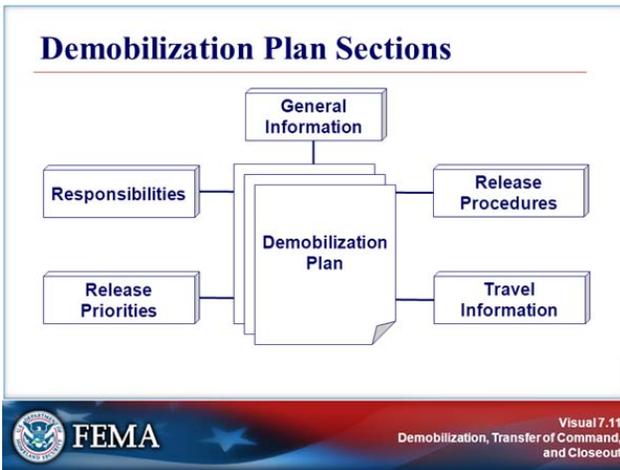


### Demobilization Plan: Information Needs

What Information Is Needed?	Who Provides?
Excess resources; release priorities	All Supervisors and Managers
Plan development; resource information; demobilization process	Planning Section
Continuing needs for tactical resources	Operations Section
Transportation availability; communications; maintenance	Logistics Section
Claims, time records, and costs of individual resources that are a factor in release	Finance/Admin Section
Agreements regarding other agency resources	Liaison Officer
Physical condition of personnel; physical needs; adequacy of transportation	Safety Officer
Return and reassignment of resources	Agency Dispatch/Ordering Centers

FEMA Visual 7.10 Demobilization, Transfer of Command, and Closeout

**Your Notes**



View the sample plan on the next page.

**Your Notes**

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**Sample Demobilization Plan (Page 1 of 5)**

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**NORTH SMITHMAN INCIDENT**

<b>Prepared by</b>	_____	_____
	<b>Planning Section Chief</b>	<b>Date</b>
<b>Approved by</b>	_____	_____
	<b>Logistics Section Chief</b>	<b>Date</b>
<b>Approved by</b>	_____	_____
	<b>Operations Section Chief</b>	<b>Date</b>
<b>Approved by</b>	_____	_____
	<b>Finance Section Chief</b>	<b>Date</b>
<b>Approved by</b>	_____	_____
	<b>Supervisor-Expanded Dispatch</b>	<b>Date</b>
<b>Approved by</b>	_____	_____
	<b>Incident Commander</b>	<b>Date</b>

---

**Sample Demobilization Plan (Page 2 of 5)**

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The Demobilization Plan contains five (5) sections:

1. General Information
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. Travel Information

**1. GENERAL INFORMATION**

The demobilization process at the North Smithman Incident will require coordination with the Unified Command Team and the Expanded Dispatch function. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Expanded Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

- A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.
- B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.
- C. All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

### Sample Demobilization Plan (Page 3 of 5)

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Performance Ratings are required for:

- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the Incident Base.

## 2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling “Tentative” and “Final” Release sheets. (Any Incident-formed Strike Teams and Task Forces must be disbanded before Incident Commander approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Checkout form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Unified Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining in camp.

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**Sample Demobilization Plan (Page 4 of 5)**

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The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

### **3. RELEASE PRIORITIES**

The following release priorities have been established by the Unified Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

### **4. RELEASE PROCEDURES**

Critical resources will be identified on the Daily Incident Commander conference calls. These resources will be listed in the Unified Command Action Plan and these resources cannot be released from the Incident without Unified Command approval.

All resources requiring airline travel must be submitted to Expanded Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Expanded Dispatch 24 hours in advance of planned release. Demob will also give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Functional heads will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the Incident Commander for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

### Sample Demobilization Plan (Page 5 of 5)

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After Incident Commander approval, Demob will notify Expanded Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Expanded Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the ICS Form 221, Demobilization Check-Out form, to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

## 5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

### Incident Phone Numbers

North Smithman Demob: XXX-XXX-XXXX      Expanded Dispatch: XXX-XXX-XXXX

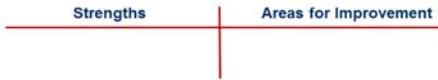
Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur en route to their next destination.

**Visuals**

**Activity: Reviewing the Demobilization Plan**

**Instructions:** Working as a team:

1. Review the sample Demobilization Plan for the cruise ship hazmat incident found in your Student Manuals.
2. Next, determine whether the five elements required for a Demobilization Plan are adequately addressed in the sample.
3. Record your work on chart paper as follows:



4. Select a spokesperson and be prepared to present your work in 10 minutes.

Complete the activity before proceeding.



**Your Notes**

**Activity: Reviewing the Demobilization Plan**

**Sample Demobilization Plan  
Cruise Ship HazMat Incident (Page 1 of 2)**

**General Information**

- No incident resources will be demobilized until authorized.
- Logistics Section Chief will provide transportation to final destination, if required.
- Personnel being released from the incident will be required a minimum 4 hours rest prior to demobilization. *Any delineation from the required rest will be at the discretion of the Incident Commander.*
- Plans Section Chief will brief all unit leaders on the Demobilization Plan

**Responsibilities**

- Each section chief will identify excess resources on a daily basis by 1800 hours each day.
- Plans Section Chief will advise the IC of excess resources daily.
- The incident Commander will approve the release of those resources.
- The Logistics Section Chief will arrange transportation, if necessary.
- Each unit leader is responsible for calling the Yorktown ICP upon arrival at final destination (*see directory*).
- The Resource Unit Leader will provide a recorder to the Demob Unit

**Release Priority**

- USCG helicopter and crew will be demobilized first, if possible
- Any other USCG elements
- Any East or Central based NPS crews
- West Coast crews
- Any other NPS resources

**Release Procedures**

- Plans Section Chief or Demob Unit will prepare manifests and notify personnel to be released
- Plans Section Chief will provide ICS 221 (*Demobilization Checkout*) with copy of transportation manifest and briefing on travel arrangements
- Inform unit leaders that they will go through the following:
  - Logistics Section Chief to turn in expendable and non-expendable equipment
  - Time Recorder to ensure all time is turned in
  - Sign affidavit to certify that no undocumented injuries have occurred
  - Documentation Unit to turn in all logs (ICS-214), evaluations, and completed ICS-221

**Activity: Reviewing the Demobilization Plan**

**Sample Demobilization Plan  
Cruise Ship HazMat Incident (Page 2 of 2)**

<u>Directory</u>	
YC ICP	XXX-XXX-XXXX
YC Helibase	XXX-XXX-XXXX
NPS Dispatch, GB	XXX-XXX-XXXX
USCG HQ, Juneau	XXX-XXX-XXXX

**Visuals**

**ICS Form 221, Demobilization Check-Out**

ICS Form 221 ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident.

DEMobilIZATION CHECK-OUT (ICS 221)			
1. Incident Name:		2. Incident Number:	
3. Planned Release Date/Time: Date: _____ Time: _____		4. Resource or Personnel Released:	5. Order Request Number:
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).			
LOGS/PCS SECTION			



**Stabilizing or De-Escalating Incidents**



When an incident stabilizes or de-escalates:

- The need for incident management may also be reduced.
- A transfer of command should be considered.



**Your Notes**

**Review: Transfer of Command**

What steps must the incoming Incident Commander take before assuming command?



**Steps in Assuming Command**

Incoming IC (Assuming)	Outgoing IC (Transferring)
Assess situation with current IC.	Assess situation with incoming IC.
Receive briefing.	Deliver briefing.
Determine appropriate time for transfer of command.	Determine appropriate time for transfer of command.
Notify others of change in command.	Notify others of change in command.
Reassign or demobilize current IC.	Accept new assignment or demobilize.



**Your Notes**

Visuals

Transfer of Command Briefing Checklist



- ✓ Situation and Prognosis
- ✓ Resources Remaining and Status
- ✓ Areas of Concern (political, community interest, etc.)
- ✓ Logistical Support Needed or Retained
- ✓ Turnover of Appropriate Incident Documentation



Visual 7.17  
Demobilization, Transfer of Command, and Closeout

Incident Command and Closeout



The Incident Commander position will remain staffed until the absolute conclusion of the incident and the “closing out.”



Visual 7.18  
Demobilization, Transfer of Command, and Closeout

Your Notes

Closeout Briefing

A closeout briefing includes the following information:

- Incident summary
- Major events that may have lasting ramifications
- Documentation, including components that are not finalized
- Opportunity for the agency officials to bring up concerns
- Final evaluation of incident management by the agency executive/officials



Visual 7.19  
Demobilization, Transfer of Command, and Closeout

Closeout

Think about the ongoing scenario from the past units. Given this scenario, what agenda items would you include in a closeout briefing?



Visual 7.20  
Demobilization, Transfer of Command, and Closeout

Your Notes

**Visuals**

**Team Closeout Meeting**

- Incident Management Teams or other teams may hold a closeout meeting to discuss team performance.
- These meetings may result in a “lessons learned” summary report.



**Conducting an After-Action Review**

An after-action review answers the following questions:

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do differently next time?
- Are there lessons learned that should be shared?
- What followup is needed?



**Your Notes**

View the job aid on the next page.

### Job Aid: Conducting an After-Action Review

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#### After-Action Review (AAR) Tips

##### Overall Tips

- Schedule an After-Action Review (AAR) as soon after the incident as possible.
- Keep it short and focused.
- Focus on WHAT, not WHO.
- Establish clear ground rules: encourage candor and openness (this is dialog—not lecture or debate); focus on items that can be fixed; keep all discussions confidential.
- Use a skilled facilitator to conduct the AAR.

##### AAR Process Steps

Use the following questions to facilitate the AAR process:

##### 1. What did we set out to do?

- Establish the facts.
- Determine purpose of the mission and definition of success:
  - Identify key tasks involved.
  - Specify conditions under which each task may need to be performed (weather, topography, time restrictions, etc.).
  - Define acceptable standards for success (explain what “Right” looks like).

##### 2. What actually happened?

- Continue to establish the facts.
  - Participants should come to agreement on what actually happened.
  - Pool multiple perspectives to build a shared picture of what happened.

##### 3. Why did it happen?

- Analyze cause and effect.
  - Focus on WHAT, not WHO.
  - Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.

##### 4. What are we going to do differently next time?

- Solutions will arise naturally once problems are identified and understood.
  - Focus on items you can fix, rather than external forces outside of your control.
  - Identify areas where groups are performing well and that should be sustained. This will help repeat success and create a balanced approach to the AAR.

Areas To Sustain/Maintain Strengths:

Areas To Improve:

##### 5. Are there lessons learned that should be shared immediately?

- Identify the process for sharing lessons learned.
  - Option 1: Document the Issue, Discussion, Recommendation
  - Option 2: Document the Concept of the Operation, Results, Trends, Recommendation
- Determine and describe the most notable successes from the incident.
- Determine and describe the most difficult challenges faced and how they were overcome.

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**Job Aid: Conducting an After-Action Review (Continued)**

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**6. What followup is needed?**

- Be specific about actions, timelines, and responsibilities.
  - What changes, additions, or deletions are recommended to SOPs, plans, or training?
  - What issues were not resolved to your satisfaction and need further review?

**Visuals**

**Applied Activity**



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.



Visual 7.23  
Demobilization, Transfer of Command,  
and Closeout

**Summary (1 of 2)**

Are you now able to:

- Describe the importance of demobilization planning?
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning?
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the Demobilization Plan and list their duties?



Visual 7.24  
Demobilization, Transfer of Command,  
and Closeout

**Your Notes**

**Summary (2 of 2)**

Are you now able to:

- List the major sections in a Demobilization Plan?
- Identify the need for transfer of command or closeout?
- Identify the process involved in a closeout meeting?



Visual 7.25  
Demobilization, Transfer of Command,  
and Closeout

**Your Notes**

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## **UNIT 8: COURSE SUMMARY**

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### Visuals

**Unit 8:**  
**Course Summary**



Visual 8.1  
Course Summary



### Review ICS-300 Course Objectives

Are you now able to:

- Describe how the NIMS Command and Management component supports the management of expanding incidents?
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by ICS?
- Implement the incident management process on a simulated expanding incident?
- Develop an Incident Action Plan (IAP) for a simulated incident?

Visual 8.2  
Course Summary



### Your Notes

### Taking the Exam

**Instructions:**

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
  - Read each item carefully.
  - Circle your answer on the test.

→ You may refer to your Student Manuals when completing this test.

