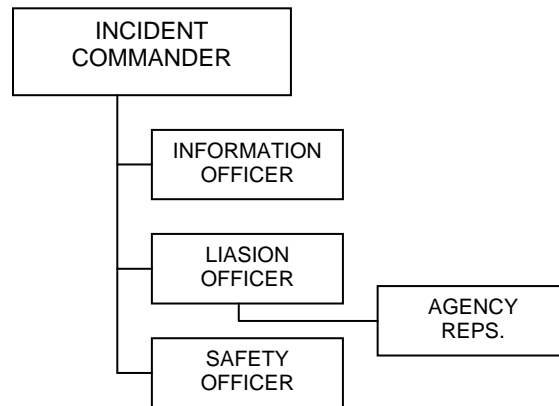


## ORGANIZATIONAL CHART



## INITIAL OPERATIONS

### First Unit Arrival

- a. The first person/unit to arrive at the incident scene shall initiate command.
- b. Command remains with the initial IC until transferred or the incident concludes and Command is terminated.
- c. Establishing command shall be part of a “short report” by the initial IC.

### Initial Reports

Upon arrival, the first unit shall give a brief report of conditions summarizing what is visible or known. This is sometimes called a “windshield report”.

Additional information, direction and resource requests are made as a sizeup is completed. The initial IC may find it helpful to answer the following three questions:

1. What do I have?
2. What do I need?
3. What am I doing?

### Incident Commander Responsibilities

The Incident Commander is responsible to determine strategic goals, which are the basis for developing an organization, establishing tactical objectives and assigning resources by incident priorities:

1. Determine the appropriate strategy: Offensive or Defensive.
2. Establish Strategic Goals and Tactical Objectives.
3. Set incident priorities.
4. Establish an Incident Action Plan (IAP).
5. Obtain and allocate resources.
6. Predict outcomes and plan.
7. Assign specific objectives to tactical units.

## Transfer of Command

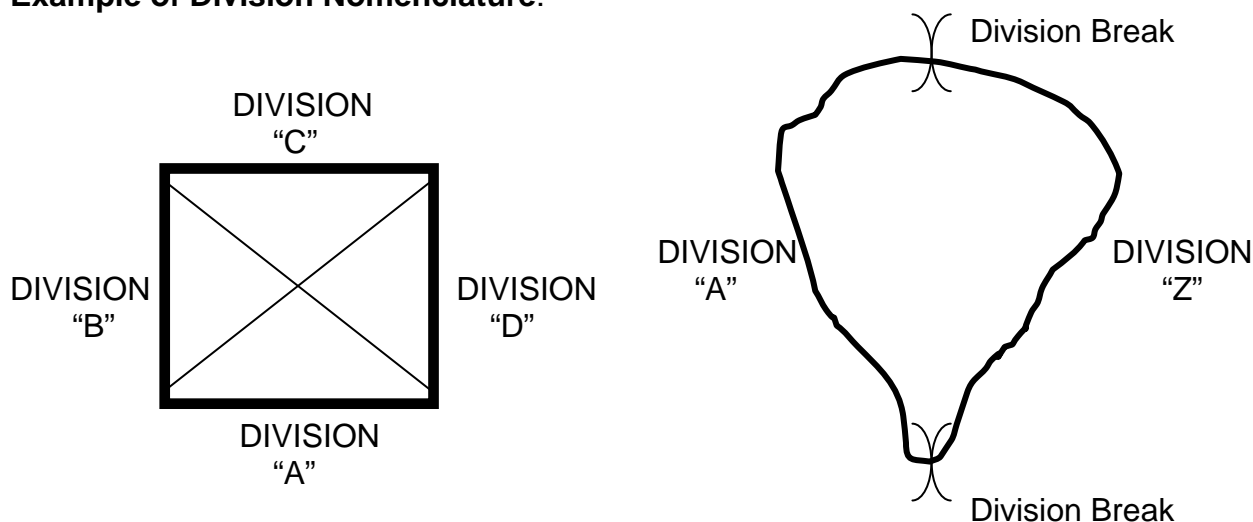
Transfer of Command is regulated by the following procedures:

