आज़ादी का अमृत महोत्सव

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Training Module
Incident Response System
Basic & Intermediate

Participant Manual

nidm
Resilient India : Disaster free India

National Institute of Disaster Management
(Ministry of Home Affairs, Government of India)



Training Module on
Incident Response System
Basic & Intermediate

Participant Manual



National Institute of Disaster Management
(Ministry of Home Affairs, Government of India)
Plot No. 15, Block B, Pocket 3, Sector 29, Rohini, Delhi 110042
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Training Module on Incident Response System Basic & Intermediate

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Authors:
Shri Shekher Chaturvedi
Shri Rajendra Ratnoo, IAS

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Resilient India - Disaster Free India

राजेन्द्र रत्नू, भा. प्र. से.
कार्यकारी निदेशक
Rajendra Ratnoo, IAS
Executive Director

सत्यमेव जयते

राष्ट्रीय आपदा प्रबंधन संस्थान
National Institute of Disaster Management
(गृह मंत्रालय, भारत सरकार)
Ministry of Home Affairs, Govt. of India
प्लॉट नं. 15, ब्लॉक बी, पॉकेट 3,
सेक्टर 29, रोहिणी, दिल्ली - 110042
Plot No. 15, Block B, Pocket 3,
Sector 29, Rohini, Delhi-110042



Foreword

Disasters have grown in terms of their magnitude, extent of impact and intensity due to various reasons including impact of climate change. Response has been the forte of our country since ages. Recently India has helped neighbouring countries such as Nepal and Sri Lanka to respond to disasters which had severely impacted them. As we know that disaster response is undertaken by a number of stakeholders who work for saving life and property in close coordination with each other. Often it is seen that despite best efforts there is lack of coordination which results in increase of the response time, cost of response and time taken to stabilize the situation.

Keeping all these in view, Government of India decided to explore global best practices in the field of disaster response, which could be adopted and adapted to Indian conditions. The High-Powered Committee (HPC), constituted for suggesting ways of paradigm shift i.e. shifting from reactive approach to pro-active approach also looked into global best practice in terms of responding to disasters. HPC identified and suggested that the Incident Command System (ICS) being utilized in USA may be adopted by Indian Government to be used under Indian conditions after suitable adaptation. Government of India then adopted the ICS and adapted it to Indian conditions and named it as Incident Response System (IRS). It came up with IRS guidelines in 2010. National Institute of Disaster Management (NIDM) has been designated as the nodal institution to take up the IRS trainings and develop a mechanism to sensitize various state governments and district administrations about the system and also in turn work towards its institutionalization.

NIDM has developed seven modules of IRS and undertaken training programmes in this field. The present module is the revised version of the existing module on

Basic & Intermediate course of IRS. It sensitizes the participants about principles, features, facilities and operationalization of IRS on ground. It also discusses about the value addition which IRS can provide over the existing response methodology. The beauty of this module is that it is a blend of theory as well as exercises which not only provides the facilitator with a feedback on knowledge and skill imparted but also gives the participants practical learnings.

We are thankful to NDMA for coming up with the guidelines on IRS, which has been consulted during the preparation of this revised module. We are also thankful to Shri P N Rai, Hon'ble Member Bihar State Disaster Management Authority (BSDMA) and Col. V.N. Supanekar, former Director, Centre for Disaster Management, YASHADA, Pune for reviewing this module and providing their valuable suggestions, which has helped in increasing the quality of this module. I also appreciate the sincere efforts made by Shri Shekher Chaturvedi, Assistant Professor, NIDM for updating this module. I also thank Col P K Pathak, Shri Rajiv Ranjan Mishra, Shri Arun Sahdeo the other contributors of this module.

I am sure this module will benefit the administrators, Police, other line departments in responding to disasters effectively and efficiently.



(Rajendra Ratnoo)
Executive Director
NIDM

Head of Division's (HoD's) Message

Disaster response has always been the main focus of Government of India when it comes to management of disasters despite the paradigm shift. National Disaster Response Force (NDRF) has been providing the response through its trained manpower inducted on deputation from the central armed police forces. Recently India has started assisting other countries as well in responding to disasters through NDRF.

In order to strengthen the response, Government of India adopted the Incident Command System (ICS) of US Government and adapted it to Indian conditions. It was named Incident Response System (IRS). In 2010, National Disaster Management Authority (NDMA) came up with IRS guidelines highlighting the roles and responsibilities of each function and also proposed officials, who can hold positions in the Incident Response Team (IRT). National Institute of Disaster Management (NIDM) as the nodal institution to take up IRS trainings, has been undertaking this activity with various states. NIDM is also working towards its institutionalization.

NIDM has developed nine modules of IRS namely Basic & Intermediate, Incident Commander, Planning Section Chief, Operations Section Chief, Logistics Section Chief, Safety Officer, Liaison Officer, Information & Media Officer and Advanced course. The present module is the revised version of the existing module on Basic & Intermediate course of IRS. It sensitizes the participants about principles, features, facilities and operationalization of IRS on ground. It also discusses about the value addition which IRS can provide over the existing response methodology. The beauty of this module is that it is a blend of theory as well as exercises which not only provides the facilitator with a feedback on knowledge and skill imparted but also gives the participants practical learnings.

We are thankful to NDMA for coming up with the guidelines on IRS, which has been consulted during the preparation of this revised module. We are also thankful to United State Forest Services for providing inputs in revising this module. We are also thankful to Shri P N Rai, Hon'ble Member Bihar State Disaster Management Authority (BSDMA) and Col. V.N. Supanekar, former Director, Centre for Disaster Management, YASHADA, Pune for reviewing this module and providing their valuable suggestions, which has helped in increasing the quality of this module. I also appreciate the sincere efforts made by Shri Shekher Chaturvedi, Assistant Professor, NIDM for updating this module. I also thank Col P K Pathak, Shri Rajiv Ranjan Mishra, Shri Arun Sahdeo the other contributors of this module.

I am sure this module will benefit the administrators, Police, other line departments in responding to disasters effectively and efficiently.



(Santosh Kumar)
Professor & Head of Division
Disaster Response & Recovery Division
NIDM

Acknowledgement

First and foremost, I thank Executive Director of National Institute of Disaster Management (NIDM) for giving me this opportunity to upgrade and revise the existing module prepared by NIDM in 2015. I also acknowledge the contributions made by various experts and practitioners namely Shri Rajiv Ranjan Mishra, Shri P N Rai and the then faculty members of NIDM namely Col. P K Pathak, Shri Arun Sahdeo in bringing out the first version of this module. I thank Prof. Santosh Kumar for the guidance provided for completion of this module. I also acknowledge the efforts done and contributions made by Shri P. N. Rai, Member Bihar State Disaster Management Authority, Patna, Bihar and Col. V N Supanekar, former Director, Centre for Disaster Management YASHADA, Pune Maharashtra in guiding and scrutinising the revised module and bringing it in its present shape. I am also grateful to people who have directly or indirectly contributed and provided help in completion of this module.

I am sure that this module will serve various state governments and district administrations in making efforts towards systematizing the response system to all disasters. This will not only help in responding effectively with better coordination but also lead to channelizing the response efforts of different response agencies.

In the end I am also thankful to almighty for providing knowledge and strength to me for completing this module.



(Sh. Shekher Chaturvedi)
Assistant Professor, NIDM

Module at a Glance

Name: Incident Response System: Basic & Intermediate

Developed by: National Institute of Disaster Management (NIDM), New Delhi

Total Number of units: 6

Target Audience: Senior & Middle level officials from various line departments of state governments, SDRF, Industrial sector, NDRF along with officials from district administration, Civil Defence and Home Guards

Training programme on the basis of this module requires:

Training Days – 5 days

Training Hours – 26-27 Hours

Trainers - At least 2 for entire duration with few external resource persons for specialized sessions

Venue - Training Hall and/or break-away rooms with sufficient number of chairs and tables to be placed to facilitate group exercise

Training Materials – State DM Plan, Corresponding District DM Plan, QRT/ Crisis Plan, Incident/ Event Plan (if any), Location Map, Stakeholder analysis, area map, SOP (if any).

Total Pages – 264

Module prepared by: Shri Shekher Chaturvedi, Assistant Professor, NIDM

Who Shall Use This Module

This module may be used by a trainer involved in conducting such courses. Besides such trainers, this module may also be used by District administration, Mela or Event management administration, Local Bodies like Municipal corporation, Corporate houses, response agencies.

How to Use this Module and its feedback

In their endeavour to use this module, the potential users of this module will be helped with structure, module content, exercises, forms, etc. The feedback for this course may be two-fold. One as per the prevailing format of DoPT or of the host organization while the second feedback would be through the outcome of the exercises embedded in the module. Self-assessment of achieving the learning objectives of each sub-module will guide the trainer to reach the ultimate goal of this module.

Incident Response System (IRS): Basic & Intermediate Course

Trainer's Guide

The trainer/facilitator/course director may find the following tips useful for smooth

conduct of the training.

- General
  - Entry behaviour of participants through brief questions.
  - Laying down some ground rules such as putting mobile phones on silent mode or, if required, receiving urgent/important phone calls outside the room without disturbing the class, maintaining silence in class, raise hands for asking questions, etc.
  - Assimilating training material before the start of the course.
  - Introducing the course brief to participants.
  - Providing entire reading material in soft to participants before beginning of the course or latest by end of first day. If possible, reading material must be in Hindi or English.
  - Training hall must be well lit-up.

- Training Specific
  - Recapitulation of proceedings of the previous day at the beginning of each day except first day.
  - Engagement of participants during the sessions must be ensured.
  - Same district participants must be grouped together.
  - Maps and visual aids must be visible to all.
  - Making them feel at ease during the sessions.
  - Preparation of positional display cards for final day's exercise.
  - Copy of the exercises and corresponding forms must be made available on day one to all the participants.
  - All exercises must have a debriefing session.
  - Doubt clarification must be available to participants after every session or per the developed design of the course.
  - Final exercise must be designed considering local scenario.
  - Scope of IRS and the training must be defined and shared with participants in the inaugural session.

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Introduction to Incident Response System (IRS)

India is vulnerable to a variety of natural and man-made disasters that hinder the country's growth. The management of response in disasters requires the existing administrative set up, civil society and its various institutions to carry out a large number of tasks. The activities involved in response management would depend on the nature and type of disaster. It has been observed that in times of disaster, apart from lack of resources, lack of coordination among various agencies and an absence of role clarity amongst various stakeholders pose serious challenges. If the response is planned and the stakeholders are trained, there will be no scope for ad-hoc measures and the response will be smooth and effective. The objective of these Guidelines is to pre-designate officers to perform various duties as well as train them in their respective roles.

The desire to streamline, professionalize and strengthen the disaster response led the Government of India (GOI) to look at the world's best practices and in this pursuit a decision was taken to closely look at the Incident Command System (ICS) of US which was identified as one of the global best practices in disaster management by the High Power Committee on disaster management constituted by the Government of India under the chairmanship of Shri J C Pant, the then Secretary Ministry of Agriculture, which was the nodal ministry for disaster management in the country. The journey of looking at ICS, studying it, reflecting upon our system of management of disasters – its strengths & weaknesses and picking up the learning points from ICS, exploring the institutionalization issues, training strategies and actual conduct of trainings, practicing this system by some of these trained officers in their working, conduct of some pilot projects in three states, number of workshops by NDMA throughout the country in course of preparation of guidelines, finalization of Incident Response System (IRS) guidelines, NIDM taking up training programmes and finalization of training manual for IRS etc. has been long but has been a journey of making progress and moving forward continuously. A brief outline of this journey is given below.

Journey to IRS in the country:

- Recommendation of HPC mentioning ICS as one of the global best practices
- Close look at ICS by GOI from 2003-04 onwards and continued interactions with experts (USAID, USFS, FEMA)
- Designating a National nodal training institute & developing a core group of master trainers at the national level (NIDM, LBSNAA).
- Training the core group from states, Regional Training Institutes (RTIs) & then State ATIs.
- Taking up a few Pilot projects using ICS and developing Incident management teams
- Series of adaptation workshops, Consultations, practicing part of this system by

trained individuals, conduct of training programmes etc. given further drive by NDMA leading to a critical mass of people in the country with exposure to these concepts.

