

Handbook on Incident Response System



Assam State Disaster Management Authority



Abbreviations

AAR- After Action Report

ADC-Additional District Commissioner

BDO- Block Development Officer

CEO- Chief Executive Officer

CM- Chief Minister

CS- Chief Secretary

CMG- Crisis Management Group

CO-Circle Officer

Com./CUL-Compensation/ Claims Unit Leader

Com.UL-Communication Unit Leader

CUL- Cost Unit Leader

DC-Deputy Commissioner

DDMA-District Disaster Management Authority

Demob-UL-Demobilisation Unit Leader

DIPRO- District Information and Public Relations

DP- Display Processor

DSS- Decision Support System

DUL- Documentation Unit Leader

Dy.-Deputy

EOC- Emergency Operations Centre

ESF- Emergency Support Function

ETA- Expected Time of Arrival

F&ES-Fire & Emergency Services

FB- Finance Branch

FBD- Finance Branch Director

FO- Field Observer

FUL- Food Unit Leader

GIS- Geographic Information System

GoI- Government of India

GPS- Global Positioning System

GSU- Ground Support Unit

GSUL- Ground Support Unit Leader

HQ- Headquarters

IAP- Incident Action Plan

IC- Incident Commander

ICP- Incident Command Post

ICS- Incident Command System

IDP- Incident Demobilisation Plan

IDRN- India Disaster Resource Network

IMD- India Meteorological Department

IMO- Information and Media Officer

IRS- Incident Response

IRTs- Incident Response Teams

ISS- Incident Status Summary

Jt.- Joint

LBSNAA- Lal Bahadur Shastri National Academy of Administration

LO- Liaison Officer

LS- Logistics Section

LSC- Logistics Section Chief

MHA- Ministry of Home Affairs

NDMA- National Disaster Management Authority

NDRF- National Disaster Response Force

NGO- Non Governmental Organisation

OS- Operations Section

OSC- Operations Section Chief

PHD- Public Health Department

POL- Petrol, Oil and Lubricants

PS- Planning Section

PSC- Planning Section Chief

PUL- Procurement Unit Leader

RO-Responsible Officer

RUL- Resource Unit Leader

SA- Staging Area

SAM- Staging Area Manager

SDO- Sub-Divisional Officer

SDRF- State Disaster Response Force

SEC- State Executive Committee

SO- Safety Officer

SOPs- Standard Operating Procedures

SUL- Situation Unit Leader

Sup.BD-Support Branch Director

TB-Transportation Branch

TBD- Transportation Branch Director

TS- Technical Specialist

TUL- Time Unit Leader

UC- Unified Command

ULBs- Urban Local Bodies

USA-United States of America

USAID-United States Agency for International Development

CONTENTS

Chapter-I

INTRODUCTION TO INCIDENT RESPONSE SYSTEM (IRS), PRINCIPLES & FEATURES OF IRS

Chapter-II

ORGANIZATION & STAFFING INCIDENT RESPONSE TEAM (IRT) IN AN INCIDENT

Chapter-III

INCIDENT FACILITIES AS PER INCIDENT RESPONSE SYSTEM

Chapter-IV

INCIDENT RESOURCES AND RESOURCE MANAGEMENT

Chapter-V

INCIDENT AND EVENT PLANNING

Incident Response System (IRS):

The Incident Response System or IRS broadly refers to a management tool to be used during various disasters whether natural viz. earthquakes, floods, cyclones, landslides etc. or manmade such as boat capsizing, train/road accidents, epidemics, bomb blasts, terrorist attacks etc. as well as to manage a major event. Thus IRS as a system is flexible and adaptable to suit any scale of natural as well as man-made emergency/incidents. IRS provides scope to organize various functions, tasks and staffs within the overall response process while emphasizing greater coordination and communication among different organizations involved. The main intention in using IRS is to transform the confusion during the early stage of an emergency situation into a well-managed response process. It will help to reduce chaos and confusion during response to any situation. In fact, as a management system IRS draws its strengths from its applicability to different wide range of incidents/disasters of varying scales e.g. the routine emergencies such as flood incidences every year in Assam to large complex multi-jurisdictional disasters such as Earthquakes.

ICS in India

Keeping in view the occurrence of disasters on a frequent basis and the difficulties faced in responding to such emergencies, the Government of India had collaborated with the United States Agency for International Development (USAID) for institutionalizing Incident Command System (ICS) of USA in India after making required adaptation to make it suitable for our system of administration. This is one of the important components of GOI-USAID 'Disaster Management Support Program'. Accordingly Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie was designated as the nodal training Centre for this purpose. Subsequently after several consultations with various stakeholders and experts, National Disaster Management Authority (NDMA) has come out with a guideline on Incident Response System based on the ICS principles and adaptation in Indian condition. In the IRS Logistic & Finance sections have been merged into a single section called Logistic Section with Finance included as a function of this section.

Principles & features of Incident Response System (IRS):

The Incident Response System is a management tool which constitutes an important part of the Disaster Response at State and District Level. The Incident Response System (IRS) is an effective mechanism for reducing the scope for ad-hoc measures in response. It incorporates

all the tasks that may be performed during Disaster Management irrespective of their level of complexity. It envisages a composite team with various Sections to attend to all the possible response requirements.

The IRS identifies and designates officers to perform various duties and get them trained in their respective roles. If IRS is put in place and stakeholders trained and made aware of their roles, it will greatly help in reducing chaos and confusion during the response phase. Everyone will know what needs to be done, who will do it and who is in command, etc. IRS is a flexible system and all the Sections, Branches and Units need not be activated at the same time. Various Sections, Branches and Units need to be activated only as and when they are required.

IRS is more than just an organizational chart. The organization is just one of IRS's major features.

IRS Organization:

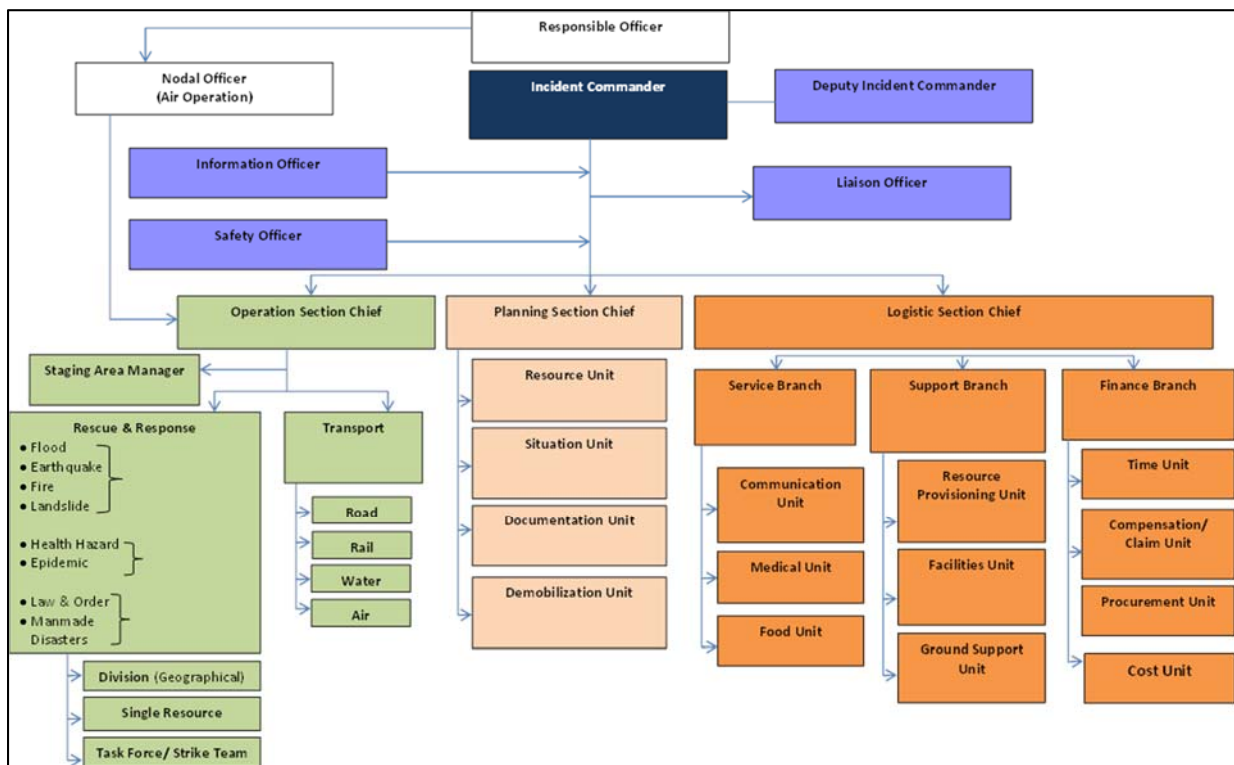


Figure-1: IRT Organizational Structure

IRS Management Functions & Incident Response Team (IRT):

The IRS organisation functions through Incident Response Teams (IRTs) in the field. In line with our administrative structure and DM Act 2005, Responsible Officers (ROs) have been designated at the State and District level as overall in charge of the incident response management. The RO may however delegate responsibilities to the Incident Commander

(IC), who in turn will manage the incident through IRTs. The IRTs will be pre-designated at all levels; State, District, Sub-Division and Revenue Circle. On receipt of Early Warning, the RO will activate them. In case a disaster occurs without any warning, the local IRT will respond and contact RO for further support, if required.