- a. The person assuming Command communicates by radio or face-to-face (preferred) with the person being relieved.
- b. The person relieved briefs the new IC, indicating at least the following:
  - Incident conditions (location and extent).
  - Progress toward completion of tactical assignments.
  - Safety considerations.
  - Assignments of operating units and personnel.
  - Appraisal of need for additional resources.
- c. The person being relieved is assigned to the best advantage by the new IC.
- d. Mere arrival of a senior ranking person does not mean Command has been transferred. An individual may be effectively commanding an incident and satisfactory progress being made to bring the incident under control. However, the ranking person must determine the IC is completely aware of the position and function of operating units and the general situation status. In this case, the ranking officer has responsibility for the incident, but delegates the management of the incident to the IC.

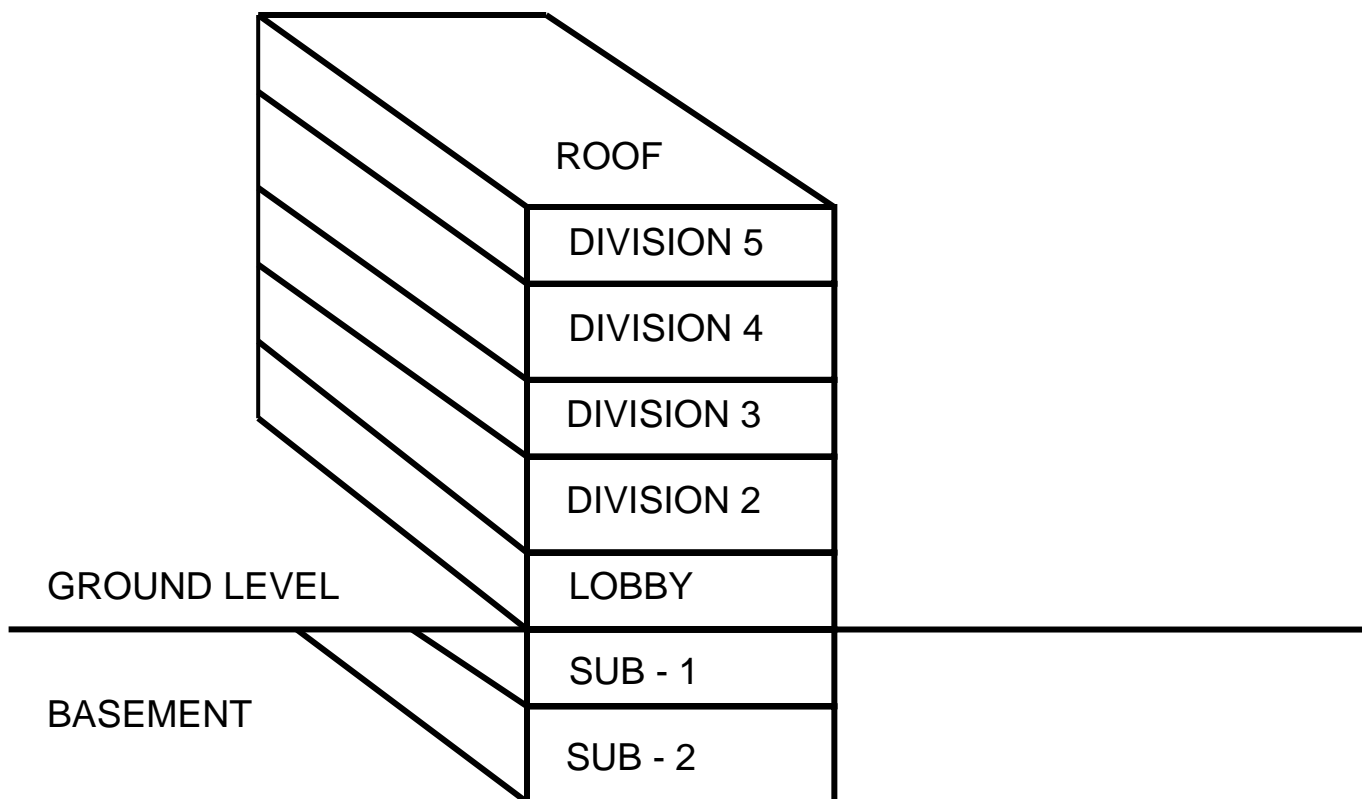
## Division and Group Nomenclature

Divisions are geographic areas of responsibility, made up of resources that operate in a defined area under the direction of a Division Supervisor. To ensure uniformity in the naming of geographical divisions of an incident the following system is used:

