

Charlottesville, University of Virginia and Albemarle County
Regional Incident Command System (ICS) Policy

This document establishes the Charlottesville-UVA-Albemarle County policy for institutionalizing the policies and procedures of the Incident Command System (ICS) in order to ensure the region complies with the National Incident Management System (NIMS) and Homeland Security Presidential Directive (HSPD) -5, *Management of Domestic Incidents*.

Responding to emergencies, especially complex, multi-agency incidents, is one of the most important challenges facing the region. The Incident Command System (ICS) is a nationally recognized, standardized management system designed to enable effective and efficient management of such incidents by integrating a combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure. It is designed to be applicable across all emergency management disciplines, to help organize both near-term and long-term field operations and to be used for a broad spectrum of emergencies ranging in size and complexity. The ICS provides a core mechanism for coordinated and collaborative incident management.

ICS permits the combining of agencies into one cohesive team for effective incident operations and should be used for all preplanned events including field training exercises, public events, planned activities, political forums, and special events. ICS will also be used for all unforeseen incidents requiring a response regardless of the size. The Commonwealth of Virginia Incident Command System Job Aid provides checklists for each position in the ICS structure and must be maintained by all individuals who may have a role in the ICS organizational structure.

ICS STRUCTURE

- I. The ICS organization is built around the following five major components:
 - A. Command
 - B. Planning
 - C. Operations
 - D. Logistics
 - E. Finance/Administration

Figure 1 — Incident Command System Structure



II. Single Agency Command

- A. When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single Incident Commander should be designated with overall management responsibility. The Incident Commander should be the senior first-responder to arrive at the scene. The responsible agency may assign a more highly qualified Incident Commander as the incident grows in size and complexity.
- B. If the Incident Commander determines that additional support from other agencies is not required, he or she has the authority to cancel any other support that may have initially been dispatched through the Emergency Communications Center.
- C. If the Incident Commander determines that additional support from other agencies is required, he or she will request that support through the Emergency Communications Center.

III. Unified Command / Multi-Agency Response

- A. Unified Command should be implemented for incidents involving multiple jurisdictions, a single jurisdiction with multi-discipline involvement, or multiple jurisdictions with multi-agency involvement. Unified Command allows agencies with jurisdictional authority with different legal, geographic and functional responsibilities to operate effectively together within a common organizational framework.
- B. The establishment of a Unified Command will begin with a brief initial meeting of agency leaders. Agencies with functional responsibility for any or all aspects of an incident and agencies that provide specific resource support should participate in the Unified Command structure.
- C. Representatives in the Unified Command will collocate at the Incident Command Post to perform the following responsibilities:
 - (1) determine overall incident strategy and objectives

- (2) establish a single incident action plan
 - (3) approve, commit, and make optimum use of all assigned resources
 - (4) agree on the designation of the Operations Section Chief
 - (5) designate a Unified Command spokesperson
- D. The exact composition of the Unified Command structure will depend on the location(s) of the incident, type of incident and/or which functional agencies are involved in the response.
- E. The Operations Section Chief has the authority to implement the response operations specified in the Incident Action Plan.
- F. The differences between the single command structure and the Unified Command structure are:
- (1) the Incident Commander is solely responsible for establishing incident management objectives and strategies in a single agency command.
 - (2) the individuals designated by their jurisdictional authorities must jointly determine objectives, plans and priorities and work together to execute them in a Unified Command.

IV. Area Command

- A. Area Command should be established to oversee the management of multiple incidents or a very large incident being handled by separate ICS organizations, incidents that are not site specific and when there are a large number of the same types of incidents in the same area. If incidents under the authority of area command are multi-jurisdictional, a Unified Area Command should be established.
- B. Area Command does not have operational responsibilities. Area Command is responsible for:
- (1) setting overall agency incident-related priorities
 - (2) allocating critical resources
 - (3) ensuring incidents are managed properly
 - (4) ensuring effective communications
 - (5) ensuring management objectives are met and do not conflict with each other
 - (6) identifying critical resource needs and reporting them to the EOC

- (7) providing personnel accountability and safety

V. **Transferring Command**

- A. The arrival of a higher ranking official does not mean that the Incident Commander role is being transferred. A subordinate official may continue the role of Incident Commander even if a higher-ranking official arrives on scene when the individual is effectively commanding an incident and satisfactory progress is being made to bring the incident under control. As circumstances change, the situation may dictate that a representative from another agency serve as Incident Commander.
- B. To transfer command, the person being relieved must brief the incoming Incident Commander on the following items utilizing the Incident Briefing Form (ICS Form 201):
 - (1) the incident conditions (are, current situation, objectives, priorities, hazards, etc.)
 - (2) the IAP and its current status
 - (3) deployment and assignments of operating units
 - (4) appraisal of the need for additional resources
 - (5) summary of currently requested resources and
 - (6) safety considerations.
- C. The new Incident Commander will accept full and total responsibility for the incident thereafter. The Emergency Communications Center shall be advised of the transfer of command and the radio designation Incident Commander shall be transferred to the relieving person.
- D. The Incident Commander role should not be passed to an individual not on the scene. It is preferable to have the initial Incident Commander continue to operate until the role can be transferred to an on-scene official.