The IRS system primarily consists of 4 principal IRS management functions viz.

Command Section:

1. The Command Section consists of **Incident Commander (IC), Information & Media Officer (IMO), Safety Officer (SO) and Liaison Officer (LO)**. The main function of the Command Section is to assist the IC in the discharge of his functions. They report directly to the IC and may have assistants. The Command Staff may or may not have supporting organisations under them.

General Section:

2. **Operations Section (OS):** The Operations Section is responsible for directing the tactical actions to meet incident objectives. Management of disaster may not immediately require activation of Branch, Division and Group. Expansion of the OS depends on the enormity of the situation and number of different types and kinds of functional Groups required in the response management.
3. **Planning Section (PS):** The planning Section is responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan (IAP) and necessary incident-related documentation. They will assess the requirement of additional resources, propose from where it can be mobilised and keep IC informed. This Section also prepares the demobilisation plan.
4. **Logistics Section (LS):** The Logistics Section is responsible for providing facilities, services, materials, equipment and other resources in support of the incident response. The Section Chief participates in development and implementation of the IAP, activates and supervises Branches and Units of his section. In order to ensure prompt and smooth procurement and supply of resources as per financial rules, the Finance Branch has been included in the LS.

Details of the roles & responsibilities of the above 4 principal IRS management functions are given in annexure –I

Each of these functional areas can be expanded as needed into additional organizational units with further delegation of authority.

The individual designated as the Incident Commander (IC) has responsibility for all functions. That person may elect to perform all functions, or delegate authority to perform functions to other people in the organization. *Delegation does not, however, relieve the Incident Commander from overall responsibility.*

Main Principles of Incident Response System (IRS):

Unity of Command & Chain of Command in IRS:

Unity of Command means that every individual has a designated supervisor (report or receive assignment from one supervisor). Chain of Command means that there is an orderly line of authority within the ranks of the IRS organization with lower levels subordinate to and connected to higher levels.g. in case of planning section in IRS the chain of command would be as follows-

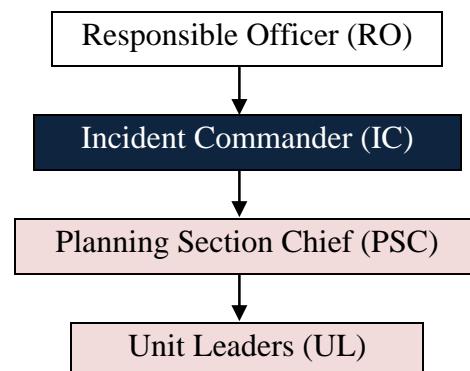


Figure-2: Orderly Line of authority (or chain of command)

However as incidents expand the Chain of Command is established through an organizational structure, which can consist of several layers as needed.

- Command
- Sections
- Branches
- Divisions/Groups
- Units
- Resources

Establishment and Transfer of Command:

Command at an incident is initially established by the highest ranking authority at the scene that has jurisdiction for the incident. Transfer of Command at an incident may take place for the following reasons:

- A more qualified person assumes command.

- The incident situation changes over time to where a jurisdictional or agency change in command in command is legally required, or it makes good management sense to make a transfer of command.
- Normal turnover of personnel on long or extended incidents.
- It has noticed that in absence of proper procedure, transfer of command does not take place smoothly and it may lead to a poor response. IRS provides for a clear documentation to facilitate this through Formats which is very useful for this purpose as initial incident briefing.

Unified Command:

Unified Command is an IRS management process which allows all agencies who have jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies. This is accomplished without losing or giving up agency authority, responsibility, or accountability.

Unified Command is important feature of IRS. It allows agencies having a legitimate responsibility at an incident to be part of the Incident Command function. Under Unified Command, the following always applies:

- The incident will function under a single, coordinated Incident Action Plan.
- One Operations Section Chief will have responsibility for implementing the Incident Action Plan.
- One Incident Command Post will be established.

The Concept of Unified Command is already followed in our country on certain occasions especially in fighting extremist related incidents in various States or while tackling the problem of insurgency by the affected State Governments and Govt. of India.

Span of Control:

Span of control apply to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important on incidents where safety and accountability have top priority. In IRS the span of control for any supervisor falls within a range of 3 to 7. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered. Ideally, the thumb rule of span of control in IRS is one supervisor to 5subordinates.

This in relation to direct supervision. In case of complex situations involving large number of personnel required to work on the incident, organizational structure has to be so arranged that different organizational elements are activated.

Common Terminology:

In the IRS, common terminology is applied to:

- Organizational elements
- Position titles
- Resources
- Facilities

Organizational Elements: There is a consistent pattern for designating each level of the organization (e.g.; sections, branches, etc.)

Position Titles: Those charged with management or leadership responsibility in IRS are referred to by position title such as Responsible Officer, Section Chief, Director, Supervisor, etc. This is done to provide a way to place the most qualified personnel in organizational positions on multiagency incidents without confusion caused by various multi-agency rank designations. It also provides a standardized method for ordering personnel to fill positions.

Resources: Common designations are assigned to various kinds of resources.

Many kinds of resources may also be classified by type, which will indicate their capabilities (e.g., type of vehicles, search and teams, equipment, mobile kitchen units, etc).

For example, in IRS a search & rescue equipment is bulldozer and there may be a variety of bulldozer, for which a type classification is required so that appropriate category of resource can be ordered.

Facilities: Different kinds of facilities have to be established to meet the need of the incident. IRS tries to standardize them using common terminology like *Incident Command Post, Incident Base, Camp, Staging Area, Heli Base, Heli Spots etc.*

Personnel Accountability:

Several procedures within IRS ensure personnel accountability,

- **Check-In:** Mandatory for all personal upon arrival at an incident.
- **Unity of Command:** Ensures everybody has only one supervisor.
- **Resource Status Unit:** Maintains status of all assigned resources.
- **Division/Group Assignment Lists:** Identifies resources with active assignment in the Operations section.
- **Unit Logs:** A record of personnel assigned and major events in all IRS organization elements.

Integrated Communications:

The ability to communication within IRS is absolutely essential. Communications can be looked at in at least three different ways.

1. The “hardware” systems that transfer information.
2. Planning for the use of all available communication frequencies/ nets and resources.
3. The procedures and processes for transferring information.

Just as every incident requires an ***Incident Action Plan***, ***every incident also needs a Communications Plan***. Like the action plan, it can be very simple and stated orally, or it can be quite complex, and form a part of a written Incident Action Plan. Several communication networks may be established depending upon the size and complexity of the incident. These may include:

- **Command net:** Established to link supervisory personnel from Incident Commander down to and including division and group supervisors. *For example, Wireless set with a specific frequency for handling disaster management by district administrations.*
- **Tactical Nets:** Established in a variety of ways, e.g., by agency, department, geographical area, or function. Tactical nets may be established for each branch, or for divisions and groups, depending on hardware and frequently availability, and specific incident needs. *For example Fire & Emergency Services, NDRF have their own frequency to carry out operation at the field.*
- **Support Nets:** Established on incidents to handle traffic and resource status changes. *For example Traffic Police have their own frequency.*
- **Ground-to-Air:** Established by Air Force to coordinate ground-to-air traffic.
- **Air-to-Air:** Assigned for coordination between aircraft assigned to an incident. An awareness of available communications systems and frequencies, combined with an understanding of incident requirements, will enable the Communications Unit Leader to develop an effective Communications Plan for each operational period.

An essential part of an effective multi-agency incident management system is for all communications to be in clear text.

Resources Management:

Resources assigned to an incident are managed in one of the following ways:

- **Single Resources:** Single Resources include both personnel and their required equipment.
- **Task Forces:** A Task Force is any combination of single resources within span of control guidelines. They are assembled for a particular tactical need, with common communications and a leader. Task Forces can be pre-determined or assembled at an incident from available single resources.
- **Strike Teams:** A Strike Team is a combination of a designated number of the ***same kind and type*** of resources with common communications and a leader. The number of resources to be used in the team will be based on what is needed to perform the function. Span of control guidelines should apply. Strike Teams can be pre-determined or assembled at an incident from available single resources.