Visual 8.3  
Course Summary



### Feedback



Please complete:

- ICS Form 214 for the final day of training
- Overall Course Evaluation

Visual 8.4  
Course Summary



### Your Notes

Your Notes



# INCIDENT BRIEFING (ICS 201)

<b>1. Incident Name:</b>	<b>2. Incident Number:</b>	<b>3. Date/Time Initiated:</b> Date: _____ Time: HHMM
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**4. Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):



**5. Situation Summary and Health and Safety Briefing** (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.

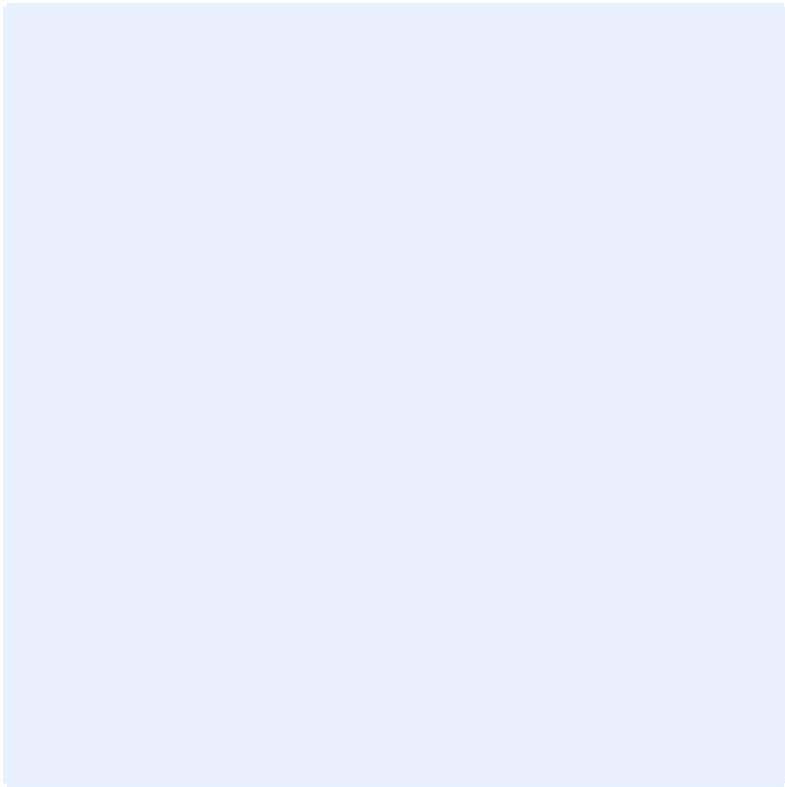
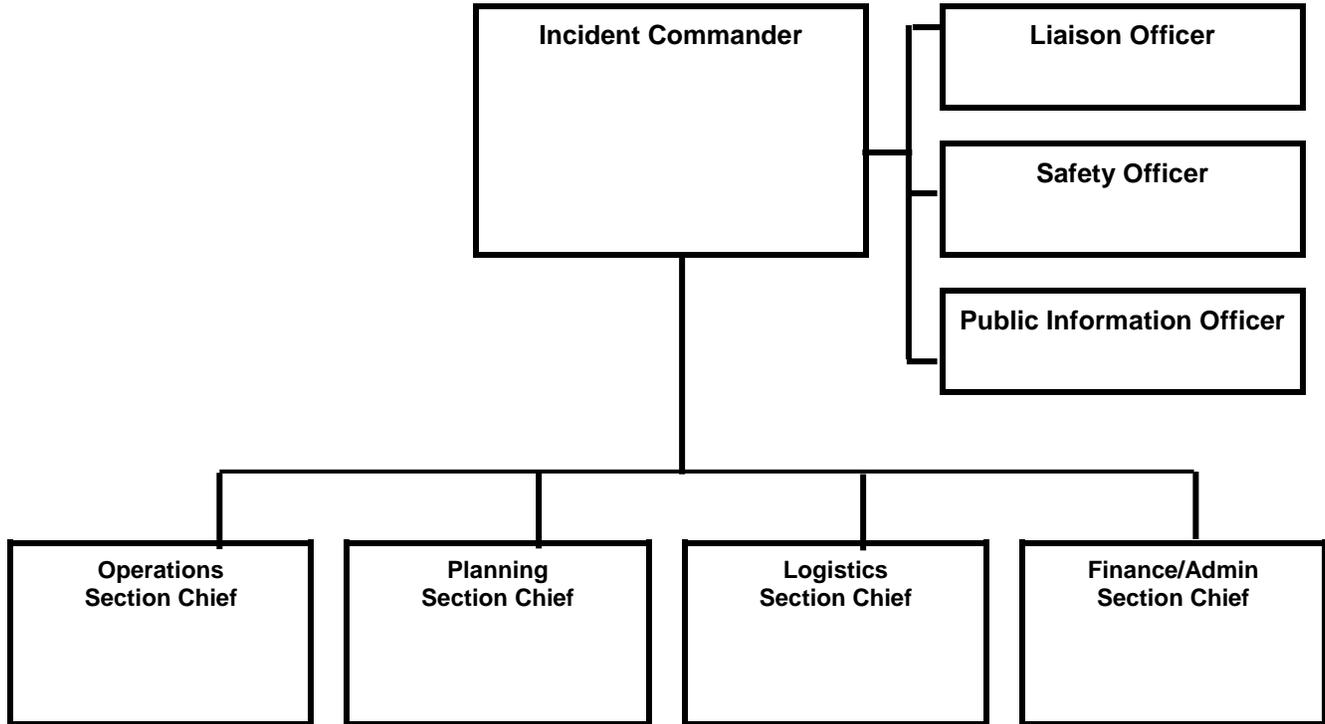
**6. Prepared by:** Name: \_\_\_\_\_ Position/Title: \_\_\_\_\_ Signature: \_\_\_\_\_



# INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM
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9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Name:	Position/Title:	Signature: _____
ICS 201, Page 3	Date/Time: Date	



## ICS 201 Incident Briefing

**Purpose.** The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

**Preparation.** The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

**Distribution.** Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The “Map/Sketch” and “Current and Planned Actions, Strategies, and Tactics” sections (pages 1–2) of the briefing form are given to the Situation Unit, while the “Current Organization” and “Resource Summary” sections (pages 3–4) are given to the Resources Unit.

### Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Initiated</b> <ul style="list-style-type: none"> <li>• Date, Time</li> </ul>	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	<b>Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology.  If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209).  North should be at the top of page unless noted otherwise.
5	<b>Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	<b>Current and Planned Objectives</b>	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	<b>Current and Planned Actions, Strategies, and Tactics</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Actions</li> </ul>	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	<b>Current Organization</b> (fill in additional organization as appropriate) <ul style="list-style-type: none"> <li>• Incident Commander(s)</li> <li>• Liaison Officer</li> <li>• Safety Officer</li> <li>• Public Information Officer</li> <li>• Planning Section Chief</li> <li>• Operations Section Chief</li> <li>• Finance/Administration Section Chief</li> <li>• Logistics Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Enter on the organization chart the names of the individuals assigned to each position.</li> <li>• Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections.</li> <li>• If Unified Command is being used, split the Incident Commander box.</li> <li>• Indicate agency for each of the Incident Commanders listed if Unified Command is being used.</li> </ul>
10	<b>Resource Summary</b>	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	<ul style="list-style-type: none"> <li>• Resource</li> </ul>	Enter the number and appropriate category, kind, or type of resource ordered.
	<ul style="list-style-type: none"> <li>• Resource Identifier</li> </ul>	Enter the relevant agency designator and/or resource designator (if any).
	<ul style="list-style-type: none"> <li>• Date/Time Ordered</li> </ul>	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	<ul style="list-style-type: none"> <li>• ETA</li> </ul>	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	<ul style="list-style-type: none"> <li>• Arrived</li> </ul>	Enter an "X" or a checkmark upon arrival to the incident.
	<ul style="list-style-type: none"> <li>• Notes (location/assignment/status)</li> </ul>	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

## INCIDENT OBJECTIVES (ICS 202)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b>	Date From: Date	Date To: Date
		Time From: HHMM	Time To: HHMM
<b>3. Objective(s):</b>			
<b>4. Operational Period Command Emphasis:</b>			
General Situational Awareness			
<b>5. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>			
<b>Approved Site Safety Plan(s) Located at:</b> _____			
<b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):			
<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<u>Other Attachments:</u>	
<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> _____	
<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> _____	
<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forecast/Tides/Currents	<input type="checkbox"/> _____	
<input type="checkbox"/> ICS 206		<input type="checkbox"/> _____	
<b>7. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____			
<b>8. Approved by Incident Commander:</b> Name: _____ Signature: _____			
<b>ICS 202</b>	<b>IAP Page</b>	Date/Time: Date	

## ICS 202 Incident Objectives

**Purpose.** The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

**Preparation.** The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

**Distribution.** The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

### Notes:

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident. If needed, an incident number can be added.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Objective(s)</b>	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: <b>S</b> pecific – Is the wording precise and unambiguous? <b>M</b> easurable – How will achievements be measured? <b>A</b> ction-oriented – Is an action verb used to describe expected accomplishments? <b>R</b> ealistic – Is the outcome achievable with given available resources? <b>T</b> ime-sensitive – What is the timeframe?
4	<b>Operational Period Command Emphasis</b>	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	<p><b>Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> ICS 203</li> <li><input type="checkbox"/> ICS 204</li> <li><input type="checkbox"/> ICS 205</li> <li><input type="checkbox"/> ICS 205A</li> <li><input type="checkbox"/> ICS 206</li> <li><input type="checkbox"/> ICS 207</li> <li><input type="checkbox"/> ICS 208</li> <li><input type="checkbox"/> Map/Chart</li> <li><input type="checkbox"/> Weather Forecast/Tides/Currents</li> </ul> <p><u>Other Attachments:</u></p>	<p>Check appropriate forms and list other relevant documents that are included in the IAP.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> ICS 203 – Organization Assignment List</li> <li><input type="checkbox"/> ICS 204 – Assignment List</li> <li><input type="checkbox"/> ICS 205 – Incident Radio Communications Plan</li> <li><input type="checkbox"/> ICS 205A – Communications List</li> <li><input type="checkbox"/> ICS 206 – Medical Plan</li> <li><input type="checkbox"/> ICS 207 – Incident Organization Chart</li> <li><input type="checkbox"/> ICS 208 – Safety Message/Plan</li> </ul>
7	<p><b>Prepared by</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> </ul>	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>
8	<p><b>Approved by Incident Commander</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	<p>In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.</p>

## ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b>		Date From: Date	Date To: Date
				Time From: HHMM	Time To: HHMM
<b>3. Incident Commander(s) and Command Staff:</b>			<b>7. Operations Section:</b>		
IC/UCs		Chief			
		Deputy			
Deputy		Staging Area			
Safety Officer		<b>Branch</b>			
Public Info. Officer		Branch Director			
Liaison Officer		Deputy			
<b>4. Agency/Organization Representatives:</b>		Division/Group			
Agency/Organization	Name	Division/Group			
		<b>Branch</b>			
		Branch Director			
		Deputy			
<b>5. Planning Section:</b>		Division/Group			
Chief		Division/Group			
Deputy		Division/Group			
Resources Unit		Division/Group			
Situation Unit		Division/Group			
Documentation Unit		<b>Branch</b>			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
		Division/Group			
		Division/Group			
		Division/Group			
<b>6. Logistics Section:</b>		Division/Group			
Chief		Division/Group			
Deputy		<b>Air Operations Branch</b>			
<b>Support Branch</b>		Air Ops Branch Dir.			
Director					
Supply Unit					
Facilities Unit		<b>8. Finance/Administration Section:</b>			
Ground Support Unit		Chief			
<b>Service Branch</b>		Deputy			
Director		Time Unit			
Communications Unit		Procurement Unit			
Medical Unit		Comp/Claims Unit			
Food Unit		Cost Unit			
<b>9. Prepared by:</b> Name:		Position/Title:		Signature: _____	
ICS 203	IAP Page	Date/Time: Date			

## ICS 203

### Organization Assignment List

**Purpose.** The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

**Preparation.** The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

**Distribution.** The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

#### Notes:

- The ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203 and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"><li>• Date and Time From</li><li>• Date and Time To</li></ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Incident Commander(s) and Command Staff</b> <ul style="list-style-type: none"><li>• IC/UCs</li><li>• Deputy</li><li>• Safety Officer</li><li>• Public Information Officer</li><li>• Liaison Officer</li></ul>	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	<b>Agency/Organization Representatives</b> <ul style="list-style-type: none"><li>• Agency/Organization</li><li>• Name</li></ul>	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	<b>Planning Section</b> <ul style="list-style-type: none"><li>• Chief</li><li>• Deputy</li><li>• Resources Unit</li><li>• Situation Unit</li><li>• Documentation Unit</li><li>• Demobilization Unit</li><li>• Technical Specialists</li></ul>	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
6	<b>Logistics Section</b> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> </ul> <b>Support Branch</b> <ul style="list-style-type: none"> <li>• Director</li> <li>• Supply Unit</li> <li>• Facilities Unit</li> <li>• Ground Support Unit</li> </ul> <b>Service Branch</b> <ul style="list-style-type: none"> <li>• Director</li> <li>• Communications Unit</li> <li>• Medical Unit</li> <li>• Food Unit</li> </ul>	<p>Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
7	<b>Operations Section</b> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> <li>• Staging Area</li> </ul> <b>Branch</b> <ul style="list-style-type: none"> <li>• Branch Director</li> <li>• Deputy</li> <li>• Division/Group</li> </ul> <b>Air Operations Branch</b> <ul style="list-style-type: none"> <li>• Air Operations Branch Director</li> </ul>	<p>Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column.</p> <p>Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
8	<b>Finance/Administration Section</b> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> <li>• Time Unit</li> <li>• Procurement Unit</li> <li>• Compensation/Claims Unit</li> <li>• Cost Unit</li> </ul>	<p>Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
9	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>



## ICS 204 Assignment List

**Purpose.** The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

**Preparation.** The ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander, but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

**Distribution.** The ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

### Notes:

- The ICS 204 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Branch</b> <b>Division</b> <b>Group</b> <b>Staging Area</b>	This block is for use in a large IAP for reference only.  Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	<b>Operations Personnel</b> <ul style="list-style-type: none"> <li>• Name, Contact Number(s) <ul style="list-style-type: none"> <li>– Operations Section Chief</li> <li>– Branch Director</li> <li>– Division/Group Supervisor</li> </ul> </li> </ul>	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	<b>Resources Assigned</b>	Enter the following information about the resources assigned to the Division or Group for this period:
	<ul style="list-style-type: none"> <li>• Resource Identifier</li> </ul>	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	<ul style="list-style-type: none"> <li>• Leader</li> </ul>	Enter resource leader's name.
	<ul style="list-style-type: none"> <li>• # of Persons</li> </ul>	Enter total number of persons for the resource assigned, including the leader.
	<ul style="list-style-type: none"> <li>• Contact (e.g., phone, pager, radio frequency, etc.)</li> </ul>	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
5 (continued)	<ul style="list-style-type: none"> <li>• Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information</li> </ul>	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.