FUNCTIONAL RESPONSIBILITIES

V. **Incident Commander**

- A. The Incident Commander is responsible for on-scene management and should be readily, visually, authoritatively and geographically identifiable and accessible to all concerned.
- B. All incidents, regardless of size or complexity will have an Incident Commander. At a minimum, the Incident Commander will be responsible for the following:

Initial Responsibilities:

- (1) Assume an effective command position - visually, authoritatively, and geographically
- (2) Transmit a brief initial radio report to the affected communications center and other appropriate responding agencies
- (3) Rapidly assess the situation
- (4) Identify contingencies
- (5) Develop the incident action plan that identifies steps to be taken to meet the established goals and objectives and responsible individuals for accomplishing these steps
- (6) Assign and maintain an effective span of control as required
- (7) Activate elements of the Incident Command System, **as needed and appropriate**

D. Additional Responsibilities:

- (1) Provide continuing overall command of the incident and give progress reports to all affected persons with a need to know
- (2) Designate Command Staff and General Staff, coordinate staff activities, and manage incident operations
- (3) Brief Command Staff and Section Chiefs
- (4) Review and evaluate efforts. Revise the incident action plan as needed
- (5) Identify, request and assign resources as needed
- (6) Approve and authorize release of information to the news media
- (7) Arrange and conduct the debriefing
- (8) Prepare an after action report
- (9) Possess and review appropriate checklists in Incident Command System Job Aid
- (10) Use and complete ICS forms as appropriate and necessary

VI. **Command Staff**

- A. The members of the Command Staff report directly to the Incident Commander and will support and advise General Staff. The Command Staff attends meeting in the command post and consists of the Incident Commander and three special staff positions; the Public Information Officer, the Safety Officer, and the Liaison Officer.

B. **Information Officer**

The Information Officer formulates and releases information about the incident to the news media and other appropriate agencies. The Information Officer should develop accurate and complete information regarding incident cause, size, current situation, resources committed, and other matters of general interest. The Information Officer will normally be the point of contact for the media and other governmental agencies which desire information directly from the incident. In addition, the Information Officer may:

- (1) establish a single center for incident information. The press area needs to be established away from the Command Post and staging area at all incidents. Large-scale incidents may require a Joint Information Center be established to better disseminate information to the public and press
- (2) arrange for necessary work space, materials, telephones, and staffing
- (3) prepare an initial information summary as soon as possible after arrival
- (4) release approved information to the news media and post information in accordance with instructions from the Incident Commander
- (5) update news releases
- (6) maintain an activity log as necessary
- (7) facilitate tours and photo opportunities, as soon as possible, in an area where safety of the press can be guaranteed
- (8) maintain Unit Log ICS Form 214
- (9) possess and review appropriate checklists in Incident Command System Job Aid

C. **Liaison Officer**

The Liaison Officer is the point of contact for assisting agency representatives (i.e., public works, local agencies, state agencies, federal agencies, railroad, Red Cross, Social Services personnel, etc.). In addition, the Liaison Officer will:

- (1) maintain a list of assisting and cooperating agencies and agency representatives
- (2) assist in establishing and coordinating interagency contracts
- (3) keep agencies supporting the incident aware of incident status.
- (4) monitor incident operations to identify current or potential inter-organizational problems
- (6) ensure that all required agency forms, reports and documents are completed prior to demobilization.
- (7) maintain Unit/Activity Log (ICS Form 214).

D. Safety Officer

The Safety Officer is responsible for monitoring and assessing hazardous or unsafe situations, and developing measures for assuring personnel safety. The Safety Officer must exercise emergency authority to stop or prevent unsafe acts when immediate action is required. However, the Safety Officer will typically attempt to correct unsafe acts or conditions through the normal chain of command. The Safety Officer maintains awareness of actively developing situations and periodically briefs the Incident Commander. In addition, the Safety Officer(s) may:

- (1) review incident action plans
- (2) identify potentially unsafe situations
- (3) exercise emergency authority to stop or prevent unsafe situations
- (4) investigate accidents that have occurred within the incident areas
- (5) maintain a log of events as necessary
- (6) provide for safety, accountability and welfare of assigned personnel

6. General Staff

- A. It will be the responsibility of the Incident Commander to develop an organizational structure as soon as possible after arrival and implement initial control measures. The size and complexity of the organizational structure will be determined by the size and nature of the emergency. The Incident Commander may designate functional managers responsible for specific tasks. These tasks remain the responsibility of the Incident Commander unless they are delegated to someone else. Management functions can be divided into the following four sections; Operations, Planning, Logistics and Finance/Administrative. Each

section will have a section chief who will (in addition to their specific tasks listed within the following sections) perform the following upon scene arrival:

- (1) check in at the Incident Command Post and complete the check-in list (ICS Form 211)
- (2) activate, oversee the safety of and supervise his/her respective units
- (3) obtain a briefing from the Incident Command or Liaison Officer
- (4) establish a working location
- (5) attend planning meetings
- (6) identify/advise Liaison Officer of special needs, requirements and supplies
- (7) complete all necessary agency forms, reports and documents
- (8) possess and review appropriate checklists in Incident Command System Job Aid
- (9) assist in the formulation of the incident action plan
- (10) brief personnel on the incident action plan
- (11) develop operations plan for his/her respective section function

B. Operations

The Operations Section Chief is responsible for the management of all operations directly applicable to the primary mission, and the safety and welfare of the personnel working in the Operations Section. The Operations Section Chief activates and supervises operations, organizational elements and staging areas. resources (personnel and equipment) in accordance with the incident action plan. When the command post is not located at the scene of the incident, the Incident Commander shall appoint at least one Operations Sections Chief to assume direction and control of the incident scene. The Operations Section Chief may have a deputy whose responsibilities will be delegated by the Chief. In addition, the Operations Sections Chief will:

