Activity 2.1: Review Materials

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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.

ICS is a standardized approach to the command, control, and coordination of on-scene incident management that provides a common hierarchy within which personnel from multiple organizations can be effective. ICS specifies an organizational structure for incident management that integrates and coordinates a combination of procedures, personnel, equipment, facilities, and communications. Using ICS for every incident helps hone and maintain skills needed to coordinate efforts effectively. ICS is used by all levels of government as well as by many NGOs and private sector organizations. ICS applies across disciplines and enables incident managers from different organizations to work together seamlessly. This system includes five major functional areas, staffed as needed, for a given incident: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth ICS Function, Intelligence/ Investigations, is used when the incident requires these specialized capabilities.

Incident Complexity, Complex Incidents and Incident Complex

The *NIMS Guideline for the National Qualification System* defines **Incident Complexity** as the Incident criteria determined by the level of difficulty, severity, or overall resistance faced by incident management or support personnel while trying to manage or support an incident to a successful conclusion or to manage one type of incident or event compared to another type.

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.

Incident complexity is assessed on a five-point scale ranging from Type 5 (the least complex incident) to Type 1 (the most complex incident).

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:

- Impacts to life, property, and the economy
- Community and responder safety
- 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

Complex Incidents are larger incidents with higher incident complexity (normally Type 1 or Type 2 incidents) that extend into multiple operational periods and rapidly expand to multijurisdictional and/or multidisciplinary efforts necessitating outside resources and support.

According to NIMS 2017 **Incident Complex** refers to two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command

NIMS Management Characteristics

The following characteristics are the foundation of incident command and coordination under NIMS and contribute to the strength and efficiency of the overall system:

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

Standardization

- **Common Terminology:** NIMS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios. This common terminology covers the following:

  - Organizational Functions: Major functions and functional units with incident responsibilities are named and defined. Terminology for incident organizational elements is standard and consistent.

  - Resource Descriptions: Major resources—including personnel, equipment, teams, supplies and facilities—are given common names and are typed to help avoid confusion and to enhance interoperability.

  - Incident Facilities: Incident management facilities are designated using common terminology

Command

- **Establishment and Transfer of Command:** The Incident Commander or Unified Command should clearly establish the command function at the beginning of an incident. The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command. When command transfers, the transfer process includes a briefing that captures essential information for continuing safe and effective operations, and notifying all personnel involved in the incident.

- **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 each individual only reports to one person. This clarifies reporting relationships and reduces confusion caused by multiple, conflicting directives, enabling leadership at all levels to effectively direct the personnel under their supervision.
- **Unified Command:** When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established. In Unified Command, there is no one "commander." Instead, the Unified Command manages the incident by jointly approved objectives. A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident. The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location. Unified Command does not affect individual agency authority, responsibility, or accountability.

Planning/Organizational Structure

- **Management by Objectives:** The Incident Commander or Unified Command establishes objectives that drive incident operations. Management by objectives includes the following:

  - Establishing specific, measurable objectives;

  - Identifying strategies, tactics, tasks, and activities to achieve the objectives;

  - Developing and issuing assignments, plans, procedures, and protocols for various incident management functional elements to accomplish the identified tasks; and

  - Documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for the subsequent operational period.

  - **Modular Organization:** ICS and EOC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the Incident Commander (or Unified Command) and EOC director. Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the Incident Commander, Unified Command, EOC director, and subordinate supervisors delegate additional functional responsibilities.
  - **Incident Action Planning:** Coordinated incident action planning guides incident management activities. IAPs represent concise, coherent means of capturing and communicating incident objectives, tactics, and assignments for operational and support activities. Every incident should have an action plan; however, not all incidents need written plans. The necessity for written plans depends on incident

complexity, command decisions, and legal requirements. Formal IAPs are not always developed for the initial operational period of no-notice incidents. However, if an incident is likely to extend beyond one operational period, becomes more complex, or involves multiple jurisdictions and/or agencies, preparing a written IAP becomes increasingly important to maintain unity of effort and effective, efficient, and safe operations. Staff in EOCs also typically conduct iterative planning and produce plans to guide their activities during specified periods, though these are typically more strategic than IAPs.

- **Manageable Span of Control:** Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The type of incident, nature of the task, hazards and safety factors, experience of the supervisor and subordinates, and communication access between the subordinates and the supervisor are all factors that influence manageable span of control. The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

Facilities and Resources

- **Incident Facilities and Locations:** Depending on the incident size and complexity, the Incident Commander, Unified Command, and/or EOC director establish support facilities for a variety of purposes and direct their identification and location based on the incident. Typical facilities include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.
- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources include personnel, equipment, teams, supplies, and facilities available or potentially available for assignment or allocation. Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management. Section II, the Resource Management component of NIMS, describes this in detail.

Communications/Information Management

- **Integrated Communications:** Leadership at the incident level and in EOCs facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links. Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing. Planning, both in advance of and during an

incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications. Section IV, the Communications and Information Management component of NIMS, describes this in more detail.

- **Information and Intelligence Management:** The incident management organization establishes a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence. Information and intelligence management includes identifying essential elements of information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel. Note that in In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

Professionalism

- **Accountability:** Effective accountability for resources during an incident is essential. Incident personnel should adhere to principles of accountability, including check-in/check-out, incident action planning, unity of command, personal responsibility, span of control, and resource tracking.
- **Dispatch/Deployment:** Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

Transfer of Command

The process of moving the responsibility for incident command from one Incident Commander to another is called "transfer of command." It should be recognized that transfer of command on an expanding incident is to be expected. It does not reflect on the competency of the current Incident Commander.

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

Step 1: The incoming Incident Commander should, if at all possible, personally perform an assessment of the incident situation with the existing Incident Commander.

Step 2: The incoming Incident Commander must be adequately briefed.

This briefing must be 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
- Incident potential
- Delegation of authority

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

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

Step 3: After the incident briefing, the incoming Incident Commander should determine an appropriate time for transfer of command.

Step 4: At the appropriate time, notice of a change in incident command should be made to:

- Agency headquarters (through dispatch).
- General Staff members (if designated).
- Command Staff members (if designated).
- All incident personnel.

Step 5: The incoming Incident Commander may give the previous Incident Commander another assignment on the incident. There are several advantages to this:

- The initial Incident Commander retains first-hand knowledge at the incident site.
- This strategy allows the initial Incident Commander to observe the progress of the incident and to gain experience.

Modular Organization

Standardization of the ICS organizational chart and associated terms does not limit the flexibility of the system. (See the chart on the next page.)