The use of Task Forces Strike Teams:

- Maximizes effective use of resources
- Reduces span of control
- Reduces communications traffic

Resources Status:

Tactical resources assigned to an incident will always be in one of three status conditions.

- **Assigned:** Resources performing an active assignment
- **Available:** Resources ready for deployment
- **Out of Service:** Resources not assigned or not available



Fig-3: Example of Single Resource

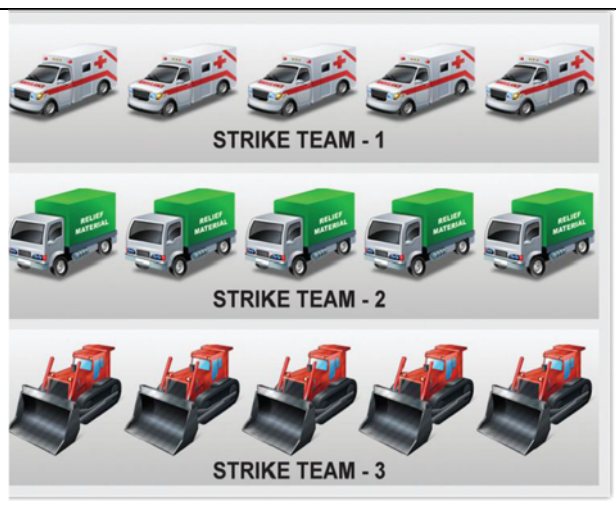


Fig-4: Example of Strike Team



Fig 5: Example of Task Force

The Incident Action Plan (IAP):

Every incident needs an action plan.

- The purpose of the plan is to provide all incident supervisory personnel with appropriate direction for future actions.
- The plan may be oral or written.

Written plans should be used when it is essential that all levels of a growing organization have a clear understanding of the tactical actions associated with the next operational period.

It is important to use written action plans whenever:

- Two or more jurisdictions are involved.
- The incident will overlap major changes in personnel changes or go into a new operational period.
- There is a partial or full activation of the IRS organization.

In IRS, an Incident Briefing Form is used on smaller incidents to record initial actions and list assigned and available resources. As incidents grow in complexity and/or size IRS provides a format for a written action plan.

CHAPTER – II

ORGANIZATION & STAFFING INCIDENT RESPONSE TEAM (IRT) IN AN INCIDENT

The IRS organization is functional, modular, and flexible. One way to view it is like a template. Within each of the major functional area, there are several sub-levels *that can be used or expanded if necessary*. The flexibility comes in because any position can be filled without the necessity of filling all position above it.

Organizational Terminology:

The use of position titles in IRS serves important purposes. Titles provide a common standard for multi-agency use at an incident. For example, if one agency uses the title Branch Chief, another Branch Manager, another Branch Officer, etc., this can cause confusion and reflect the lack of standardization on the scene.

The use of distinctive titles for IRS positions allows for filling IRS positions with the most qualified individuals independent of their rank within their own organization. The lack of standardization of position titles can also confuse the ordering process when requesting qualified personnel. For example, in ordering additional personnel to fill unit positions, it is important for proper communication between the incident and the agency dispatch facilities to know if they will be Unit Leaders, Unit Officers, Supervisors, etc.

IRS Organization:

The IRS organization is built around five major functions that are applied on any incident whether it is large or small. A major advantage of the IRS organization is the ability to fill only those parts of the organization those are required. For some incidents, and in some applications, only a few of the organization's functional elements may be required. However, if there is need to expand the organization, additional positions exist within the IRS framework to meet virtually any need.

Unified Command, which is a management method to use for multi-jurisdictional and/or multi-agency events, is a major feature of IRS and will be discussed in later section.

IRS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has designated supervisor. Direction and supervision follows established organizational lines at all times.

With this in mind, we will now examine each of the five major functional elements, concentrating on major responsibilities rather than detailed duties.

Incident Commander (IC) and Command Staff:

The Incident Commander's responsibility is the overall management of the incident. 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/department, or from an assisting agency/department. Deputies may also be used at section and branch levels of the IRS 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.

A Unified Command organizational structure should be established in multi jurisdiction or multi-agency incidents. The Unified Command concept is a method to provide coordinated management team when there are several agencies or jurisdictions involved in an incident.

Incident Commander's Major Responsibilities and Duties:

Details of the responsibilities of IC is given in annexure –I. However, some of the responsibilities are more complex and require discussions which are as follows:

Establishing an Incident Command Post (ICP)

Initially, the ICP will be wherever the Incident Commander is located. As the incident grows, it is important for the Incident Commander to establish a fixed location for the ICP and to work from that location.

The ICP provides a central coordination point from which the Incident Commander, Command Staff, and Planning functions will normally operate. Depending on the incident, other members of the General Staff may be operating in other locations; however, they will attend planning meetings and be in close contact with the Incident Commander.

The ICP can be any type of facility that is available and appropriate, e.g., vehicle, tent, an open area, or a room. The ICP may locate at the Incident Base if that facility has been established.

Once established, the ICP should not be moved unless absolutely necessary. *(For additional description of the ICP, see Chapter-III on Incident Facilities.)*

Establish the immediate priorities

First Priority is always safety of:

- People involved in the incident
- Responders
- Other emergency workers

- Bystanders

Second Priority: Incident stabilization. Stabilization is normally tied directly to incident complexity.

When considering stabilizing the incident situation, the following “musts” are essential for the Incident Commander.

The IC must:

- | | |
|--|---|
| • Ensure life safety | • Stay in command |
| • Ensure protection of life & property | • Manage resources efficiently and cost effectively |

Determine Incident Objectives, Strategy and Tactical Direction:

It is safe to say that all agencies employ some sequence of steps to meet incident-related goals and objectives. Several different approaches have been suggested. Some of these have more steps and are more detailed than others. A suggested four-phased approach is offered below:

1. Know Agency/Government Policy

The Incident Commander must be fully aware of agency/govt. policy. This includes any operating or environmental restrictions, and any limits of authority. He may contact relevant department or agencies to brief him about existing rules, norms and policies.

2. Establish Incident Objectives

The Incident Commander has the responsibility to determine the Incident Objectives. Incident Objectives are statements of intent related to the overall incident. Essentially, the objectives answer the question of what do we want to do. For some kinds of incidents the time to achieve the objectives is critical. In others, while always important, this may not be overriding issue. All Incident Objectives must be measurable.

The following are some examples of Incident Objectives for several different kinds of incidents. Each of these is measurable and some are time dependent.

- Release all hostages safely with no further casualties.
- Stop any further flow of toxic material to riverbed.
- Contain fire within existing structures.

3. Develop Appropriate Strategy(s)

Strategy describes the general method or methods that should be used either singly or in combination that will result in achieving the incident objective.

For example, for one of the Incident Objectives listed above; i.e, to reduce the water level from the water logged areas of a city, several strategies could be employed:

- **Strategy#1-** Reduce / divert inflow
- **Strategy #2-** Open spillways
- **Strategy #3-** Use pumps

Any one of these strategies would contribute to meeting the objective. All three could be used together.

4. Executive Tactical Direction

Tactical Direction describes what must be accomplished within the selected strategy or strategy in or to achieve the Incident Objectives. Tactical Direction is the responsibility of the Incident Commander or the Operations Section Chief that position has been established. The Operations Section Chief, or the Incident Commander if the Operations Section Chief has not been established, should interact with Branch Directors and Division and / or Group Supervisors on the tactics that should be employed to meet the incident objectives.

This is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can assure understanding and enhance commitment.

Tactical Direction consists of the following steps:

Establish Tactics

i. Determine the tactics that are to be used appropriate to the strategy

The tactics are normally established to be conducted within an operational period. For example, for one of the above strategies the tactic might be: Use truck-mounted pumps working from the GS road side discharging into drainage that falls into Bharalu river, and portable or stationery pumps on the Anil Nagar/Nabin nagar side discharging into Bharalu River.

ii. Assign Resources

Determine and assign the kind and type of resources appropriate for the selected tactics.

For examples:

Obtain three truck mounted pumps on east side of Bharalu river from WR department.

iii. Monitor performance

Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate.

For example, using the above example, it may be necessary to increase the pumping capacity. This would require ordering and installing additional pumping equipment. It could also be determined that due to clogging, the use of pumps as a strategy may have to be abandoned.