- (1) assess the incident scene and report the findings to the Incident Commander
- (2) manage on-site incident operations and carry out necessary tactical strategies
- (3) review resources to be released, initiate recommendations for the release of resources and request additional resources from the Command Post as needed

- (4) assemble and disassemble strike teams and task forces
- (5) maintain the Unit Log (ICS Form 214) and give it to the Documentation Unit at the end of each operational period

The Incident Command System provides for the following positions within the Operations Section:

- (1) Staging Area Manager
- (2) Operations Support Branch Director
- (3) Division/Group Supervisor
- (4) Strike Team/Task Force Leader
- (5) Helispot Manager

C. **Planning**

The Planning Section Chief ~~activate~~ is responsible for the collection and evaluation of information about the incident and the status of resources. A major function of the Planning Section Chief is to anticipate future needs for equipment and manpower. In addition, the Planning Section Chief may assemble information on current and alternative strategies, identify needs for special resources, provide periodic predictions on incident potential, ensure that normal information collection and reporting requirements are being met, prepare recommendations for release of resources and compile and display incident status information. In addition, the Planning Section Chief will:

- (1) provide incident traffic plan
- (2) oversee preparation of the incident demobilization plan
- (3) assemble and disassemble non-operations strike teams and task forces

As the situation escalates, the Planning Section Chief may appoint personnel to assist with the following activities:

- (1) Documentation/recording/timekeeping
- (2) Technical issues
- (3) Special Situations (weather, etc.)

The Incident Command System provides for the following positions within the Planning Section:

- (1) Situation Unit Leader
- (2) Resources Unit Leader
- (3) Documentation Unit Leader
- (4) Demobilization Unit Leader

D. Logistics

The Logistics Section Chief activates and supervises the logistics section and is responsible for providing facilities, services and materials in support of the incident. In addition, the Logistics Officer will:

- (1) provide and manage any needed supplies and materials
- (2) coordinate with the Planning Officer to forecast and obtain future resource needs
- (3) provide for communications plans and any needed communications equipment
- (4) provide fuel and needed repairs for equipment
- (5) obtain specialized equipment or expertise as requested
- (6) provide food and associated supplies
- (7) secure any needed fixed or portable facilities
- (8) maintain the Unit Log (ICS Form 214)

The Incident Command System provides for the following positions within the Logistics Section:

- (1) Logistics Support Branch Director
- (2) Ground Support Unit Leader
- (3) Facilities Unit Leader
- (4) Supply Unit Leader
- (5) Logistics Service Branch Director
- (6) Food Unit Leader
- (7) Communications Unit Leader

- (8) Medical Unit Leader
- (9) Security Unit Leader
- (10) Medical Unit Leader

E. Finance and Administrative

The Finance and Administrative Section Chief is responsible for the management of all financial and cost analysis aspects of the incident. It is recommended that the person normally responsible for such activities under non-emergency conditions continue to serve in this function. In addition, the Finance and Administrative Section Chief will:

- (1) procure services and/or supplies from identified sources as requested by the Incident Commander;
- (2) document all financial costs of the incident;
- (3) document for possible cost recovery for services and/or supplies;
- (4) analyze and manage legal risk for incidents; and
- (5) document for compensation and claims for injury.

The Incident Command System provides for the following positions within the Finance/Administration Section:

- (1) Time Unit Leader
- (2) Cost Unit Leader
- (3) Compensation/Claims Unit Leader
- (4) Procurement Unit Leader

7. Span of Control

Safety factors as well as sound management principles will dictate span of control considerations. The span of control should range from three to seven functions or persons, with a span of control of five being established as optimal and generally acceptable. As responsibilities or response activities grow beyond that level, the organizational structure should also grow in order to maintain the span of control within the recommended range.

INCIDENT RESPONSE

9. **Initial Actions**

- A. The first agency on-scene should initiate the Incident Command System. Subsequent arriving personnel shall report to the Incident Commander for a situation briefing.
- B. Upon activation of the ICS, the senior first responder on the scene shall establish command.
- C. The Incident Commander shall rapidly evaluate the situation and brief the Emergency Communications Center about the situation and the nature and numbers of resources needed. A brief description of the incident should be given, including obvious conditions. The Emergency Communications Center should be advised as the situation changes.
- D. Initial personnel on the scene should secure access to the scene to prevent accidents and protect the injured. The Incident Commander should identify routes for emergency vehicles that will be responding. In some cases, it may be necessary to designate parking areas until a staging area is established.

10. **Communications**

- A. Once multiple units respond and Command has been established, the Incident Commander will be identified over the radio by using the location of the incident, followed by the term "Command," i.e., "West Main Command." The dispatcher should relay all information concerning the incident through Command.
- B. If necessary, the Incident Commander may designate additional operational talk groups to accommodate radio communications associated with the incident.
- C. Once Command is activated, clear text voice transmissions shall be used in order to avoid confusion.
- D. In order to ensure clear, efficient radio communications, all personnel shall:
 - (1) minimize details in orders
 - (2) use face-to-face communications when possible
 - (3) repeat orders to ensure the intended message is the message received
 - (4) include quality and quantity in orders
 - (5) avoid unnecessary conversation
 - (6) set a proper tone by controlling the speed and volume of transmissions

(7) be brief and specific

11. Establishing the Command Post

- A. Each incident will only have one command post. The command post should be positioned away from the general noise and confusion of the incident, outside the area of potential hazards and within view of the incident when possible.
- B. Initially, the command post may be a vehicle or a location on scene that is mutually agreeable to the agencies represented. If the incident has a long-term potential, it is advisable to select a more functional facility.
- C. The command post should be clearly identified as such by a green and white flag, lights or other marker.
- D. The number of personnel in the command post should be kept to a minimum. Security should be provided to control access and ensure only authorized individuals be allowed to enter.
- E. The command post shall be staffed at all times.
- F. The Incident Commander should ensure that the location is announced to all responders and dispatch.