ICS and EOC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the Incident Commander (or Unified Command) and EOC director. Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the Incident Commander, Unified Command, EOC director, and subordinate supervisors delegate additional functional responsibilities.

A key principle of ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.

Flexibility does not mean that the ICS feature of common terminology is superseded. Note that flexibility is allowed within the standard ICS organizational structure and position titles.

Position Titles

At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Titles provide a common standard for all users. For example, if one agency uses the title Branch Chief, another Branch Manager, etc., this lack of consistency can cause confusion at the incident.

The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority. Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel, it is important to know if the positions needed are Unit Leaders, clerks, etc.

Listed below are the standard ICS titles:

Organizational Element	Leadership Position Title	Support Positions
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
Section	Deputy	Assistant
Branch	Director	Deputy
Divisions/Groups	Supervisors	N/A
Unit	Unit Leader	Manager, Coordinato
Strike Team/Task Force	Leader	Single Resource Boss
Single Resource	Boss, Leader	N/A
Technical Specialist	Specialist	N/A

ICS Organization
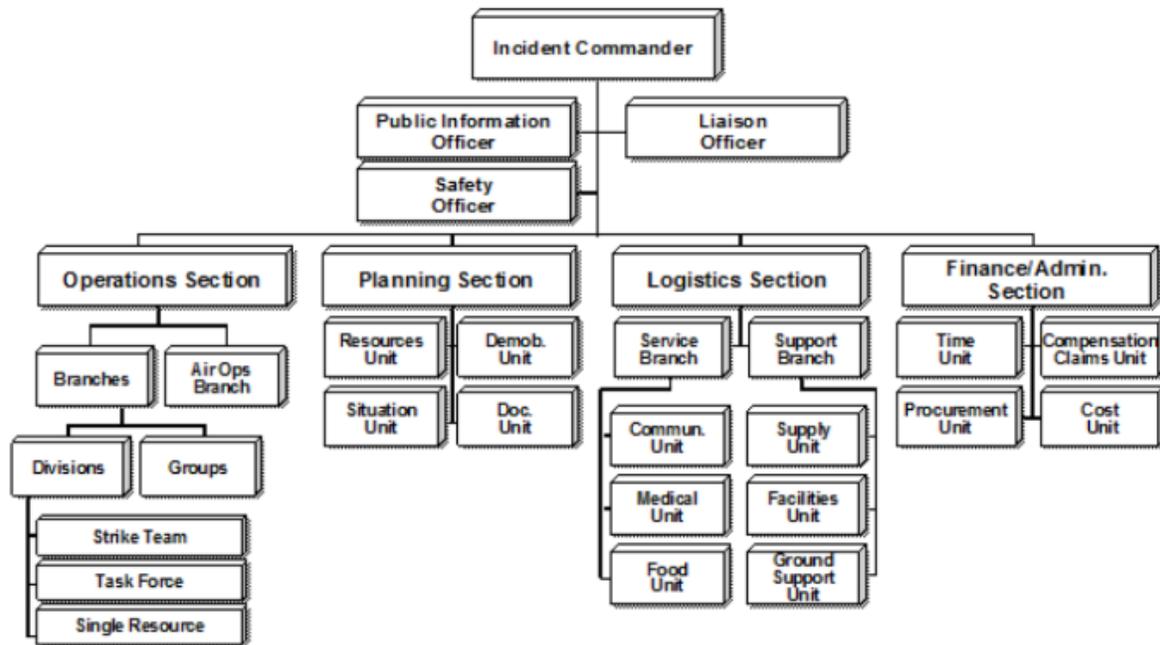
- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Incident Commander and Branch.
- **Branch:** The organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals, by function, or by jurisdictional name.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between Branch and Strike Team/Task Force.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** A group of resources, not all of the same kind and type, with common communications and a leader that may be preestablished and sent to an incident, or formed at an incident.

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

Overall Organizational Functions

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

Incident Commander

When an incident occurs within a single jurisdiction and without jurisdictional or functional agency overlap, the appropriate authority designates a single Incident Commander who has overall incident management responsibility. In some cases where incident management crosses jurisdictional and/or functional agency boundaries, the various jurisdictions and organizations may still agree to designate a single Incident Commander.

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

Unified Command

When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established. In Unified Command, there is no one "commander." Instead, the Unified Command manages the incident by jointly approved objectives. A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident. The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location. Unified Command does not affect individual agency authority, responsibility, or accountability.

Unified Command improves unity of effort in multijurisdictional or multiagency incident management. The use of Unified Command enables jurisdictions and those with authority or functional responsibility for the incident to jointly manage and direct incident activities through the establishment of a common set of incident objectives, strategies, and a single IAP. However, each participating partner maintains authority, responsibility, and accountability for its personnel and other resources, and each member of Unified Command is responsible for keeping other members of Unified Command informed.

The exact composition of the Unified Command depends on factors such as incident location (i.e., which jurisdictions or organizations are involved) and the nature of the incident (i.e., which agencies from the jurisdiction(s) or organization(s) involved are needed). The organizations participating in the Unified Command use a collaborative process to establish and rank incident priorities and determine incident objectives.

Advantages of Using Unified Command

The advantages of using Unified Command include:

- 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 is 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.

DELEGATION OF AUTHORITY

Authority and responsibility for an Incident Commander or a Unified Command to manage an incident or event comes in the form of a delegation of authority from the agency executive or administrator of the jurisdiction of occurrence or inherent in existing agency policies and procedures. When an incident/event spans multiple jurisdictions, this responsibility belongs to the various jurisdictional and agency executives or administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the Unified Command the authority to manage the incident. Given this authority, the members of the Unified Command will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.

Responsibilities of the Incident Commander and Unified Command

Whether using a single Incident Commander or a Unified Command, the command function:

- Establishes a single ICP for the incident;

- Establishes consolidated incident objectives, priorities, and strategic guidance, and updating them every operational period;

- Selects a single section chief for each position on the General Staff needed based on current incident priorities;

- Establishes a single system for ordering resources;

- Approves a consolidated IAP for each operational period;

- Establishes procedures for joint decision making and documentation; and

- Captures lessons learned and best practices.

Command Staff

The Incident Commander or Unified Command assigns Command Staff as needed to support the command function. The Command Staff typically includes a Public Information Officer (PIO), a Safety Officer, and a Liaison Officer who report directly to the Incident Commander or Unified Command and have assistants as necessary. The Incident Commander or Unified Command may appoint additional advisors as needed.

The table starting on SM-47 summarizes the responsibilities of the Command Staff.