It should be noted that while the above examples relate to incidents, the planning for an event would entail the same basic phases.

iv. Monitor Scene Safety

Public safety at the scene of an incident is always the top priority. If the incident is complex, or the Incident Commander is not a tactical expert in all the hazards present, a Safety Officer should be assigned. Note that, hazardous materials incidents require the assignment of a Safety Officer.

v. Establish and Monitor Incident Organization

One of the primary duties of the Incident Commander is overseeing the management organization needs to large enough to do the job at hand; yet, resource use must be cost-effective. Anticipated expansion or diminishment of the incident will call for corresponding changes to the organization. The Incident Commander is responsible to delegate authority as appropriate to meet the need.

vi. Manage Planning Meetings as Required

Planning meetings and the overall planning process are essential to achieving the incident objectives. On many incidents, the time factor does not allow prolonged planning. On the other hand, lack of planning can be disastrous. Proactive planning is essential to consider future needs.

vii. Approve and Authorize the Implementation of an Incident Action plan

IRS offers great flexibility in the use of Incident Action Plans. Plans can be oral or written. Written plans should be provided for multi-jurisdiction or multi-agency incidents, or when the incident will continue for more than one Operational Period.

viii. Approve Requests for Additional Resources or for the Release of Resources

On small incidents, the IC will personally determine additional resources needed and order them. As incidents grow in size and complexity, the ordering responsibility for required resources will shift to the Logistics Section Chief and to the Supply Unit if those elements of the organization have been established.

ix. Authorize Release of Information to the News Media

One significant change of recent years is the increased capability and desire of the media to obtain immediate access to information. The sophistication of modern news gathering methods and equipment make it very important that all incidents have procedures in place for managing the release of information to the media, as well as responding appropriately to media inquiries.

It is not at all unusual that on some incidents the media may have recent and accurate information that is not yet available to the Incident Commander through internal lines of communication. In some cases, media coverage may inadvertently affect priorities.

Characteristics of an Effective Incident Commander

The Incident Commander is normally the most visible person on the incident. Following are just some of the characteristics associated with an effective IC:

- Command presence
- Understands IRS
- A proven manager
- Puts safety first
- Proactive
- Decisive
- Objective
- Calm
- Quick thinking
- Good communicator
- Adaptable and flexible
- Realistic about personal limitations
- Politically astute

Command Staff

There are three important staff functions that are the responsibility of the Incident Commander unless Command Staff positions are established.

- Public information and media relations.
- Maintaining liaison with assisting and cooperating agencies.
- Ensuring safety.

On some incidents, any one of these functions can consume much of the Incident Commander's time. Therefore, it is important to recognize their importance and quickly fill the positions if necessary.

Note that the Command Staff differs from the General Staff positions for the line organization of Operations, Planning and Logistics.

Information Officer

The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

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

Reasons the IC to designate an Information Officer:

- An obvious high visibility or sensitive incident.
- Media demands for information may obstruct IC effectiveness.
- Media capabilities to acquire their own information are increasing.
- Reduces the risk of multiple sources releasing information.

- Need to alert, warn or instruct the public.
- The Information Office should consider the following when determining a location to work from at incident.
- Be separate from the Command Post, but close enough to have access to information.
- An area for media relations and press/media briefings must be established.
- Information displays and press hand-outs may be required.
- Tours and photo opportunities may have to be arranged.

Liaison Officer and Agency/Department Representatives

Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

The Liaison Officer is the contact for Dept. /Agency Representatives 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.

What are the differences between an assisting department/agency and a cooperating department/agency? These are not large distinctions, but may be useful in some applications or to some agencies.

Assisting Departments/Agencies- An Agency that is assisting on an incident is directly contributing tactical resources to the agency or jurisdiction that is responsible for the incident. Thus, fire, police, or public works equipment sent to another jurisdiction's incident would be considered assisting agency resources.

Cooperating Departments/Agencies- An agency that supports the incident or supplies assistance other than tactical resources would be considered a cooperating agency. Examples include the International Red Cross, utility companies, etc. On some law enforcement incidents a fire agency may not send fire equipment but may supply an Agency Representative for coordination purposes. In this case, the fire agency would be considered a cooperating agency.

The following are some of the main reasons to establish the Liaison Officer position at an incident:

- When several agencies send, or plan to send, Agency/Department Representatives to an Incident in support of their resources.
- When the IC can no longer provide the time for individual coordination with each Department/Agency Representative.
- When it appears that two or more jurisdictions may become involved in the incident and the incident will require on-site liaison.

Agency/Department Representatives- In many multi-jurisdiction incidents, an agency/dept. or jurisdiction will send a representative to assist in coordination efforts.

An Agency/Department Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decision on all matters affecting that agency's participation at the incident.

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

Safety Officer

The Safety Officer's function on the Command Staff is to develop and recommend measure for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

All public safety agencies stress the importance of safety as an individual responsibility.

Supervisors are instructed to watch for potential unsafe conditions.

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/departments or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

The Safety Officer will correct unsafe situations by working through the chain of command. However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent life-threatening danger.

General Staff Positions:

The General Staff consists of the following positions:

- A. Operations Section Chief
- B. Planning Section Chief
- C. Logistics Section Chief

Operations Section

- The Operations Section is responsible for managing all tactical operations at an incident. The build-up of the Operations Section is generally dictated by the number of tactical resources involved and span of control considerations.
- There is no precise guideline for when the Operations Section will be established on an incident. In some cases, depending upon the complexity of the incident and the desires of the Incident Commander, it may be the first section to be established. In other situations, the IC may elect maintain control of Operations, and establish Logistics, Planning, and,

if necessary, Finance/Administration functions as separate sections before designating an Operations Section.

- The Operations Section consists of the following components:
 - Ground or surface-based tactical resources
 - Aviation (Air) resources- helicopters and fixed-wing aircraft
 - Staging Areas
- Incidents will use any or all of these components, depending on the need.

Ground or Surface Tactical Resources

There are three ways of organizing tactical resources on an incident. The determination of how resources will be used, will be determined based on the application area and the tactical requirement.

Resources can be used as:

- Single Resources
- Task Forces
- Strike Teams

Depending on the need, tactical resources can be placed into an Operations organization made up of:

- Resources reporting to the Incident Commander or Operations Section Chief
- Divisions or Groups
- Branches

Aviation Resources

Many incidents require the use of tactical or logistical aircraft to support the incident. In IRS, all aviation resources assigned for exclusive use of the incident are assigned to the Operations Section. These include aircraft providing logistical support.

The Operations Section Chief may establish a separate Air Operations Branch when:

- The complexity (or expected complexity) of air operations and/or the number of aircraft assigned to the incident requires additional management support.
- The incident requires both tactical and logistical use of air support.
- When the Air Operations organization is formally established on an incident, it will be set up as an Air Operations Branch within the Operations Section.

Staging Areas

The third component of the Operations Section is the Staging Area. The term Staging Area. The term Staging Area is commonly used in emergency management; however, in IRS the use of Staging Areas takes on some special meanings.

Three of these special meanings are:

- An IRS Staging Area is a temporary location for placing resources available for incident assignments. All resources within the Staging Area belong to the Incident Staging areas should, if possible, be so located so that resources can be at the scene of their assignment within three to five minutes.
- Resources assigned to a Staging Area are available on a three-minute basis to take on active assignment.
- Staging Areas are temporary facilities. They can be set up at any appropriate location in the incident area and moved or deactivated as needed. ***Several Staging Areas may be used on single incident.***

Staging Area Managers report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief position has not been filled.

Planning Section

In IRS, the Planning Section is responsible for managing all information relevant to an incident. When activated, the Planning Section Chief who is a member of the General Staff manages the Section.

The Planning Section collects, evaluates, processes, and disseminates information for use at the incident. Dissemination can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.

Some incidents may require personnel with specialized skills to be temporarily assigned to the Planning Section. These persons are called technical Specialists. Examples of Technical Specialists

- Meteorologist
- Epidemiologist
- Hydrologist
- Geologist
- Training Specialist

A wide variety of Technical Specialists could be used, depending upon the requirement of the incident. There are four units within the planning Section that can be activated as necessary:

- Resources Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit

The Planning Section Chief will determine the need to active or deactivate a unit. If a unit is not activated, then the responsibility for that unit's duties will remain with the Planning Section Chief.

In IRS, a number of the Unit Leader's responsibilities are common to all units in all parts of the organization. Common Responsibilities of Unit Leader are listed below. These will not be repeated in Unit listing below:

- Obtain briefing from Section Chief.
- Participate in incident planning meeting, as required.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Assign specific duties to staff, supervise staff.
- Develop and implement accountability, safety, and security measures for personnel and resources
- Supervise demobilization of unit, including storage of supplies.
- Provide Supply Unit
- Leader with a list of supplies to be replenished
- Maintain unit records, including Unit Log.