- NDMA constituted a core group to take this task in a focused manner in 2008 which met regularly and reviewed knowledge & experience gained so far.
- Conduct 4 Regional Workshops.
- Participation of representatives from GOI, State/UT governments, USAID, USFS, Training Institutions (NIDM, LBSNAA, RTIs, ATIs etc.) & Other experts in the field
- Study of adaptation of ICS by other countries
- Circulation of Vetting of draft circulation to all states, Union territories for comments
- Incident Response System (IRS) Guidelines Issued in July 2010 by NDMA
- NDMA sensitization workshops at state government level
- Conduct of TOTs by NIDM & development of Training modules by NIDM
- States and UTs namely Assam, Arunachal Pradesh, Uttrakhand, Himachal Pradesh, Kerala, Nagaland, Meghalaya, Sikkim, Andaman & Nicobar Islands, Andhra Pradesh, Tripura. Goa is in process of notifying IRS. In addition to this, various events such as Guru-da-gaddi centenary celebration, Simhastha Kumbh Nashik, Kumbh Mela 2019 Prayagraj were managed by using the principles of IRS. During Kumbh Mela Nashik 2015, a notification was issued regarding using IRS for response management.

What is Incident Command System?

The complexity of incident management, coupled with the need for multi-agency and multi-functional involvement on incidents was the main rationale for the development of a single standard incident management system that can be used by all emergency response disciplines. This need resulted in the development and implementation of Incident Command System (ICS). Some of the factors, which affect emergency management and influence the need for such standardized system are listed here. (Note that not all of these will apply to every incident)

- Multi-jurisdictional incidents
- Language and Cultural differences
- Shortages of resources requiring greater use of mutual aid
- Accountability requiring standard incident management system
- Risk of greater life and property loss from natural and human-induced disasters
- Sophisticated media coverage demanding immediate answers

The Incident Command System or ICS broadly refers to a management system to be used for incidents of various kinds and sizes such as earthquakes, floods, cyclones, landslides etc. or emergencies caused by train accidents or epidemics. The system provides scope to organize various functions, tasks and staffs within the overall

response process while emphasizing greater coordination and communication among different organizations involved. ICS as a system is flexible and adaptable to suit any scale of natural as well as human-induced emergencies/incidents. It can be useful for routine emergencies such as road and train accidents and for large, complex multi-jurisdictional disasters such as the recent tsunami. In fact, ICS as a management system draws its strengths from its applicability to different kind of incidents/disasters of varying scales. Through Incident Command System (ICS), the main intention is to transform the confusion during the early stage of an emergency situation into a well-managed response process by providing answers to vital questions such as “who is in charge?” & “what is my job?”

Why is ICS useful?

The relevance of ICS can be easily understood if we analyze the response to some of the disasters/incidents such as Orissa super cyclone 1999, Gujarat earthquake 2001 or hazards such as flood and drought which are experienced every year. The response to these emergencies requires the involvement of a number of organizations/ departments such as Health, Revenue, Public Works, Communications, Home, Finance, Rural Development, Roads, Agriculture, Animal Husbandry etc. Achieving coordination among these agencies during emergency time create unique challenges such as line of authority, supervision, resource management, differences in terminology and other communication problem, span of control etc. Often it is found that as a result of these difficulties, the response process suffers and leads to poor incident management. For example, during Gujarat Earthquake 2001, in the first forty-eight hours (that is vital period for rescuing survivors and immediate relief), the response was chaotic. Similarly, during the initial period of Orissa super cyclone 1999 a lot of confusion was witnessed and there were reports of relief materials lying unused. The tsunami on 26th December 2004 further brings into focus this issue of how to achieve more quick and effective response during an emergency where several departments/agencies are involved. How better can we coordinate among these responding agencies which have different organizational structures, line of authority, communication patterns? How can we ensure that personnel involved in such responses do not get overwhelmed by the incident and have the ability and competence to function well during such crucial hours?

To address such issues, Incident Command System (ICS) provides a framework, which makes use of management concepts such as unified command indicating a clear line of authority, organizational flexibility for different scale of emergencies, standard terminology for better communication, resource management procedures for efficient use and systematic guidelines for effective incident response.

History and Evolution of ICS: Incident Command System was developed in the 1970s in the United States in response to a series of major wildland fires in southern California.

At that time the various agencies involved in this incident identified several recurring problems during their multi-agency response:

a) Too many people reporting to one supervisor

b) Different emergency response organizational structures

c) Lack of reliable incident information

d) Non-standard terminology

e) Lack of structure for coordinated planning between agencies

f) Lack of capability of the responding organizations to expand and shrink as required by the situation

g) Inadequate and incompatible communications

h) Unclear line of authority

i) Unclear or unspecified incident objective

j) Lack of designated facilities for example from where to operate and where to store materials etc.

As a response, several agencies collaborated to form the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) to address these difficulties and this interagency effort resulted in the development of the ICS model of management. Early in the development process, four essential requirements became clear for effective incident management.

1. The system must be organizationally flexible to meet the needs of incidents of any kind or size
2. The system should be sufficiently standardized so as to allow personnel from a variety of agencies/departments and coming from diverse geographical locations to meld rapidly into a common management structure
3. The system must be cost-effective
4. Agencies must be able to use the system on a day-to-day basis for routine situations as well as for major emergencies

Although originally developed in response to wildfires, this was soon realized that the ICS principles are equally relevant and useful for other hazards. For example, in case of most other hazards, incidents are multi-jurisdictional, involves several agencies, high public and media visibility and with considerable amount of personal risk to responding personnel. Taking the above aspects into account, the originally developed ICS model (for wildfires) went through transition in 1980s and was designated as a national program in the United States (National Interagency Incident Management System). The model during the last three decades has passed through several phases of modifications and field-testing in order to make it useful for all risk systems/incidents. Much of the success of ICS has resulted directly from applying key management principles integrated into standardized ways such as common organizational structures, common terminologies etc. and in developing competence beforehand for smooth response process. The ICS has also found acceptance now in many other countries e.g. Australia, Canada, New Zealand etc. India, Sri Lanka, Bhutan and other ASEAN countries are also adapting ICS as per their needs and going ahead.

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 has collaborated with the United States Agency for International Development (USAID) for institutionalizing ICS in India after making the required adaptations to make it suitable

for our system of administration. National Institute of Disaster Management which had played a key role in HPC work was involved in consultations. This was one of the important components of the GOI-USAID Disaster Management Support Program. Accordingly, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie was initially designated as the nodal training Centre for this purpose However, now NIDM is the Nodal institution for all training and capacity development on such matters. It is important to note here that the ICS does not seek to supplant the existing administrative structure, which is an outcome of organic evolution over a long period of time. It rather tries to strengthen this structure through integrating various ICS principles and through training of key personnel for specialized functions during time of emergencies. To illustrate how ICS can be integrated into the present system of disaster management, let's take an example of an incident of an earthquake occurring in Assam. The concerned district administration is the immediate responder responsible for making a decision. Management of such incidents will also involve other line departments for example, Power, Communication, Health, Public Works, Police etc. Achieving coordination and communication among these departments is often found to be very difficult. ICS in such context operates through the basic principle of providing prior training to the administrators within a specific framework with the objective of making the response process much more effective.

Further, if an earthquake is of more severe nature causing heavy damages, the normal existing practice is to depute senior officials from the state headquarters or other departments to manage the situation. ICS, in these conditions, tries to ensure adequate training of such personnel for emergencies at different levels i.e. District, State and National level. The use of common framework, which means use of common terminologies, standardized methods etc. ensures that not only a smooth transfer of authority takes place but also continuity in the ongoing efforts is maintained. The responding personnel who may be drawn from different departments and backgrounds when operate in an ICS environment have a common objective of stabilizing the incident and restoring normalcy. Their ICS training ensures that they are familiar as well as well-versed with specific tasks involved in emergency management such as logistics, planning, transfer of command, check-in procedures etc. and follow specific guidelines which are compatible with the overall ICS framework.

Initial Training Strategy: Training is a key component for integrating ICS in India. A three-phased training strategy was envisioned by the Ministry of Home Affairs (MHA), GoI for the country. In the first phase, a core group of master trainers were to be formed and trained in various ICS modules. In the second phase, training of trainers (TOT) was to be undertaken and six regional training centers were identified for functioning as regional hubs for undertaking this task. The third-phase of training was contemplated at district levels identifying the core group of personnel in each district and enabling them to function as key responders during time of emergencies. A policy booklet was published by MHA in 2004 highlighting this approach.

The main target audiences for ICS training in all three phases were the personnel who were holding important administrative positions and/or were likely to be involved in incident/emergency management. They included Relief Commissioners, District Magistrates, Additional District Magistrates, Sub-Divisional Magistrates, Faculties of State ATIs etc. Besides the training of these key personnel, ICS was made integral part of Civil Servants Training Curricula so that all new recruits to IAS and other Central

Group A services were exposed to various ICS concepts.

IRS Guidelines & Training Manuals: National Disaster Management Authority (NDMA), Government of India took up the exercise of developing IRS guidelines by studying various experiences and by conducting a large number of consultation workshops and brainstorming sessions. Keeping in view the Disaster Management (DM) Act, 2005 and the existing administrative structure of the country, the ICS required some modifications and adaptation to the Indian context. In India the main stakeholders in any incident response are the administrators of the various Government departments at the National, State, District, Union Territory and Metropolitan City level. NDMA, therefore, decided to adapt the ICS duly contextualized so that it is in consonance with the administrative structure of the country and it strengthens and standardizes the response system in India.

The Guidelines on the Incident Response System (IRS) were issued by the National Disaster Management Authority (NDMA) under Section 6 of the DM Act, 2005 for effective, efficient and comprehensive response of disasters in India. The Guidelines were published in July 2010.

The IRS guideline gives an overview of the existing institutional and legal arrangements in the country and the Incident Response system. It elaborates the organization of the IRS and gives details of different command and general staff positions, various incident facilities, documentation requirements etc. Some of the salient features of the IRS Organisation designed to suit India's needs are mentioned below.

- Based upon the Organisation of Incident Command system which addresses various functions in disaster management in totality.
- ICS has been made adapted to Indian conditions and needs and has been suitably modified.
- Only three sections with Finance coming as a branch of Logistic section.
- Some other variations in Units e.g. Resource Provisioning unit in place of Supply unit.
- Relief Camp, which is quite common and relevant in our disaster management, has been included as one of the Incident facilities and explained.
- Transportation Branch added separately covering different modes such as Road, Rail, Water and Air with separate group-in-charges for administration of large-scale transportation of relief material, resources and persons.
- Concept of Nodal Officer introduced for coordinating Air Operations to coordinate with Response, Transportation Branches within the Operations Section and concerned agencies of state and central governments.

Training in IRS: The IRS guideline serves as a reference book for training in IRS. The training in IRS covers the following main courses.

I. Basic & Intermediate IRS Course
II. Integrated Planning Section Chief Course
III. Operations Section Chief Course
IV. Logistics Section Chief Course

V. Incident Commander Course

NIDM took up the nodal role in getting the training modules developed and had been organizing TOT programmes. Detailed training modules consisting of participant manual, power point presentations, scenario exercises, case studies, instructor manuals etc. have been developed. Similarly, certain other aspects of training like identification of suitable trainees and resource persons have also been formalized. However, development of methodology of third-party evaluation of trainees and training programmes is under process.

Basic & Intermediate IRS Course:
This is the initial course of IRS which exposes the participants to this system. It covers the overview of IRS and explains the principles and features of the system. It also discusses about the value addition which this system provides in terms of strengthening the coordination and effectiveness of disaster response. This course is a combination of theory and exercises wherein participants undergo the theory sessions and after each sub-module there is a group exercise to reaffirm the learnings. The broader course structure is given below and explained in subsequent pages.
Course Structure: Besides the introductory session which deals in introduction to country's Disaster Management System & background for development of IRS in the country, there are 6 units in the course. Details are mentioned as under:

1. Unit A: Principles and Features
2. Unit B: Organization and Staffing
3. Unit C: Incident Facilities
4. Unit D: Incident Resource Management
5. Unit E: Incident and Event Planning
    i. (a) Objectives and Tactics
    ii. (b) Primary Phase Forms, Meetings and IAP
6. Unit F: Initial Response & IRS Operationalization

The course covers entire system and is a prerequisite for taking any of the other 4 Positional Courses in IRS.