12. Establishing the Staging Area(s)

- A. The staging area will be established to manage available resources effectively. It is the location where resources and personnel should be placed while awaiting an assignment and is managed by the Operations Section.
- B. Consider the following factors when selecting a staging area:
 - (1) multiple access routes
 - (2) adequate size
 - (3) secured for personnel and equipment
 - (4) located away from the incident but as close to probable operational assignment as possible (less than 5 minutes away).
 - (5) safe from incident hazards
 - (6) easily visible to the arriving units
- C. The Incident Commander will notify the Emergency Communications Center of the location of the staging area. The Emergency Communications Center will instruct all incoming units to report to the staging area unless advised otherwise.

- D. The Staging Area Manager(s) will report the staging area's readiness status to the Operations Section Chief or the Incident Commander. The radio designation for the Staging Area Manager will be "Staging".
- E. The Staging Area Manager(s) will have the following responsibilities:
 - (1) initiate a parking plan to prevent excessive congestion at the staging area.
 - (2) brief all incoming personnel
 - (3) assume a position that is visible and accessible to incoming staging units
 - (4) maintain written logs for all significant activities occurring at the staging area
 - (5) establish and oversee a check-in/check-out system for all equipment and personnel
 - (6) assign available resources in response to resource requests
 - (7) monitor the status of resources
- F. The following procedures will apply to the staging operation:
 - (1) Once staging has been announced, all incoming agencies will assemble at their designated staging area.
 - (2) Equipment will not be left unattended. Personnel will stay with their equipment unless directed otherwise.

13. Other Incident Facilities

- A. A Base provides primary services and support activities for incidents that cover a large area or are expected to continue for an extended period of time.
- B. A Camp provides food, water and sleeping and sanitary facilities to incident personnel.
- C. A Helibase is the location where helicopters may be parked, maintained, fueled and equipped.
- D. A Helispot is the location where helicopters can land and load and offload personnel and equipment.
- E. A Casualty Collection Point is the area designated to receive, conduct triage, and provide treatment and transportation to injured personnel.

14. **Debriefing**

- A. Debriefings may be conducted on an ongoing basis during the incident to gather intelligence and enhance operational effectiveness. In addition, it is essential that all participants be debriefed at the conclusion of the incident in order to gather all of the information necessary for developing a complete, accurate understanding of the response activities for future planning purposes and training needs.
- B. Field personnel may be debriefed in several ways:
 - (1) In small incidents, all personnel may be debriefed as they return to the staging area.
 - (2) In larger operations, team leaders who have previously debriefed their team members may be debriefed.
 - (3) In complex, multi-jurisdictional operations, a debriefing session may be held after the incident is concluded, led by the Incident Commander.

14. **After Action Report**

- A. After action reports will not be required for preplanned events that have had a plan of operation prepared, approved and implemented. However, debriefings should be conducted for significant events. If information of significant importance arises from events such as these participants may write his/her findings to their supervisor.
- B. Agencies regularly compile separate incident reports for most incidents. In the event of an incident that involves more than one agency or jurisdiction, the Incident Commander will be responsible for compiling a collective after action report, submitting it to the Emergency Management Coordinator and conducting a review of the lessons learned with key personnel. Each event will dictate who will be required to participate in the after action report and review. If a Planning Section was activated, they are the responsible unit for compiling the after action report.

An Incident Commander may submit an after action report on any incident he or she feels should be documented and evaluated. Events that may require an after action report include:

- (1) Hostage incidents
- (2) Pursuits that involve multiple jurisdictions, and last at least 60 minutes, and involve extensive damage or any injury or death.
- (3) Plane crashes where there is a loss of life.

- (4) Motor vehicle, or other transportation type, crashes/incidents causing a major primary route or interstate system to be shut down in excess of six hours. For the purpose of this request a shut down means all lanes in at least one direction.
- (5) Chemical leaks or spills which require massive evacuation of the public.
- (6) Raids that result in accidental/deliberate and unprepared for chemical exposure.
- (7) Any terrorist attack or attempted attack (domestic or foreign in nature).
- (8) Prison or other correctional institutional uprisings/riots/disturbances.
- (9) Escapes from penal institutions requiring active pursuit of escapee(s). This does not include merely the investigation of an escapee.
- (10) Civil disturbances.
- (11) Natural or man made disasters such as:
 - (a) Major flooding
 - (b) Hurricanes
 - (c) Tornadoes
 - (d) Blizzards
- (12) When any of the following are a result of the disaster:
 - (a) Loss of life.
 - (b) Significant and/or widespread damage to property and or infrastructure.
 - (c) resources are called in from other areas to assist in the management of the incident.
 - (d) The event is declared a local disaster
- (13) Major crimes involving multiple deaths, injuries or victims in general and require extensive resources, i.e., sniper-type incident.