Resources Unit

This unit is responsible for maintaining the status of all assigned resources (primary and support) at an incident. It achieves this through:

- Overseeing the check-in of all resources.
- Maintaining a status-keeping system indicating current location and status of all resources.
- Maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

Situation Unit

The collection, processing and organization of all incident information takes place within the Situation Unit. The Situation Unit may prepare future projection of incident growth, maps and intelligence information.

Three position report directly to the Situation Unit Leader:

- **Display Processor-** Maintain incident status information obtained from Field Observed, Resources status report, etc. Information is posted on maps and status boards as appropriate.
- **Field Observer-** Collects and reports on information from the field.

- **Weather observer**- Collects current weather information from the weather service or an assigned meteorologist.

Documentation Unit

The Documentation Unit is responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by the Documentation Unit.

Incident Files will be stored for legal, analytical and historical purposes.

Demobilization Unit

The Demobilization Unit is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

Planning for demobilization should begin at the early stages of an incident, particularly in the development of rosters of personnel and resources, thus ensuring the efficient and safe demobilization of all resources.

After generating an approved plan, the Demobilization Unit is responsible for distributing the plan at the incident and off-incident, as necessary.

Technical Specialists

Certain incidents or event may require the use if Technical Specialists who have specialized knowledge and expertise. Technical Specialist may function within the

Planning section, or be assigned wherever their services are required. In the Planning Section, Technical Specialists may report to the following:

- Planning section Chief
- A Designated Unit Leader

In some cases, they may be reassigned to other part of the organization (e.g., resource use specialists assigned to the Logistics Section)

Often, Technical Specialists are assigned to the Situation Unit if their expertise is needed for a short time only. If they will be required for a longer length of time, or if several specialists are assigned to the same task, a separate unit may be established in the Planning section. For example, if hazardous materials are a major on-going factor within an incident, Toxic substance specialists may be created.

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

- Meteorologist
- Environmental Impact Specialist
- Flood Control Specialist
- Water Use Specialist

- Hazardous Substance Specialist
- Fire Behaviour Specialist
- Structural Engineer
- Training Specialist

Logistics Section

The Logistics Section, with the exception of aviation support, provides all incident support needs. The Air Support Group in the Air Operations Branch handles aviation support.

The Logistics Section is responsible for the following:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fuelling
- Food services
- Medical services

The Logistics Section Chief, who may assign a Deputy, manages the Logistics Section. A Deputy is most often assigned when all designated units (listed below) within the Logistics Section are activated.

On very large incidents, or on incidents requiring a great deal of equipment or facilities, the Logistics Section may be divided into three Branches-**Service Branch, Support Branch and Finance & Administration Branch**. *A Branch Director, who reports to the Logistics Section Chief, leads each Branch.* This is most often done for span of control reasons, resulting in a more manageable organization.

Ten units may be established within the Logistics Section:

- Supply Unit
- Facilities Unit
- Ground Support Unit
- Communications Unit
- Food Unit
- Medical Unit
- Time Unit
- Compensation Unit
- Procurement Unit
- Cost Unit

The Logistics Section Chief will determine the need to activate or deactivate a unit. *If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief.*

Support Branch:

Supply Unit

The Supply Unit is responsible for ordering, receiving, processing, and storing all incident-related resources.

All off-incident resources will be ordered through the Supply Unit, including:

- Tactical and support resources (including personnel).
- All expendable and non-expendable support supplies.

As needed, the Supply Unit will manage tool operations, including, the storage, disbursement, and service of all tools and portable non-expendable equipment.

Two Managers report directly to the Supply Unit Leader:

- **Ordering Manger** – Places all orders for incident supplies and equipment.
- **Receiving and Distribution Manager** – Receives and distributes all supplies and equipment (other than primary tactical resources), and is responsible for the service and repair of tools and equipment.

For some applications, a Tool and Equipment Specialist may be assigned to service and repair all hand tools. The specialist reports to the Receiving and Distribution Manager.

Facilities Unit

This unit is responsible for set-up, maintenance, and demobilization of all incident support facilities except Staging Areas. These facilities are:

- Incident Command Post
- Incident Base
- Camps
- Other facilities within the incident area to be used for feeding, sleeping, and sanitation services.

Note that existing structures in the vicinity of the incident may be used as incident facilities as found appropriate. Additional support items (e.g., portable toilets, shower facilities, food handling units, etc.) will be ordered through the Supply Unit.

The Facilities Unit will also provide security services to the incident as needed.

Three manages report directly to the Facilities Unit Leader. When established at an incident, they have important responsibilities.

Security Manager - Provides safeguards necessary for protection of personnel and property from loss or damage.

Base Manager – Ensures that appropriate sanitation, security, security, and facility management services are in place at the Base.

Camp Manager – On large incidents, one or more camps may be established. Camps may be in place several days or they may be moved to various locations. Activities at the Base (e.g., Supply, Food, Medical, Resources, etc.). Camp Managers are responsible for providing non-technical coordination for all Units operating within the camp.

Ground Support Unit

The Ground Support Unit primarily responsible for the maintenance, service, and fuelling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also responsibility for the ground transportation of personnel, Supplies, and equipment, and the development of the Incident Traffic Plan.

An Equipment manager reports to the Ground Support Unit Leader and ia responsible for the service, repair, and fuel for all equipment, transportation and support vehicle services, and to maintain equipment use and service records.

Service Branch:

Communication Unit

The Communications unit is responsible for developing plans for the use of incident communication equipment and facilities, installing and testing of equipment and facilities; installing and testing of communication equipment; supervision of the incident Communication Centre; and the distribution and maintenance of communication equipment.

Communication planning is particularly important in IRS, where an incident may grow to include numerous agencies. Determining required radio nets, establishing interagency frequency assignments, and ensuring maximum use of communications capability is essential.

If an Incident communications Centre is established, an Incident dispatcher is responsible for receiving and transmitting radio, telephone, FAX, and computer messages, and providing incident dispatch services.

Food Unit

The Food Unit is responsible for supplying the food needs for the entire incident, including all remote locations (e.g. Camps, Staging Areas), as well as providing food for personal unable to leavefor field assignments.

Planning is essential to the efficient supply of food. Working with the planning Section resources Unit, the food unit must anticipate the numbers of personnel to before and develop plans for supplying food to all incident areas.

The food unit interacts with the facilities Unit for location of fixed-feeding site, the supply Unit for food ordering, and the ground and air Support Units for Transporting food.

Medical Unit

Most major incident requires the establishment of a Medical Unit that is responsible for *all medical services for incident assigned personnel*. The Unit will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid; and assist the Finance/Administration Section with processing injury-related claims.

Note that the provision of medical assistance to the public or victims of the emergency is an operational function, and would be done by the Operations Section and not by the Logistics Section Medical Unit.

Finance Branch:

The Finance Branch is responsible for managing all financial aspects of an incident.

Not all incidents will require a Finance / Administration Branch. Only when the involved agencies have a specific need for Finance / Administration services, the branch will be activated.

On some incidents only one Finance / Administration function may be required (e.g., cost analysis). Often, it is more efficient to fill that function through a Technical Specialist

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

The Finance Branch will determine the need to activate a unit. In certain functional areas, e.g., Compensation, a unit may not be established if only one person would be assigned. Instead, in this example, a single Claims Specialist may be assigned.

Time Unit

The Time Unit is responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency time recording policies, and managing commissary operations if established at the incident.

As applicable, personnel time records will be collected and processed for each operational period. (The Time Unit Leader may find it helpful to select assistants familiar with the various agency time recording policies.)

Procurement Unit

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the Procurement Unit. The unit is also responsible for maintaining

Procurement Unit

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the Procurement Unit. The unit is also responsible for maintaining equipment time records.

The Procurement Unit establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices. The unit works closely with local fiscal authorities to ensure efficiency.

Compensation / Claims Unit

In IRS, Compensation-for-Injury and Claims are contained within one Unit. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

The Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

Two Specialists report to the Compensation/ Claims Unit Leader in more complex incident:

- **Compensation-for-Injury Specialist** – Administers financial matters arising from serious injuries and deaths on an incident. Work is done in close cooperation with the Medical Unit.
- **Claims Specialist** – Manages all claims-related activities (other than injury) for an incident.

Cost Unit

The cost unit provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment records all cost data, analyses and prepares estimates of incident cost, and maintains accurate records of incident cost.

The Cost Unit function is becoming increasingly important, with frequent requests by the planning section for cost estimates related to strategies for achieving Incident Objectives. Accurate information on the actual cost of all assigned resources is essential.

Reporting Relationships and Information Flow within the Incident Response Teams (IRT):

As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.

There are essentially two principles to be followed:

- To the extent possible there is complete freedom within the organization to exchange information.
- Orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.