Block Number	Block Title	Instructions
6	<b>Work Assignments</b>	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	<b>Special Instructions</b>	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	<b>Communications</b> (radio and/or phone contact numbers needed for this assignment) <ul style="list-style-type: none"> <li>• Name/Function</li> <li>• Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</li> </ul>	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



## ICS 205 Incident Radio Communications Plan

**Purpose.** The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS 204).

**Preparation.** The ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

**Distribution.** The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on Assignment Lists.

### Notes:

- The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Date/Time Prepared</b>	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	<b>Basic Radio Channel Use</b>	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talkgroup such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.

Block Number	Block Title	Instructions
<b>4</b> (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
<b>5</b>	<b>Special Instructions</b>	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
<b>6</b>	<b>Prepared by</b> (Communications Unit Leader) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).



## ICS 205A Communications List

**Purpose.** The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

**Preparation.** The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

**Distribution.** The ICS 205A is distributed within the ICS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

### Notes:

- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Basic Local Communications Information</b>	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	<ul style="list-style-type: none"> <li>• Incident Assigned Position</li> </ul>	Enter the ICS organizational assignment.
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	Enter the name of the assigned person.
	<ul style="list-style-type: none"> <li>• Method(s) of Contact (phone, pager, cell, etc.)</li> </ul>	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## MEDICAL PLAN (ICS 206)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b>		Date From: <input type="text"/> Date	Date To: <input type="text"/> Date		
				Time From: <input type="text"/> HHMM	Time To: <input type="text"/> HHMM		
<b>3. Medical Aid Stations:</b>							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
<b>4. Transportation (indicate air or ground):</b>							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
<b>5. Hospitals:</b>							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>6. Special Medical Emergency Procedures:</b>							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
<b>7. Prepared by (Medical Unit Leader):</b> Name: _____				Signature: _____			
<b>8. Approved by (Safety Officer):</b> Name: _____				Signature: _____			
ICS 206		IAP Page		Date/Time: <input type="text"/> Date			

## ICS 206 Medical Plan

**Purpose.** The Medical Plan (ICS 206) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

**Preparation.** The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

**Distribution.** The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.

### Notes:

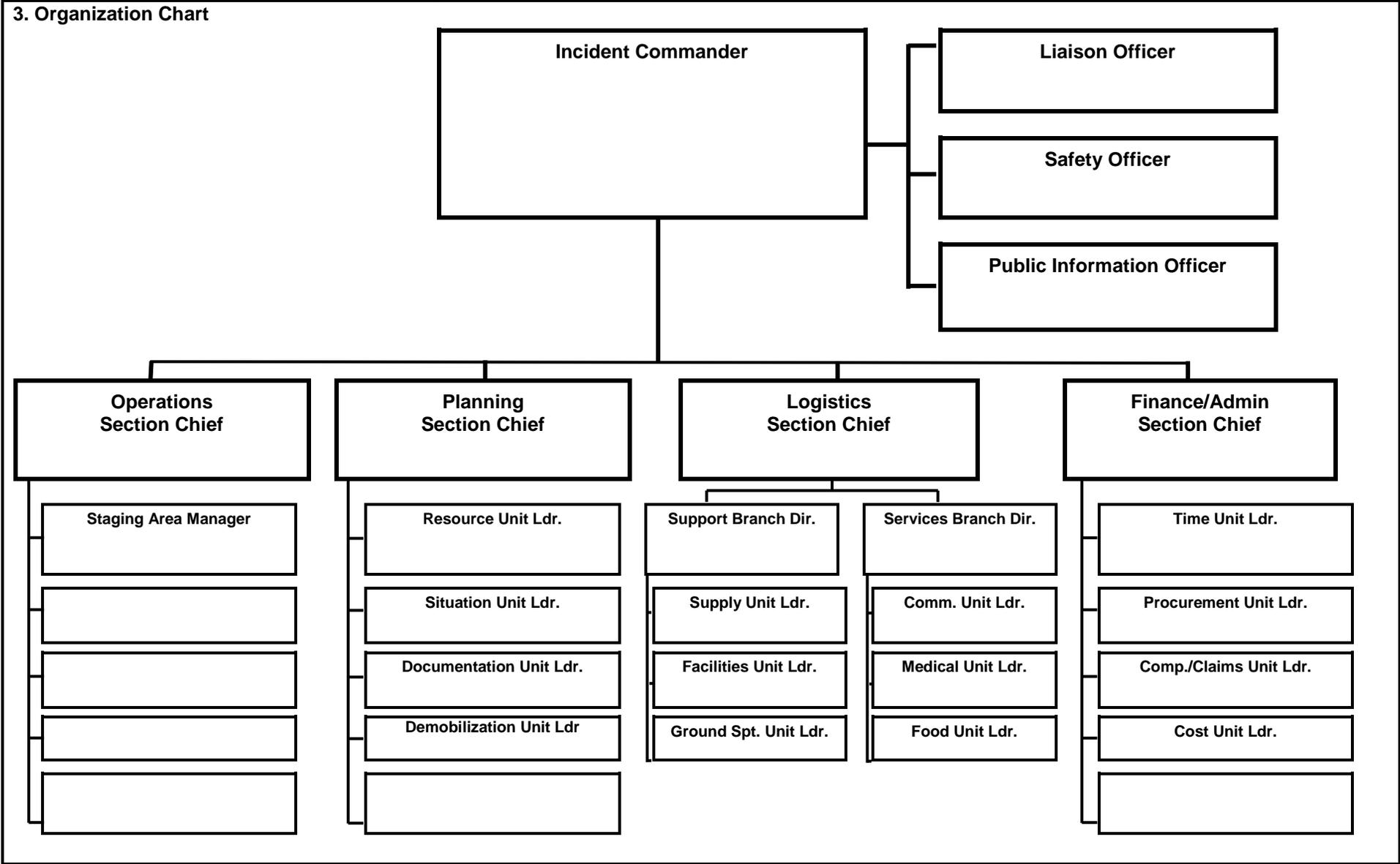
- The ICS 206 serves as part of the IAP.
- This form can include multiple pages.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Medical Aid Stations</b>	Enter the following information on the incident medical aid station(s):
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	Enter name of the medical aid station.
	<ul style="list-style-type: none"> <li>• Location</li> </ul>	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	<ul style="list-style-type: none"> <li>• Contact Number(s)/Frequency</li> </ul>	Enter the contact number(s) and frequency for the medical aid station(s).
	<ul style="list-style-type: none"> <li>• Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if paramedics are at the site indicated.
4	<b>Transportation</b> (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	<ul style="list-style-type: none"> <li>• Ambulance Service</li> </ul>	Enter name of ambulance service.
	<ul style="list-style-type: none"> <li>• Location</li> </ul>	Enter the location of the ambulance service.
	<ul style="list-style-type: none"> <li>• Contact Number(s)/Frequency</li> </ul>	Enter the contact number(s) and frequency for the ambulance service.
	<ul style="list-style-type: none"> <li>• Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS</li> </ul>	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	<b>Hospitals</b>	Enter the following information for hospital(s) that could serve this incident:
	<ul style="list-style-type: none"> <li>• Hospital Name</li> </ul>	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	<ul style="list-style-type: none"> <li>• Address, Latitude &amp; Longitude if Helipad</li> </ul>	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	<ul style="list-style-type: none"> <li>• Contact Number(s)/ Frequency</li> </ul>	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	<ul style="list-style-type: none"> <li>• Travel Time <ul style="list-style-type: none"> <li>• Air</li> <li>• Ground</li> </ul> </li> </ul>	Enter the travel time by air and ground from the incident to the hospital.
	<ul style="list-style-type: none"> <li>• Trauma Center <input type="checkbox"/> Yes Level: _____</li> </ul>	Indicate yes and the trauma level if the hospital has a trauma center.
	<ul style="list-style-type: none"> <li>• Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if the hospital has a burn center.
	<ul style="list-style-type: none"> <li>• Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	<b>Special Medical Emergency Procedures</b>	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	<b>Prepared by</b> (Medical Unit Leader) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> </ul>	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	<b>Approved by</b> (Safety Officer) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

# INCIDENT ORGANIZATION CHART (ICS 207)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: <input style="width: 50px;" type="text"/> Date To: <input style="width: 50px;" type="text"/> Time From: <input style="width: 50px;" type="text"/> Time To: <input style="width: 50px;" type="text"/>
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ICS 207	IAP Page	<b>4. Prepared by:</b> Name: <input style="width: 80%;" type="text"/>	Position/Title: <input style="width: 90%;" type="text"/>	Signature: <input style="width: 80%;" type="text"/>	Date/Time: <input style="width: 90%;" type="text"/>
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## ICS 207 Incident Organization Chart

**Purpose.** The Incident Organization Chart (ICS 207) provides a **visual wall chart** depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

**Preparation.** The ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the NIMS ICS Field Operations Guide. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

**Distribution.** The ICS 207 is intended to be **wall mounted** at Incident Command Posts and other incident locations as needed, and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

### Notes:

- The ICS 207 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.
- Also available as 8½ x 14 (legal size) chart.
- ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.
- Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Print the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Organization Chart</b>	<ul style="list-style-type: none"> <li>• Complete the incident organization chart.</li> <li>• For all individuals, use at least the first initial and last name.</li> <li>• List agency where it is appropriate, such as for Unified Commanders.</li> <li>• If there is a shift change during the specified operational period, list both names, separated by a slash.</li> </ul>
4	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## SAFETY MESSAGE/PLAN (ICS 208)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b>	Date From: Date	Date To: Date
		Time From: HHMM	Time To: HHMM
<b>3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:</b>			
<b>4. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>Approved Site Safety Plan(s) Located At:</b>			
<b>5. Prepared by:</b> Name:		Position/Title:	Signature: _____
ICS 208	IAP Page	Date/Time: Date	

## ICS 208 Safety Message/Plan

**Purpose.** The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

**Preparation.** The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

**Distribution.** The ICS 208, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

**Notes:**

- The ICS 208 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan</b>	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter where the approved Site Safety Plan(s) is located.
5	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## INCIDENT STATUS SUMMARY (ICS 209)

<b>*1. Incident Name:</b>		<b>2. Incident Number:</b>		
<b>*3. Report Version</b> (check one box on left): <input type="checkbox"/> Initial      Rpt # <input type="checkbox"/> Update      (if used): <input type="checkbox"/> Final	<b>*4. Incident Commander(s) &amp; Agency or Organization:</b>	<b>5. Incident Management Organization:</b>	<b>*6. Incident Start Date/Time:</b> Date: _____ Time: _____ Time Zone: _____	
<b>7. Current Incident Size or Area Involved</b> (use unit label – e.g., “sq mi,” “city block”):	<b>8. Percent (%) Contained</b>  <b>Completed</b>	<b>*9. Incident Definition:</b>	<b>10. Incident Complexity Level:</b>	<b>*11. For Time Period:</b> From Date/Time: _____ To Date/Time: _____

### Approval & Routing Information

<b>*12. Prepared By:</b> Print Name: _____ ICS Position: _____ Date/Time Prepared: _____	<b>*13. Date/Time Submitted</b>  <b>Time Zone:</b>
<b>*14. Approved By:</b> Print Name: _____ ICS Position: _____ Signature: _____	<b>*15. Primary Location, Organization, or Agency Sent To:</b>

### Incident Location Information

<b>*16. State:</b>	<b>*17. County/Parish/Borough:</b>	<b>*18. City:</b>
<b>19. Unit or Other:</b>	<b>*20. Incident Jurisdiction:</b>	<b>21. Incident Location Ownership</b> (if different than jurisdiction):
<b>22. Longitude</b> (indicate format): <b>Latitude</b> (indicate format):	<b>23. US National Grid Reference:</b>	<b>24. Legal Description</b> (township, section, range):
<b>*25. Short Location or Area Description</b> (list all affected areas or a reference point):		<b>26. UTM Coordinates:</b>
<b>27. Note any electronic geospatial data included or attached</b> (indicate data format, content, and collection time information and labels):		

### Incident Summary

<b>*28. Significant Events for the Time Period Reported</b> (summarize significant progress made, evacuations, incident growth, etc.):				
<b>29. Primary Materials or Hazards Involved</b> (hazardous chemicals, fuel types, infectious agents, radiation, etc.):				
<b>30. Damage Assessment Information</b> (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			

# INCIDENT STATUS SUMMARY (ICS 209)

<b>*1. Incident Name:</b>	<b>2. Incident Number:</b>
---------------------------	----------------------------

**Additional Incident Decision Support Information**

<b>*31. Public Status Summary:</b>	A. # This Reporting Period	B. Total # to Date	<b>*32. Responder Status Summary:</b>	A. # This Reporting Period	B. Total # to Date
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing <i>(note if estimated)</i>			G. Missing		
H. Evacuated <i>(note if estimated)</i>			H. Sheltering in Place		
I. Sheltering in Place <i>(note if estimated)</i>			I. Have Received Immunizations		
J. In Temporary Shelters <i>(note if est.)</i>			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations <i>(note if est.)</i>					
M. In Quarantine					
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>		