General Staff

The General Staff consists of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs. These individuals are responsible for the functional aspects of the incident command structure. The Incident Commander or Unified Command activates these section chiefs as needed. These functions default to the Incident Commander or Unified Command until a section chief is assigned.

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.

The table starting on SM-47 summarizes the responsibilities of the General Staff

Major ICS Position	Primary Functions
Incident Commander or Unified Command	- Have clear authority and know agency policy - Establish the ICS organization needed to manage the incident - Set incident objectives and determine incident priorities - Establish the ICP - Manage Command Staff and General Staff - Approve the IAP - Ensure incident safety - Approve resource requests and use of volunteers and auxiliary personnel - Authorize information release to the media - Order demobilization as needed - Ensure after-action reports are completed
Public Information Officer	- Develop accurate, accessible, and timely information for use in press/mediabriefings or dissemination via social media - Monitor information from traditional and social media that is useful forincident planning and forward it as appropriate - Understand any limits on information release - Obtain the Incident Commander's approval of news releases - Conduct media briefings - Arrange for tours and other interviews or briefings - Make information about the incident available to incident personnel - Participate in Planning Meetings - Identify and implement rumor control methods
Safety Officer	- Identify and mitigate hazardous situations - Stop and prevent unsafe acts - Create and maintain the incident Safety Plan - Prepare and communicate safety messages and briefings - Review the IAP for safety implications - Assign assistants qualified to evaluate special hazards - Initiate preliminary investigation of accidents within the incident area - Review and approve the Medical Plan - Participate in Planning Meetings to address anticipated hazards associatedwith future operations

Liaison Officer	- Act as a point of contact for agency representatives - Monitor incident operations to identify current or potential inter-organizational issues - Maintain a list of assisting and cooperating agencies and agencyrepresentatives - Assist in setting up and coordinating interagency contacts - Participate in Planning Meetings and provide current resource status,including limitations and capabilities of agency resources - Provide agency-specific demobilization information and needs
Operations Section Chief	- Manage tactical operations - Determine strategies and tactics for incident operations - Ensure safety of tactical operations - Oversee the Operations Section's central role in the incident actionplanning process - Supervise execution of the Operations Section's assignments in the IAP - Request additional resources to support tactical operations - Approve release of resources from operational assignments - Make or approve expedient changes to the IAP - Maintain close contact with the Incident Commander, subordinateOperations personnel, and other agencies involved in the incident

Major ICS Position	Primary Functions
Planning Section Chief	• Collect and manage incident-relevant operational data • Supervise/facilitate incident planning activities • Supervise preparation of the IAP • Provide resources input to the Incident Commander and OperationsSection in preparing the IAP • Reassign out-of-service personnel within the ICS organization, asappropriate • Compile and display incident status information • Establish information needed and reporting schedules for units (e.g.,Resources Unit, Situation Unit) • Determine need for specialized resources • Establish specialized data collection systems as necessary (e.g., weather) • Assemble information on alternative strategies • Provide periodic predictions on incident potential • Report significant changes in incident status • Oversee preparation of the Demobilization Plan
Logistics Section Chief	• Manage all incident logistics • Provide facilities, transportation, communications, supplies, equipmentmaintenance and fueling, food, and medical services for incident personneland all off-incident resources • Identify known or anticipated incident service and support needs • Request additional resources as needed • Provide the Logistics Section's input to the IAP • Ensure and oversee development of Traffic, Medical, and CommunicationsPlans as needed • Oversee demobilization of Logistics Section and associated resources

Finance/ Administration Section Chief	• Manage financial aspects of an incident • Provide financial and cost analysis information as requested • Ensure compensation and claims functions are addressed relative to theincident • Develop an operational plan for the Finance/Administration Section andsubmit requests for the section's supply and support needs • Maintain daily contact with cooperating and assisting agencies on financematters • Ensure that personnel time records are completed accurately andtransmitted to the appropriate agency/organization • Ensure the accuracy of all obligation documents initiated at the incident • Brief agency administrative personnel on incident-related financial issuesneeding attention or follow-up • Provide input to the IAP

Agency Representatives

An Agency Representative is a person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or nongovernmental or private organization, who has authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with that agency's leadership.

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 Incident Action 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.
- Communicate agency-specific information including statutory authorities and responsibilities, resource availability and capabilities, constraints, limitations, concerns; and areas of agreement and disagreement between agency officials
- 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.

Technical Specialists

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

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

- Access and functional needs advisor

- Agricultural specialist

- Community representative

- Decontamination specialist

- Environmental impact specialist

- Epidemiologist

- Flood control specialist

- Health physicist

- Industrial hygienist

- Intelligence specialist

- Legal advisor   Behavioral health specialist

- Meteorologist

- Science and technology advisor

- Pharmacist

- Veterinarian

- Toxicologist

Additional advisory positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements The Incident Commander or Unified Command may choose to appoint technical specialists as command advisors. For example, the Incident Commander or Unified Command may appoint:

- A legal counsel to advise on legal matters such as those related to emergency declarations, evacuation and quarantine orders, and rights and restrictions pertaining to media access;

- A Medical Advisor to provide guidance and recommendations to incident command regarding a broad range of areas such as medical care, acute care, long-term care, behavioral services, mass casualties, vector control, epidemiology, or mass prophylaxis;

- A Science and Technology Advisor to monitor incident operations and advise incident command on the integration of science and technology into planning and decision making; and

- An Access and Functional Needs Advisor to provide expertise regarding communication, transportation, supervision, and essential services for diverse populations in the affected area.

Intelligence/Investigations Function

- The purpose of the intelligence/investigations function within ICS is to determine the source or cause of the incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents. This involves collecting, analyzing, and sharing information and intelligence; informing incident operations to protect the lives and safety of response personnel as well as the public; and interfacing with counterparts outside the ICS organization to improve situational awareness.

- The collection, analysis, and sharing of incident-related information and intelligence are important elements of ICS.
  - Typically, operational information and situational intelligence are management functions located in the Planning Section, with a focus on three incident information areas: situation status, resource status, and anticipated incident status or escalation (e.g., weather forecasts, location of supplies, etc.).
  - This information and intelligence is utilized for incident management decisionmaking. In addition, technical specialists may be utilized in the Planning Section to provide specific information that may support tactical decisions on an incident.
- Incident management organizations must also establish a system for the collection, analysis, and sharing, as possible, of information developed during intelligence/investigations efforts.
  - Some incidents require the utilization of intelligence and investigative information to support the process. Intelligence and investigative information is defined as information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individuals(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.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure:
  - Within the Planning Section. This is the traditional placement for this function and is appropriate for incidents with little or no investigative information requirements, nor a significant amount of specialized information.
  - As a Separate General Staff Section. This option may be appropriate when there is an intelligence/investigative component to the incident or when multiple investigative agencies are part of the investigative process and/or there is a need for classified intelligence.