Incident Response System
Basic & Intermediate Course

Unit A
Principles and Features

Participant Manual
Reference Text

National Institute of Disaster Management
Government of India

The Incident Response System (IRS) is a management system, which has evolved over a period of time by studying and analyzing the good management practices followed during the management of incidents or disasters. This is a system which systematically packages best practices in management with a proper monitoring system, management information system and organizational principles making it capable of adapting and improving the effectiveness of the response.

This Unit briefly describes the core principles and features of the Incident Response System, which collectively identify the unique quality of the IRS as an incident or event management system.

Objectives:

The objectives of this unit are to describe and explain

i. Applicability of IRS
ii. Basic features of IRS
    a. Standardization
    b. Command
    c. Planning/ Organizational Structure
    d. Facilities & Resources
    e. Communication/ Information Management
    f. Professionalism
iii. How IRS can be applied to all incidents
iv. How IRS can improve incident management.
v. Functioning of IRS as a system based on its linkages with Emergency Operations Centre (EOC), India Disaster Resource Network (IDRN) Disaster Management Plan and Emergency Support Functions (ESFs).

This unit discusses about the applicability of IRS in incidents and also planned events. As a management system, IRS has a number of attributes or features which make it flexible and adaptable to be applied to a wide variety of incidents and events both small and large.

This unit also highlights the features and principles of IRS and the information, when acquired, will help to sharpen the management skills and equip the individual better to become an effective incident or event manager.

The unit discusses the operational part of IRS as to how it can be put to use in different events/ incidents, which are of varied nature and intensity. It discusses the importance of IRS and the value addition it brings to the existing system of management of incidents/ events.

Applicability of IRS

Incident Response System is a management system which is the combination of personnel, procedure, support infrastructure (facilities), equipment and communications, functioning as a single team to effectively achieve commonly established objectives of a set incident target (goal) through the management of assigned resources. IRS has several salient features and principles to function smoothly.

IRS, as a management system, has the ability to adapt to the size, enormity and situation of the event/ incident. It can be expanded or contracted depending upon the incident event.

It can be used not only in natural hazards and also in man-made hazards. It is equally adaptable to day-to-day events.

The individual designated as the Incident Commander (IC) has responsibility for all functions. That person may choose 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.

Primary IRS Management Functions

IRS is basically a management system and thus follows management functions. The principal IRS management functions are:

- Command: The Incident Commander is responsible for all incident or event activity. Although other functions may be left unfilled, there will always be an Incident Commander.

- Operations: The Operations Section is responsible for directing the tactical actions to meet incident objectives.

- Planning: The Planning Section is responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.

- Logistics: The Logistics Section is responsible for providing adequate services and support to meet all incident or event needs. Apart from Support & Service branches, Finance is also a branch in Logistics. Finance/Administration (Though as an organizational approach, this function has been branched under the Logistic section, there is a need to understand this carefully in view of certain critical issues involved with the financial management of an incident).

The Finance Branch is responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.

As per the requirement, each of these functional areas can be expanded into additional organizational units with a further delegation of authority.

Basic Features of IRS

The basic features of IRS have been categorized into six broad categories, which are further sub-divided. The broad categories and their sub-categories are:

a. Standardization
- i. Common Terminology

b. Command
- i. Establishment and Transfer of Command
- ii. Unity and Chain of Command
- iii. Unified Command
- iv. Area Command

c. Planning/ Organizational Structure
- i. Management by Objectives
- ii. Operation Period
- iii. Incident Action Plan (IAP)
- iv. Modular Organization
- v. Manageable Span of control

d. Facilities & Resources
- i. Comprehensive Resources Management
- ii. Incident Locations and Facilities

e. Communication/ Information Management
- i. Integrated communications
- ii. Information Management

f. Professionalism
- i. Accountability
- ii. Delegation
- iii. Dispatch/ Deployment

In this unit, the categories and their sub-categories of the system will be briefly introduced. All of these will be covered in more detail in later modules.

a. Standardization

i. Common Terminology In IRS, the common terminology is applied to following items.

- 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 titles such as Officer, Chief, Director, Supervisor, etc. This is done to provide a way to place the most qualified personnel in organizational positions on multi-agency 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. These designations are assigned with respect to their kind (what is the activity of the resource) and type (what is the capability of the resource).

  For example, in IRS a fire engine along with its firemen, driver, possessed by fire department is the kind of resource and its type classification is given based on tank capacity, pumping capability, staffing, and other factors.

- Incident Facilities: To achieve the incident objectives, the incident organization needs certain facilities for performing their job effectively. These facilities have also been standardized and given common terminology and symbols in IRS such as Incident Command post (ICP), Base, Camps, Staging Areas, Relief Camps, Helibase and Helipads. These will be discussed in detail in Unit C.

Common terminology components applied to different aspects of the IRS are indicated in Table I.

TABLE 1

S. No.	Details of items having common terminology in IRS	Common terminology components
1	Organizational Elements	Section, Branch, Division, Group, Units
2	Position Titles	Section Chief, Branch Director, Division/ Group supervisor, Unit leader, Safety/ Information & Media Officer etc.
3	Resources	Kind, Types; Resource Status etc.
4	Incident Facilities	Incident Command Post (ICP), Base, Camp, Staging Area, Helibase, Helipad, Relief Camps

Analogy with Elections in India: Although initially it may look to be jargonizing and a little unfamiliar, yet let us recollect experience of Indian administrative machinery regarding the standard terms used in the conduct of elections in India by the Election Commission such as District Election Officer, Returning Officer, Assistant Returning Officer, Presiding officers; assembly segments, constituencies, zones; standard list of materials to be sent to a polling station; handbooks for different positions like Returning Officers, Presiding Officers, Candidates etc. As we all know that the elections are a planned major event, work is taken on top priority and systematically although a lot of stakeholders are involved, which is similar to management of disasters.

b. Command

i. 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 is changing of person incharge of managing the incident. It may take place for the following reasons:

- A more qualified person assumes command.
- The incident situation changes over time to a place where a jurisdictional or agency change in command is legally required, or it makes good management sense to make a transfer of command.

- Normal change of personnel on long or extended incidents.

To make this transfer of command more clear, specific and avoid any waste of time in understanding the situation for facilitating quick and effective response; IRS provides for use of standardized forms such as IRS 001 for Initial Briefing of the Incident. This will be discussed in detail in Unit B.

ii. Unity and Chain of Command

In IRS, Unity of Command means that every individual has a designated supervisor.

Chain of Command means that there is an orderly line of authority within the ranks of the organization with lower levels subordinate to, and connected to, higher levels.

iii. 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 an 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.

Examples: We have some examples of unified command

- In certain insurgency-affected border areas, there are three important authorities working together- The state government, the Army and the Central Armed Police Forces.
- In extremist-affected areas, there may be state governments and the Central Armed Police Forces.
- Similarly, we may think of district administration and Railways working as unified command in case of major train accidents.

IRS framework intends to make such operations more systematic, smooth and effective through Unified command.

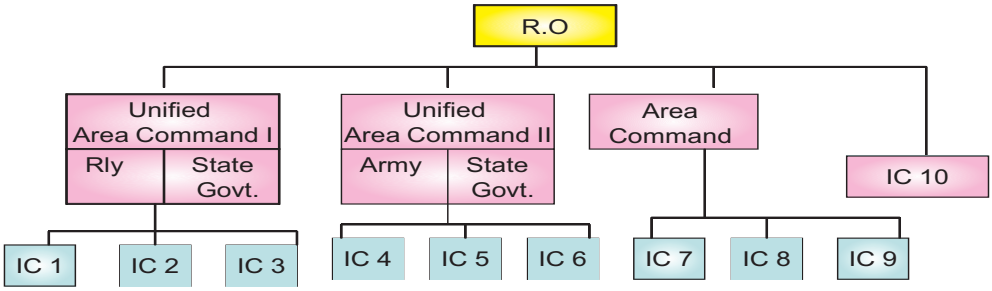
iv. Area Command

Area Command is a systematic arrangement established to oversee the management of (1) multiple incidents that are each being handled by an IRS organization, or (2) large or multiple incidents to which several Incident Response Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an Incident Command Post.

An illustration of applying area command, unified command & unified area command is given below. It is an example for the purpose of explaining. Often one may not really have to observe all these within the same Responsible Officer. It is similar to dividing the management of an incident into sector or zones under senior officers.

A model showing possible schematic for management of multiple Incidents with multiple jurisdictions, multiple incidents etc. under one Responsible officer.



R.O. – Responsible officer
UAC – Unified Area Command
AC – Area Command
UC – Unified Command
IC – Incident Command

Note: This kind of arrangement is shown for illustration purposes that there are possible Of using a combination of unified and Area command.

Generally, only one unified command is established where all national agencies and departments function.

c. Planning/ Organizational structure

i. Management by Objectives

Management by objectives (MBO) is a systematic and organized approach that allows management to focus on achievable goals and to attain the best possible results from available resources.

Within IRS, Management by Objectives covers four essential steps. These steps take

place on every incident regardless of size or complexity.

- Understand agency policy / government policy and direction
- Establish Incident objectives
- Select appropriate strategy
- Perform tactical action (applying tactics appropriate to the strategy, assigning the right resources and monitoring performance)

A detailed discussion of these steps is included in Unit D.

ii. Operational Period

Operational period is the time segment wherein the first plan of action is executed on the ground/ site keeping in view the size and longevity of the incident in conjunction with the availability of resources. For example, if the incident is small and resources are sufficient enough then the operational period is treated as the time when entire incident is managed and situation is stabilized. However, if the incident is large or resources are not sufficient then the management of entire incident is bifurcated into small time segments as per the availability of resources for better and efficient response. In such case each time segment is one operational period. Features of the operational period are as follows:

- Operational periods can be of various lengths, but are typically 12 to 24 hours. However, it should be less where the task is very difficult and dangerous as this will enhance the safety of responder.
- They are the time required for execution of operational action as specified in the IAP
- It depends on time availability, environmental conditions, Safety and Availability of new resources.

iii. 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 as it specifies incident objectives, operational period, activities to be performed, organization to be activated and support activity plans such as Operation, medical, communication, transportation, etc.

The plan may be oral or written. Written plans should be used when it is essential that all levels of an expanding organization have a clear understanding of the tactical actions associated with the next operational period. It is important to use written action plans whenever:

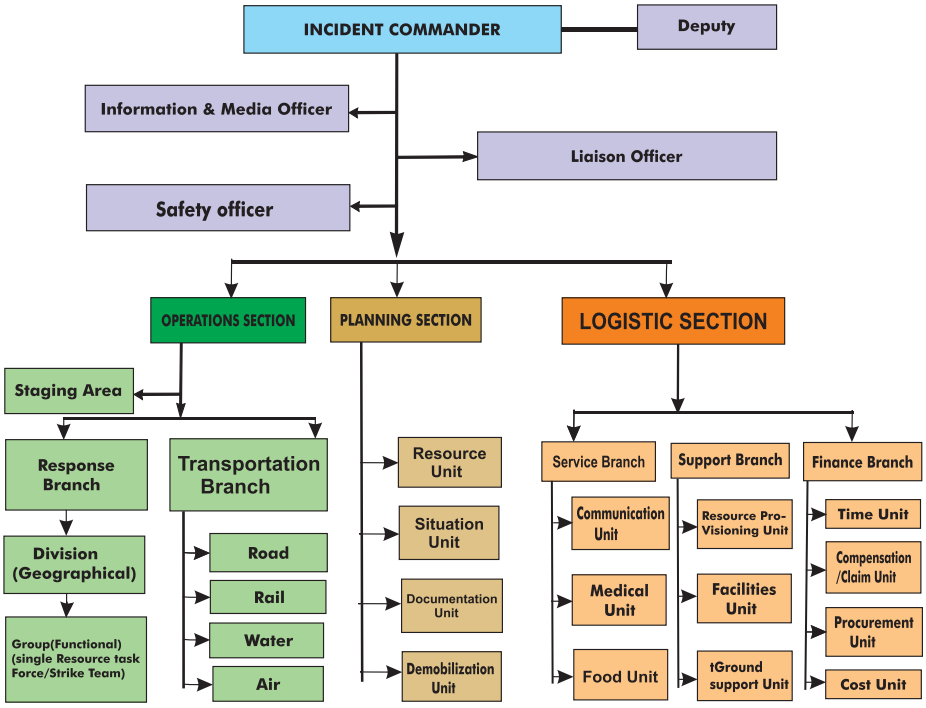
- Two or more jurisdictions are involved.
- The incident is likely to continue for a few days.
- It is likely to have major changes in personnel due to its magnitude and changing scenario

- The incident may go into a new operational period.
- There is a partial or full activation of the IRS organization.