- a. A "letter" (A, B, C etc.) designation is assigned for each side of an incident area.
  1. The main entry side or "address side" of a building is designated as side "A". If the building is oddly configured, the IC will need to designate side "A". The location of side "A" should always be announced and confirmed to prevent confusion. The remaining letter designations move clockwise around the structure (see page 5-4).
    - If resources are assigned to protect exposures on side "B", they may be assigned the designator "Division B".
  2. In a wildland fire, the "heel" or origin is usually the initial point of attack. Using the clockwise naming convention, the left flank becomes Division "A" (Alpha). It is good practice to skip letters (to allow for incident growth) so the right flank becomes Division "Z" (Zebra) (see page 5-4).

**Example of Division Nomenclature:**

- b. A "number" (1, 2, 3 etc.) designator is assigned for each floor of a multiple story building.
1. In single family residential structures, typical designators are Division 1 (ground floor), Division 2 (second floor) and Basement Division.
  2. In commercial structures, floors are often numbered. In that case, consider using Division designators that match the building numbering system. This is particularly important in high-rise structures.

**Example of a multi-story designation system:**

Groups are functional areas of responsibility, made up of resources that perform a function under the direction of a Group Supervisor. Groups are named by their function:

- a. Search & Rescue Group, Hostage Negotiation Group, Ventilation Group, Medical Group, etc.

## POSITION CHECKLISTS

**INCIDENT COMMANDER:** The Incident Commander's responsibility is the overall management of the incident including the development and implementation of strategic decisions and for approving the ordering and releasing of resources. The IC must also ensure that safety receives priority consideration in the development of the Incident Action Plan. On most incidents a single Incident Commander carries out the command activity. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a deputy who may be from the same agency or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work as they must be ready to take over that position at any time.

The following are the major responsibilities of the Incident Commander:

- a. Review Common Responsibilities (page 1-2).
- b. Assess the situation and/or obtain a briefing from the Agency Administrator and/or prior Incident Commander.
- c. Determine incident objectives and strategy.
- d. Establish the immediate priorities.
- e. Establish an Incident Command Post.
- f. Establish an appropriate organization.
- g. Ensure planning and strategy meetings are scheduled as required.
- h. Approve and authorize the implementation of an Incident Action Plan.
- i. Ensure that adequate safety measures are in place.
- j. Brief Command and General Staff and coordinate their activity.
- k. Coordinate with key people and officials.
- l. Approve requests for additional resources or for the release of resources.
- m. Keep agency administrator informed of incident status.
- n. Approve the use of trainees, volunteers and auxiliary personnel.
- o. Determine information needs. Authorize release of information to the news media.
- p. Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to agency dispatch center(s) and/or appropriate higher authority.
- q. Determine effects of control actions on environmental and ecological processes.
- r. See that suppression plans consider all resource values.
- s. Foster an atmosphere free of discrimination, sexual harassment and other forms of inappropriate behavior.
- t. Order the demobilization of the incident when appropriate and approve the Demobilization Plan.

**PUBLIC INFORMATION OFFICER:** The Public Information Officer, a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media, local communities, incident personnel and other appropriate agencies and organizations.

Only one Public Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Public Information Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

The following are the major responsibilities of the Public Information Officer:

- a. Review Common Responsibilities (page 1-2).
- b. Obtain briefing from Incident Commander and determine if there are any limits on information release.
- c. Organize an adequate staff, equipment and facilities.
- d. Contact the jurisdictional agency to coordinate public information activities.
- e. Obtain copies of current ICS-209's and develop other material for use in media briefings.
- f. Prepare initial information summary as soon as possible after arrival.
- g. Observe constraints on the release of information imposed by Incident Commander.
- h. Obtain Incident Commander's approval of media releases.
- i. Attend meetings to update information releases.
- j. Inform media and conduct media briefings.
- k. Arrange for tours and other interviews or briefings that may be required.
- l. Provide escort for the media and very important persons (VIPs).
- m. Provide personal protective equipment (PPE) for media and VIPs as appropriate.
- n. Respond to special requests for information.
- o. Keep informed of incident developments and progress through planning meetings and contact with other incident staff.
- p. Keep the Incident Commander informed of any potential issues involving the general public, news media, or other sources.
- q. Obtain media information that may be useful to incident planning.
- r. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- s. Maintain Unit Log (ICS Form 214).