<b>33. Life, Safety, and Health Status/Threat Remarks:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%; padding: 5px;"><b>*34. Life, Safety, and Health Threat Management:</b></td> <td style="width: 20%; padding: 5px; text-align: center;">A. Check if Active</td> </tr> <tr> <td style="padding: 5px;">A. No Likely Threat</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">B. Potential Future Threat</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">C. Mass Notifications in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">D. Mass Notifications Completed</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">E. No Evacuation(s) Imminent</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">F. Planning for Evacuation</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">G. Planning for Shelter-in-Place</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">H. Evacuation(s) in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">I. Shelter-in-Place in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">J. Repopulation in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">K. Mass Immunization in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">L. Mass Immunization Complete</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">M. Quarantine in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">N. Area Restriction in Effect</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<b>*34. Life, Safety, and Health Threat Management:</b>	A. Check if Active	A. No Likely Threat	<input type="checkbox"/>	B. Potential Future Threat	<input type="checkbox"/>	C. Mass Notifications in Progress	<input type="checkbox"/>	D. Mass Notifications Completed	<input type="checkbox"/>	E. No Evacuation(s) Imminent	<input type="checkbox"/>	F. Planning for Evacuation	<input type="checkbox"/>	G. Planning for Shelter-in-Place	<input type="checkbox"/>	H. Evacuation(s) in Progress	<input type="checkbox"/>	I. Shelter-in-Place in Progress	<input type="checkbox"/>	J. Repopulation in Progress	<input type="checkbox"/>	K. Mass Immunization in Progress	<input type="checkbox"/>	L. Mass Immunization Complete	<input type="checkbox"/>	M. Quarantine in Progress	<input type="checkbox"/>	N. Area Restriction in Effect	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
<b>*34. Life, Safety, and Health Threat Management:</b>	A. Check if Active																																						
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K. Mass Immunization in Progress	<input type="checkbox"/>																																						
L. Mass Immunization Complete	<input type="checkbox"/>																																						
M. Quarantine in Progress	<input type="checkbox"/>																																						
N. Area Restriction in Effect	<input type="checkbox"/>																																						
	<input type="checkbox"/>																																						
	<input type="checkbox"/>																																						
	<input type="checkbox"/>																																						
	<input type="checkbox"/>																																						
<b>35. Weather Concerns</b> (synopsis of current and predicted weather; discuss related factors that may cause concern):																																							

**36. Projected Incident Activity, Potential, Movement, Escalation, or Spread** and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:

**12 hours:**

**24 hours:**

**48 hours:**

**72 hours:**

**Anticipated after 72 hours:**

**37. Strategic Objectives** (define planned end-state for incident):

# INCIDENT STATUS SUMMARY (ICS 209)

\*1. Incident Name:

2. Incident Number:

## Additional Incident Decision Support Information (continued)

**38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.** Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

**39. Critical Resource Needs** in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

**40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:**

- 1) critical resource needs identified above,
- 2) the Incident Action Plan and management objectives and targets,
- 3) anticipated results.

**Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.**

**41. Planned Actions for Next Operational Period:**

**42. Projected Final Incident Size/Area** (use unit label – e.g., “sq mi”):

**43. Anticipated Incident Management Completion Date:**

**44. Projected Significant Resource Demobilization Start Date:**

**45. Estimated Incident Costs to Date:**

**46. Projected Final Incident Cost Estimate:**

**47. Remarks** (or continuation of any blocks above – list block number in notation):



## ICS 209 Incident Status Summary

**Purpose.** The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. The ICS 209 contains basic information elements needed to support decisionmaking at all levels above the incident to support the incident. Decisionmakers may include the agency having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident, decisionmakers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a “snapshot in time” to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

**Reporting Requirements.** The ICS 209 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, ICS 209s should be completed according to each jurisdiction or discipline’s policies, mobilization guide, or preparedness plans. It is recommended that consistent ICS 209 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial ICS 209 when a new incident has reached a certain predesignated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, ICS 209 forms are completed either once daily or for each operational period – in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of ICS 209 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new ICS 209 forms for all operational periods.

Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting ICS 209s for an incident, based upon incident activity and support levels.

**Preparation.** When an Incident Management Organization (such as an Incident Management Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the ICS 209 at the incident. On other incidents, the ICS 209 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The ICS 209 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.

While most of the “Incident Location Information” in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the ICS 209, do not attach or send extremely large data files. Incident geospatial data that is distributed with the ICS 209 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time, and should follow existing naming conventions and standards.

**Distribution.** ICS 209 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the ICS 209 has been submitted outside the incident to a dispatch center or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular ICS 209s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the ICS 209 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original ICS 209 forms **MUST** be given to the incident’s Documentation Unit and/or maintained as part of the official incident record.

**Notes:**

- To promote flexibility, only a limited number of ICS 209 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional, to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the ICS 209, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by NIMS. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility only pages 1–3 are numbered, for two reasons:
  - Possible submission of additional pages for the Remarks Section (Block 47), and
  - Possible submission of additional copies of the fourth/last page (the “Incident Resource Commitment Summary”) to provide a more detailed resource summary.

Block Number	Block Title	Instructions
*1	<b>Incident Name</b>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Enter the full name assigned to the incident.</li> <li>• Check spelling of the full incident name.</li> <li>• For an incident that is a Complex, use the word “Complex” at the end of the incident name.</li> <li>• If the name changes, explain comments in Remarks, Block 47.</li> <li>• Do not use the same incident name for different incidents in the same calendar year.</li> </ul>

Block Number	Block Title	Instructions
2	<b>Incident Number</b>	<ul style="list-style-type: none"> <li>• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline.</li> <li>• Examples include: <ul style="list-style-type: none"> <li>○ A computer-aided dispatch (CAD) number.</li> <li>○ An accounting number.</li> <li>○ A county number.</li> <li>○ A disaster declaration number.</li> <li>○ A combination of the State, unit/agency ID, and a dispatch system number.</li> <li>○ A mission number.</li> <li>○ Any other unique number assigned to the incident and derived by means other than those above.</li> </ul> </li> <li>• Make sure the number entered is correct.</li> <li>• Do not use the same incident number for two different incidents in the same calendar year.</li> <li>• Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.</li> </ul>
*3	<b>Report Version</b> (check one box on left)	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• This indicates the current version of the ICS 209 form being submitted.</li> <li>• If only one ICS 209 will be submitted, check BOTH “Initial” and “Final” (or check only “Final”).</li> </ul>
	<input type="checkbox"/> Initial	Check “Initial” if this is the first ICS 209 for this incident.
	<input type="checkbox"/> Update	Check “Update” if this is a subsequent report for the same incident. These can be submitted at various time intervals (see “Reporting Requirements” above).
	<input type="checkbox"/> Final	<ul style="list-style-type: none"> <li>• Check “Final” if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction).</li> <li>• Incidents may also be marked as “Final” if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).</li> </ul>
	Report # (if used)	Use this optional field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.
*4	<b>Incident Commander(s) &amp; Agency or Organization</b>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Enter both the first and last name of the Incident Commander.</li> <li>• If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example: L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD, C. Taylor – St. Paul PD, Y. Martin – St. Paul FD, S. McIntyre – U.S. Army Corps, J. Hartl – NTSB</li> </ul>
5	<b>Incident Management Organization</b>	Indicate the incident management organization for the incident, which may be a Type 1, 2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT, etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.

Block Number	Block Title	Instructions
*6	<b>Incident Start Date/Time</b>	<b>REQUIRED.</b> This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
7	<b>Current Incident Size or Area Involved</b> (use unit label – e.g., “sq mi,” “city block”)	<ul style="list-style-type: none"> <li>• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.).</li> <li>• Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47).</li> <li>• Indicate that the size is an estimate, if a more specific figure is not available.</li> <li>• Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives.</li> <li>• If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47).</li> <li>• The incident may be one part of a much larger event (refer to introductory instructions under “Preparation”). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.</li> </ul>
8	<b>Percent (%) Contained or Completed</b> (circle one)	<ul style="list-style-type: none"> <li>• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label.</li> <li>• For example, a spill may be 65% contained, or flood response objectives may be 50% met.</li> </ul>
*9	<b>Incident Definition</b>	<b>REQUIRED BLOCK.</b> Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as “tornado,” “wildfire,” “bridge collapse,” “civil unrest,” “parade,” “vehicle fire,” “mass casualty,” etc.
10	<b>Incident Complexity Level</b>	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	<b>For Time Period</b>	<b>REQUIRED BLOCK.</b> <ul style="list-style-type: none"> <li>• Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started.</li> <li>• The time period may include one or more operational periods, based on agency/organizational reporting requirements.</li> </ul>
	From Date/Time	<ul style="list-style-type: none"> <li>• Enter the start date (month/day/year).</li> <li>• Enter the start time (using the 24-hour clock).</li> </ul>
	To Date/Time	<ul style="list-style-type: none"> <li>• Enter the end date (month/day/year).</li> <li>• Enter the end time (using the 24-hour clock).</li> </ul>

Block Number	Block Title	Instructions
<b>APPROVAL &amp; ROUTING INFORMATION</b>		
*12	<b>Prepared By</b>	<b>REQUIRED BLOCK.</b> When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	<b>Date/Time Submitted</b>	<b>REQUIRED.</b> Enter the submission date (month/day/year) and time (using the 24-hour clock).
	<b>Time Zone</b>	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	<b>Approved By</b>	<b>REQUIRED.</b> When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person approving the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
*15	<b>Primary Location, Organization, or Agency Sent To</b>	<b>REQUIRED BLOCK.</b> Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.
<b>INCIDENT LOCATION INFORMATION</b>		
<ul style="list-style-type: none"> <li>• Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems.</li> <li>• As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident.</li> <li>• Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information.</li> <li>• Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.</li> </ul>		
*16	<b>State</b>	<b>REQUIRED BLOCK WHEN APPLICABLE.</b> <ul style="list-style-type: none"> <li>• Enter the State where the incident originated.</li> <li>• If other States or jurisdictions are involved, enter them in Block 25 or Block 44.</li> </ul>

Block Number	Block Title	Instructions
*17	<b>County / Parish / Borough</b>	<p><b>REQUIRED BLOCK WHEN APPLICABLE.</b></p> <ul style="list-style-type: none"> <li>• Enter the county, parish, or borough where the incident originated.</li> <li>• If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.</li> </ul>
*18	<b>City</b>	<p><b>REQUIRED BLOCK WHEN APPLICABLE.</b></p> <ul style="list-style-type: none"> <li>• Enter the city where the incident originated.</li> <li>• If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.</li> </ul>
19	<b>Unit or Other</b>	<p>Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.</p>
*20	<b>Incident Jurisdiction</b>	<p><b>REQUIRED BLOCK WHEN APPLICABLE.</b></p> <p>Enter the jurisdiction where the incident originated (the entry may be general, such as Federal, city, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).</p>
21	<b>Incident Location Ownership</b> (if different than jurisdiction)	<ul style="list-style-type: none"> <li>• When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction.</li> <li>• This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.</li> </ul>
22	<b>22. Longitude</b> (indicate format):  <b>Latitude</b> (indicate format):	<ul style="list-style-type: none"> <li>• Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident.</li> <li>• Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as “33 degrees, 45 minutes, 01 seconds.”</li> </ul>
23	<b>US National Grid Reference</b>	<ul style="list-style-type: none"> <li>• Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident.</li> <li>• Clearly label the data.</li> </ul>
24	<b>Legal Description</b> (township, section, range)	<ul style="list-style-type: none"> <li>• Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident.</li> <li>• Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).</li> </ul>
*25	<b>Short Location or Area Description</b> (list all affected areas or a reference point)	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., “the southern third of Florida,” “in ocean 20 miles west of Catalina Island, CA,” or “within a 5 mile radius of Walden, CO”).</li> <li>• This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map.</li> <li>• Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).</li> </ul>
26	<b>UTM Coordinates</b>	<p>Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.</p>

Block Number	Block Title	Instructions
27	<p><b>Note any electronic geospatial data included or attached</b> (indicate data format, content, and collection time information and labels)</p>	<ul style="list-style-type: none"> <li>• Indicate whether and how geospatial data is included or attached.</li> <li>• Utilize common and open geospatial data standards.</li> <li>• <b>WARNING:</b> Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically.</li> <li>• <b>NOTE:</b> Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline).</li> <li>• <b>NOTE:</b> Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc.</li> <li>• <b>NOTE:</b> Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests.</li> <li>• <b>NOTE:</b> Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.</li> </ul>
<b>INCIDENT SUMMARY</b>		
*28	<p><b>Significant Events for the Time Period Reported</b> (summarize significant progress made, evacuations, incident growth, etc.)</p>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Describe significant events that occurred during the period being reported in Block 6. Examples include: <ul style="list-style-type: none"> <li>○ Road closures.</li> <li>○ Evacuations.</li> <li>○ Progress made and accomplishments.</li> <li>○ Incident command transitions.</li> <li>○ Repopulation of formerly evacuated areas and specifics.</li> <li>○ Containment.</li> </ul> </li> <li>• Refer to other blocks in the ICS 209 when relevant for additional information (e.g., “Details on evacuations may be found in Block 33”), or in Remarks, Block 47.</li> <li>• Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered.</li> <li>• This block may be used for a single-paragraph synopsis of overall incident status.</li> </ul>
29	<p><b>Primary Materials or Hazards Involved</b> (hazardous chemicals, fuel types, infectious agents, radiation, etc.)</p>	<ul style="list-style-type: none"> <li>• When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident.</li> <li>• Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.</li> </ul>
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
30	<b>Damage Assessment Information</b> (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	<ul style="list-style-type: none"> <li>• Include a short summary of damage or use/access restrictions/limitations caused by the incident for the reporting period, and cumulatively.</li> <li>• Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed.</li> <li>• Include any critical infrastructure or key resources damaged/destroyed/impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts.</li> <li>• Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.</li> </ul>
	<b>A. Structural Summary</b>	Complete this table as needed based on the definitions for 30B–F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summaries may also include impact to Shoreline and Wildlife, etc.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
<b>ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)</b>		
*31	<b>Public Status Summary</b>	<ul style="list-style-type: none"> <li>• This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below.</li> <li>• Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33).</li> <li>• Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances.</li> <li>• <b>NOTE:</b> <i>Do not estimate any fatality information.</i></li> <li>• <b>NOTE:</b> Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.</li> <li>• <b>NOTE:</b> Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) <i>even if they are related to the incident.</i> <ul style="list-style-type: none"> <li>○ Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.</li> <li>○ For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33.</li> </ul> </li> <li>• <b>NOTE:</b> <u>When providing an estimated value, denote in parenthesis: "est."</u></li> </ul> <p><b>Handling Sensitive Information</b></p> <ul style="list-style-type: none"> <li>• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.</li> <li>• Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.</li> <li>• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.</li> </ul>
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> <li>• Enter the total number of individuals impacted in each category for the entire duration of the incident.</li> <li>• This is a cumulative total number that should be adjusted each reporting period.</li> </ul>
	C. Indicate Number of Civilians (Public) Below	<ul style="list-style-type: none"> <li>• For lines 31D–M below, enter the number of civilians affected for each category.</li> <li>• Indicate if numbers are estimates, for those blocks where this is an option.</li> <li>• Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.</li> </ul>
	D. Fatalities	<ul style="list-style-type: none"> <li>• Enter the number of <i>confirmed</i> civilian/public fatalities.</li> <li>• See information in introductory instructions (“Distribution”) and in Block 31 instructions regarding sensitive handling of fatality information.</li> </ul>