- ▪ Within the Operations Section. This option may be appropriate for incidents that require a high degree of linkage and coordination between the investigative information and the operational tactics that are being employed.
  - ▪ Within the Command Staff. This option may be appropriate for incidents with little need for tactical information or classified intelligence and where supporting Agency Representatives are providing the real-time information to the Command element.
- The mission of the Intelligence/Investigations Function is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:
  - ▪ Prevent and/or deter potential unlawful activity, incidents, and/or attacks;
  - ▪ Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness;
  - ▪ Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens;
  - ▪ Conduct thorough and comprehensive investigations that lead to the perpetrators' identification and apprehension;
  - ▪ Conduct missing persons and mass fatality/death investigations;
  - ▪ Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts; and
  - ▪ Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents.
- The Intelligence/Investigations Function has responsibilities that cross all departments' interests involved during an incident, but there are functions that remain specific to law enforcement response and/or mission areas. Two examples of these are expeditious identification and apprehension of all perpetrators, and successful prosecution of all defendants.

  Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained and information will be transmitted to Command, Operations, and Planning. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance and/or need to know.

Air Operations Branch

As the incident grows in complexity, additional "layers" of supervision and coordination may be required to support effective and safe air operations. It is important to recognize that in Air Operations, like any other part of the ICS organization, it is only necessary to activate those parts of the organization that are required.

When activated, the Air Operations Branch is responsible for managing all air operations at an incident. This includes both tactical and logistical operations. Prior to activation of the Air Operations Branch, management of aviation operations (including the use of aircraft for logistical support) is the responsibility of the Operations Section Chief, or Incident Commander if the Operations Section Chief position has not been activated. It is not necessary to activate Air Operations positions if the function can be adequately managed at the Operations Section Chief level.

An Air Operations Branch can be established if:

- Tactical and logistical air support activity is needed at the incident.
- Helicopters and fixed-wing aircraft are involved within the incident airspace.
- Safety, environmental, weather, or temporary flight restriction issues become apparent.
- A helibase or several helispots are required to support incident operations.
- 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 protocols.

Common Types of Aviation Operations

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

Incident Action Planning Process

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

The Incident Action Planning Process and IAPs are central to managing incidents. The Incident Action Planning Process helps synchronize operations and ensure that they support incident objectives. Incident action planning is more than producing an IAP and completing forms—it provides a consistent rhythm and structure to incident management.

Personnel managing the incident develop an IAP for each operational period. A concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities. The IAP is the vehicle by which leaders on an incident communicate their expectations and provide clear guidance to those managing the incident. The IAP:

- Informs incident personnel of the incident objectives for the operational period, the specific resources that will be applied, actions taken during the operational period to achieve the objectives, and other operational information (e.g., weather, constraints, limitations, etc.);

- Informs partners, EOC staff, and MAC Group members regarding the objectives and operational activities planned for the coming operational period;

- Identifies work assignments and provides a roadmap of operations during the operational period to help individuals understand how their efforts affect the success of the operation;

- Shows how specific supervisory personnel and various operational elements fit into the organization; and

- Often provides a schedule of the key meetings and briefings during the operational period.

The IAP provides clear direction and includes a comprehensive listing of the tactics, resources, and support needed to accomplish the objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP. These steps support the accomplishment of objectives within a specified time.
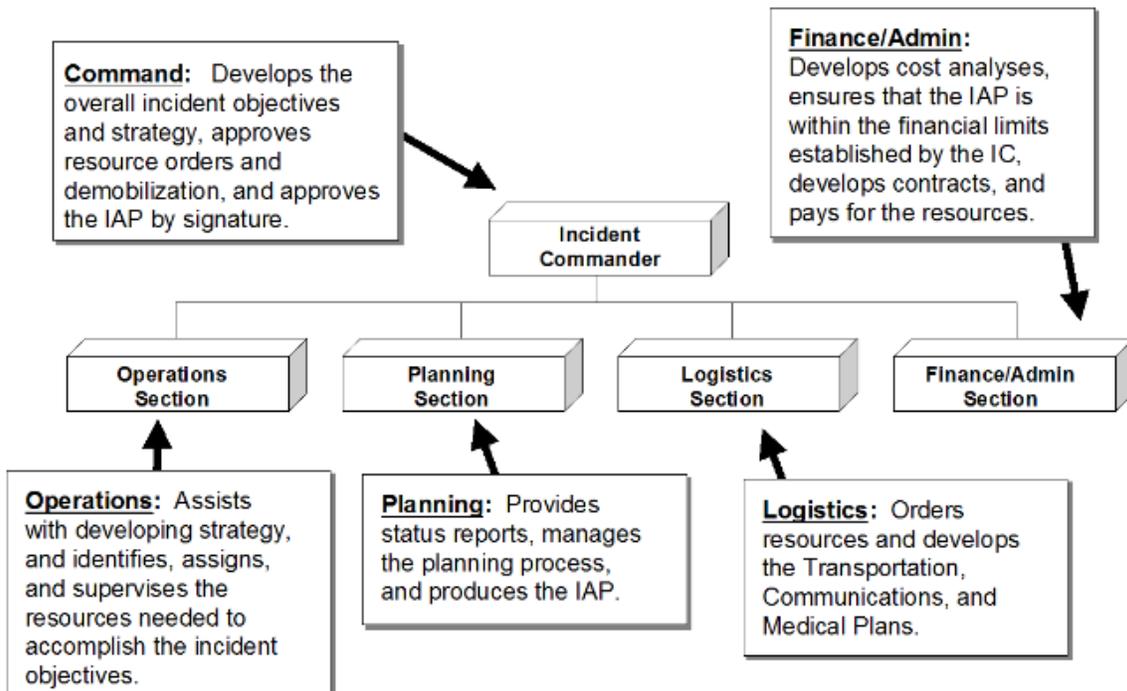
The development of IAPs is a cyclical process, and personnel repeat the planning steps every operational period. Personnel develop the IAP using the best information