**LIAISON OFFICER:** The Liaison Officer, a member of the Command Staff, is the point of contact for the assisting and cooperating Agency Representatives. This includes Agency Representatives from fire agencies, Red Cross, law enforcement, public works, etc.

Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

The Liaison Officer is the contact for personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

The following are the major responsibilities of the Liaison Officer:

- a. Review Common Responsibilities (page 1-2).
- a. Obtain briefing from Incident Commander.
- b. Provide a point of contact for assisting/cooperating Agency Representatives.
- c. Identify and list each Agency Representative including communications link and location.
- d. Maintain a current list of cooperating and assisting agencies assigned and confirm with the Resource Unit Leader.
- e. Assist in establishing and coordinating interagency contacts.
- f. Provide specific information on the incident relative to:
  1. Type of assignments.
  2. Anticipated duration on assignment or incident.
  3. Operational period change information if crews are to be replaced.
  4. Expected demobilization schedule.
- g. Monitor incident operations to identify current or potential inter-organizational problems.
- h. Respond to requests from incident personnel for inter-organizational contacts.
- i. Remain visible on the incident to incoming cooperators and assisting agencies.
- j. Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- k. Maintain Unit Log (ICS Form 214).

**AGENCY REPRESENTATIVES:** In many multi-jurisdiction incidents an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. This individual may represent more than one agency.

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

The following are the major responsibilities of the agency representatives:

- a. Review Common Responsibilities (page 1-2).
- b. Ensure that all agency resources are properly checked-in at the incident.
- c. Obtain briefing from the Liaison Officer or Incident Commander.
- d. Establish a working location. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- e. Attend briefings and planning meetings as required.
- f. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- g. Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- h. Ensure the well being and safety of agency personnel assigned to the incident.
- i. Advise the Liaison Officer of any special agency needs or requirements for resources assigned to the incident.
- j. Report to home agency dispatch or headquarters on a prearranged schedule.

- k. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- l. Ensure contact with any agency personnel that may have been hospitalized or otherwise separated from their assignment or unit.
- m. Ensure that all required agency forms, reports and documents are complete prior to departure.
- n. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

**INTERAGENCY RESOURCE REPRESENTATIVE:** See Chapter 7 - Planning Section.

**SAFETY OFFICER:** The Safety Officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority although they (Safety Officer) may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

The following are the major responsibilities of the Safety Officer:

- a. Review Common Responsibilities (page 1-2).
- b. Obtain briefing and operating procedures from the Incident Commander.
- c. Participate in planning meetings.
- d. Prepare the safety message included in the Incident Action Plan.
- e. Present safety briefing to overhead. Safety briefing should emphasize hazards and risks involved in action plan components.
- f. Identify hazardous situations associated with the incident. Place hazards and risks in priority for action.
- g. Review the Incident Action Plan for safety implications.
- h. DIRECT INTERVENTION SHOULD BE USED TO IMMEDIATELY CORRECT A DANGEROUS SITUATION.
- i. Establish systems to monitor incident activities for hazards and risks. Take appropriate preventive action. Analyze observations from staff and other personnel.
- j. Priority of recommendations will start with risks having the highest potential for death or serious injury and follow through to those of lesser degree.
- k. Evaluate operating procedures. Update or modify procedures to meet the safety needs on the incident.
- l. Investigate accidents that have occurred within the incident area.
- m. Assign assistants as needed and establish operating procedures for safety assistants.
- n. Review and approve Medical Plan (ICS Form 206).
- o. Develop Hazardous Materials Site Safety Plan (ICS Form 208) as required.
- p. Prepare accident report upon request of the Incident Commander.
- q. Maintain Unit Log (ICS Form 214).

### Command and General Staff Planning Cycle Guide