C. The after action report should include the following:

- (1) Synopsis of the incident

This paragraph will generally summarize who, what, where, and when of an operation.

- (2) Resources/equipment used

This paragraph will detail the manpower used and equipment required.

- (3) Strategies employed
- (4) Evaluation of the effectiveness of resources and strategies used

This paragraph will offer an objective evaluation of the overall operation measuring both its success and deficiencies.

- (5) Recommendations for improvement, including training and/or policy recommendations
- (6) Injuries/deaths sustained by participating agencies
- (7) Rosters/man-hours recorded

D. The after action report shall be provided to the appropriate agency officials and the Emergency Management Coordinator.

TRAINING AND EVALUATION

- 15. The regional offices of public safety have a number of guidelines and procedures that govern our response to different types of incidents. Employees should familiarize themselves with all general orders, standard operating procedures and training manuals of that pertain to their assignment.
- 16. A regional Incident Command System training program will be developed by a team of training officers from each public safety agency and the Emergency Management Coordinator. Training will be the collective responsibility of all public safety agencies and will be accomplished in a unified training environment.
- 17. Each Training Officer shall:
 - a. ensure that all personnel with a direct role in emergency preparedness and incident management or response (including new employees, recruits and first responders) complete the National Incident Management System (NIMS) Awareness Course: IS-700.
 - b. ensure all personnel at the entry-level, first line supervisor level, middle management level and command and general staff level of emergency management complete ICS 100.
 - c. ensure all the above complete ICS 200 with the exception of entry-level personnel (those that have completed IS-195 have met both 100 and 200 requirements).
 - d. coordinate and document annual ICS training exercises

- e. conduct a biennial, documented analysis of all events that required an after action report and the effectiveness of the training program. The analysis shall include a review of all after action reports and training exercises. Recommendations for improvement, including training and/or policy recommendations, shall be included. The biennial analysis shall be provided to the appropriate department heads.

Attachments & References

18. ICS Forms

- a. The following standardized ICS forms are attached, and to be used as needed, to assist with management of the event and collection of data:
 - (1) ICS 201, Incident Briefing
 - (2) ICS 202, Incident Objectives
 - (3) ICS 203, Organizational Assignment List
 - (4) ICS 204, Division Assignment List
 - (5) ICS 205, Incident Radio Communications Plan
 - (6) ICS 206, Medical Plan
 - (7) ICS 207, Incident Organizational Chart
 - (8) ICS 209, Incident Status Summary
 - (9) ICS 210, Status Change Card
 - (10) ICS 211, Incident Check-In List
 - (11) ICS 213, General Message
 - (12) ICS 214, Unit Log
 - (13) ICS Form 215, Operational Planning Worksheet
 - (14) ICS Form 215a, Incident Action Plan Safety Analysis
 - (15) ICS Form 216, Radio Requirements Worksheet
 - (16) ICS Form 217, Radio Frequency Assignment Worksheet
 - (17) ICS Form 218, Support Vehicle Inventory

- (18) ICS Form 219-2, Card Stock - Green (Crew)
- (19) ICS Form 219-4, Card Stock - Blue (Helicopter)
- (20) ICS Form 219-6, Card Stock - Orange (Aircraft)
- (21) ICS Form 219-7, Card Stock - Yellow (Dozer)
- (22) ICS Form 220, Air Operations Summary
- (23) ICS Form 221, Demobilization Checkout
- (24) ICS Form 226, Individual Personnel Rating
- (25) ICS Form 308, Resource Order Form

INCIDENT BRIEFING (ICS FORM 201)

Purpose: The Incident Briefing form provides the Incident Commander (and the Command and General Staffs assuming command of the incident) with basic information regarding the incident situation and the resources allocated to the incident. It also serves as a permanent record of the initial response to the incident.

Preparation: The briefing is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing. Proper symbology should be used when preparing a map of the incident.