available at the time of the Planning Meeting. Personnel should not delay planning meetings in anticipation of future information.
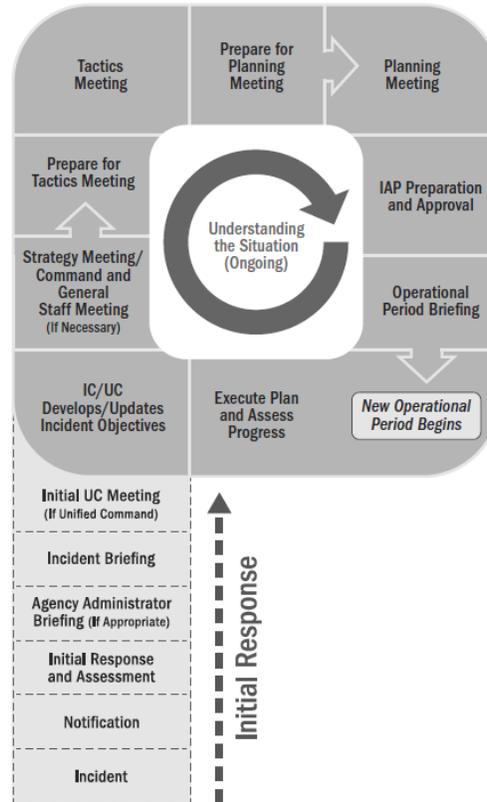
During the initial stage of incident management, the Incident Commander typically develops a simple plan and communicates the plan through concise oral briefings. In the beginning of an incident, the situation can be chaotic and situational awareness hard to obtain, so the Incident Commander often develops this initial plan very quickly and with incomplete situation information. As the incident management effort evolves, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and lessons learned. The steps of the Incident Action Planning Process are essentially the same for the first responders on scene determining initial tactics and for personnel developing formal written IAPs"

Planning involves:

- Evaluating the situation.
- Developing incident objectives.
- Selecting a strategy.
- Deciding which resources should be used to achieve the objectives in the safest, most efficient, and most cost-effective manner.

Command: Develops the overall incident objectives and strategy, approves resource orders and demobilization, and approves the IAP by signature.

Finance/Admin: Develops cost analyses, ensures that the IAP is within the financial limits established by the IC, develops contracts, and pays for the resources.

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

Operations: Assists with developing strategy, and identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

Planning: Provides status reports, manages the planning process, and produces the IAP.

Logistics: Orders resources and develops the Transportation, Communications, and Medical Plans.

The Operational Period Planning Cycle (Planning "P")

- Many incident management organizations use a formal planning cycle with established meetings and deliverables to mark their progress through the planning process and enable coordination of the entire team. The Operational Period Planning Cycle (Planning P) is a graphical representation of the sequence and relationship of the meetings, work periods, and briefings that comprise the incident action planning cycle. Other versions of the Planning P may be used as training and operational aids.

- The Planning "P" is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Agency Administrator Briefing (if appropriate), Incident Briefing Using ICS 201, and Initial/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, Strategy 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.

Initial Response
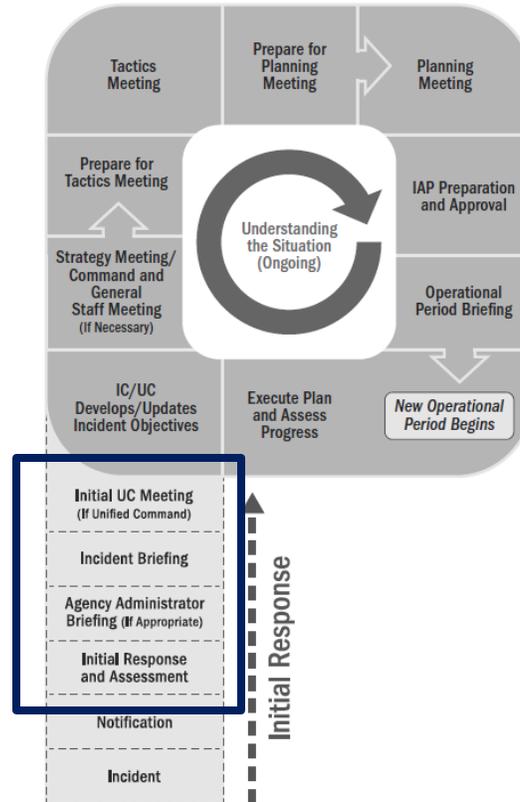
Initial Response and Assessment

Planning begins with a thorough size-up that provides information needed to make initial management decisions. The responder(s) who is first to arrive at the incident scene conducts the initial assessment and takes whatever immediate response actions are appropriate and possible. The initial or rapid assessment is essential to gaining and maintaining situational awareness. It enables the Incident Commander to request additional resources and/or support, develop, and implement initial tactics. Jurisdiction officials might decide to activate an EOC based on the initial assessment. The ICS Form 201 provides Command and General Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.

Agency Administrator Briefing

The Agency Administrator Briefing is a presentation to the personnel who will be managing or supporting the incident by the administrator or other senior official of the jurisdiction, agency, or organization affected by the incident. This briefing occurs when the Incident Commander or Unified Command are assuming duties outside their normal

responsibilities or are from an entity or jurisdictional area that does not possess authority to the manage the incident they are being assigned. In such cases, the briefing provides supporting details to the delegation of authority or other document that the jurisdiction, agency, or organization typically provides to the Incident Commander or Unified Command.

During the briefing, the agency administrator or a designee provides information, guidance, and direction—including priorities and constraints—necessary for the successful management of the incident. The briefing is intended to ensure a common understanding between the jurisdiction, agency, or organization and the incident personnel regarding such things as the environmental, social, political, economic, and cultural issues relevant to the incident and its location.

Incident Briefing

The incident briefing marks the transition from reactive to proactive incident management. The initial responder(s) typically delivers the briefing to the incoming Incident Commander or Unified Command. This meeting enables the incoming Incident Commander or Unified Command to initiate planning for the next operational period.

Initial Unified Command Meeting

If a Unified Command is managing the incident, the Initial Unified Command Meeting allows members of the Unified Command to meet in private to discuss each jurisdiction or organization's priorities and objectives as well as any limitations, concerns, and restrictions. During the Initial Unified Command Meeting, members of the Unified Command generally accomplish the next step by developing the initial joint incident objectives.