Each of these is elaborated as follows.

Information Exchange within IRT

The IRS organization framework is open for individuals to freely supply and exchange information. Three examples are:

- The Food Unit Leader may directly contact the Planning Section's Resources Unit to determine the number of persons requiring feeding.
- The cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.
- Division Superior A may contact the Situation Unit Leader to share information on an unusual environmental hazard in the Division.

Flow of Orders and Directives within the Incident Response Teams (IRT)

Three Examples are:

- Division B supervisor requests fuel for resources within the division. This request will be passed through the Branch or Operation Section Chief to ensure that fuel requests can be consolidated before going to Logistics.
- Operation Section Chief in a branch and Division organization will pass directives to change the status of resources within a particular division through the Branch Director. (This ensures that Branch is aware of any changes)
- The Situation Unit Leader will request additional personnel to work in the unit through the Planning Section will be used if available. (This ensures that personnel already assigned to the Planning Section will be used if available.)

This chapter will describe different following kinds of facilities that can be established at an incident:

- Incident Command Post
- Staging Areas
- Base
- Camps
- Helibase and Helispots

As we will see, each facility has a unique purpose on an incident. These six facilities should be able to fulfil almost all incident facility requirements. Not all incidents, however, will use all facilities. Base, Camps, Helibase, and Helispots are primary used on larger incidents. Moreover, specific application may make use of other facilities, e.g., triage centre, temporary morgue, etc.

INCIDENT RESPONSE SYSTEM FACILITIES

What are some of the factor to take into consideration when establishing incident facilities?

First priority is the needs of the incident

Length of time the facility will be used

Cost to establish it

Environmental considerations

Incident Command Post

Back Ground

The Incident Command Post (ICP) is the location at which the primary command functions are performed. The Incident Commander will be located at the ICP.

All incidents must have a designated location for the Incident Command Post (ICP). There will only be one ICP for each incident. This also applies on multi-agency or multijurisdictional incidents operating under a single or a unified command.

The ICP can be located with other incident facilities. Initial location for the ICP should consider the nature of the incident, whether it is growing or moving, and whether the ICP Location will be suitable in size and safe for the expected duration of the incident.

The ICP may be located in a vehicle, tent or within a building, to name just a few examples. On long-term incidents, it is desirable to provide an ICP facility which will provide adequate lighting and/ or protection from the weather.

Larger and more complex incidents will often require large ICP facilities. Examples of incidents that usually require an expanded ICP facility include:

- Multi-agency incidents run under a Unified Command
- Long-term incidents
- Incidents requiring an on-scene communications centre
- Incidents requiring a separate planning function
- Incidents requiring the use of Command Staff and Agency Representative positions

ICPs will be designated by the name of the incident, e.g. Jorabat Landslide ICP or Medertary Boat Accident ICP.

Some incidents may be large enough to have an on-site communications centre to dispatch assigned resources. The communications centre is often associated with or adjacent to the ICP. Also, some incidents will require space at the ICP to allow for various Command Staff and Planning Section functions.

Characteristics of the ICP

The following are some general characteristics of the ICP that should be known and understood:

- **There is only one ICP Per incident, even if the incident is multi-jurisdictional.**
- The incident communications centre, if established at an incident, is often located with or adjacent to the ICP.
- The Incident Command function is carried out at the ICP
- The ICP may be located with other incident facilities such as the Incident Base.
- The planning function is normally done at the ICP.
- The ICP should be large enough to provide Adequate working room for assigned personnel
- The ICP should contain situation and resource status display necessary for the incident, and other information necessary for the planning purpose.
- Agency Representatives are normally located at the ICP.
- Once Established, The ICP will normally not be relocated

Establishing the ICP

The following are general guidelines to be used in establishing the ICP:

- Position away from the general noise and confusion associated with the incident.
- Position outside of the present and potential hazard zone.

- Position within view of the incident(when appropriate)
- Have the ability to expand as the incident grows.
- Have the ability to provide security, and to control access to the ICP as necessary
- Identify location with distinctive banner or sign
- Announce ICP activation and location via radio or other communication so all appropriate personnel are notified.

STAGING AREAS

Background

A Staging Area is a temporary location at an incident where personnel and equipment are kept while awaiting tactical assignments. Staging Areas should be located within five minutes travel to the area of expected need. An incident may have more than one Staging Area.

Staging Areas can be set up to meet specific functional needs. For example for ambulances, possible Staging Area locations and to plan their layouts in advance.

Resources in a Staging Area are always in or on an available status, which means they are ready for assignment within three minutes. This is an important consideration for resource use planning and should be closely adhered to.

Staging Areas may include temporary fuelling and sanitation facilities. All Staging Areas will have Staging Area Manager. Staging Areas will be given a name which describes their general location, e.g., Latashil Playground Staging Area, G

The Staging Area manager reports to the Operations section Chief, or to the Incident Commander if an Operation Section has not Been Established.

A Staging Area may be in the same general area or adjacent to other incident facilities; however, it should have its own separate location established.

Some incidents may use the Staging Area(s) for only certain kinds of resource. For example, all police vehicles or all ambulances may be located boats used in a water incident.

General Characteristics of Staging Areas

Staging Areas should:

- Be close to the location of tactical assignments(Within five minutes)
- Be located out of any possible line of direct hazard effects to minimize risk
- Be relocated if necessary.
- Have different access roués for incoming and outgoing resources.
- Be large enough to accommodate available resources and have room for growth.
- Be clearly marked
- Be located to minimize environmental damage

- Have necessary security control.

Benefits of using Staging Areas

Listed below are several benefit from the use of Staging Area at an Incident. Students may be able to add additional benefits.

Staging Areas:

- Provide location for immediately available resources to await active assignments.
- Provide locations to allow resources to be formed into operational units such as task forces and strike teams
- Provide for greater accountability by having available personnel and rescues together in one location.
- Provide safe locations for personnel and equipment to await assignment
- Prevent resources from freelancing or “doing their own thing.”
- Minimize excessive communications of resources calling for assignments.
- Control and assist the check-in of personal who arrive at the incident via privately owned vehicles or other private means.
- Allow the Operation Section Chief or IC to properly plan for resource use, and to provide for contingencies.

Incident base

An Incident Base will be established on some incidents

All primary services and support activity for the incident are usually located and performed at the Base.

The logistics Section will be located at the base

Normally, the incident Base is the location where all uncommitted (out-of service) equipment and personnel support operations are located.

Tactical resources assigned to the Incident Base will normally be out-of-service

There should be only one Base established for each incident, and normally the Base will not be relocated.

The Base will be designated by incident name, e.g., Jorabatland slide Base

In locations where major incidents are known to occur frequently, it is advisable to predesignate possible Base locations, and to plan their layout in advance.

The management of the Base comes under the Logistics Section. If an Incident Base is established, a base Manager will be designated. The Base Manager in a fully activated IRS organization will be in the Facilities Unit of the Logistics Section.

Camps

Camps are temporary locations within the general incident area which are equipped and staffed to provide sleeping, food, water and sanitary services to incident personnel.

Camps are separate facilities and are not located at the Incident Base.