Block Number	Block Title	Instructions
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).
*31 (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
*32	<b>Responder Status Summary</b>	<ul style="list-style-type: none"> <li>• This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N.</li> <li>• Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident.</li> <li>• Explain or describe the nature of any reported injuries, illness, or other activities in Block 33.</li> <li>• <b>NOTE:</b> <i>Do not estimate any fatality information or responder status information.</i></li> <li>• <b>NOTE:</b> Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.</li> <li>• <b>NOTE:</b> Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.</li> </ul> <p><b>Handling Sensitive Information</b></p> <ul style="list-style-type: none"> <li>• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.</li> <li>• Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.</li> <li>• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.</li> </ul>

Block Number	Block Title	Instructions
*32 (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> <li>Enter the total number of individuals impacted in each category for the <i>entire duration</i> of the incident.</li> <li>This is a <i>cumulative</i> total number that should be adjusted each reporting period.</li> </ul>
	C. Indicate Number of Responders Below	<ul style="list-style-type: none"> <li>For lines 32D–M below, enter the number of responders relevant for each category.</li> <li>Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.</li> </ul>
	D. Fatalities	<ul style="list-style-type: none"> <li>Enter the number of <i>confirmed</i> responder fatalities.</li> <li>See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.</li> </ul>
	E. With Injuries/Illness	<ul style="list-style-type: none"> <li>Enter the number of incident responders with serious injuries or illnesses due to the incident.</li> <li><i>For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment, but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.</i></li> </ul>
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	<b>Life, Safety, and Health Status/Threat Remarks</b>	<ul style="list-style-type: none"> <li>Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31.</li> <li>This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.</li> <li>Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment.</li> <li>Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties.</li> <li>Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).</li> </ul>

Block Number	Block Title	Instructions
<b>*34</b>	<b>Life, Safety, and Health Threat Management</b>	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications In Progress	<ul style="list-style-type: none"> <li>• Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident.</li> <li>• These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system.</li> <li>• Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to ZIP codes 50201, 50014, 50010, 50011,” or “notified all residents within a 5-mile radius of Gatlinburg”).</li> </ul>
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.

Block Number	Block Title	Instructions
35	<b>Weather Concerns</b> (synopsis of current and predicted weather; discuss related factors that may cause concern)	<ul style="list-style-type: none"> <li>• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant.</li> <li>• Include current and/or predicted weather factors, and the timeframe for predictions.</li> <li>• Include relevant factors such as:               <ul style="list-style-type: none"> <li>○ Wind speed (label units, such as mph).</li> <li>○ Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., “from NNW,” “from E,” or “from SW”).</li> <li>○ Temperature (label units, such as F).</li> <li>○ Relative humidity (label %).</li> <li>○ Watches.</li> <li>○ Warnings.</li> <li>○ Tides.</li> <li>○ Currents.</li> </ul> </li> <li>• Any other weather information relative to the incident, such as flooding, hurricanes, etc.</li> </ul>
36	<b>Projected Incident Activity, Potential, Movement, Escalation, or Spread</b> and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes <b>12 hours</b> <b>24 hours</b> <b>48 hours</b> <b>72 hours</b> <b>Anticipated after 72 hours</b>	<ul style="list-style-type: none"> <li>• Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes.</li> <li>• Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes.</li> <li>• Include an estimate of the acreage or area that will likely be affected.</li> <li>• If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.</li> </ul>
37	<b>Strategic Objectives</b> (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

Block Number	Block Title	Instructions
<b>ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued) (PAGE 3)</b>		
<p><b>38</b></p>	<p><b>Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.</b>  Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.</p> <p><b>12 hours</b>  <b>24 hours</b>  <b>48 hours</b>  <b>72 hours</b>  <b>Anticipated after 72 hours</b></p>	<p>Summarize major or significant threats due to incident activity based on currently available information. Include a breakdown of threats in terms of 12-, 24-, 48-, and 72-hour timeframes.</p>

Block Number	Block Title	Instructions
<p><b>39</b></p>	<p><b>Critical Resource Needs</b> in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:</p> <p><b>12 hours</b>  <b>24 hours</b>  <b>48 hours</b>  <b>72 hours</b>  <b>Anticipated after 72 hours</b></p>	<ul style="list-style-type: none"> <li>• List the specific critical resources and numbers needed, in order of priority. <i>Be specific as to the need.</i></li> <li>• Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support.</li> <li>• If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels.</li> <li>• Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a “heads up” for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed.</li> <li>• More than one resource need may be listed for each timeframe. For example, a list could include: <ul style="list-style-type: none"> <li>○ <u>24 hrs</u>: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams</li> <li>○ <u>48 hrs</u>: Mobile Communications Unit (Law/Fire)</li> <li>○ <u>After 72 hrs</u>: 1 Type 2 Incident Management Team</li> </ul> </li> <li>• Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid. <ul style="list-style-type: none"> <li>○ Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42.</li> <li>○ Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, “Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out”).</li> </ul> </li> <li>• Do not use this block for noncritical resources.</li> </ul>
<p><b>40</b></p>	<p><b>Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</b></p> <p>1) critical resource needs identified above,  2) the Incident Action Plan and management objectives and targets,  3) anticipated results.</p> <p><b>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</b></p>	<ul style="list-style-type: none"> <li>• Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan.</li> <li>• Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints.</li> <li>• Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion.</li> <li>• Explain major problems and concerns as indicated.</li> </ul>

Block Number	Block Title	Instructions
41	<b>Planned Actions for Next Operational Period</b>	<ul style="list-style-type: none"> <li>• Provide a short summary of actions planned for the next operational period.</li> <li>• Examples: <ul style="list-style-type: none"> <li>○ “The current Incident Management Team will transition out to a replacement IMT.”</li> <li>○ “Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports.”</li> <li>○ “Continue refining mapping of the recovery operations and damaged assets using GPS.”</li> <li>○ “Initiate removal of unauthorized food vendors.”</li> </ul> </li> </ul>
42	<b>Projected Final Incident Size/Area</b> (use unit label – e.g., “sq mi”)	<ul style="list-style-type: none"> <li>• Enter an estimate of the total area likely to be involved or affected over the course of the incident.</li> <li>• Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc.</li> <li>• Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.</li> </ul>
43	<b>Anticipated Incident Management Completion Date</b>	<ul style="list-style-type: none"> <li>• Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued.</li> <li>• Avoid leaving this block blank if possible, as this is important information for managers.</li> </ul>
44	<b>Projected Significant Resource Demobilization Start Date</b>	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	<b>Estimated Incident Costs to Date</b>	<ul style="list-style-type: none"> <li>• Enter the estimated total incident costs to date for the entire incident based on currently available information.</li> <li>• Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy.</li> <li>• This does not include damage assessment figures, as they are impacts from the incident and not response costs.</li> <li>• If costs decrease, explain in Remarks (Block 47).</li> <li>• If additional space is required, please add as an attachment.</li> </ul>
46	<b>Projected Final Incident Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information.</li> <li>• This does not include damage assessment figures, as they are impacts from the incident and not response costs.</li> <li>• If additional space is required, please add as an attachment.</li> </ul>

Block Number	Block Title	Instructions
47	<b>Remarks</b> (or continuation of any blocks above – list block number in notation)	<ul style="list-style-type: none"> <li>• Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed.</li> <li>• List the block number for any information continued from a previous block.</li> <li>• Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc.</li> <li>• For Complexes that include multiple incidents, list all sub-incidents included in the Complex.</li> <li>• List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: <ul style="list-style-type: none"> <li>○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or</li> <li>○ By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE).</li> </ul> </li> <li>• Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping).</li> <li>• This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address).</li> <li>• Attach additional pages if it is necessary to include additional comments in the Remarks section.</li> </ul>

**INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)**

- This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used.
- Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have *not* yet arrived.

For summarizing:

- When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the incident. For example,
  - Group State, local, county, city, or Federal responders together under such headings, or
  - Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resources for a city under that city's name).
- On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary.

Block Number	Block Title	Instructions
48	<b>Agency or Organization</b>	<ul style="list-style-type: none"> <li>• List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc.</li> <li>• List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information.</li> <li>• Agencies or organizations may be listed individually or in groups.</li> <li>• When resources are grouped together, individual agencies or organizations may be listed below in Block 53.</li> <li>• Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified. <ul style="list-style-type: none"> <li>○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.</li> <li>○ For example: <ul style="list-style-type: none"> <li>▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).</li> <li>▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).</li> </ul> </li> </ul> </li> <li>• Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.</li> </ul>
49	<b>Resources</b> (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	<ul style="list-style-type: none"> <li>• List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information. <ul style="list-style-type: none"> <li>○ Examples: Type 1 Fire Engines, Type 4 Helicopters</li> </ul> </li> <li>• Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. <ul style="list-style-type: none"> <li>○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.</li> <li>○ For example: <ul style="list-style-type: none"> <li>▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).</li> <li>▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).</li> </ul> </li> </ul> </li> <li>• <b>NOTE:</b> One option is to group similar resources together when it is sensible to do so for the summary. <ul style="list-style-type: none"> <li>○ For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each.</li> </ul> </li> <li>• <b>NOTE:</b> It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.</li> </ul>
50	<b>Additional Personnel</b> not assigned to a resource	List the number of <i>additional</i> individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	<b>Total Personnel</b> (includes those associated with resources – e.g., aircraft or engines – <i>and</i> individual overhead)	<ul style="list-style-type: none"> <li>• Enter the total personnel for each agency, organization, or grouping in the Total Personnel column.</li> <li>• <b>WARNING:</b> Do not simply add the numbers across!</li> <li>• The number of Total Personnel for each row should include <u>both</u>: <ul style="list-style-type: none"> <li>○ The total number of personnel assigned to each of the resources listed in Block 49, and</li> <li>○ The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.</li> </ul> </li> </ul>

Block Number	Block Title	Instructions
52	<b>Total Resources</b>	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of <i>resources</i> in Block 49, as personnel totals will be counted under Block 51.
53	<b>Additional Cooperating and Assisting Organizations Not Listed Above</b>	<ul style="list-style-type: none"><li>• List all agencies and organizations that are not directly involved in the incident, but are providing support.</li><li>• Examples may include ambulance services, Red Cross, DHS, utility companies, etc.</li><li>• Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).</li></ul>



## ICS 210 Resource Status Change

**Purpose.** The Resource Status Change (ICS 210) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

**Preparation.** The ICS 210 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

**Distribution.** The ICS 210 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

**Notes:**

- The ICS 210 is essentially a message form that can be used to update Resource Status Cards or T-Cards (ICS 219) for incident-level resource management.
- If additional pages are needed, use a blank ICS 210 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Resource Number</b>	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	<b>New Status</b> (Available, Assigned, Out of Service)	Indicate the current status of the resource: <ul style="list-style-type: none"> <li>• Available – Indicates resource is available for incident use immediately.</li> <li>• Assigned – Indicates resource is checked in and assigned a work task on the incident.</li> <li>• Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., “O/S – Mech” (for mechanical issues), “O/S – Rest” (for off shift), or “O/S – Pers” (for personnel issues).</li> </ul>
5	<b>From</b> (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Western Camp).
6	<b>To</b> (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	<b>Time and Date of Change</b>	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	<b>Comments</b>	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## INCIDENT CHECK-IN LIST (ICS 211)

<b>1. Incident Name:</b>	<b>2. Incident Number:</b>	<b>3. Check-In Location</b> (complete all that apply):					<b>4. Start Date/Time:</b>
		<input type="checkbox"/> Base	<input type="checkbox"/> Staging Area	<input type="checkbox"/> ICP	<input type="checkbox"/> Helibase	<input type="checkbox"/> Other	Date: _____ Time: HHMM

**Check-In Information** (use reverse of form for remarks or comments)

5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:							6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF											

<b>ICS 211</b>	<b>17. Prepared by:</b>	Name: _____	Position/Title: _____	Signature: _____	Date/Time: _____
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## ICS 211 Incident Check-In List

**Purpose.** Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS 211). The ICS 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

**Preparation.** The ICS 211 is initiated at a number of incident locations including: Staging Areas, Base, and Incident Command Post (ICP). Preparation may be completed by: (1) overhead at these locations, who record the information and give it to the Resources Unit as soon as possible, (2) the Incident Communications Center Manager located in the Communications Center, who records the information and gives it to the Resources Unit as soon as possible, (3) a recorder from the Resources Unit during check-in to the ICP. As an option, the ICS 211 can be printed on colored paper to match the designated Resource Status Card (ICS 219) colors. The purpose of this is to aid the process of completing a large volume of ICS 219s. The ICS 219 colors are:

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

**Distribution.** ICS 211s, which are completed by personnel at the various check-in locations, are provided to the Resources Unit, Demobilization Unit, and Finance/Administration Section. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

### Notes:

- Also available as 8½ x 14 (legal size) or 11 x 17 chart.
- Use reverse side of form for remarks or comments.
- If additional pages are needed for any form page, use a blank ICS 211 and repaginate as needed.
- Contact information for sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Check-In Location</b> <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other	Check appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post. Other may include...
4	<b>Start Date/Time</b> <ul style="list-style-type: none"> <li>• Date</li> <li>• Time</li> </ul>	Enter the date (month/day/year) and time (using the 24-hour clock) that the form was started.