The Start of Each Planning Cycle
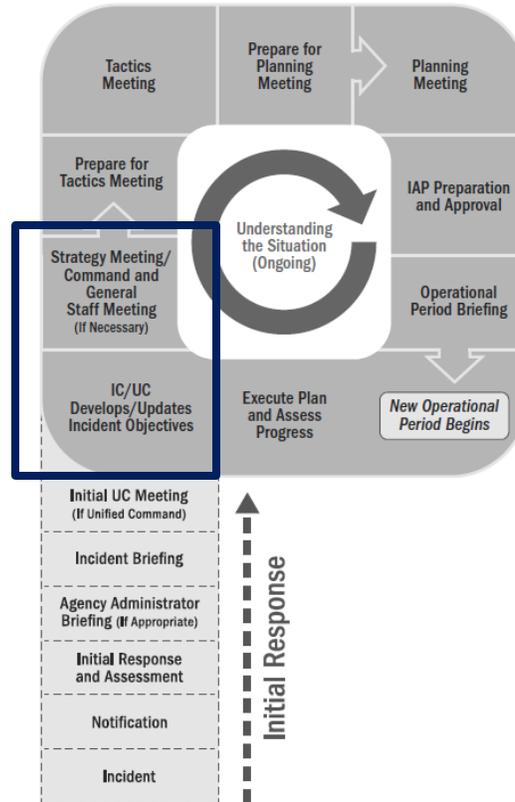
IC/UC Objectives Meeting

The Incident Commander or Unified Command establishes the incident objectives for the initial operational period. After the initial operational period, the Incident Commander or Unified Command reviews the incident objectives and may validate them, modify them, or develop new objectives.

Incident objectives are based on incident priorities and other requirements. Clearly communicated priorities and objectives support unity of effort among incident personnel and enable the development of appropriate strategies and tactics. When the members of the team clearly understand the intent behind their instructions, they are better equipped to act decisively and make good decisions.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

Strategy Meeting/ Command and General Staff Meeting

After developing or revising the incident objectives, the Incident Commander or Unified Command typically meets with the Command and General Staff, and sometimes others, to discuss the incident objectives and provide direction. This meeting may be called the Strategy Meeting or the Command and General Staff Meeting and is held as needed to determine how best to meet the incident objectives and should be as brief as possible.

The initial Strategy Meeting, which is held the first time through the planning cycle, is particularly important, because it allows team members to share information and jointly determine the initial approach to response operations. The initial Strategy Meeting may include the initial Incident Commander and a representative from the Agency Administrator.

Preparing for and Conducting the Tactics Meeting
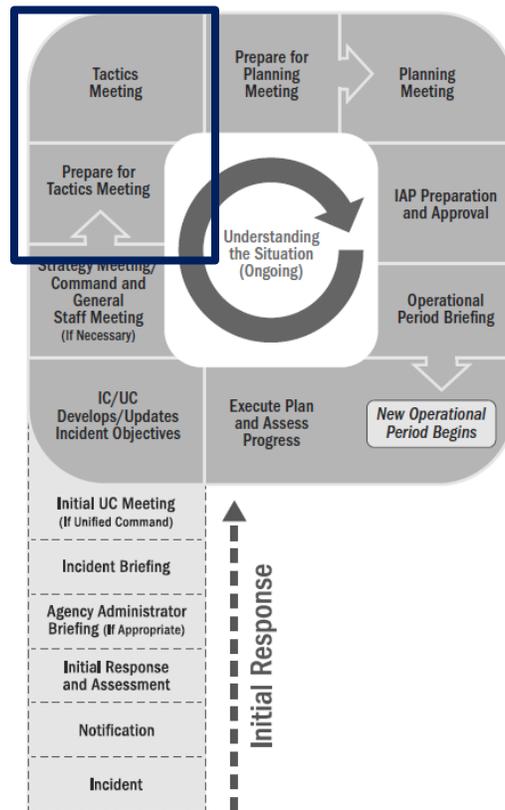
Preparing for the Tactics Meeting

Once the approach to achieving or working toward achieving the incident objectives is determined, the Operations Section Chief and staff prepare for the Tactics Meeting by developing tactics and determining the resources that will be applied during the operational period.
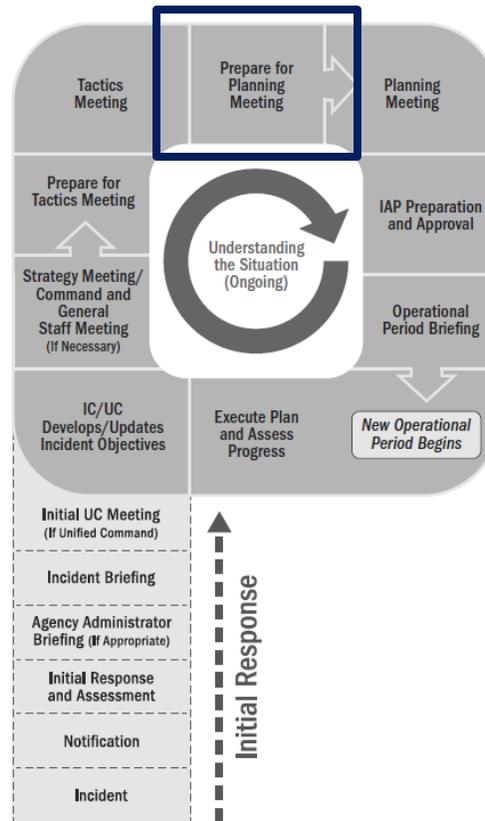
Tactics Meeting

The Tactics Meeting is a forum for key players to review the proposed tactics developed by the Operations Section staff and to conduct planning for resource assignments. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives and the selected work assignments.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Operations Section Chief leads the Tactics Meeting, and key participants include the Logistics Section Chief, Safety Officer, a representative from the Planning Section—typically, the Resources Unit Leader—and other technical specialists or team members invited by the Operations Section Chief, Logistics Section Chief, or Safety Officer. The team uses ICS Forms 215 and 215A, the Operational Planning Worksheet and the Incident Action Plan Safety Analysis, to facilitate and document decisions they make during the meeting.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactical assignments being planned for the operational period. It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations that realistically cannot be achieved.
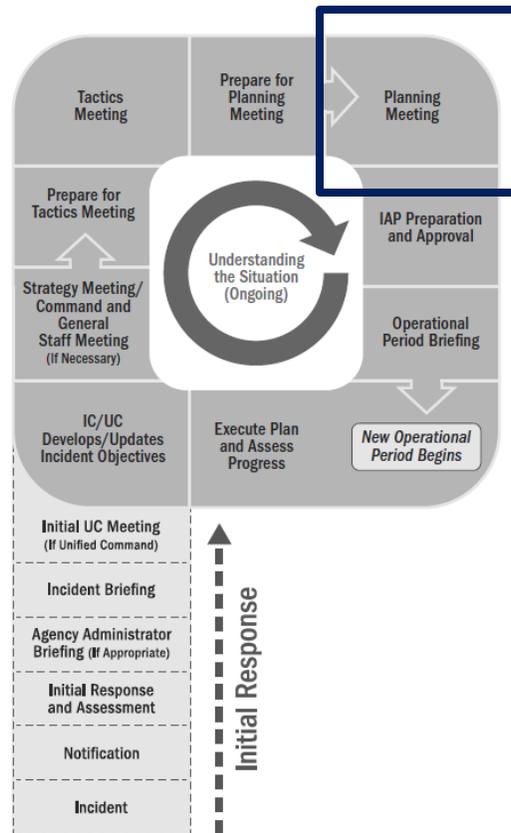
Preparing for the Planning Meeting