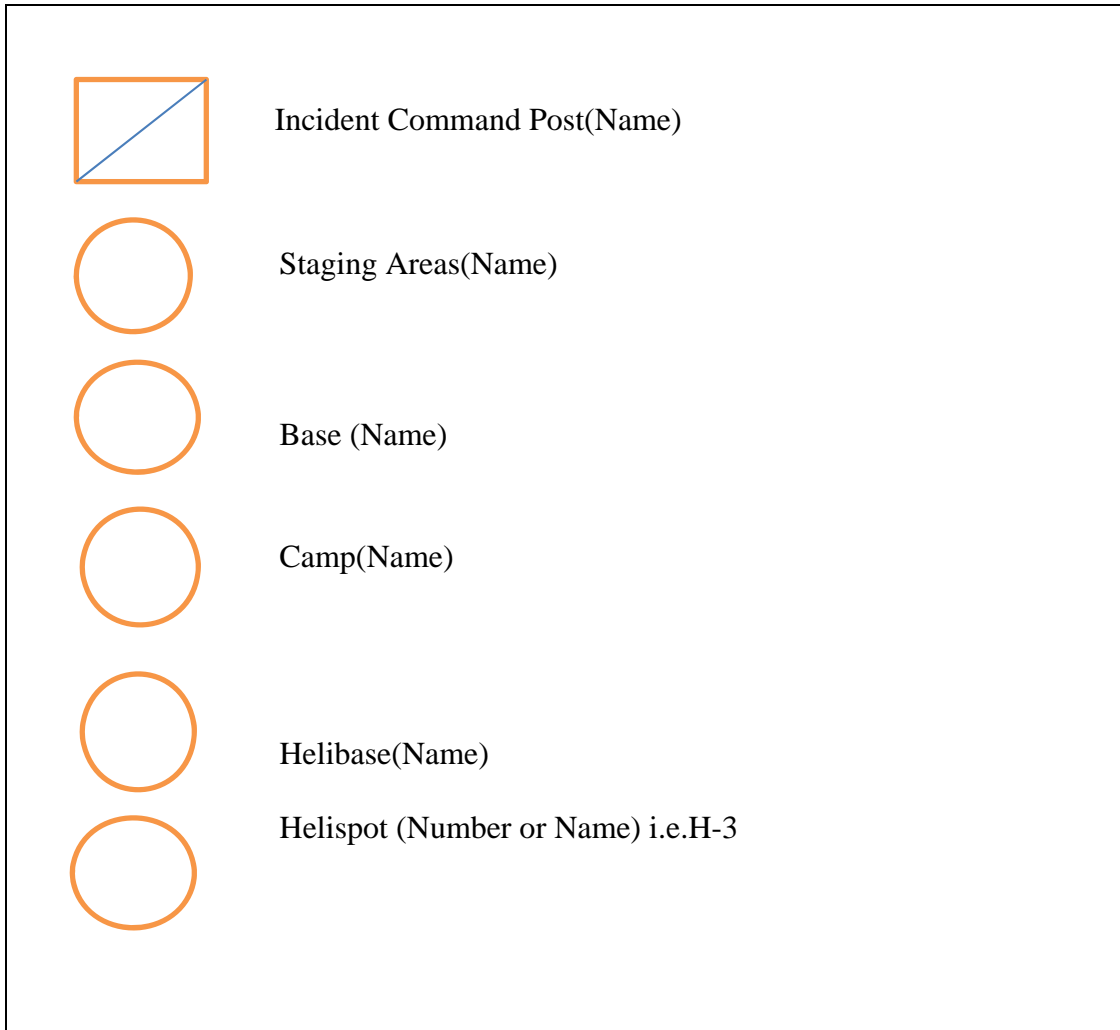
Camps may be in place for several days, and they may be moved depending upon incident needs.

Very large incidents may have one or more Camps located in strategic areas. For example, in a civil disturbance incident there may be several camps designated where National Guard personnel and equipment are temporarily located.

Collocating Facilities

Incidents Facilities	ICP	Staging	Base	Camps	Helibase	Helispot
ICP						
Staging Area						
Base						
Camps						
Helibase						
Helispot						

Map Designations for IRS Facilities



All IRS function unit activities performed at the base may also be performed at Camps.

Each camp will have a Camp Manager Assigned.

Camp Managers are responsible for managing the camp and for providing non-technical coordination of all organization units operating within the Camp.

Camp Manager will report to the Facilities Unit Leader in the Logistics Section. If that position has not been activated, the Camp Manager would report to the Logistics Section Chief.

Initially, personnel requirements for Logistics section units located at Camps will be determined by the Incident General Staff, based on the kind and size of the incident and expected duration of Camp operations.

After a camp is established, additional personnel and support needs would normally be determined and ordered by the Camp Manager.

If logistics units are established at Camps, they would be managed by assistants.

Camps are designated by a geographic name or by a number. An example might be the City Hospital Camp, or Camp #3.

Helibase

Helibase and Helispots serve somewhat different purposes at an incident.

We will first cover the Helibase.

Helibase is the main location within the general incident area for parking, fuelling, maintenance, and loading of helicopters.

The Helibase is generally located at a nearby airport, or at another off-incident location.

A Helibase will be used to load helicopters with personnel, equipment, and supplies necessary for incident operations.

The incident Helibase will be designated by the name of the location, e.g., LakhimpurHelibase.

Large incidents could have more than one Helibase. For example, a second Helibase would be called DibrugarhHelibase #2.

Helibases will normally not be moved.

The Helibase will be managed by a Helibase Manager.

The Helibase Manager will report to the Air Support Group Supervisor in the Air Operations organization if that position has been activated.

If not, the Helibase Manager reports to either the Air Operations Branch Director (if activated) or to the Operations Section Chief.

Helispots

Helispots are temporary locations in the incident area where helicopter can safely land and take off.

Helispots can be used to load or off-load personnel, equipment, supplies, water, etc.

Helispots will be managed by Helispot Managers who will function on the ground at the Helispot.

The Helispot Manager will report to the Helibase Manager.

If an incident has no established air operations organization but does have one or more Helispots designated, the Helispot Managers will report to the Operations Section Chief.

Several IRS facilities may be collocated at an incident.

IMPORTANCE OF RESOURCE STATUS KEEPING

On any incident, the effective management of tactical resources is a vital consideration. The ability to select the right resource for the task to be done is essential to properly accomplish the job, ensure resource safety, and be cost effective.

Maintaining status of all resources assigned to the incident is an important aspect resource management. A tactical resource, e.g., a bulldozer (dozer), will have a wide variety of capabilities and uses. It is obviously not enough to just order a dozer. For this reason, it is strongly recommended that the various kinds of resources used within IRS be typed whenever possible.

In addition, not all tactical resources at an incident may be usable at any given time. For a variety of reasons, some resources may be temporarily out-of-service or placed into an available (ready) but not assigned status.

DEFINATION OF RESOURCES

In IRS applications, tactical resources consist of all personnel and major items of equipment available or potentially available for assignment to incidents. Equipment resources will include the personnel required to operate/staff them.

Resources can be described both by kind and by type.

Resource Kinds

The kind resource describes what the resource is, e.g., patrol vehicle, Search and Rescue (SAR) unit, helicopter, fire engine, oil skimmer vessel, bulldozer, plow, etc. The kinds of resources can be as broad as necessary to suit the incident application.

Some of the same kind of tactical resources may be used by different agencies on a variety of incidents. For example, both police and fire departments will often use helicopters, fuel tenders, and crew transports.

Other kinds of resources, e.g., patrol cars, search dogs, or fire engines, are specific to the user agency and to the application area.

Resource Types

The type of resource describes a performance capability for that kind of resource. For example, a Type 1 FRP Boat will carry up to 16 persons. A Type 3 FRP boat will carry up to 5 persons.

Resources are usually typed by a number, with 1 being the highest capability or capacity; 2, the next highest, etc. When referring to personnel resources such as crews or Incident Management Teams, the Type 1 resource has the highest level of training, experience, and self-sufficiency, and is most suitable for the most complex assignments.

However, that high capacity does not necessarily mean a Type 1 resource is right for the job to be done. For example, a Type 1 Fire Tender with Hydraulic platform which has the greatest size and engine capacity may not be used in an area like Fancy Bazar in Guwahati City where most of the byelanes are narrow for moving Fire Tender with Hydraulic platform.

There are three distinct advantages to typing resources:

In Planning

Knowing the specific capabilities of the various kinds of resources helps planners decide the type and quantity of resource best suited to perform activities required by the Incident Action Plan.

In Ordering

Ordering resources by types saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.

In Monitoring Resource Use

An awareness of the type of tactical resource assigned enables the manager to monitor for under-or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.

While resource typing is a good idea, in Assam context, State Disaster Resources Network SDRN which is being established by ASDMA recently provides an online inventory for various resources. It also gives detailed specifications of records based upon which there needs to be development of resource typing for different kinds of resources in our State.

OPTIONS FOR USING RESOURCES ON AN INCIDENT

There are three ways of using resources at an incident:

- As Single Resources
- As Task Forces
- As Strike Teams

Each of these has certain features:

Single Resources

Single Resources are individual pieces of equipment, or a crew of individuals

Single Resources can be further specified as type to reflect capability. Unless a Single Resource is specified as a type, its specific resource capabilities may not be clear to everyone.

Examples of Single Resources:

KIND	TYPE
Boats	<i>Inflatable Rubber Boats</i> of 10 sitting capacity <i>FRP boats</i> with 15 sitting capacity.

Task Force

Task Forces are any combination and number of single resources assembled for a particular tactical need. Task forces may be a mix of all different kinds of resources, be of the same kind but different types, or be several resources of one kind mixed with other resources. For example :

Task Force:

- Must have a leader.
- Must have communication between resources and the leader, and from the leader to the next level supervisor.
- Must have transportation as required.
- Must be within span of control limits (one supervisor control 5-7 men)

Task Forces are very flexible in their makeup with no limitations other than span of control. Listed below, are some examples of how agencies use Task Force.