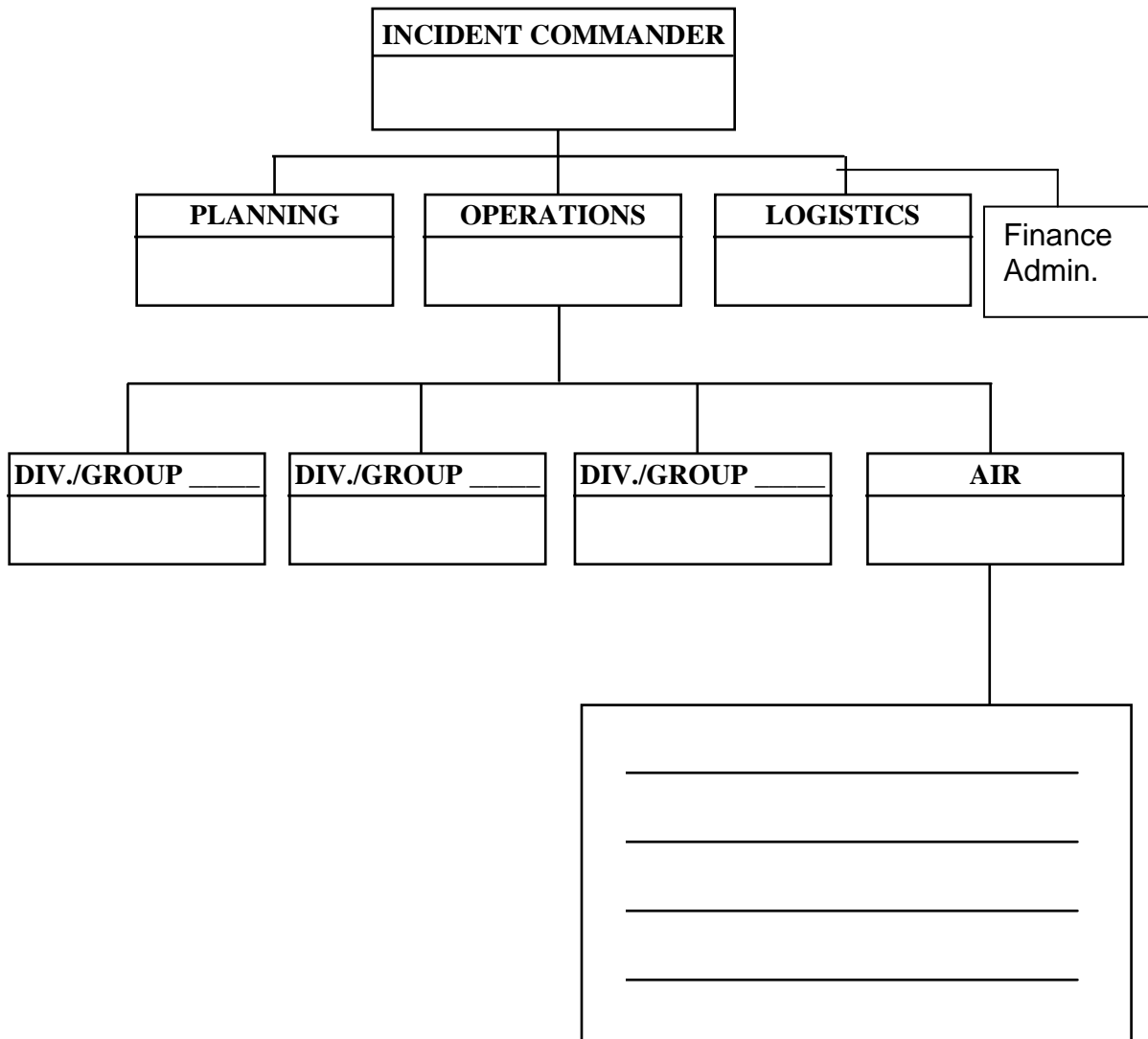
Distribution: After the initial briefing of the Incident Commander and General Staff members, the Incident Briefing is duplicated and distributed to the Command Staff, Section Chiefs, Branch Directors, Division/Group Supervisors, and appropriate Planning and Logistics Section Unit Leaders. The sketch map and summary of current action portions of the briefing form are given to the Situation Unit while the Current Organization and Resources Summary portion are given to the Resources Unit.

Instructions for Completing the Incident Briefing (ICS Form 201)

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

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. MAP SKETCH			
ICS 201	PAGE 1	5. PREPARED BY (NAME AND POSITION)	

7. CURRENT ORGANIZATION



Instructions for Completing the Incident Objectives (ICS Form 202)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		NOTE: ICS Form 202, Incident Objectives, serves only as a cover sheet and is not considered complete until attachments are included.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5.	General Control Objectives (Include alternatives)	Enter short, clear, and concise statements of the objectives for managing the incident, including alternatives. The control objectives usually apply for the duration of the incident.
6.	Weather Forecast for Operational Period	Enter weather prediction information for the specified operational period.
7.	General Safety Message	Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached.
8.	Attachments	The form is ready for distribution when appropriate attachments are completed and attached to the form.
9.	Prepared By	Enter the name and position of the person completing the form (usually the Planning Section Chief).
10.	Approved By	Enter the name and position of the person approving the form (usually the Incident Commander).

ICS Form 202

INCIDENT OBJECTIVES	1. Incident Name	2. Date	3. Time
4. Operational Period			
5. General Control Objectives for the Incident (include alternatives)			
6. Weather Forecast for Period			
7. General Safety Message			
8. Attachments (mark if attached)			
<input type="checkbox"/> Organization List - ICS 203	<input type="checkbox"/> Medical Plan - ICS 206	<input type="checkbox"/> (Other)	
<input type="checkbox"/> Div. Assignment Lists - ICS 204	<input type="checkbox"/> Incident Map	<input type="checkbox"/>	
<input type="checkbox"/> Communications Plan - ICS 205	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/>	
9. Prepared by (Planning Section Chief)	10. Approved by (Incident Commander)		

ORGANIZATION ASSIGNMENT LIST (ICS FORM 203)

Purpose: The Organization Assignment List provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position or unit. It is used to complete the Incident Organization Chart (ICS Form 207) that is posted on the Incident Command Post display.

Preparation: The list is prepared and maintained by the Resources Unit under the direction of the Planning Section Chief.

Distribution: The Organization Assignment List is duplicated and attached to the Incident Objectives form and given to all recipients of the Incident Action Plan.

Instructions for Completing the Organization Assignment List (ICS Form 203)

<i>ITEM NUMBER</i>	ITEM TITLE	INSTRUCTIONS
		An Organization Assignment List may be completed any time the number of personnel assigned to the incident increases or decreases or a change in assignment occurs.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the assignment list applies. Record the start time and end time and include date(s).
5 through 10.		Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For Units indicate Unit Leader and for Division/Groups indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
	Prepared By	Enter the name of the Resources Unit member preparing the form. Attach form to the Incident Objectives.