Following the Tactics Meeting, preparations begin for the Planning Meeting. Team members collaborate between the Tactics Meeting and the Planning Meeting to identify support needs and assign specific operational resources to accomplish the operational plan. This includes the following actions coordinated by the Planning Section:

- Review the ICS Form 215, Operational Planning Worksheet developed in the Tactics Meeting.
- Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.
- Arrange the meeting locations with the necessary meeting displays.
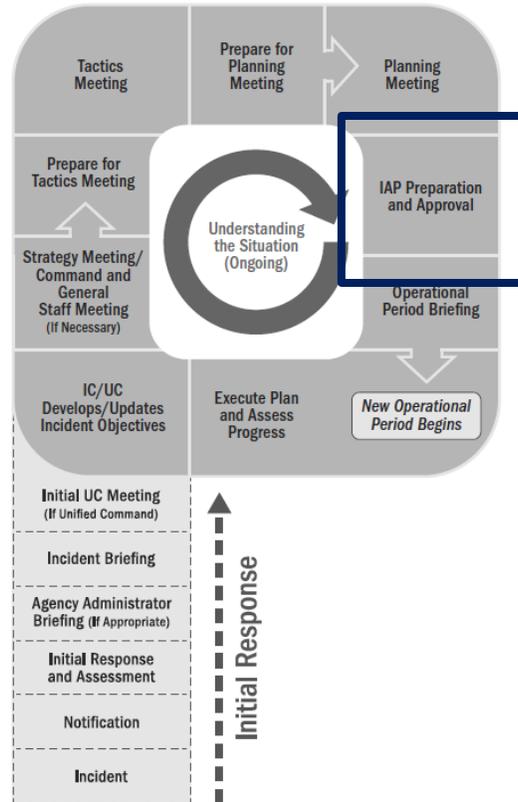
Planning Meeting

The Planning Meeting serves as a final review and approval of operational plans and resource assignments developed during and after the Tactics Meeting. Ideally, the Planning Meeting involves no surprises and simply serves as a review of a plan that the Command and General Staff have collaboratively developed and agreed upon.

The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief facilitates conducts the Planning Meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan and their work assignment.. The Planning Section's Resources Unit will have to work with the Logistics Section to accommodate. At the end of the Planning Meeting, Command and General Staff, and any agency officials involved, confirm that they can support the plan. At the conclusion of the meeting, Oonce the proposed planaln is supported by the Command and General Staff ands approved by the IC/UC the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.

IAP Preparation and Approval

Based on concurrence from all elements at the end of the Planning Meeting, the Incident Commander or Unified Command approves the plan. After this final approval, the Planning Section staff assemble the plan and ensure that it is ready for use during the Operational Period Briefing.

A written IAP is composed of a series of standard forms and supporting documents that convey the intent of the Incident Commander or Unified Command, as well as the Operations Section Chief for the operational period. The Incident Commander or Unified Command determines which ICS forms and attachments to include in the IAP; the Planning Section Chief ensures that staff in the appropriate sections, branches, or units prepare the forms and attachments. The Incident Commander or Unified Command gives final approval of the written IAP before Planning Section staff reproduce and disseminate it. IAPs may be distributed electronically, in hard copy, or both.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting process as highlighted above.

Certain conditions result in the need for the Incident Commander to engage a more formal process. A written IAP should be considered whenever:

- 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.
- **Note: A written IAP is a legal requirement (not optional) for incidents involving hazardous materials (HAZMAT**).
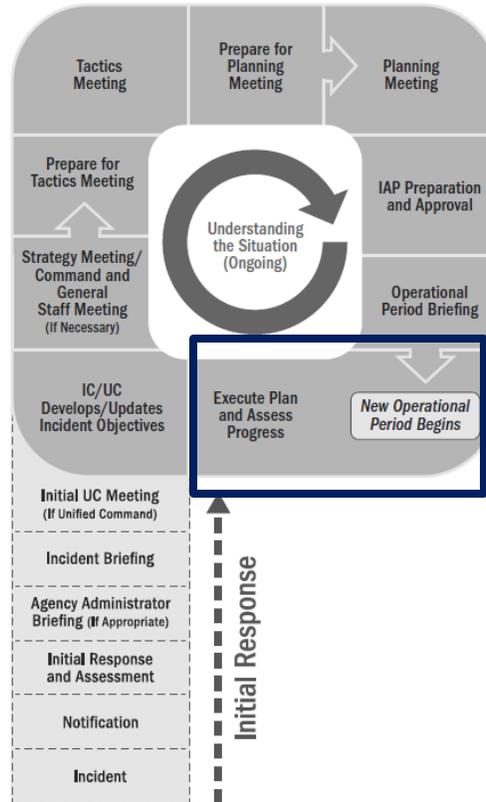
Operational Period Briefing
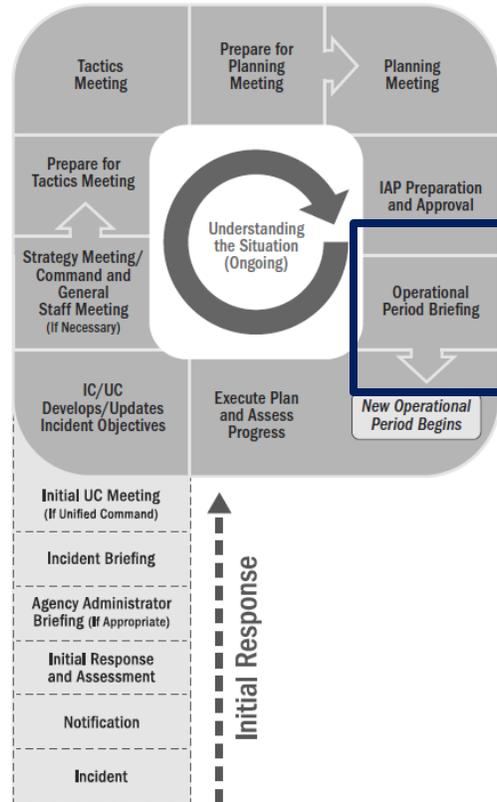
Each operational period starts with an Operational Period Briefing. Incident supervisory and tactical personnel receive the IAP during the briefing. During this briefing, various members of the Command and General Staff present the incident objectives, review the current situation, and share information related to communications or safety.