Block Number	Block Title	Instructions
	<b>Check-In Information</b>	Self explanatory.
5	<b>List single resource personnel (overhead) by agency and name, OR list resources by the following format</b>	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	• State	Use this section to list the home State for the resource.
	• Agency	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).
	• Category	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.
	• Kind	Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.
	• Type	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.
	• Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is a Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
• ST or TF	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.	
6	<b>Order Request #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	<b>Date/Time Check-In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	<b>Leader's Name</b>	<ul style="list-style-type: none"> <li>• For equipment, enter the operator's name.</li> <li>• Enter the Strike Team or Task Force leader's name.</li> <li>• Leave blank for single resource personnel (overhead).</li> </ul>
9	<b>Total Number of Personnel</b>	Enter total number of personnel associated with the resource. Include leaders.
10	<b>Incident Contact Information</b>	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	<b>Home Unit or Agency</b>	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	<b>Departure Point, Date and Time</b>	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	<b>Method of Travel</b>	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	<b>Incident Assignment</b>	Enter the incident assignment at time of dispatch.
15	<b>Other Qualifications</b>	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

Block Number	Block Title	Instructions
16	<b>Data Provided to Resources Unit</b>	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	<b>Prepared by</b> <ul style="list-style-type: none"><li>• Name</li><li>• Position/Title</li><li>• Signature</li><li>• Date/Time</li></ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## GENERAL MESSAGE (ICS 213)

<b>1. Incident Name</b> (Optional):		
<b>2. To</b> (Name and Position):		
<b>3. From</b> (Name and Position):		
<b>4. Subject:</b>	<b>5. Date:</b> Date	<b>6. Time</b> HHMM
<b>7. Message:</b>		
<b>8. Approved by:</b> Name: _____    Signature: _____    Position/Title: _____		
<b>9. Reply:</b>		
<b>10. Replied by:</b> Name: _____    Position/Title: _____    Signature: _____		
ICS 213	Date/Time: Date	

## ICS 213 General Message

**Purpose.** The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

**Preparation.** The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

**Distribution.** Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

### Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	<b>Incident Name</b> (Optional)	Enter the name assigned to the incident. This block is optional.
2	<b>To</b> (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	<b>From</b> (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	<b>Subject</b>	Enter the subject of the message.
5	<b>Date</b>	Enter the date (month/day/year) of the message.
6	<b>Time</b>	Enter the time (using the 24-hour clock) of the message.
7	<b>Message</b>	Enter the content of the message. Try to be as concise as possible.
8	<b>Approved by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Position/Title</li> </ul>	Enter the name, signature, and ICS position/title of the person approving the message.
9	<b>Reply</b>	The intended recipient will enter a reply to the message and return it to the originator.
10	<b>Replied by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).





## ICS 214 Activity Log

**Purpose.** The 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 documentation, and a reference for any after-action report.

**Preparation.** An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

**Distribution.** Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

### Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Name</b>	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	<b>ICS Position</b>	Enter the name and ICS position of the individual in charge of the Unit.
5	<b>Home Agency</b> (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	<b>Resources Assigned</b>	Enter the following information for resources assigned:
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	<ul style="list-style-type: none"> <li>• ICS Position</li> </ul>	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	<ul style="list-style-type: none"> <li>• Home Agency (and Unit)</li> </ul>	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	<b>Activity Log</b> <ul style="list-style-type: none"> <li>• Date/Time</li> <li>• Notable Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day.</li> <li>• Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc.</li> <li>• This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.</li> </ul>
8	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



## ICS 215A

### Incident Action Plan Safety Analysis

**Purpose.** The purpose of the Incident Action Plan Safety Analysis (ICS 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

**Preparation.** The ICS 215A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (ICS 215). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

**Distribution.** When the safety analysis is completed, the form is distributed to the Resources Unit to help prepare the Operations Section briefing. All completed original forms must be given to the Documentation Unit.

#### Notes:

- This worksheet can be made into a wall mount, and can be part of the IAP.
- If additional pages are needed, use a blank ICS 215A and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Prepared</b>	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	<b>Operational Period</b> <ul style="list-style-type: none"><li>• Date and Time From</li><li>• Date and Time To</li></ul>	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	<b>Incident Area</b>	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	<b>Hazards/Risks</b>	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	<b>Mitigations</b>	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	<b>Prepared by</b> (Safety Officer and Operations Section Chief) <ul style="list-style-type: none"><li>• Name</li><li>• Signature</li><li>• Date/Time</li></ul>	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.



# ICS 215

## Operational Planning Worksheet

**Purpose.** The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

**Preparation.** The ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

**Distribution.** When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

### Notes:

- This worksheet can be made into a wall mount.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank ICS 215 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Branch</b>	Enter the Branch of the work assignment for the resources.
4	<b>Division, Group, or Other</b>	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	<b>Work Assignment &amp; Special Instructions</b>	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	<b>Resources</b>	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	<b>Overhead Position(s)</b>	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	<b>Special Equipment &amp; Supplies</b>	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	<b>Reporting Location</b>	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	<b>Requested Arrival Time</b>	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	<b>Total Resources Required</b>	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	<b>Total Resources Have on Hand</b>	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	<b>Total Resources Need To Order</b>	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



## ICS 218 Support Vehicle/Equipment Inventory

**Purpose.** The Support Vehicle/Equipment Inventory (ICS 218) provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

**Preparation.** The ICS 218 is prepared by Ground Support Unit personnel at intervals specified by the Ground Support Unit Leader.

**Distribution.** Initial inventory information recorded on the form should be given to the Resources Unit. Subsequent changes to the status or location of transportation and support vehicles and equipment should be provided to the Resources Unit immediately.

### Notes:

- If additional pages are needed, use a blank ICS 218 and repaginate as needed.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Prepared</b>	Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.
4	<b>Vehicle/Equipment Category</b>	Enter the specific vehicle or equipment category (e.g., buses, generators, dozers, pickups/sedans, rental cars, etc.). Use a separate sheet for each vehicle or equipment category.
5	<b>Vehicle/Equipment Information</b>	Record the following information:
	Order Request Number	Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant EMAC order request number.
	Incident Identification Number	Enter any special incident identification numbers or agency radio identifier assigned to the piece of equipment used only during the incident, if this system is used (e.g., "Decontamination Unit 2," or "Water Tender 14").
	Vehicle or Equipment Classification	Enter the specific vehicle or equipment classification (e.g., bus, backhoe, Type 2 engine, etc.) as relevant.
	Vehicle or Equipment Make	Enter the vehicle or equipment manufacturer name (e.g., "GMC," "International").
	Category/Kind/Type, Capacity, or Size	Enter the vehicle or equipment category/kind/type, capacity, or size (e.g., 30-person bus, 3/4-ton truck, 50 kW generator).
	Vehicle or Equipment Features	Indicate any vehicle or equipment features such as 2WD, 4WD, towing capability, number of axles, heavy-duty tires, high clearance, automatic vehicle locator (AVL), etc.
	Agency or Owner	Enter the name of the agency or owner of the vehicle or equipment.
	Operator Name or Contact	Enter the operator name and/or contact information (cell phone, radio frequency, etc.).
	Vehicle License or Identification Number	Enter the license plate number or another identification number (such as a serial or rig number) of the vehicle or equipment.
	Incident Assignment	Enter where the vehicle or equipment will be located at the incident and its function (use abbreviations per discipline or jurisdiction).

Block Number	Block Title	Instructions
<b>5</b> (continued)	Incident Start Date and Time	Indicate start date (month/day/year) and time (using the 24-hour clock) for driver or for equipment as may be relevant.
	Incident Release Date and Time	Enter the date (month/day/year) and time (using the 24-hour clock) the vehicle or equipment is released from the incident.
<b>6</b>	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form.

## ICS 219

### Resource Status Card (T-Card)

**Purpose.** Resource Status Cards (ICS 219) are also known as “T-Cards,” and are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel. These cards provide a visual display of the status and location of resources assigned to the incident.

**Preparation.** Information to be placed on the cards may be obtained from several sources including, but not limited to:

- Incident Briefing (ICS 201).
- Incident Check-In List (ICS 211).
- General Message (ICS 213).
- Agency-supplied information or electronic resource management systems.

**Distribution.** ICS 219s are displayed in resource status or “T-Card” racks where they can be easily viewed, retrieved, updated, and rearranged. The Resources Unit typically maintains cards for resources assigned to an incident until demobilization. At demobilization, all cards should be turned in to the Documentation Unit.

**Notes.** There are eight different status cards (see list below) and a header card, to be printed front-to-back on cardstock. Each card is printed on a different color of cardstock and used for a different resource category/kind/type. The format and content of information on each card varies depending upon the intended use of the card.

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

**Acronyms.** Abbreviations utilized on the cards are listed below:

- AOV: Agency-owned vehicle
- ETA: Estimated time of arrival
- ETD: Estimated time of departure
- ETR: Estimated time of return
- O/S Mech: Out-of-service for mechanical reasons
- O/S Pers: Out-of-service for personnel reasons
- O/S Rest: Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft
- POV: Privately owned vehicle



## ICS 219-1: Header Card

Block Title	Instructions
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #
<b>Front</b>			
Date/Time Checked In:			
Leader Name:			
Primary Contact Information:			
Crew/Team ID #(s) or Name(s):			
Manifest:		Total Weight:	
<input type="checkbox"/> Yes <input type="checkbox"/> No			
Method of Travel to Incident:			
<input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other			
Home Base:			
Departure Point:			
ETD:		ETA:	
Transportation Needs at Incident:			
<input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other			
Date/Time Ordered:			
Remarks:			
Prepared by:			
Date/Time: <i>Date</i>			
ICS 219-2 CREW/TEAM (GREEN)			

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #
<b>Back</b>			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: HHMM			
Notes:			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: HHMM			
Notes:			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: HHMM			
Notes:			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: HHMM			
Notes:			
Prepared by:			
Date/Time: <i>Date</i>			
ICS 219-2 CREW/TEAM (GREEN)			

## ICS 219-2: Crew/Team Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work
<b># Pers</b>	Enter total number of personnel associated with the crew/team. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Crew/Team ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).
<b>Manifest</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
<b>Total Weight</b>	Enter the total weight for the crew/team. This information is necessary when the crew/team are transported by charter air.
<b>Method of Travel to Incident</b> <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the crew/team's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the crew/team's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Transportation Needs at Incident</b> <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of transportation at the incident.

Block Title	Instructions
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the crew/team.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the crew/team.
<b>Time</b>	Enter the time (24-hour clock) the crew/team reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the crew/team's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the crew/team's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-3: Engine Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for the resource(s).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

*Front*

Date/Time Checked In:

Pilot Name:

Home Base:

Departure Point:

ETD:

ETA:

Destination Point:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time: Date

ICS 219-4 HELICOPTER (BLUE)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

*Back*

Incident Location:

Time:

**Status:**

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

**Notes:**

Incident Location:

Time:

**Status:**

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

**Notes:**

Incident Location:

Time:

**Status:**

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

**Notes:**

Incident Location:

Time:

**Status:**

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

**Notes:**

Prepared by:

Date/Time: Date

ICS 219-4 HELICOPTER (BLUE)

## ICS 219-4: Helicopter Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include the pilot.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Pilot Name:</b>	Enter pilot's name (use at least the first initial and last name).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
<b>Destination Point</b>	Use this section to enter the location at the incident where the resource has been requested to report.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

<b>ST/Unit:</b>	<b>Name:</b>	<b>Position/Title:</b>
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<i>Front</i>	
<b>Date/Time Checked In:</b>	
<b>Name:</b>	
<b>Primary Contact Information:</b>	
<b>Manifest:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>Total Weight:</b>
<b>Method of Travel to Incident:</b> <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
<b>Home Base:</b>	
<b>Departure Point:</b>	
<b>ETD:</b>	<b>ETA:</b>
<b>Transportation Needs at Incident:</b> <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
<b>Date/Time Ordered:</b>	
<b>Remarks:</b>	
<b>Prepared by:</b>	
<b>Date/Time:</b> Date	
<b>ICS 219-5 PERSONNEL (WHITE CARD)</b>	

<b>ST/Unit:</b>	<b>Name:</b>	<b>Position/Title:</b>
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<i>Back</i>	
<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: HHMM	
<b>Notes:</b>	
<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: HHMM	
<b>Notes:</b>	
<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: HHMM	
<b>Notes:</b>	
<b>Prepared by:</b>	
<b>Date/Time:</b> Date	
<b>ICS 219-5 PERSONNEL (WHITE CARD)</b>	

## ICS 219-5: Personnel Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>Name</b>	Enter the individual's first initial and last name.
<b>Position/Title</b>	Enter the individual's ICS position/title.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Name</b>	Enter the individual's full name.
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Manifest</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
<b>Total Weight</b>	Enter the total weight for the crew. This information is necessary when the crew are transported by charter air.
<b>Method of Travel to Incident</b> <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the crew's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the crew's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Transportation Needs at Incident</b> <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the crew was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the crew.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the crew.
<b>Time</b>	Enter the time (24-hour clock) the crew reported to this location.