In IRS, an Incident Briefing Form IRS 001 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 detailed written Incident Action Plan.

iv. Organizational Structure & Flexibility

There are different positions in the IRS organization and each IRS organization is termed as Incident Response Team (IRT). The approach of establishing an IRS organization is top-down i.e. Incident Commander takes charge first and then other positions are filled as per need. The overall structure of an IRS organization is given as under:

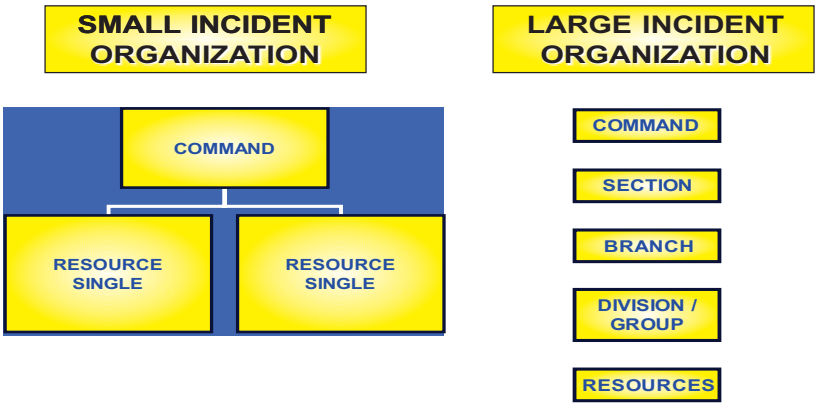


The IRS organization adheres to a “form follows function” philosophy. In other words, the organization at any given time should reflect only what is required to meet the incident objectives. The size of the current organization and that of the next operational period is determined through the incident action planning process.

A number of organizational elements may be activated in the various sections without activating sectional chiefs. Each activated element must have a person in charge of it. In some cases, a single supervisor may initially be in charge of more than one

unit. Elements which have been activated and are clearly no longer needed should be deactivated to decrease organizational size.

This feature of organizational flexibility enables IRS to make suitable adjustments in the organization as per the needs of the incident in an effective and economical manner. This also helps in responding to different kinds of incidents. Some examples of this application of organizing in different ways will be discussed in detail in Unit E.



v. Span of Control

Span of control pertains 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 priorities. This is an important feature which must be kept while establishing the IRS Organization.

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.

The thumb rule for a span of control in IRS is one supervisor to five subordinates.

d. Facilities & Resources

i. Facilities

Management of any incident requires different functions to be performed and mobilization and demobilization of various resources. In such cases when an IRT is activated, every position requires a specified location to function. This gives rise to facilities to be provided to the IRT. In IRS, seven broad facilities have been identified and every facility can be denoted by a symbol for better recognition. The seven broad facilities of the IRS are:

- Incident Command Post (ICP): This is the place where Incident Commander is positioned. Its symbol is 
- Base: This is a place which is responsible for logistic support and the Logistic section chief is located here. Its symbol is 

- Camp: This is a resting place for the responders. 

- Relief Camp: The place where survivors are placed after evacuation or those who have come out on their own from disaster situations. Here the inhabitants are provided with food, shelter and medical facilities. 

- Staging Area: The facility where resources ready to be deployed at the site are stationed. 

- Helipad: The facility where helicopters are loaded and off-loaded. 

- Helibase: The facility where helicopters are parked, loaded, off-loaded, maintained, etc. 

The details of these facilities have been discussed in Unit C. It is also stated here that new facilities can also be created by IRT keeping in view the ground situation and activities to be performed. These may be created keeping in view the span of control.

ii. Comprehensive Resources Management

The main ingredient of any activity to be performed is a resource. Similarly, in disasters, resource management becomes all the more important as it relates directly with the Life of Human Beings and Livestock, loss of property, etc. and resources pour in from all corners of the neighbourhood area, state, country and International level as well. To manage resources, they are classified as per their combination, type and status. Resources assigned to an incident are managed in one of the following ways:

Single Resource: Single Resource 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 or type of resources with common communications and a leader.

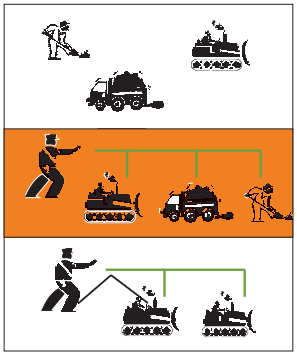
The number of resources to be used in the team will be based on what is needed to perform the function. Span of control guidelines must apply when it comes to their command. Strike Teams can be pre-determined or assembled at an incident from available single resources.

Advantages of the use of Task Forces and Strike Teams:

- Maximizes effective use of resources
- Reduces span of control

- Reduces communications traffic

Options for Using Resources



- Single Resources
- Task Forces
- Strike Teams

Resource 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

Resource management is discussed in detail in subsequent units.

e. Communications/ Information management

The ability to communicate within IRS is absolutely essential. As disasters know no boundaries, it is necessary that communication sources are strong enough to withstand the disaster and a precise information-sharing mechanism is in place. Communication can be looked at in at least three different ways.

- The “hardware” systems that transfer information.
- Planning for the use of all available communications frequencies and resources.
- 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 forms a part of a written Incident Action Plan.

Several communication networks may be established depending on the size and complexity of the incident. These may include:

Command Net: Established to link supervisory personnel from Incident Commander down to division and group supervisors.

Tactical Net: Established in a variety of ways, e.g., by agency, department, geographical area, or function. Tactical net may be established for each branch, or for divisions and

groups, depending on hardware and frequency availability, and specific incident needs.

Support Net: Established on larger incidents to handle logistics traffic and resource status changes.

Ground-to-Air: Established 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, i.e. radio codes must not be used.

Information dissemination to the last mile with clear-cut and precise messages is one of the most important management principles. Disaster information sharing facilitates decision-making by authorities in order to prioritize interventions. It is also advised that prior to disseminating the received information, it is necessary to check its authenticity and validate the information.

f. Professionalism

i. Accountability

Accountability is a major cause of concern in the management of disasters and unless the system is strong, it is difficult to be effective. Several procedures within IRS ensure personnel accountability.

Check-In: Mandatory for all personnel upon arrival at an incident.

Unity of Command: Ensures everybody has only one supervisor.

Resource Status Unit: Maintains status of all assigned resources.

Organization /Division/Group Assignment Lists: Identifies resources with active assignments in the Operations Section.

Unit Logs: A record of personnel assigned and major events in all IRS organizational elements. There is a standard form IRS Form 014 for unit logs.

ii. Delegation

It is very necessary to have a dependable team to perform any task effectively. Sharing of information and achieving the decided goal in specified time limit makes the response effective and damage can be minimized. The performance and trust building amongst the team depends on clear delegation of authorities.

The delegation of authority is given by Responsible Officer (RO) to the Incident Commander in order to take command of the situation and perform the task effectively. However, this does not mean that delegation of authority will relieve the superior of his/her responsibilities pertaining to the incident.

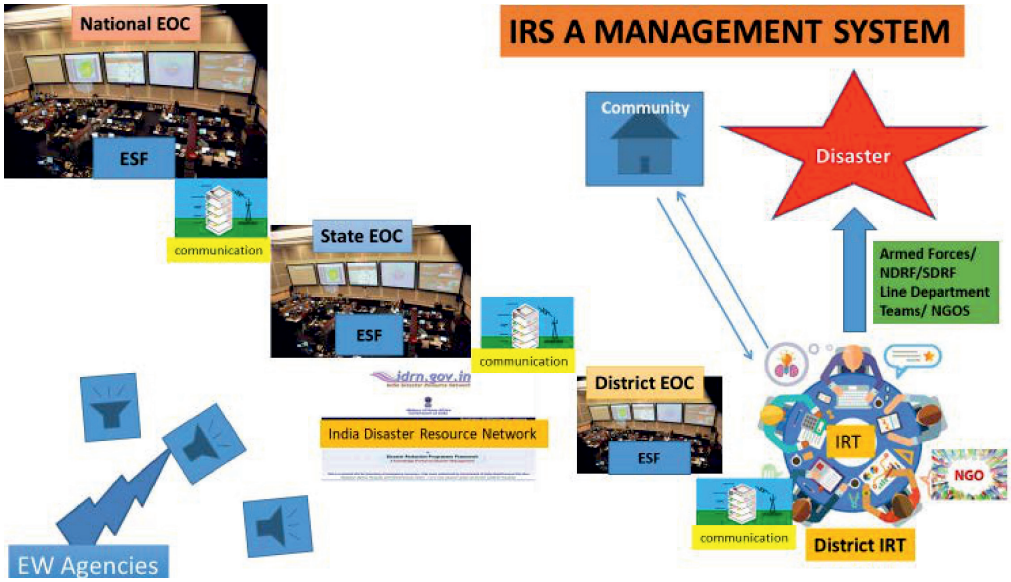
iii. Dispatch/ Deployment

This section deals with the mobilization of resources from their originating point by a

competent authority, their assembly at the incident location and subsequently, their deployment on ground. Voluntarism in such deployments must be avoided.

IRS as a system and its linkages with EOC, IDRN, DM Plan and ESFs

Incident Response System functions in close conjunction with EOC, DM Plan, ESFs and IDRN and should never be thought of functioning stand-alone. Emergency Operations Centre (EOC) plays a vital role in Emergency Operation activation. It coordinates the flow of information with respect to activities associated with relief operations. During normal times it maintains a systematic database of the resources available, important phone numbers, names and addresses of important government and non-government officials, international bodies and NGOs. Similarly, ESFs perform primary and secondary functions necessary to manage an incident. DM plan provides an overall management cycle for any emergency. It envisages a course of action in terms of mitigation, preparedness and response. Clear-cut roles and responsibilities pertaining to every stakeholder are also provided in the DM Plan. Further, a portal is being managed in the name of IDRN, which provides a detailed description and availability of resources to be utilized in mitigation and response activities. IDRN is regularly updates by office of District Magistrate/ Dy. Commissioner of every district. Keeping in view, the role of these institutions and activities, it becomes pertinent to have a relationship between these and IRS. Providing logistical support, mobilization of resources, managing VIP movements, identification of service and equipment providers, identification of roles and responsibilities of every stakeholder and Standard Operating Procedures which are essential in management of any incident provide a vital support to Incident Response Team (IRT) to function effectively on emergency site. Thus, we can see that IRS functions in close coordination with all the institutions such as, EOC and ESFs and activities such as DM Plan and IDRN.



Incident Response System
Basic & Intermediate Course

Unit B
Organization and Staffing

Participant Manual
Reference Text

National Institute of Disaster Management
Government of India

The main focus in this unit is to provide a comprehensive description of the responsibilities of the organizational elements within each section of the IRS.

The unit describes the general duties of each organizational element, terminology, staffing considerations, and reporting relationships.

Objectives:

- Identify the four major IRS functional areas.
- Describe the role and responsibilities of the Incident Commander.
- Describe the selection of Incident Commanders and transfer of command between them.
- Identify the position titles associated with the Command Staff
- Describe the roles of the Command Staff.
- Identify the position titles associated with the General Staff
- Describe the roles of the General Staff

I. Introduction

As seen in Module A, one of the features of the IRS organization is being functional, modular, and flexible. One way to view it is like a template. Within each of the major functional areas, there are several sub-levels that can be used or expanded as necessary. The flexibility comes in because any position can be filled without the necessity of filling all positions above it.