The Operational Period Briefing is referred to as the Operations Briefing or the Shift Briefing by some organizations. Note that during longer operational periods, shift change briefings may be conducted within an operational period.

This briefing is conducted just before the start of each operational period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operational Period Briefing, supervisors brief their assigned personnel on their respective assignments as documented in the IAP.

Execute Plan and Assess Progress

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.

Assessment is an ongoing, continuous process to help adjust current operations, as appropriate or required, and help plan the future operations to meet the incident objectives.

Based on input from the Command and General Staff members (particularly the Operations Section Chief) the IC/UC will determine if the Incident Objectives need to be modified or altered. If the Incident Objectives require adjustment, amendment, or alteration, the IC/UC will meet to draft the changes.

ICS Forms

This section describes common ICS forms.

Not all ICS forms are included in the IAP; some support the Incident Action Planning Process or incident operations in other ways. The IAP normally consists of the Incident Objectives (ICS Form 202), Organization Assignment List (ICS Form 203), an Assignment List (ICS Form 204) for each division/group on the incident, and a map of the incident area. Larger incidents necessitate additional supporting attachments, such as a separate Incident Radio Communications Plan (ICS Form 205), a Medical Plan (ICS Form 206, a IAP Safety Message/Plan (ICS Form 208) and possibly a Traffic Plan.

The following section provides brief descriptions of selected ICS forms. This list is not all-inclusive; other forms are available online, commercially, and in a variety of formats.

- **ICS Form 201—Incident Briefing**: The initial Incident Commander typically uses this form to capture vital incident information before implementing the formal Incident Action Planning Process. The use of this four-section document (often produced as four pages) allows a concise and complete transition-of-command briefing to an incoming new Incident Commander. In addition, this form may serve as the full extent of incident command and control documentation if the initial response resources and organization resolve the situation. This form simplifies and supports the transfer of situation information to the members of the Command and General Staffs as they arrive and begin work. It is not included as a part of a written IAP.

- **ICS Form 202—Incident Objectives**: Serves as the opening section of a written IAP and includes incident information, a listing of the objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan. This form contains the signature block in which the Incident Commander or Unified Command approves the IAP.

- **ICS Form 203—Organization Assignment List**: Is typically the second section of the IAP and provides a full accounting of incident management and supervisory staff for that operational period.

- **ICS Form 204—Assignment List**: The incident IAP typically includes multiple ICS Form 204s, based on the organizational structure of the Operations Section for the operational period. Each division/group has its own page, listing the supervisor for the division/group (including the Branch Director if assigned) and the specific assigned resources with the leader's name and the number of personnel assigned to each resource. This document details the specific actions assigned to that division or group for the operational period, any special instructions, and pertinent elements of the Incident Radio Communications Plan (ICS Form 205)..

- **ICS Form 205—Incident Radio Communications Plan**: Documents radio frequency assignments down to the division/group level.

- **ICS Form 205A—Communications List**: Documents non-radio contact information for incident personnel.

- **ICS Form 206—Medical Plan**: Presents the incident's plan to care for responder medical emergencies.

- **ICS Form 207—Incident Organization Chart**: Depicts an organization chart of the major elements and key staff in the ICS organization.

- **ICS Form 208—Safety Message/Plan**: Typically contains the safety message, expanded safety message, safety plan, and site safety plan.

- **ICS Form 209—Incident Status Summary**: The primary form for reporting situation information to incident coordination and support organizations and agency administrators/executives.

- **ICS Form 210—Resource Status Change**: Documents changes in the status of resources assigned to the incident; it can also be used as a worksheet to track resource arrival and departure.

- **ICS Form 211—Incident Check-In List**: Documents resources that check in to the incident.

- **ICS Form 213—General Message Form**: A general use form to communicate information among incident personnel or with other echelons of incident management.

- **ICS Form 213RR—Resource Request Message Form**: A general use form utilized to order resources and track resource status.

- **ICS Form 214—Activity Log**: Used to record notable activities or events.

- **ICS Form 215—Operational Planning Worksheet**: Used to develop tactical assignments and identify resource needs for the coming operational period.

- **ICS Form 215A—IAP Safety Analysis**: Communicates the safety and health issues identified by the Safety Officer; it also identifies mitigation measures to address safety issues.

- **ICS Forms 219-1 to 210-10—Resource Status Card (T-Card)**: Utilized to track the status of incident resources.

- **ICS Form 221—Demobilization Check-Out:** Documents details regarding the demobilization of incident resources.

- **ICS Form 230—Meeting Schedule**: Records information regarding meetings and briefings scheduled for the operational period.

The IAP and Typical Attachments

IAP Component	Normally Prepared By ICS
Incident Objectives (ICS Form 202)	Incident Commander
Organizational Assignment List (ICS Forms 203, 207)	Resources Unit
Assignment List (ICS Form 204)	Resources Unit
Incident Radio Communications Plan (ICS Form 205) or Communications List (ICS Form 205A)	Communications Unit
Medical Plan (ICS Form 206)	Medical Unit
Incident Maps	Situation Unit
General Safety Message/ Site Safety Plan (ICS Form 208)	Safety Officer

Other Potential IAP Components (Incident Dependent)	Normally Prepared By ICS
Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization/Deactivation Plan	Demobilization Unit
Site Security Plan	Law Enforcement, Technical Specialist, or Security Manager
Investigative Plan	Intelligence/Investigations Function
Evacuation Plan	As needed
Meeting Schedule (ICS Form 230)	Situation Unit
Sheltering/Mass Care Plan	As needed
Other (as needed)	As needed

Demobilization

The goal of demobilization is the orderly, safe, and efficient return of a resource to its original location and status. Once resources are no longer needed on an incident, those responsible for resources should demobilize them. The resource requestor and provider may agree to reassign a resource rather than demobilize it. Prior to demobilization, incident staff responsible for the planning and Logistics Functions collaborate to plan how resources are rehabilitated, replenished, disposed of, and/or returned or restored to operational condition. Managers plan and prepare for the demobilization process at the same time they begin mobilizing resources.

Demobilization planning helps to:

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

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

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