Block Title	Instructions
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the crew's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the crew's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

*Front*

Date/Time Checked-In:

Pilot Name:

Home Base:

Departure Point:

ETD:

ETA:

Destination Point:

Date/Time Ordered:

Manufacturer:

Remarks:

Prepared by:

Date/Time: *Date*

ICS 219-6 FIXED-WING (ORANGE)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

*Back*

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Prepared by:

Date/Time: *Date*

ICS 219-6 FIXED-WING (ORANGE)

## ICS 219-6: Fixed-Wing Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include the pilot.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Pilot Name:</b>	Enter pilot's name (use at least the first initial and last name).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
<b>Destination Point</b>	Use this section to enter the location at the incident where the resource has been requested to report.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Manufacturer</b>	Enter the manufacturer of the aircraft.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>Assigned – Assigned to the incident</li> <li>O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>O/S Pers – Out-of-service for personnel reasons</li> <li>Available – Available to be assigned to the incident</li> <li>O/S Mech – Out-of-service for mechanical reasons</li> <li>ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-7: Equipment Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for this resource.
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

**Front**

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s) or Name(s):

Home Base:

Departure Point:

ETD:                      ETA:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time: *Date*

ICS 219-8 MISCELLANEOUS

EQUIPMENT/TASK FORCE (TAN)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

**Back**

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Incident Location:

Time:

Status:

- Assigned     O/S Rest     O/S Pers  
 Available     O/S Mech     ETR: HHMM

Notes:

Prepared by:

Date/Time: *Date*

ICS 219-8 MISCELLANEOUS  
EQUIPMENT/TASK FORCE (TAN)

## ICS 219-8: Miscellaneous Equipment/Task Force Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available work day that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number or name for this resource.
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-10: Generic Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for this resource.
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## AIR OPERATIONS SUMMARY (ICS 220)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: Date                      Date To: Date Time From: HHMM                      Time To: HHMM				<b>3. Sunrise: HHMM    Sunset: HHMM</b>	
<b>4. Remarks</b> (safety notes, hazards, air operations special equipment, etc.):			<b>5. Ready Alert Aircraft:</b> Medivac: New Incident:			<b>6. Temporary Flight Restriction Number:</b> Altitude: Center Point:	
			<b>8. Frequencies:</b>	AM	FM	<b>9. Fixed-Wing</b> (category/kind/type, make/model, N#, base):	
			Air/Air Fixed-Wing			Air Tactical Group Supervisor Aircraft:	
<b>7. Personnel:</b>	Name:	Phone Number:	Air/Air Rotary-Wing – Flight Following				
Air Operations Branch Director		XXX-XXX-XXXX	Air/Ground				
Air Support Group Supervisor		XXX-XXX-XXXX	Command			Other Fixed-Wing Aircraft:	
Air Tactical Group Supervisor		XXX-XXX-XXXX	Deck Coordinator				
Helicopter Coordinator		XXX-XXX-XXXX	Take-Off & Landing Coordinator				
Helibase Manager		XXX-XXX-XXXX	Air Guard				
<b>10. Helicopters</b> (use additional sheets as necessary):							
FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks	
<b>11. Prepared by:</b> Name:			Position/Title:		Signature: _____		
<b>ICS 220, Page 1</b>			Date/Time: Date				



## ICS 220 Air Operations Summary

**Purpose.** The Air Operations Summary (ICS 220) provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

**Preparation.** The ICS 220 is completed by the Operations Section Chief or the Air Operations Branch Director during each Planning Meeting. General air resources assignment information is obtained from the Operational Planning Worksheet (ICS 215), which also is completed during each Planning Meeting. Specific designators of the air resources assigned to the incident are provided by the Air and Fixed-Wing Support Groups. If aviation assets would be utilized for rescue or are referenced on the Medical Plan (ICS 206), coordinate with the Medical Unit Leader and indicate on the ICS 206.

**Distribution.** After the ICS 220 is completed by Air Operations personnel, the form is given to the Air Support Group Supervisor and Fixed-Wing Coordinator personnel. These personnel complete the form by indicating the designators of the helicopters and fixed-wing aircraft assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit.

### Notes:

- If additional pages are needed for any form page, use a blank ICS 220 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Sunrise/Sunset</b>	Enter the sunrise and sunset times.
4	<b>Remarks</b> (safety notes, hazards, air operations special equipment, etc.)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
5	<b>Ready Alert Aircraft</b> <ul style="list-style-type: none"> <li>• Medivac</li> <li>• New Incident</li> </ul>	Identify ready alert aircraft that will be used as Medivac for incident assigned personnel and indicate on the Medical Plan (ICS 206). Identify aircraft to be used for new incidents within the area or new incident(s) within an incident.
6	<b>Temporary Flight Restriction Number</b> <ul style="list-style-type: none"> <li>• Altitude</li> <li>• Center Point</li> </ul>	Enter Temporary Flight Restriction Number, altitude (from the center point), and center point (latitude and longitude). This number is provided by the Federal Aviation Administration (FAA) or is the order request number for the Temporary Flight Restriction.
7	<b>Personnel</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Phone Number</li> </ul>	Enter the name and phone number of the individuals in Air Operations.
	Air Operations Branch Director	
	Air Support Group Supervisor	
	Air Tactical Group Supervisor	
	Helicopter Coordinator	
	Helibase Manager	

Block Number	Block Title	Instructions
8	<b>Frequencies</b> <ul style="list-style-type: none"> <li>• AM</li> <li>• FM</li> </ul>	Enter primary air/air, air/ground (if applicable), command, deck coordinator, take-off and landing coordinator, and other radio frequencies to be used during the incident.
	Air/Air Fixed-Wing	
	Air/Air Rotary-Wing – Flight Following	Flight following is typically done by Air Operations.
	Air/Ground	
	Command	
	Deck Coordinator	
	Take-Off & Landing Coordinator	
	Air Guard	
9	<b>Fixed-Wing</b> (category/kind/type, make/model, N#, base)	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident.
	Air Tactical Group Supervisor Aircraft	
	Other Fixed-Wing Aircraft	
10	<b>Helicopters</b>	Enter the following information about the helicopter resources allocated to the incident.
	FAA N#	Enter the FAA N#.
	Category/Kind/Type	Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance.
	Make/Model	Enter the make and model of the helicopter.
	Base	Enter the base where the helicopter is located.
	Available	Enter the time the aircraft is available.
	Start	Enter the time the aircraft becomes operational.
	Remarks	
11	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
12	<b>Task/Mission/Assignment</b> (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, Medivac, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used. Mission assignments may be listed by priority.
	Category/Kind/Type and Function	
	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	
	Mission Start	
	Fly From	Enter the incident location or air base the aircraft is flying from.
	Fly To	Enter the incident location or air base the aircraft is flying to.





## ICS 221 Demobilization Check-Out

**Purpose.** The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

**Preparation.** The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

**Distribution.** After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

### Notes:

- Members are not released until form is complete when all of the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Planned Release Date/Time</b>	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	<b>Resource or Personnel Released</b>	Enter name of the individual or resource being released.
5	<b>Order Request Number</b>	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	<b>Resource or Personnel</b> You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). <ul style="list-style-type: none"> <li>• Unit/Leader/Manager/Other</li> <li>• Remarks</li> <li>• Name</li> <li>• Signature</li> </ul>	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	<b>Logistics Section</b> <input type="checkbox"/> Supply Unit <input type="checkbox"/> Communications Unit <input type="checkbox"/> Facilities Unit <input type="checkbox"/> Ground Support Unit <input type="checkbox"/> Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
<b>6</b> (continued)	<b>Finance/Administration Section</b> <input type="checkbox"/> Time Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	<b>Other Section/Staff</b> <input type="checkbox"/>	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	<b>Planning Section</b> <input type="checkbox"/> Documentation Leader <input type="checkbox"/> Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
<b>7</b>	<b>Remarks</b>	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
<b>8</b>	<b>Travel Information</b>	Enter the following travel information:
	Room Overnight	Use this section to enter whether or not the resource or personnel will be staying in a hotel overnight prior to returning home base and/or unit.
	Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
	Actual Release Date/Time	Use this section to enter the resource's or personnel's actual release date (month/day/year) and time (using the 24-hour clock).
	Destination	Use this section to enter the resource's or personnel's destination.
	Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
	Travel Method	Use this section to enter the resource's or personnel's travel method (e.g., POV, air, etc.).
	Contact Information While Traveling	Use this section to enter the resource's or personnel's contact information while traveling (e.g., cell phone, radio frequency, etc.).
	Manifest <input type="checkbox"/> Yes <input type="checkbox"/> No Number	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region that was notified of the resource's travel. List the name (first initial and last name) of the individual notified and the date (month/day/year) he or she was notified.	
<b>9</b>	<b>Reassignment Information</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.
	Incident Name	Use this section to enter the name of the new incident to which the resource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.

Block Number	Block Title	Instructions
10	<b>Prepared by</b> <ul style="list-style-type: none"><li>• Name</li><li>• Position/Title</li><li>• Signature</li><li>• Date/Time</li></ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (using the 24-hour clock).

# INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT						
1. Name:		2. Incident Name:			3. Incident Number:	
4. Home Unit Name and Address:				5. Incident Agency and Address:		
6. Position Held on Incident:		7. Date(s) of Assignment: From: Date To: Date		8. Incident Complexity Level: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	9. Incident Definition:	
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
<b>11. Knowledge of the Job/ Professional Competence:</b> Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	<input type="checkbox"/>	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	<input type="checkbox"/>	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	<input type="checkbox"/>	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.
<b>12. Ability To Obtain Performance/Results:</b> Quality, quantity, timeliness, and impact of work.	<input type="checkbox"/>	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	<input type="checkbox"/>	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness.	<input type="checkbox"/>	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement.
<b>13. Planning/ Preparedness:</b> Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	<input type="checkbox"/>	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	<input type="checkbox"/>	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	<input type="checkbox"/>	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.
<b>14. Using Resources:</b> Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	<input type="checkbox"/>	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	<input type="checkbox"/>	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost conscious, sought ways to cut waste.	<input type="checkbox"/>	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.
<b>15. Adaptability/Attitude:</b> Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	<input type="checkbox"/>	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations.	<input type="checkbox"/>	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities.	<input type="checkbox"/>	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.
<b>16. Communication Skills:</b> Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	<input type="checkbox"/>	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread.	<input type="checkbox"/>	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously.	<input type="checkbox"/>	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives.

# INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

<b>1. Name:</b>		<b>2. Incident Name:</b>			<b>3. Incident Number:</b>	
<b>10. Evaluation</b>						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
<b>17. Ability To Work on a Team:</b> Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	<input type="checkbox"/>	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	<input type="checkbox"/>	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	<input type="checkbox"/>	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.
<b>18. Consideration for Personnel/Team Welfare:</b> Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	<input type="checkbox"/>	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
<b>19. Directing Others:</b> Ability to influence or direct others in accomplishing tasks or missions.	<input type="checkbox"/>	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	<input type="checkbox"/>	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	<input type="checkbox"/>	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations.
<b>20. Judgment/Decisions Under Stress:</b> Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	<input type="checkbox"/>	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.	<input type="checkbox"/>	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information.	<input type="checkbox"/>	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.
<b>21. Initiative</b> Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	<input type="checkbox"/>	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	<input type="checkbox"/>	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	<input type="checkbox"/>	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking.
<b>22. Physical Ability for the Job:</b> Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	<input type="checkbox"/>	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	<input type="checkbox"/>	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	<input type="checkbox"/>	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being.
<b>23. Adherence to Safety:</b> Ability to invest in the IMT's future by caring for the safety of self and others.	<input type="checkbox"/>	Failed to adequately identify and protect personnel from safety hazards.	<input type="checkbox"/>	Ensured that safe operating procedures were followed.	<input type="checkbox"/>	Demonstrated a significant commitment toward safety of personnel.
<b>24. Remarks:</b>						
<b>25. Rated Individual</b> (This rating has been discussed with me):						
Signature: _____				Date/Time: _____		
<b>26. Rated by:</b> Name: _____				Signature: _____		
Home Unit: _____				Position Held on This Incident: _____		
ICS 225			Date/Time: Date			

## ICS 225 Incident Personnel Performance Rating

**Purpose.** The Incident Personnel Performance Rating (ICS 225) gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

**Preparation.** The ICS 225 is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. The ICS 225 will be reviewed with the subordinate, who will sign at the bottom. It will be delivered to the Planning Section before the rater leaves the incident

**Distribution.** The ICS 225 is provided to the Planning Section Chief before the rater leaves the incident.

### Notes:

- Use a blank ICS 225 for each individual.
- Additional pages can be added based on individual need.

Block Number	Block Title	Instructions
1	<b>Name</b>	Enter the name of the individual being rated.
2	<b>Incident Name</b>	Enter the name assigned to the incident.
3	<b>Incident Number</b>	Enter the number assigned to the incident.
4	<b>Home Unit Address</b>	Enter the physical address of the home unit for the individual being rated.
5	<b>Incident Agency and Address</b>	Enter the name and address of the authority having jurisdiction for the incident.
6	<b>Position Held on Incident</b>	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	<b>Date(s) of Assignment</b> <ul style="list-style-type: none"> <li>• From</li> <li>• To</li> </ul>	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	<b>Incident Complexity Level</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> 1</li> <li><input type="checkbox"/> 2</li> <li><input type="checkbox"/> 3</li> <li><input type="checkbox"/> 4</li> <li><input type="checkbox"/> 5</li> </ul>	Indicate the level of complexity for the incident.
9	<b>Incident Definition</b>	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	<b>Evaluation</b>	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.
10	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.