Examples of Task Forces:

- Public Works Department Task Force:
Two Bulldozers
Two Dumper Trucks
- Search and Rescue Task Force:
One S&R Team of SDRF of 55 personnel
One Medical Team of Health department of 3 doctors & 5 paramedics

Strike Teams

Requirements of an IRS Strike Team:

- *All resources must be of the same kind and type.*
- Must have a leader.
- Must have communications between resources and the leader.

- Must have transportation (as required).
- Must operate within span of control limits.

Example of standardized IRS Strike Teams:

- Ten 108 Ambulances with paramedics

Management of Task Forces and Strike Teams

A requirement for all Task Forces and Strike Teams is that they must have a leader and common communications.

Depending upon the level of IRT activation for the incident, Task Force and Strike Team Leaders will report to the Incident Commander, the Operations Section Chief, or to a Division or Group Supervisor.

RESOURCE STATUS

Knowing resource status is important throughout the incident. If a new critical mission arises, the Incident Management Team must know where all resources are, and their status, to be able to move resources to the new priority mission in a timely manner. Likewise, if there is a need to evacuate resources for their own safety, there is a need to know the whereabouts and status of the resources in the affected area.

All tactical resources at an incident will be in one of three status conditions.

Assigned

Resources working on a tactical assignment under the direction of a supervisor.

Available

Resources ready for deployment.

Out-of-service

Resources that are not ready for available or assigned status.

Reasons for resources being out-of-service can include:

- Mechanical (vehicle or equipment services required)
- Rest (personnel)
- Staffing (insufficient personnel to operate the equipment)

In addition, in some situations resources could also be out-of-service for:

- Weather reasons
- Financial reason

Resources can go out-of-service during an active assignment for mechanical or staffing reasons. Usually resources out-of-service for other reasons will be located at the incident base or at camps if these facilities have been established.

CHANGING RESOURCE STATUS

Resource status on an incident is maintained and changed by the supervisor who has the resources under assignment. The Resources Unit will not on its own authority change the status of resources.

Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division or Group Supervisor.

Information about the status change will be passed to the Resource Unit of the Planning Section.

Normally, the persons who can change status of resources on an incident could include:

- The person in charge of the single resource.
- A Task Force or Strike Team Leader.
- A Division or Group Supervisor.
- The Operations Section Chief or Incident Commander.

RESOURCE STATUS KEEPING SYSTEMS

There are several status keeping method or systems which can be used to keep track of resources at incidents.

Manual Record Keeping of Forms

Available

Card Systems

Magnetic Symbols on Maps or Status Boards

Computer Systems (GIS based software to reflect current resource status and location).

ACTIVITY AND RESPONSIBILITIES

No.	Activity	Primary Responsibility
1	Give a resource and situation Briefing on current status	Planning Section Chief
2	Set incident objectives	Incident Commander
3	Designate geographic boundaries and identify functional groups	Operations Section Chief
4	Determine tactical assignments	Operations Section Chief, Safety Officer
5	Specify resources needed By division / group	Operations Section Chief, Planning Section Chief

6	Specify incident facilities and reporting locations and plot on map	Operations Section Chief, Planning Section Chief,
7	Consider incident management team Needs for communications, safety, and transportation	Logistic Section chief, Planning Section Chief, Safety Officer
8	Place resource order for additional needs	Logistic Section Chief
9	Finalize incident action plan (all forms)	All
10	Approve and implement the incident action plan.	Incident Commander Operations Section Chief

OPERATIONAL PLANNING WORKSHEET

The operational Planning Worksheet is a planning tool used during the planning meeting.

It provides information on:

- Incident work location
- Work assignments
- Kind and type of resources needed
- Reporting location
- Requested arrival time for additional resources. By using the worksheet, planners can:
- Determine total resources required
- Subtract the number on hand
- Determine additional resources needed

RESOURCE ORDERING

Responsibility for Ordering Resource

Within the IRS organization, there are three organizational elements authorized to place resource orders.

If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources.

If the Logistic Section Chief position has been filled, then the Logistic Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander.

On larger incidents, where the Logistic Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

CHECK-IN PROCESS

IRS has a simple and effective resource check-in process to establish resource accountability at an incident.

The Resources check-in is done on an IRS Form Check-in List. A check-in recorder will be assigned to each location where resources will check-in. There are five incident locations where check-in can be done:

- 1) Incident Base
- 2) Camp
- 3) Staging Area
- 4) Resources Unit at the Incident Command Post
- 5) Helibase

Check-in recorders must have an adequate supply of check-in forms, and be briefed on the frequency for reporting check-in information to the Resource Unit.

DEMOBILIZING RESOURCES

At all times during an incident, the Incident Commander and General and Command Staff members must determine when assigned resources are no longer required to meet incident objectives.

Excess resources must be released in a timely manner to reduce incident-related costs, and to “free up” resources for other assignments.

On larger incidents, the planning for demobilization should begin almost immediately and certainly well in advance of when demobilization actually takes place.

The process of demobilizing resources generally begins at the Operations Section level, where the need for continued tactical resources will be determined.

When tactical resources are no longer needed, other parts of organization can also be reduced.

The Process of Demobilization

On single agency and/ or smaller, the planning and the process of demobilization may be quite simple and will not require a formal written demobilization plan or a Demobilization Unit to prepare it.

On large incident, especially those which may have personal and tactical resources from several jurisdictions or agencies, and where there has been a good integration of multi jurisdiction or agency personnel into the incident organization, a Demobilization Unit within the Planning Section should be established early in the life of the incident. A written demobilization plan is an essential on larger incidents.

Personnel Accountability

The IRS provides a unity of command structure which allows supervisors at every level know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of IRS maintained, all resources will be fully account for at all times.

IMPORTANCE OF PLANNING

It is essential that every incident or event be managed according to a plan. In the IRS, the management plan is called **Incident Action Plan (IAP)**.

For simple incidents of short duration, the Incident Action Plan will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning process for this kind of incident does not require a formal planning meeting.

Action Plans

Written Incident Action Plans documenting planning decisions should be considered whenever

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.

Written action plans provide:

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.
- A basic for measuring work progress and for providing accountability.

The decision to prepare a written action incident action plan will be made by the Incident Commander. However, it will not always be possible to have a written plan, nor is it always appropriate on small, short duration incidents even though they may be complex.

Operational Periods

Action plans should be prepared for specific time periods, called Operational Periods. Operational Periods can be of various lengths, although they should normally be no longer than 24 hours. It is not unusual to have much shorter Operational Periods covering, for example, two-or four hour time periods. Decisions on the length of the Operational Period Will be affected by:

- Length of time available/needed to achieve tactical objectives.
- Availability of fresh resources.
- Future involvement of additional jurisdiction and/ or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.

- Safety considerations

Planning must do far enough in advance to ensure that additional resources needed for the next Operational period are available.

Essential Elements in the Action Plan.

- A. Statement of Objective-** Statement of what is expected to be achieved. Objectives must be measurable.
- B. Organization-** Describes what elements of the IRT will be in place for the next Operational Period.
- C. Tactics and Assignments-** Describes tactics and control operations and what resources will be assigned. Resources assignments are often done by Division Group.
- D. Supporting Material-** Examples include a map of the incident, Communications Plan, Medical Plan, Traffic Plan, Weather data, special precautions, and safety message.

All incident supervisory personnel must be familiar with the current, as well as the next operational period's Incident Action Plan. This can be accomplished through briefings, by distributing a written plan prior to the start of the operational period, or as is often done, by both methods.

PLANNING PROCESS

The steps are:

- Understand the situation
- Establish Incident Objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan

GLOSARY OF TERMENOLOGY

- **Single Resources:** Single Resources include both personnel and their required equipment.
- **Task Forces:** A Task Force is any combination of single resources.
- **Strike Teams:** A Strike Team is a combination of a designated number of the *same kind and type* of resources with common communications and a leader.
- **Staging Area:** A temporary location for placing resources available for incident assignments.
- **Span of control:** It apply to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important on incidents where safety and accountability have top priority. In IRS, the span of control for any supervisor falls within a range of 3 to 7.
- **Incident Action Plan (IAP):** Every incident or event be managed according to a plan. In the IRS, the management plan is called Incident Action Plan (IAP).
- **Incident Command Post (ICP):** ICP is the location at which the primary command functions are performed. The Incident Commander will be located at the ICP.
- **Incident base:** An Incident Base is a base established in an incident & all primary services and support activity for the management of the incident are usually located and performed at the Base.
- **Camps:** Camps are temporary locations within the general incident area which are equipped and staffed to provide sleeping, food, water and sanitary services to incident personnel. Camps are separate facilities and are not located at the Incident Base.
- **Helibase:** It is the main location within the general incident area for parking, fuelling, maintenance, and loading of helicopters.
- **Helispots:** They are temporary locations in the incident area where helicopter can safely land and take off.

ANNEXURE-I