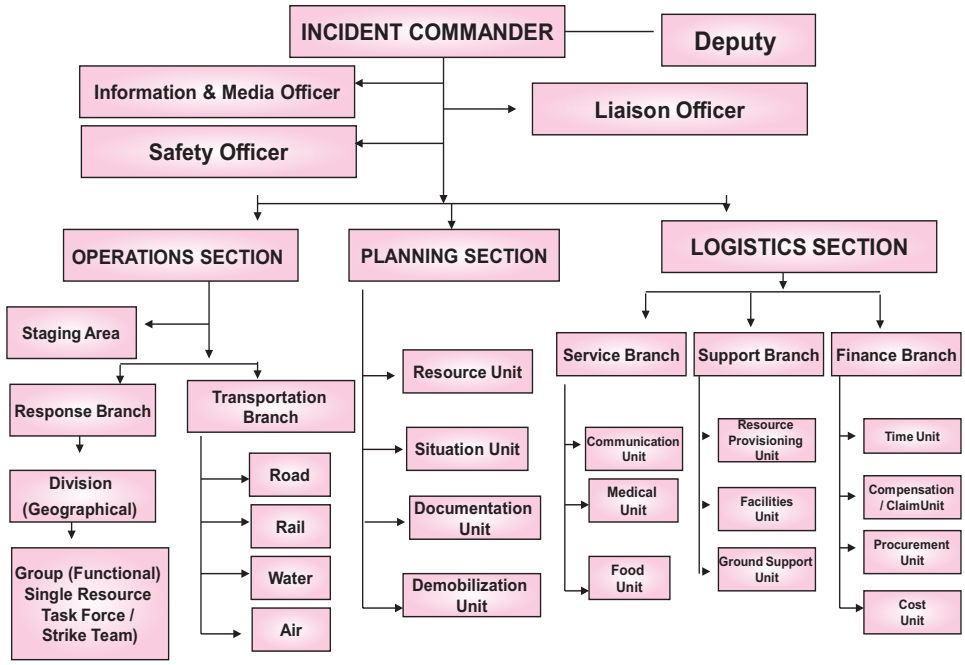
II. Organizational Terminology

Common terminology is also one of the features of the IRS and organizational elements are one of the items on which this is applied. The use of position titles in the IRS serves three 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 communications between the incident and the agency dispatch facilities to know if they will be Unit Leaders, Unit Officers, supervisors, etc.

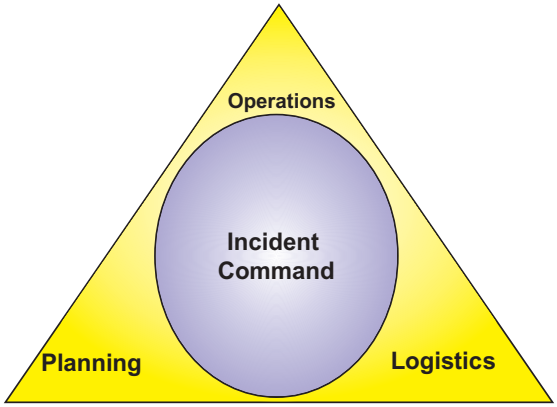
Incident Response System Organisation Chart



III. 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 which 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 a 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 multijurisdictional and/or multi-agency events, is a major feature of the IRS and will be discussed as part of Module E.

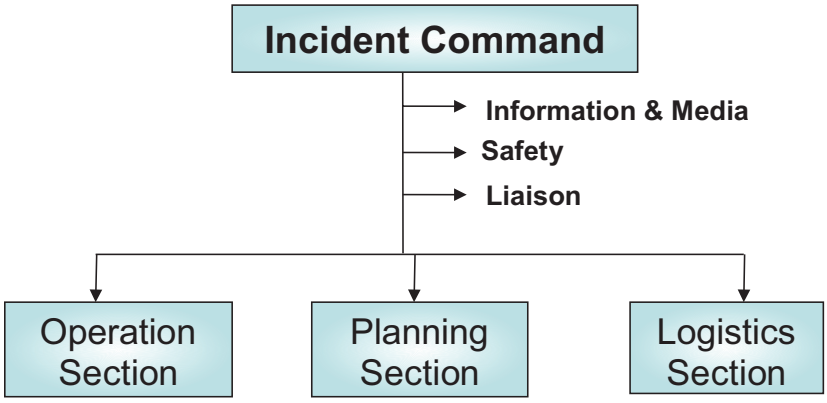


IRS establishes lines of a supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times.

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

The following represent the major responsibilities and duties of the Incident Commander and the Command and General Staff positions. Individual agencies may have additional responsibilities and more detailed lists of duties.

IV. Incident Commander and Command Staff



The Incident Commander's responsibility is the overall management of the incident. In most of the incidents, a single Incident Commander carries out the command activity. The Incident Commander is selected by Designation/ post that he or she holds in addition to his/her qualifications and experience.

The Incident Commander may have a deputy. Deputies may also be used at section and branch levels of the IRS organization. Deputies must have the same qualifications as the Incident Commander but may be lower in rank/position. They must be ready to take over the IC 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 a coordinated management team when there are several agencies or jurisdictions involved in an incident.

A. Incident Commander - Major Responsibilities and Duties

The Incident Commander has a wide variety of responsibilities. First, we will look at the overall list, followed by a more detailed review of several of the responsibilities.

- Assess the situation and/or obtain a briefing from the prior Incident Commander.
- Determine incident objectives and strategy.
- Establish immediate priorities.
- Establish an Incident Command Post and other facilities
- Establish an appropriate organization.
- Ensure planning meetings are scheduled as required.
- Approve and authorize the implementation of an Incident Action Plan.
- Ensure that adequate safety measures are in place.
- Coordinate activity for all Command and General Staff.
- Coordinate with key people and officials.
- Approve requests for additional resources or for the release of resources.
- Keep higher authorities informed of incident status.
- Approve the use of students, volunteers, and auxiliary personnel.
- Authorize the release of information to the news media.
- Order the demobilization of the incident when appropriate.

B. Review of Selected Incident Commander Functions

Some of the above activities are self-evident and do not require much explanation. A few of them, however, are more complex and require discussion. We will look at several of these in more detail.

1. Establish 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., a vehicle, trailer, tent, an open area, or a room in a building. The ICP may be located 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 Module C on Incident Facilities.)

2. Establish the Immediate Priorities

First Priority is always the safety of:

- People involved in the incident
- Responders
- 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
- Ensure the protection of life & property
- Stay in command
- Manage resources efficiently and cost-effectively

3. 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:

a. Know Agency/Department/Government Policy

The Incident Commander may not always be an employee of the agency or jurisdiction experiencing an incident. Therefore, the Incident Commander must be fully aware of/

government policy. This includes any operating or environmental restrictions, and any limits of authority. Agencies will vary on how this policy is made known to the Incident Commander. Some agencies will require it in writing on large incidents and others do not. Agency policy can affect the establishment of incident objectives.

b. 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 we want to do. For some kinds of incidents, the time to achieve the objectives is critical. In others, time, while always important, may not be an overriding issue. All Incident Objectives must be measurable.

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

- Reduce reservoir level to 35 feet by 0800 hours tomorrow.
- Release all hostages safely with no further casualties.
- Stop any further flow of toxic material to the riverbed.
- Contain fire within existing structures.
- Search all structures for casualties by 1400 hours.
- Spray 20,000 acres in the treatment Unit ___ by (date).

c. 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., reduce the reservoir level to 35 feet, several strategies could be employed:

- Strategy #1 - Reduce/ divert inflow
- Strategy #2 - Open spillways (tackling outflow)
- Strategy #3 - Use pumps

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

d. Execute Tactical Direction

Tactical Direction describes what must be accomplished within the selected strategy or strategies in order to achieve the Incident Objectives. Tactical Direction is the responsibility of the Incident Commander or the Operations Section Chief if 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:

1) Establish Tactics

Determine the tactics that are to be used appropriately for 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 road on the north side discharging into the spillway, and portable or stationary pumps on the east side discharging into the nearby stream/nalla.

2) Assign Resources

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

- Obtain three 1500 GPM truck-mounted pumps from district headquarter flood control. Use two Rural Water Supply department 500 GPM portable pumps on the eastern side.

3) 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.

4) 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 under law, hazardous materials incidents require the assignment of a Safety Officer.

5) Establish and Monitor Incident Organization

One of the primary duties of the Incident Commander is overseeing the management organization. The organization needs to be 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 to subordinates as appropriate to meet the need.

6) Manage Planning Meetings as Required

Planning meetings and the overall planning process are essential to achieve the incident objectives. In many incidents, the time factor does not allow prolonged planning but at the same time, lack of planning can be disastrous. Therefore, it is important to know and use an effective planning process. Proactive planning is essential to consider future needs.

7) 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.

8) 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 the Supply Unit, if those elements of the organization have been established.

9) 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 equipments 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.

10) Financial Arrangements

Incident commander must ensure that adequate funds are available for conducting

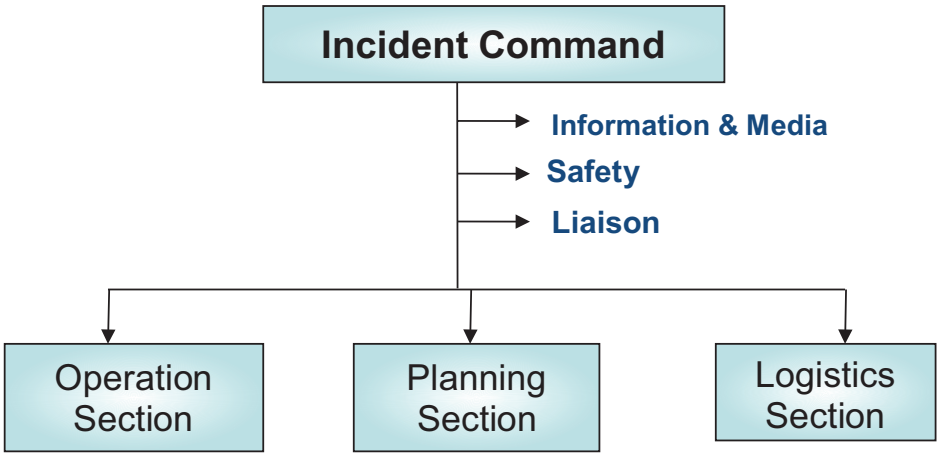
the activities as briefed by the RO and also as per the objectives set. This he may do through RO and EOC after discussing the demands raised by the financial branch director through Logistics section chief.

C. 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

D. 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, one of these functions can consume much of the Incident Commander's time as they are specialized functions not necessarily related to the job profile of people working in the district. 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.

1. Information & Media 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 for the IC to designate an Information Officer:

- Highly active and demanding media
- An obvious high visibility or sensitive incident.
- Reduces the risk of multiple sources releasing information.
- Need to alert, warn or instruct the public.
- Media demands for information may obstruct IC effectiveness.
- Media capabilities to acquire their own information are increasing.

The Information Officer should consider the following when determining a location to work from at the 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 handouts may be required.
- Tours and photo opportunities may have to be arranged.

2. Liaison Officer

Incidents that are multijurisdictional, 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 all other departments and agencies, including NDRF, Armed forces, Railways, etc. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

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

Assisting 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 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, NGOs, utility companies, etc. In 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 Representatives to an Incident in support of their resources.
- When the IC can no longer provide the time for individual coordination with each 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 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 full authority to make decisions on all matters affecting that agency's participation at the incident.

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

3. Safety Officer

The Safety Officer's function on the Command Staff is to develop and recommend measures 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. HAZMAT incidents require the assignment of a Safety Officer. Supervisors are instructed to watch for potentially 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 or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

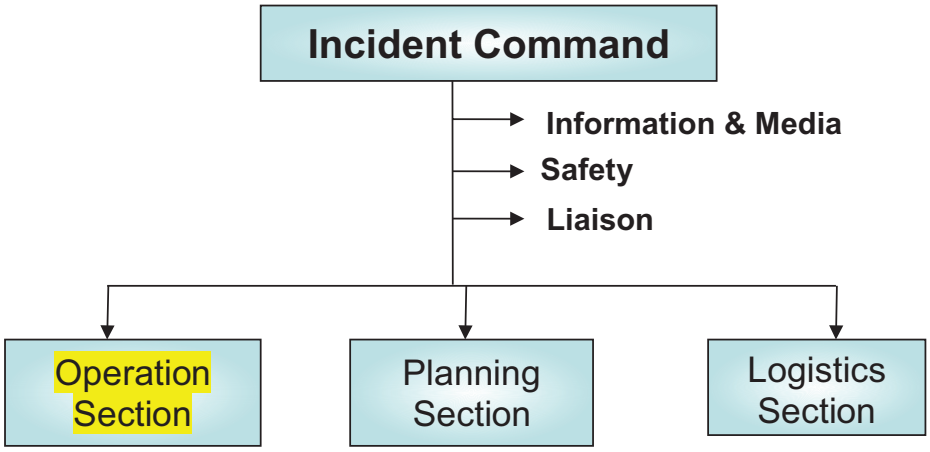
The Safety Officer will correct unsafe situations by working through the chain of command. However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent life-threatening danger.