ICS Form 203 ORGANIZATION ASSIGNMENT

1. Incident Name	
2. Date	3. Time
4. Operational Period	
Position	Name
5. Incident Commander and Staff	
Incident Commander	
Deputy	
Safety Officer	
Information Officer	
Liaison Officer	
6. Agency Representative	
Agency	Name
7. Planning Section	
Chief	
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	
Human Resources	
Training	
8. Logistics Section	
Chief	
Deputy	
Supply Unit	
Facilities Unit	
Ground Support Unit	

9. Operations Section		
Chief		
Deputy		
a. Branch I - Division/Groups		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
b. Branch II - Division/Groups		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
c. Branch III - Division/Groups		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
d. Air Operations Branch		
Air Operations Branch Director		
Air Attack Supervisor		
Air Support Supervisor		
Helicopter Coordinator		
Air Tanker Coordinator		
10. Finance Section		
Chief		
Deputy		
Time Unit		
Procurement Unit		
Compensation/Claims Unit		
Cost Unit		
Prepared by (Resource Unit Leader)		

INCIDENT RADIO COMMUNICATIONS PLAN (ICS FORM 205)

Purpose: The Incident Radio Communications Plan provides, in a concise format, information on all radio frequency assignments for each operational period. The plan is a summary of information obtained from the Radio Requirements Worksheet (ICS Form 216) and the Radio Frequency Assignment Worksheet (ICS Form 217). Information from the Radio Communications Plan on frequency assignments is normally placed on the appropriate Assignment List (ICS Form 204).

Preparation: The Incident Radio Communications Plan is prepared by the Communications Unit Leader and given to the Planning Section Chief. Detailed instructions on preparing this form may be found in ICS 223-5, Communications Unit Position Manual.

Distribution: The Incident Radio Communications Plan is duplicated and given to all recipients of the Incident Objectives form including the Incident Communications Center. Information from the plan is placed on Assignment Lists.

Instructions for Completing the Incident Radio Communications Plan (ICS Form 205)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3.	Operational Period Date/Time	Enter the date and time interval for which the Radio Communications Plan applies. Record the start time and end time and include date(s).
4.	Basic Radio talk group Utilization System/	Enter the radio cache system(s) assigned and used for the incident
	Talk group	Enter the radio talk group channel numbers assigned.
	Function	Enter the function each talk group number is assigned (i.e., command, support, division, tactical, and ground-to-air.)
	Frequency	Enter the radio frequency tone number assigned to each specified function (e.g., 153.400).
	Assignment	Enter the ICS organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
	Remarks	This section should include narrative information regarding special situations.
5.	Prepared By	Enter the names of the Communications Unit Leader preparing the form.

ICS Form 205

INCIDENT RADIO COMMUNICATIONS PLAN				1. Incident Name	2. Date/Time Prepared	3. Operational Period Date/Time
4. Basic Radio Channel Utilization						
Radio Type/Cache	Talk group	Function	Frequency/Tone	Assignment	Remarks	
5. Prepared by (Communications Unit)						

ICS Form 206

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period				
	5. Incident Medical Aid Station							
Medical Aid Stations	Location			Paramedics		Yes	No	
6. Transportation								
A. Ambulance Services								
Name	Address		Phone	Paramedics		Yes	No	
B. Incident Ambulances								
Name	Location			Paramedics		Yes	No	
7. Hospitals								
Name	Address	Travel Time		Phone	Helipad		Burn Center	
		Air	Ground		Yes	No	Yes	No
8. Medical Emergency Procedures								
Prepared by (Medical Unit Leader)					10. Reviewed by (Safety Officer)			

INCIDENT ORGANIZATION CHART (ICS FORM 207)

Purpose: The Incident Organization Chart is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. The attached chart is an example of the kind of organizational chart used in the ICS. Personnel responsible for managing organizational positions would be listed in each box as appropriate.

Preparation: The organization chart is prepared by the Resources Unit and posted along with other displays at the Incident Command Post. A chart is completed for each operational period and updated when organizational changes occur.

Distribution: When completed, the chart is posted on the display board located at the Incident Command Post.

Wall Size Chart: The ICS 207 WS is a large chart that is primarily used to post on the command post display board for better visibility.

Incident Commander

Safety Officer
Liaison Officer or Agency Representative
Information Officer

Incident Name _____

Operational Period _____

Date _____ Time _____

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance Section Chief

Staging Area Manager

Branch Director

Branch Director

Air Operations Director

Resources Unit Leader

Communications Unit Leader
Medical Unit Leader
Food Unit Leader
Security Unit Leader

Supply Unit Leader

Facilities Unit Leader

Ground Support Unit Leader

Time Unit Leader

Procurement Unit Leader

Comp/Claims Unit Leader

Cost Unit Leader

Situation Unit Leader

Demobilization Unit Leader

Documentation Unit Leader

Technical Specialists

Air Support Supervisor

Air Attack Supervisor

Helibase Manager

Helispot Manager

Fixed Wing Base Coordinator

Helicopter Coordinator

Air Tanker Coordinator

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

Division/Group Supervisor

INCIDENT STATUS SUMMARY FS-5100-11

1. Date/Time	2. Initial <input type="checkbox"/> Update <input type="checkbox"/> Final <input type="checkbox"/>	3. Incident Name	4. Incident Number
5. Incident Commander	6. Jurisdiction	7. County	8. Type Incident
		9. Location	10. Started Date/Time