Block Number	Block Title	Instructions
11	<b>Knowledge of the Job/ Professional Competence:</b>	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)
12	<b>Ability To Obtain Performance/Results:</b>	Quality, quantity, timeliness, and impact of work.
13	<b>Planning/Preparedness:</b>	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	<b>Using Resources:</b>	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	<b>Adaptability/Attitude:</b>	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	<b>Communication Skills:</b>	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	<b>Ability To Work on a Team:</b>	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	<b>Consideration for Personnel/Team Welfare:</b>	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	<b>Directing Others:</b>	Ability to influence or direct others in accomplishing tasks or missions.
20	<b>Judgment/Decisions Under Stress:</b>	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	<b>Initiative</b>	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	<b>Physical Ability for the Job:</b>	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	<b>Adherence to Safety:</b>	Ability to invest in the IMT's future by caring for the safety of self and others.
24	<b>Remarks</b>	Enter specific information on why the individual received performance levels.
25	<b>Rated Individual</b> (This rating has been discussed with me) <ul style="list-style-type: none"> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	<b>Rated by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Home Unit</li> <li>• Position Held on This Incident</li> <li>• Date/Time</li> </ul>	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.

# Appendix A

## BAYVIEW TORNADO ICS-209

<b>*1. Incident Name: Bayview Tornado</b>		<b>2. Incident Number: 0502 (from F and A)</b>		
<b>*3. Report Version</b> (check one box on left): <input checked="" type="checkbox"/> Initial      Rpt # <input type="checkbox"/> Update      (if used): <input type="checkbox"/> Final	<b>*4. Incident Commander(s) &amp; Agency or Organization:</b> N. Kempfer-Needland Fire, D. Roberts-Needland EMS, K. Anthony-Granger Co. Sheriff's Office, J. Davila-Needland PD, D.Doan-Granger		<b>5. Incident Management Organization:</b> Unified Command	<b>*6. Incident Start Date/Time:</b> Date: <u>5-2-2009</u> Time: <u>1719 hours</u> Time Zone: <u>Central</u>
<b>7. Current Incident Size or Area Involved</b> (use unit label – e.g., "sq mi," "city block"): 9 Block area	<b>8. Percent (%) Contained</b>  <b>Completed</b> 20%	<b>*9. Incident Definition:</b> Tornado	<b>10. Incident Complexity Level:</b> Type 3	<b>*11. For Time Period:</b> From Date/Time: <u>5-2-2009/2029hrs</u> To Date/Time: <u>5-3-2009/0600hrs</u>

### Approval & Routing Information

<b>*12. Prepared By:</b> Print Name: <u>SL Gaithe</u> ICS Position: <u>Planning Deputy</u> Date/Time Prepared: <u>May 09, 2009 / 2249 hours</u>		<b>*13. Date/Time Submitted:</b> 5-3-2009 0600 hrs <b>Time Zone:</b> Central
<b>*14. Approved By:</b> Print Name: <u>A. Archer</u> ICS Position: <u>Planning Chief</u> Signature: _____		<b>*15. Primary Location, Organization, or Agency Sent To:</b> EOC

### Incident Location Information

<b>*16. State:</b> Columbia	<b>*17. County/Parish/Borough:</b> Granger County	<b>*18. City:</b> Needland
<b>19. Unit or Other:</b> Needland EMS, Needland Police, Needland Fire	<b>*20. Incident Jurisdiction:</b> City of Needland	<b>21. Incident Location Ownership</b> (if different than jurisdiction): N/A
<b>22. Longitude</b> (indicate format): -97 23' 38.30 <b>Latitude</b> (indicate format): 27 47' 38.99	<b>23. US National Grid Reference:</b> N/A	<b>24. Legal Description</b> (township, section, range): Bayview area encompassing Bayview Convention Cntr
<b>*25. Short Location or Area Description</b> (list all affected areas or a reference point): City of Needland in Granger County, State of Columbia. The tornado struck the downtown area new the Bayview Convention Center.		<b>26. UTM Coordinates:</b> N/A
<b>27. Note any electronic geospatial data included or attached</b> (indicate data format, content, and collection time information and labels): N/A		

### Incident Summary

<b>*28. Significant Events for the Time Period Reported</b> (summarize significant progress made, evacuations, incident growth, etc.): Responders call to the scene of a tornado touchdown that damaged many building in a 9 block area of Baytown, Evacuation as well as search and rescue efforts are underway. As of 23:50 42 victims have been confirmed deceased and 983 injuries.					
<b>29. Primary Materials or Hazards Involved</b> (hazardous chemicals, fuel types, infectious agents, radiation, etc.): None known at this time. Mostly Structural Damage and poor weather is hampering rescue/recovery efforts.					
<b>30. Damage Assessment Information</b> (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):		A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
		E. Single Residences			
		F. Nonresidential Commercial Property	50	12	5
		Other Minor Structures			
		Other			
ICS 209, Page 1 of ____		* Required when applicable.			

# BAYVIEW TORNADO ICS-209

<b>*1. Incident Name:</b> Bayview Tornado	<b>2. Incident Number:</b> 0502
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**Additional Incident Decision Support Information**

*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date																																						
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>																																								
D. Fatalities	102		D. Fatalities	0																																							
E. With Injuries/Illness	1837		E. With Injuries/Illness	4																																							
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue	0																																							
G. Missing <i>(note if estimated)</i>			G. Missing	0																																							
H. Evacuated <i>(note if estimated)</i>			H.																																								
I. Sheltering in Place <i>(note if estimated)</i>			I. Sheltering in Place	0																																							
J. In Temporary Shelters <i>(note if est.)</i>	700		J.																																								
K. Have Received Mass Immunizations	0		K. Have Received Immunizations	0																																							
L. Require Immunizations <i>(note if est.)</i>	0		L. Require Immunizations	0																																							
M. In Quarantine	0		M. In Quarantine	0																																							
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>																																								
<b>33. Life, Safety, and Health Status/Threat Remarks:</b> May trapped and missing victims			<b>*34. Life, Safety, and Health Threat Management:</b> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"></td> <td style="text-align: right; padding-right: 10px;">A. Check if Active</td> </tr> <tr> <td>A. No Likely Threat</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>B. Potential Future Threat</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>C. Mass Notifications in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>D. Mass Notifications Completed</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>E. No Evacuation(s) Imminent</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>F. Planning for Evacuation</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>G. Planning for Shelter-in-Place</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>H. Evacuation(s) in Progress</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>I. Shelter-in-Place in Progress</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>J. Repopulation in Progress</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>K. Mass Immunization in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>L. Mass Immunization Complete</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>M. Quarantine in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>N. Area Restriction in Effect</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>				A. Check if Active	A. No Likely Threat	<input type="checkbox"/>	B. Potential Future Threat	<input checked="" type="checkbox"/>	C. Mass Notifications in Progress	<input type="checkbox"/>	D. Mass Notifications Completed	<input type="checkbox"/>	E. No Evacuation(s) Imminent	<input type="checkbox"/>	F. Planning for Evacuation	<input type="checkbox"/>	G. Planning for Shelter-in-Place	<input type="checkbox"/>	H. Evacuation(s) in Progress	<input checked="" type="checkbox"/>	I. Shelter-in-Place in Progress	<input checked="" type="checkbox"/>	J. Repopulation in Progress	<input checked="" type="checkbox"/>	K. Mass Immunization in Progress	<input type="checkbox"/>	L. Mass Immunization Complete	<input type="checkbox"/>	M. Quarantine in Progress	<input type="checkbox"/>	N. Area Restriction in Effect	<input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
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<b>35. Weather Concerns</b> (synopsis of current and predicted weather; discuss related factors that may cause concern): Heavy rain and severe weather			<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>				<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>																														
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<b>36. Projected Incident Activity, Potential, Movement, Escalation, or Spread</b> and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:																																											
<b>12 hours:</b> Search and rescue, looting, shelter for 1 <sup>st</sup> responders, demobilization																																											
<b>24 hours:</b> Treatment and transport of victims, restore utilities																																											
<b>48 hours:</b> Area clean up																																											
<b>72 hours:</b> Restore business																																											
<b>Anticipated after 72 hours:</b> Rebuild																																											
<b>37. Strategic Objectives</b> (define planned end-state for incident): The desired outcome is to restore life and property to normal operation as soon as possible.																																											

# BAYVIEW TORNADO ICS-209

<b>*1. Incident Name:</b> Bayview Tornado incident	<b>2. Incident Number:</b> 0502
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**Additional Incident Decision Support Information** (continued)

**38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.** Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

**12 hours:** Heavy casualties taxing the EMS system. Severe weather, need for additional Engines

**24 hours:** N/A

**48 hours:** Need for relief teams, supplies and equipment

**72 hours:** Need for supplies, food and drink

**Anticipated after 72 hours:** Same

**39. Critical Resource Needs** in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

**12 hours:** Loss of 6 Engines that are needed by to their community

**24 hours:**

**48 hours:**

**72 hours:**

**Anticipated after 72 hours:**

**40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:**

- 1) critical resource needs identified above,
- 2) the Incident Action Plan and management objectives and targets,
- 3) anticipated results.

**Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.**

**41. Planned Actions for Next Operational Period:**

Continue with search, rescue and safety operations

**42. Projected Final Incident Size/Area** (use unit label – e.g., “sq mi”): 9 Sq blocks

**43. Anticipated Incident Management Completion Date:** Unknown

**44. Projected Significant Resource Demobilization Start Date:** 4 May 2009

**45. Estimated Incident Costs to Date:** 277,578

**46. Projected Final Incident Cost Estimate:** Unknown

**47. Remarks** (or continuation of any blocks above – list block number in notation):

# BAYVIEW TORNADO ICS-209

<b>1. Incident Name:</b> Bayview Tornado	<b>2. Incident Number:</b> 0502
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## Incident Resource Commitment Summary

<b>48. Agency or Organization:</b>	<b>49. Resources</b> (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box):																	<b>50. Additional Personnel</b> not assigned to a resource:	<b>51. Total Personnel</b> (includes those associated with resources – e.g., aircraft or engines – and individual overhead):				
	Police Motor units	ALS Ambulance	BLS Ambulance	Engine	Ladder Truck	Bus - 45 Pass	Medic	Animal Cont. Off	Backhoe	EMS Res. Team	Rescue	DPW Sedan	Dump Truck	DPW Light Plant	Structural Eng.	Street Sweeper	Heavy Rescue			Police Officer	Medical Examiner	Buses – 20 Pass	Portable Morgue
City of Needland	3 3 3	1 6 2	4 8	2 2 8	7 2 8		1 2 4	5 5	7 7	3 4 5		4 4	5 5	1 1 1	3 3	4 4	3 1 5	4 4 0	2 1		1 9	19	302
Granger County Fire Department				1 5 6 0	7 2 8																	8	96
Arkansas Pass Fire Department	3 3	3 6		3 2	2 8		8 8			3 6								5 5				6	54
Boise Fire Department			2 4	2 8	2 8		6 6				2 8											4	38
Calvinton Fire Department		2 4		3 2	2 8		4 4															2	30
Columbia State Police	6 6																	7 7				1	14
Granger Area Transit Enterprise					1 8 1 8																1 2 1 2	3	33
Granger County EMS		2 1 4 2	9 1 8				1 6 1 6															4	80
Granger County Sherriff	1 2 1 2																	2 3 2 3				15	50
City of Pleasant Grove	1 7 1 7		5 2 0	2 8		6 6				1 4		2 4	2 4	2 4				1 1 1 1				9	83
MED STAT										3 2 0													30
Port Arkansas	5 5																						5
Taft Police Department	3 3																4 4					7	
Granger County DPW									4 4			6 6	7 7		8 8							14	39
<b>52. Total Resources</b>	<b>7 9</b>	<b>4 2</b>	<b>1 5</b>	<b>5 0</b>	<b>2 2</b>	<b>1 8</b>	<b>5 2</b>	<b>5 1</b>	<b>1 5</b>	<b>5 6</b>	<b>4 1</b>	<b>4 3</b>	<b>1 0</b>	<b>2 0</b>	<b>3 3</b>	<b>1 2</b>	<b>3 3</b>	<b>9 0</b>	<b>2 2</b>	<b>1 2</b>	<b>1 1</b>	<b>85</b>	<b>861</b>

**53. Additional Cooperating and Assisting Organizations Not Listed Above:**

## RESOURCE REQUEST MESSAGE (ICS 213 RR)

<b>1. Incident Name:</b>			<b>2. Date/Time</b> Date                      HHMM		<b>3. Resource Request Number:</b>		
<b>Requestor</b>	<b>4. Order</b> (Use additional forms when requesting different resource sources of supply.):						
	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, etc.)	Arrival Date and Time		Cost
					Requested	Estimated	
<b>5. Requested Delivery/Reporting Location:</b>							
<b>6. Suitable Substitutes and/or Suggested Sources:</b>							
<b>7. Requested by Name/Position:</b>				<b>8. Priority:</b> <input type="checkbox"/> Urgent <input type="checkbox"/> Routine <input type="checkbox"/> Low		<b>9. Section Chief Approval:</b>	
<b>Logistics</b>	<b>10. Logistics Order Number:</b>				<b>11. Supplier Phone/Fax/Email:</b>		
	<b>12. Name of Supplier/POC:</b>						
	<b>13. Notes:</b>						
<b>14. Approval Signature of Auth Logistics Rep:</b>				<b>15. Date/Time:</b> Date                      HHMM			
<b>16. Order placed by (check box):</b> <input type="checkbox"/> SPUL <input type="checkbox"/> PROC							
<b>Finance</b>	<b>17. Reply/Comments from Finance:</b>						
	<b>18. Finance Section Signature:</b>				<b>19. Date/Time:</b> Date                      HHMM		
<b>ICS 213 RR, Page 1</b>							