V. The IRS General Staff Positions

The General Staff consists of the following positions:

1. Operations Section Chief
2. Planning Section Chief
3. Logistics Section Chief (Including Finance Branch)

A. 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 the span of control considerations.

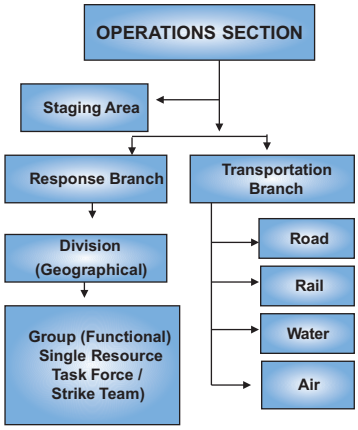
There is no precise guideline for when the Operations Section will be established on an incident. In some cases, depending upon the complexity of the incident and the desires of the Incident Commander, it may be the first section to be established. In other situations, the IC may elect to maintain control 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:

- Transportation Branch
- Response Branch
- Staging Areas
- Ground or surface-based tactical resources
- Aviation (Air) resources - helicopters and fixed-wing aircraft

Operations Section (OS)



1. Transportation Branch:

This supports the response efforts by arranging through different modes the transportation of resources, persons and relief material. It is headed by a Transportation Branch Director and Group-in-charges for Road, Rail, Water and Air operations. The details of functioning are explained in the presentations and the IRS guidelines of NDMA may also be referred. This becomes especially important in the context of common incidents in India which involves large-scale transportation of affected population, relief material and other resources. There is a Nodal Officer in the IRS organization for facilitating effective air operations and coordinates with Response and Transportation Branches of operations and state & central government.

2. Response Branch:

This is the main responder in the field dealing with the situation and performing the various functions. It is headed by the Response Branch Director (RBD) and Groups in Charge or Division Supervisors as required. Depending on the scale of the disaster,

the RBD may have to expand the number of Groups which require the creation of Divisions. This structure is meant for close supervision by the Operations Section Chief (OSC) in the management of a large incident.

Incidents will use any or all of these components, depending on the need.

A. 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
- Branches
- Divisions or Groups

B. 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 and operational 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 operational 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.

IRS provides for a suitable Nodal Officer for the purpose of coordinating air response.

3. Staging Area

The third component of the Operations Section is the 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:

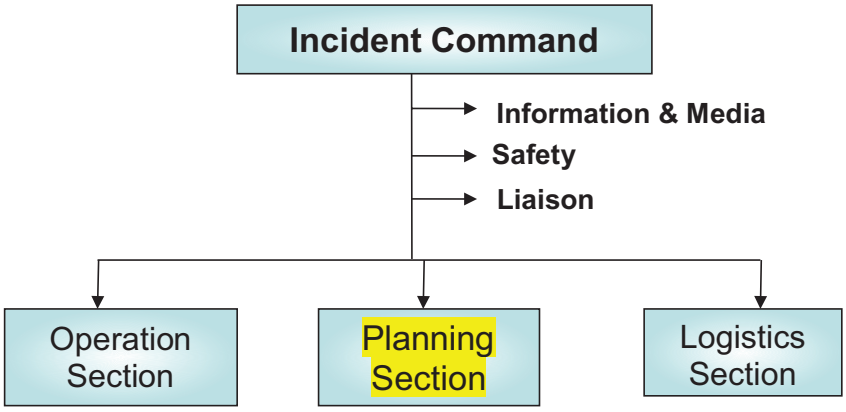
An IRS Staging Area is a temporary location for placing resources available for incident assignments. All resources within the Staging Area belong to the Incident. Staging areas should, if possible, be located so resources can be at the scene of their assignment within three to five minutes.

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 a 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.

B. 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 include:

- Chemist / Health
- Structural Engineer
- Hydrologist
- Geologist
- Meteorologist
- Training Specialist

A wide variety of Technical Specialists could be used, depending upon the requirements of the incident.

There are four units within the Planning Section that can be activated as necessary:

1. Resources Unit
2. Situation Unit
3. Documentation Unit
4. Demobilization Unit

The Planning Section Chief will determine the need to activate 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 Leaders are listed below. These will not be repeated in Unit listings below:

Obtain briefing from Section Chief.

- Participate in incident planning meetings, 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.

1. 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.

2. Situation Unit

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

Three positions report directly to the Situation Unit Leader:

- Display Processor (DP) - Maintains incident status information obtained from Field Observers, resource status reports, etc. Information is posted on maps and status boards as appropriate.
- Field Observer (FO) - Collects and reports on situation information from the field.
- Weather Observer - Collects current weather information from the weather service or an assigned meteorologist.

3. 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.

4. 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.

5. Technical Specialists

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

- Planning Section Chief
- A designated Unit Leader

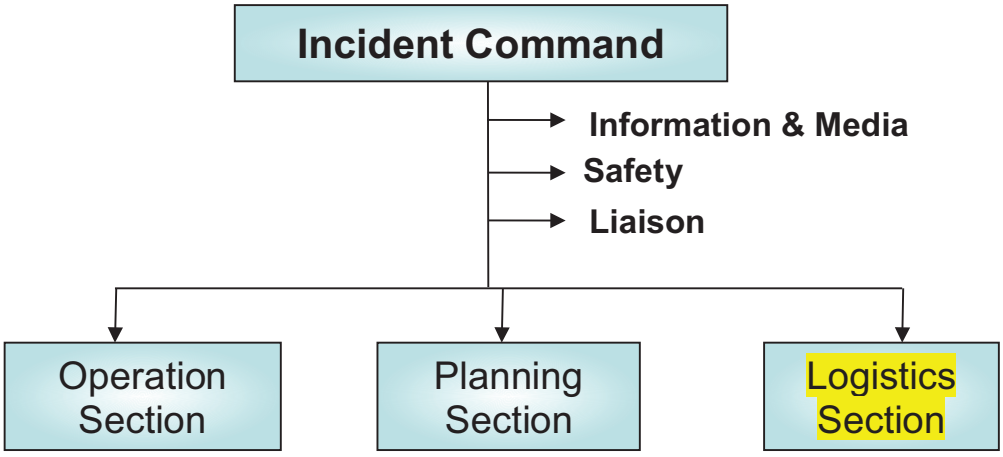
In some cases, they may be reassigned to other parts of the organization (e.g., resource use specialists assigned to the Logistics Section).

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 ongoing factor within an incident, a Toxic Hazards Analysis Unit comprised of 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
- Fuels and Flammable Specialist
- Hazardous Substance Specialist
- Fire Behavior Specialist
- Structural Engineer
- Training Specialist

C. 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 fueling
- Food services
- Medical services
- Ordering resources
- Finance & Administration

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.

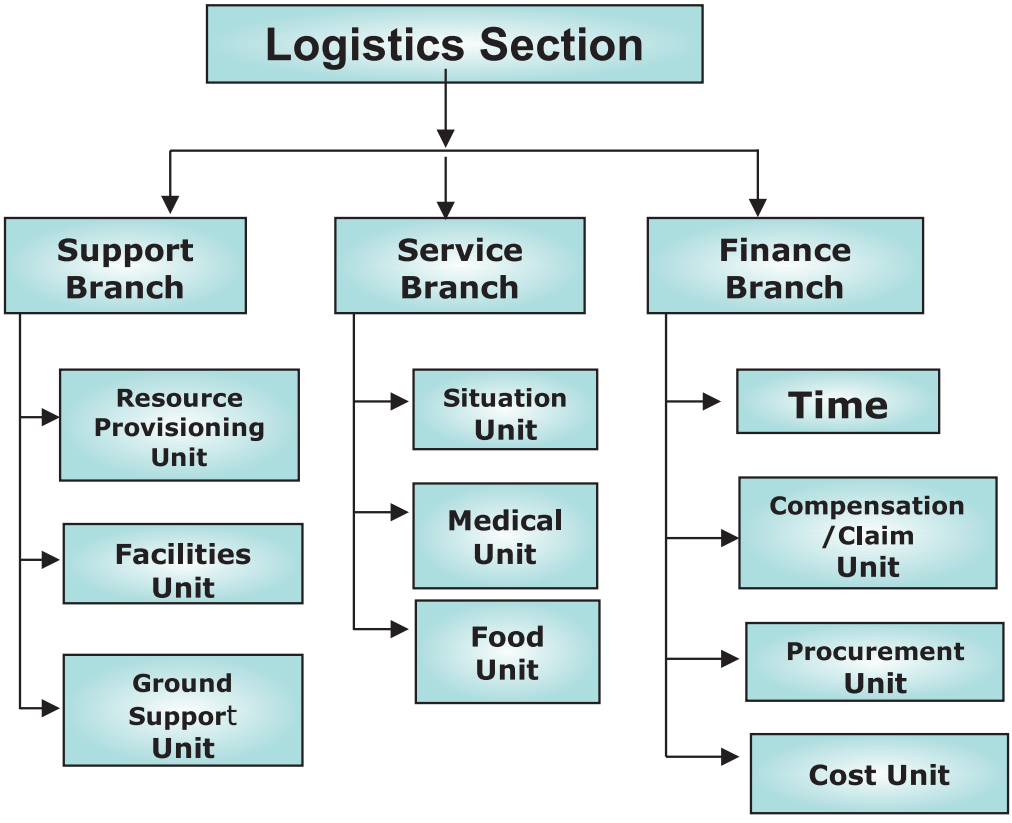
On very large incidents, or on incidents requiring a great deal of equipment or facilities, the Logistics Section may be divided into three Branches - Service Branch, Support Branch and Finance Branch. A Branch Director, who reports to the Logistics Section Chief, leads each Branch. This is most often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

Three Branches may be established within the Logistics Section and units shown below may be established within these branches:

I. **SUPPORT :** Resource Provisioning Unit, Facilities Unit, Ground Support Unit.

II. **SERVICES :** Communication Unit, Food Unit, Medical Unit.

III. **FINANCE :** Time Unit, Procurement Unit, Compensation/ Claims 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.

I. SUPPORT BRANCH: This branch is headed by Support Branch Director (Sup.BD)

1. Resource Provisioning Unit

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

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

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

As needed, the resource provisioning 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 Resource Provisioning Unit Leader (RPUL):

Ordering Manager -- 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.

2. 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
- Relief Camps and 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 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 managers 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, 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 camps may include many of those regularly performed 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.

Relief Camp Manager- In most of the incidents, there may be need

3. Ground Support Unit

The Ground Support Unit is primarily responsible for the maintenance, service, and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has 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 (GSUL) and is responsible for the service, repair, and fuel for all equipment; transportation and support vehicle services; and to maintain equipment use and service records.

II. SERVICES BRANCH: This branch is headed by Service Branch director (SBD).

1. Communications Unit

The Communications Unit headed by Communication Unit Leader (Com. UL) is responsible for developing plans for the use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.

Communications 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 Center is established, an Incident Dispatcher is responsible for receiving and transmitting radio, telephone, FAX, and computer messages, and for providing incident dispatch services.

2. Food Unit

The Food Unit headed by Food Unit Leader (FUL) is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas, Relief Camps), as well as providing food for personnel unable to leave tactical 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 be fed and develop plans for supplying food to all incident areas.

The Food Unit interacts with the Facilities Unit for location of the fixed-feeding site; the Resource Provisioning Unit for food ordering; and the Ground and Air Support Units for transporting food.

3. Medical Unit

Most major incidents require the establishment of a Medical Unit that is responsible for all medical services for incident-assigned personnel. The Unit headed by Medical Unit Leader (MUL) 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.

III. FINANCE BRANCH (FB)

The Finance Branch, headed by Finance Branch Director (FBD), is responsible for managing all financial aspects of an incident. FBD must be a person well versed with the existing financial norms and provisions in the state/ district and also the financial protocols. He/ she should also be well aware of the funding mechanism for disaster management activities in the state and also funds being provided under different heads by Central Government.

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

In some incidents, only one Finance function may be required (e.g., cost analysis). Often, it is more efficient to fill that function through a Technical Specialist assigned to the Planning Section.