11. Cause	12. Area Involved	13. % Controlled	14. Expected Containment Date/Time	15. Estimated Controlled Date/Time	16. Declared Controlled Date/Time
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17. Current Threat	18. Control Problems
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19. Est. Loss	20. Est Savings	21. Injuries	Deaths	22. Line Built	23. Line to Build
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24. Current Weather WS Temp WD RH	25. Predicted Weather WS Temp WD RH	26. Cost to Date	27. Est. Total Cost
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28. Agencies

29. Resources																									TOTALS	
Kind of Resource	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST		
ENGINES																										
DOZERS																										
CREWS Number of Crews:																										
Number of Crew Personnel:																										
HELICOPTERS																										
AIR TANKERS																										
TRUCK COS.																										
RESCUE/MED.																										
WATER TENDERS																										
OVERHEAD PERSONNL																										
TOTAL PERSONNEL																										

30. Cooperating Agencies

31. Remarks

32. Prepared by	33. Approved by	34. Sent to: Date Time By
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ICS Form 209 General Instructions

Completion of the Incident Status Summary will be as specified by Agency or municipality. Report by telephone, teletype, computer, or facsimile to the local Agency or municipality headquarters by 2100 hours daily on incidents as required by Agency or municipality (reports are normally required on life threatening situations, real property threatened or destroyed, high resource damage potential, and complex incidents that could have political ramifications). Normally, wild land agencies require a report on all Class D (100 acres plus) and larger incidents (unless primarily grass type in which case report Class E (300 acres or larger)). The first summary will cover the period from the start of the incident to 2100 hour the first day of the incident, if at least four hours have elapsed; thereafter the summary will cover the 24 hour period ending at 1900 (this reporting time will enable compilation of reporting data and submission of report to local agency or municipality headquarters by 2100 hours) daily until incident is under control. Wild land fire agencies will send the summary to NIFC by 2400 hours Mountain Time.

1. Enter date and time report completed (mandatory).
2. Check appropriate space (mandatory).
3. Provide name given to incident by Incident Commander or Agency (mandatory).
4. Enter number assigned to incident by Agency (mandatory).
5. Enter first initial and last name of Incident Commander (optional).
6. Enter Agency or Municipality (mandatory).
7. Enter County where incident is occurring (optional).
8. Enter type of incident, e.g. wild land fire (enter fuel type), structure fire, hazardous chemical spill, etc. (mandatory).
9. Enter legal description and general location. Use remarks for additional data if necessary (mandatory).
10. Enter date and zulu time incident started (mandatory - maximum of six characters for date and four characters for time).
11. Enter specific cause or under investigation (mandatory).
12. Enter area involved, e.g. 50 acres, top three floors of building, etc. (mandatory).
13. Enter estimate of percent of containment (mandatory).
14. Enter estimate of date and time of total containment (mandatory).
15. Enter estimated date and time of control (mandatory).
16. Enter actual date and time fire was declared controlled (mandatory).
17. Report significant threat to structures, watershed, timber, wildlife habitat or other valuable resources (mandatory).
18. Enter control problems, e.g. accessibility, fuels, rocky terrain, high winds, structures (mandatory).
19. Enter estimated dollar value of total damage to date. Include structures, watershed, timber, etc. Be specific in remarks (mandatory).
20. Enter estimate of values saved as result of all suppression efforts (optional).
21. Enter any serious injuries or deaths which have occurred since the last report. Be specific in remarks (mandatory).
22. Indicate the extent of line completed by chains or other units of measurement (optional).
23. Indicate line to be constructed by chains or other units of measurement (optional).
24. Indicate current weather conditions at the incident (mandatory).
25. Indicate predicted weather conditions for the next operational period (mandatory).
26. Provide total incident cost to date (optional).
27. Provide estimated total cost for entire incident (optional).
28. List agencies which have resources assigned to the incident (mandatory).
29. Enter resource information under appropriate Agency column by single resource or strike team (mandatory).
30. List by name those agencies which are providing support (e.g. Salvation Army, Red Cross, Law Enforcement, National Weather Service, etc. mandatory).
31. The Remarks space can be used to (1) list additional resources not covered in Section 28/29; (2) provide more information on location; (3) enter additional information regarding threat control problems, anticipated release or demobilization, etc. (mandatory).
32. This will normally be the Incident Situation Status Unit Leader (mandatory).
33. This will normally be the Incident Planning Section Chief (mandatory).
34. The ID of the Agency entering the report will be entered (optional).

DESIGNATOR

NAME/ ID. NO. _____

STATUS

ASSIGNED AVAILABLE O/S REST

O/S MECHANICAL O/S MANNING

_____ ETR (O/S= Out of Service)

FROM	LOCATION	TO
	DIVISION/GROUP	
	STAGING AREA	
	BASE/ICP	
	CAMP	
	ENROUTE	ETA
	HOME AGENCY	

MESSAGES

RESTAT
TIME _____ PROCESS

ICS STATUS CHANGE CARD

FORM

210 6/83

NFES 1334

GENERAL MESSAGE

TO:	POSITION:
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FROM:	POSITION:
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SUBJECT:	DATE:	TIME:
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MESSAGE:

SIGNATURE:	POSITION:
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REPLY:

DATE:	TIME:	SIGNATURE/POSITION:
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