There are four units, which may be established within the Finance Branch:

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

The Finance Branch Chief will determine the need to activate or deactivate 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.

Due to the specialized nature of the Finance function, the Finance Branch Director is usually a member of the jurisdictional agency requiring financial services. There may be a need sometimes to designate a deputy.

1. Time Unit

The Time Unit headed by Time Unit Leader (TUL) 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.)

The Personnel Time Recorder may report to the Time Unit Leader:

Personnel Time Recorder -- Oversees the recording of time for all personnel assigned to an incident. Also records all personnel-related items, e.g., transfers, promotions, etc.

2. Procurement Unit

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the Procurement Unit. The unit is headed by Procurement Unit Leader (PUL) also responsible for maintaining equipment time records. He/ She is expected to be well versed with various laws, the latest rules and guidelines of the government and relevant codal provisions (e.g. Finance code) etc.

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.

In some agencies, the Supply Unit in the Logistics Section will fill certain procurement activities. Therefore, it is necessary that these two units closely coordinate their activity.

Equipment Time Recorder -- Oversees the recording of time for all equipment assigned to an incident. Also posts all charges or credits for fuel, parts, service, etc., used by equipment.

3. Compensation/Claims Unit

In IRS, Compensation-for-Injury and Claims are contained within one Unit headed by Compensation/Claim Unit Leader (Com./CUL). Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important in 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 in some incidents.

Two Specialists report to the Compensation/Claims Unit Leader:

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.

The relief to be paid to the affected population is the responsibility of the Operation Section which takes up the enumeration of damaged houses, livestock lost etc. and as per the norms & guidelines of the government distributes relief. In this process, sometimes they may consult the claims/ Compensation unit.

4. Cost Unit

The Cost Unit headed by Cost Unit Leader (CUL) provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

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 costs of all assigned resources is essential.

VI. Reporting Relationships and Information Flow within the Incident Organization.

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:

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

Each of these is elaborated as follows:

A. Information Exchange

The IRS organizational 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 Supervisor A may contact the Situation Unit Leader to share information on an unusual environmental hazard in the Division.

B. Flow of Orders and Directives within the IRS Organization

Three examples are:

1. Division B supervisor requests fuel for resources within the Division. This request will be passed through the Branch or Operations Section Chief to ensure that fuel requests can be consolidated before going to Logistics.
2. Operations 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.)
3. The Situation Unit Leader will request additional personnel to work in the unit through the Planning Section Chief. (This ensures that personnel already assigned to the Planning Section will be used if available.)

VII. Resource Management

A. The Principles of Resource Management

Before we address the resource management issues, we will take a brief look at some basic management principles that apply directly to the process of resource management. Knowing these and understanding how they interact will help in subsequent discussions.

The resource management principles to be discussed are:

- Planning
- Organizing
- Directing
- Controlling

1. Planning

Planning is the management process of evaluating the situation, determining objectives, selecting a proper strategy, and deciding which resources should be used to achieve those objectives in the most efficient and cost-effective manner.

In IRS, resource planning is ongoing and directed toward operational periods.

2. Organizing

Organizing is a continuation of the management process after planning, whereby the Incident Commander brings essential personnel and equipment resources together into a formalized relationship.

The organization chart, found in the Incident Response System and which is an integral part of the Incident Action Plan, is the mechanism for grouping of functional units into a cohesive general organization. Providing essential staffing is also considered a part of the organizing activity.

3. Directing

Directing is the process of guiding and supervising the efforts of resources toward the attainment of specified control objectives.

A very important part of directing resources, particularly in the high-stress environment of an incident, is providing proper motivation, leadership, and delegation of authority.

In IRS, providing direction is accomplished by assigning responsibility and authority for specific activities as appropriate throughout the organization. This accomplishes several objectives:

- Uses other people's knowledge and skills
- Completes the tasks without unnecessary delay
- Enhances training and personnel development
- Provides a more meaningful work environment

4. Controlling

Controlling involves evaluating the performance of an organization and its components, and applying the necessary corrections to make sure that the performance is constantly directed toward accomplishing the established objectives.

The steps in establishing controls over the resource management process at an incident, involve:

- Establishing standards of performance based on accepted norms.
- Comparing the actual results with the established standards.
- Taking corrective actions as necessary.

An important part of controlling in IRS is the continuing assessment of the adequacy of the Incident Action Plan.

VIII. Integration of Intelligence and Investigations Function

The Intelligence/ Investigations (I/I) function may be used for incidents involving intensive intelligence gathering and investigative activities. The IC/UC can place the I/I function in multiple locations within the incident command structure based on factors such as the nature of the incident, the level of I/I activity, and the relationship of I/I to other incident activities. The I/I function can be placed in the Planning Section, in the Operations Section, within the Command Staff, as a separate General Staff section, or in some combination of these locations.

IRS Form 001

Attach a separate sheet under each heading in case space is not sufficient

1. Incident Name	
2. Map Sketch (Give details of the affected site)	
Date Prepared	Time Prepared

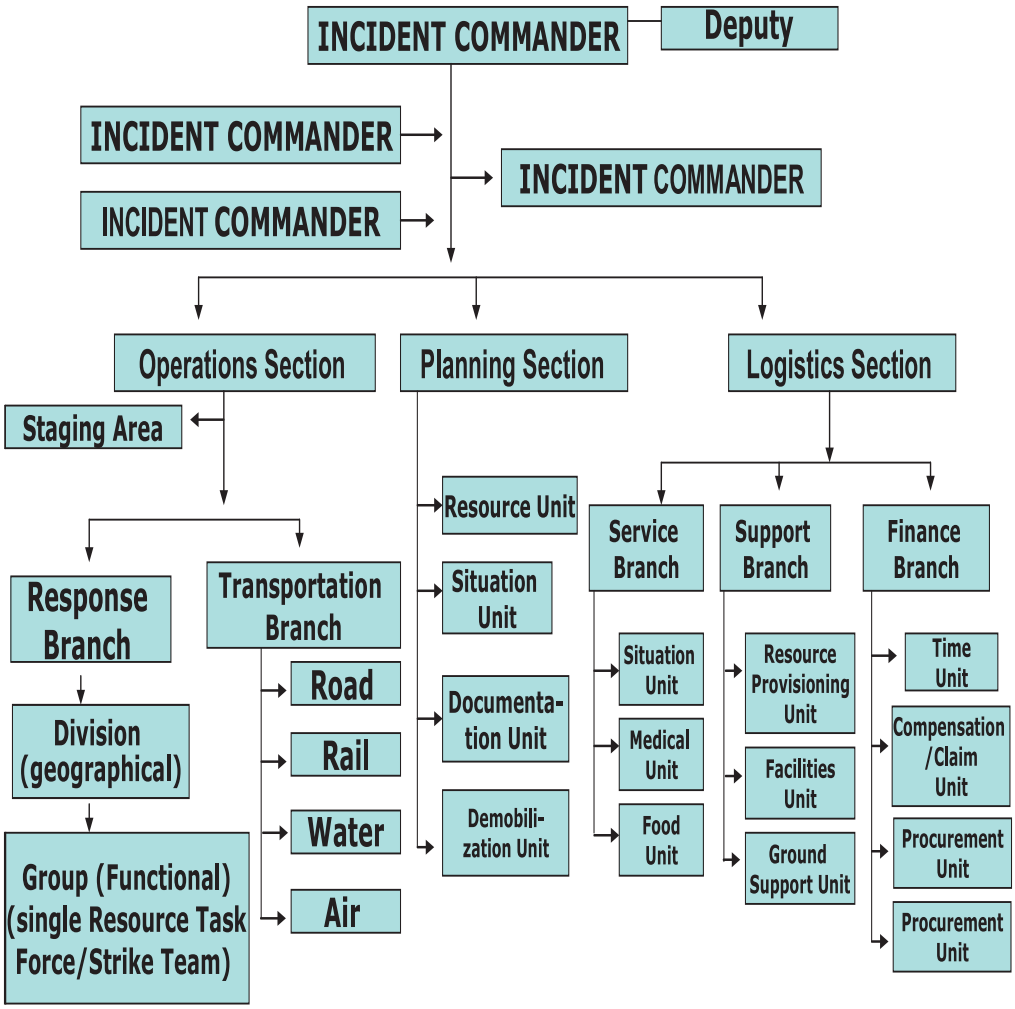
Source: Adapted from ICS Form 201

Cont....

3. Summary of Current Actions
a. Action already taken
b. Action to be taken
c. Difficulties if any in response including mobilization of resources and manpower

Contd...

IRS Organisation



IRS001 5. Resources Summary				
Resources	Source	ETA	Site of Deployment	Assignments

_____

Prepared by (Name and Position):

_____

Signature

* ETA: Expected Time of Arrival

Incident Response System
Basic & Intermediate Course

Unit C
Incident Facilities

Participant Manual
Reference Text

National Institute of Disaster Management
Government of India

Objectives:

- Describe the seven basic IRS facilities.
- Identify facilities that may be located together.
- Identify facility map symbols.

I. Introduction

For effective response, the incident management organization requires certain facilities to be created for effective response and to achieve the incident objectives. There are various factors and considerations to be evaluated for setting up such facilities. This module will describe different kinds of facilities that can be established at an incident, namely:

- Incident Command Post
- Staging Area
- Base
- Camps
- Helibase
- Helipads
- Relief Camps

As we will see, each facility has a unique purpose on an incident. These seven facilities should be able to fulfill almost all incident facility requirements. Not all incidents, however, will use all facilities. Base, Camps, Helibase, and Helipads are primarily used on larger incidents. Relief camp, in Indian context, is a very important facility and has to be often opened quite early in the incident. Moreover, specific applications may make use of other facilities, e.g., triage center, temporary morgue, etc.

II. Incident Response System Facilities

Following are some of the factors to be taken into consideration when establishing incident facilities.

- First priority is the need of the incident
- Length of time the facility will be used
- Cost to establish it
- Environmental considerations
- Safety
- Whether to establish on a temporary or permanent basis

A. Incident Command Post

1. Background

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 be only one ICP for each incident. This also applies on multi-agency or multijurisdictional incidents operating under a single or 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, trailer, tent, or within a building, to name just a few examples. In long-term incidents, it is desirable to provide an ICP facility that will provide adequate lighting and protection from the weather.

Larger and more complex incidents will often require larger 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 center
- 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., Ramgarh Earthquake ICP, Darbhanga flood ICP, Jal cyclone ICP etc.

Some incidents may be large enough to have an on-site communications center to dispatch assigned resources. The communications center 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.

2. 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 center, 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 displays necessary for the incident, and other information necessary for planning purposes.
- Agency /government Representatives are normally located at the ICP.
- Once established, the ICP will normally not be relocated.

NOTE: On expanding incidents it would be appropriate to move the ICP if an improved location is required or would facilitate command operations.

3. 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.

B. Staging Areas

1. 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 in a safe area close to the incident location that minimizes travel time 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: ambulances, fire equipment and police vehicles, may be located separately.

In locations where, major incidents are known to occur frequently, it is advisable to designate possible Staging Area locations, and to plan their layouts in advance.

Resources in a Staging Area are always in 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 fueling and sanitation facilities.

All Staging Areas will have a Staging Area Manager.

Staging Areas will be given a name which describes their general location, e.g., Gandhi Park Staging Area.

The Staging Area Manager reports to the Operations Section Chief, or to the Incident Commander if an Operations 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 and name.

A Staging Area could be established in a harbor location for boats used in a water incident.

2. General Characteristics of Staging Areas

Staging Areas should:

- Be close to the location of tactical assignments (within five minutes if possible).
- Be located out of any possible line of direct hazard effects to minimize risk.
- Be relocated if necessary.
- Have different access routes 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 controls.

3. Benefits of Using Staging Areas

Listed below are several benefits from the use of Staging Areas at an incident. It may be possible for participants to add additional benefits.

Staging Areas:

- Provide locations 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 resources together in one location.
- Provide safe locations for personnel and equipment to await assignments.
- Prevent resources from freelancing or “doing their own thing.”

- Minimize excessive communications of resources calling for assignments.
- Control and assist the check-in of personnel who arrive at the incident via privately owned vehicles or other private means.
- Allow the Operations Section Chief or IC to properly plan for resource use, and to provide for contingencies.

C. Incident Base

An Incident Base will be established for some disasters especially large/ widespread in nature.

All primary services and support activities 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., Ramgarh Base; Jal Cyclone Base etc.

In locations where, major incidents are known to occur frequently, it is advisable to pre-designate possible Base locations, and to plan their layouts 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.

D. 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 Police, Home guards etc. personnel and equipment are temporarily located.

All IRS functional 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 organizational units operating within the Camp.

Camp Managers 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 Tagore street camp, Phulpur market Camp, or Camp #3.

E. Helibase

Helibase and Helipads serve somewhat different purposes at an incident.

We will first cover the Helibase.

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

The Helibase is often located at or near the incident base. However, an incident Helibase can also be 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 incident, e.g., Ramgarh Helibase.

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

Helibase will normally not be moved.

A Helibase Manager will manage the Helibase

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.

F. Helipads

Helipads are temporary locations in the incident area where helicopters can safely land and take off.

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

Helipad will be managed by Helipad Managers who will function on the ground at the Helipad and will report to the Helibase Manager.

If an incident has no established air operations organization but does have one or more

Helipads designated, the Helipad Managers will report to the Operations Section Chief.

Several IRS facilities may be co-located at an incident.

G. Relief Camp: (RC)

They are essential to provide support to the victims and affected communities. Based upon the need assessment, these camps are opened. The resources required for the establishment of RC will be provided by the LS and it will be maintained and managed by the Branch or Division of the OS deployed for the purpose. It may be established at the existing buildings like Schools, Community halls, Cyclone Shelters, etc. or tents may also be used for this. The Relief camps are designated by a geographical name or a number such as Municipal park Gandhinagar RC, Rampur village RC, RC No 5 etc.

Requirements for the RC have to be correctly worked out by IRT to avoid any problem in response. Among the issues that the IRT needs to be very cognizant of is the workload associated with providing specific services for women, children and persons with disabilities.

Each RC will have a Relief Camp Manager assigned. After RC is established, additional personnel and support needs will normally be determined and requested by the RC Manager.

III. Location of IRS Facilities

Thus, the location of Important functions & positions in the IRS is summarized in the following table.

Sl. No.	Functions	Location
1	Command (IC, LO, IM&O, SO)	Incident Command Post (ICP)
2	Planning (PSC, other units of the section)	ICP
3	Operations	ICP and Operational areas including Staging areas
4	Logistics (LSC, Support & Service Branch)	Incident Base
5	Logistics (Finance Branch)	Usually at ICP but can be at Incident base also
6	Incident Communications Centre	Close to ICP, Maybe at Incident base

IV. Map Designations for IRS Facilities

These designations will be as per the guidelines on IRS by NDMA, Govt of India.

V. Illustration of Incident facilities:

For a flood scenario, an illustration of various incident facilities is shown on next page. The ICP and the Incident Base have been located at suitable sites. For example, the

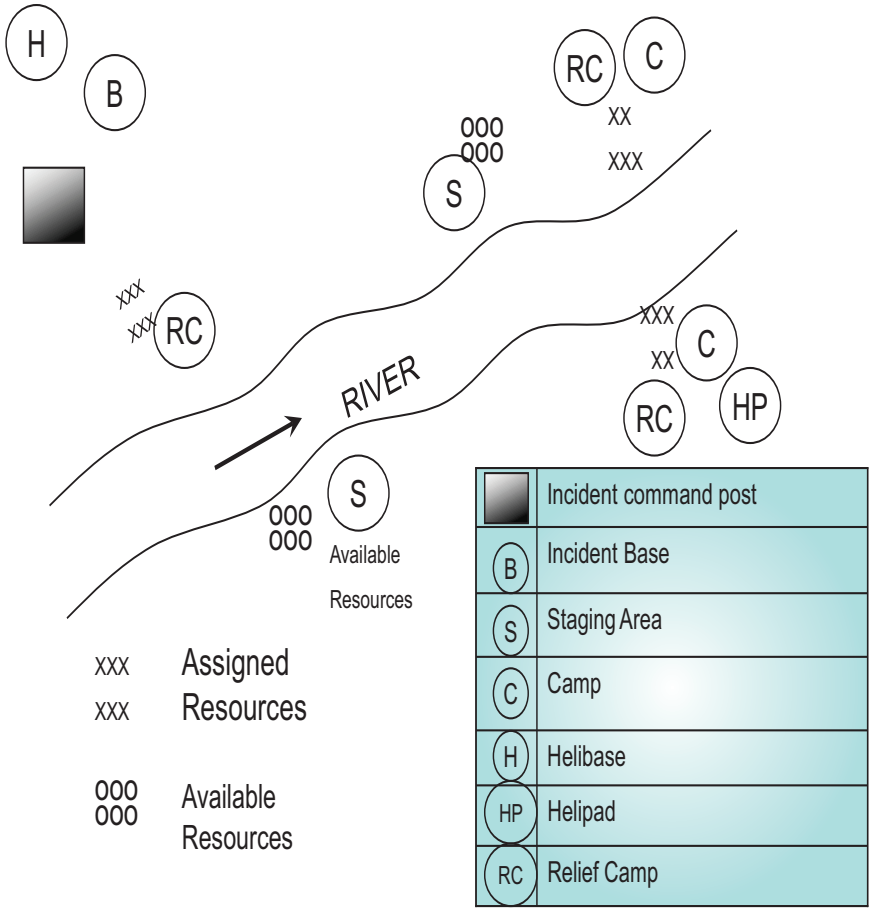
ICP may be at the office of local Tehsildar, BDO, SDO etc. Some nearby facilities like College, High school, Stadium etc. may suit the needs of the Incident Base.

The illustration also depicts some of the assigned resources located at different spots in the incident areas. These may be assigned to repair & strengthen flood banks, evacuate people from low-lying areas, shift people to safe shelters & run relief camps etc. Certain locations which are at far off places from the ICP & Incident Base will require the incident facilities like Camps and a few of them may require Helipads as well. Helibase is also proposed near the Incident Base assuming that the required facilities are available. At two locations, the Staging Areas (one on each side of the river) have also been set up where resources are kept in Available Status.

Figure:

Illustration of Incident Facilities

(Example of a flood Incident)



Incident Response System
Basic & Intermediate IRS Course

Unit D
Incident Resource Management

Participant Manual
Reference Text

National Institute of Disaster Management
Government of India

Resource Management is one of the major challenges in effective disaster management. This has many aspects such as lack of resources, correct identification of resources required and sources where they are available, appropriate deployment and monitoring of them, difficulties in handling the sudden rush of resources and voluntary help etc.

This module will outline why resource status-keeping is important to effective incident operations and how resources are typed and grouped for various incidents. Several systems for changing and maintaining status on resources will also be covered.

This module also discusses the resource management process at an incident. It describes the stages of resource management, responsibilities related to resource ordering, and the use of the Operational Planning Worksheet. The importance of staging areas in the management of resources is described. It also discusses demobilization of resources and considerations related to cost-effective resource management.

Objectives:

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management.
- Describe how the Operational Planning Worksheet, IRS Form 015, is used to manage an incident or event resources.
- Identify the organizational elements at the incident that can request resources.

I. 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 the status of all resources assigned to the incident is an important aspect of 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 the 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 status (ready for use) but not assigned status.

This module will describe tactical resource use on an incident. Later, in this module, resource management will be covered in more detail.

II. Definition 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 its capabilities. In the India context, requisitioning of resources through its capabilities will be an ongoing effort to get consensus and agreement. In the IRT context the capabilities for the equipment needs to be specific. For example, the resource could be described as 1 – track excavator with a 1-sq. meter bucket capacity, and thumb attachment.

A. Resource Kinds

The kind of 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 kinds 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 the application area.

B. Resource Types (Capabilities)

As India begins to define the capability for resources, examples would be similar to the typing found in other countries. The resource can also be classified according to its performance capability for that kind of resource. For example, a Type 1 helicopter will carry up to 16 persons. A Type 3 helicopter will carry up to five persons.

Here it is worth mentioning that the classification according to the `type' may be prevalent in armed forces and CAPF. However, the nomenclature for civil authorities is yet to be defined. Hence in this unit, classification according to capability is being termed as the `Type' of a resource for better understanding.

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 bulldozer that has the greatest size and engine capacity, because of terrain considerations, may not be able to access the area where the resource is needed.

The specific capability of the resource must always be clearly spelled out in the type descriptions.

There are three distinct advantages of classifying the resources according to its capabilities:

1. In Planning

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

2. In Ordering

Ordering resources according to its capability 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.

3. In Monitoring Resource Use

An awareness of the capability of the tactical resource assigned enables the manager to monitor suitability of the ordered resource 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 the classification of resources according to their capabilities is a good idea, however, there is a need to develop national standards for classifying a resource according to its capability as currently this is done in very broad terms as indicating large/ small, high power/low power etc. Local areas or specific agencies may have their own resource classification defined, but they may not be known, accepted, or understood in all areas. This is, thus, an area that needs to be further explored, discussed and finalized.

Initiatives like India Disaster Resource Network (IDRN) have helped in making known the details of resources available in different districts and other organizations and also for different kinds of hazards. This can be a starting point for taking up the further categorization of the resources. Firstly, by the kind of applications /incident needs, they can be useful for and then as per their capabilities.

III. 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:

A. Single Resources

Single Resources are individual pieces of equipment, or a crew of individuals, with an identified work supervisor that can be used in a tactical application on an incident.

A Single Resource is often the most common way of initially using resources on an incident.

Single Resources can be classified to reflect capability so that its specific capabilities may be clear to everyone. Type 1 is the highest capability resource, and Type 2 is the next most capable and so on.

Examples of Single Resources:

KIND	TYPE
Police Motorcycle Unit	2
Fire Engine	1
Medical Team	1
Helicopter	2
Search and Rescue Unit	2

B. Task Forces

Task Forces are any combination and number of single resources (within span of control limits) 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. We will look at some examples in a moment.

Requirements of a 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.

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 Forces.

Examples of Task Forces:

Public Works Task Force:

Two Bulldozers Two Dump Trucks

Search and Rescue Task Force:

One Helicopter One S&R Team One Medical Technician

Oil Spill Task Force

Two Berthing Ships Ten Work Boats
One Tank Barge Four Skimmer Vessels

Law Enforcement Task Force

One Police Squad One Rope Party
One Fire Engine One Ambulance

Multi-agency Task Force

Five Officers

Five Engines

Three Medical Units

C. Strike Teams

Requirements of an IRS Strike Team:

All resources must be of the same kind and type.

1. Must have a leader.
2. Must have communications between resources and the leader.
3. Must have transportation (as required).
4. Must operate within span of control limits.

Example of standardized IRS Strike Teams:

Five Type 1 Fire Engines or

Two Type 2 Bulldozers or

Two Type 1 Hand Crews

Strike Teams can be very valuable for use in large incidents. In those kinds of incidents, Strike Teams are regularly used for managing engines, hand crews, and bulldozers. Strike Teams could be defined for other resource types, for example dump trucks or rescue boats, if they are commonly dispatched in groups meeting the above requirements.

D. 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 organization established 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.

E. Advantages of Task Forces and Strike Teams

There are at least five advantages of using Task Forces and Strike Teams:

Enables more effective resource use planning.

Provides an effective way of quickly ordering just what is necessary.

Reduces radio traffic by communications going to a task force or strike team leader rather than to every single resource.

Increases the ability to expand the organization for large incident operations while maintaining a good span of control.

Provides close resource control and accountability.

IV. 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.

A. Assigned

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

B. Available

Resources ready for deployment.

C. 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:

- Environmental reasons (darkness or weather)
- Financial (exceeded allowed overtime costs)

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 camps, if these facilities have been established.

V. Changing Resource Status

Resource status on an incident is maintained and changed by the supervisor who has the resources under assignment. A Resources Unit, if established during larger incidents, will also maintain the status of all resources assigned to the incident. The Resource Unit Leader (RUL) will not on its own authority change the status of resources.

All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element.

The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.

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

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

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

- 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.

VI. Resource Status-Keeping Systems

There are several status-keeping methods or systems which can be used to keep track of resources at incidents. Several of them will be briefly mentioned, however no single system is recommended in an outright way.

A. Manual Record Keeping on Forms

The resources summary of the IRS Form 001 and IRS Form 004 (Division Assignment List) provide formats for recording information about resources and their assignments.

B. Card Systems

Several systems, which allow for maintaining the status of resources on cards, are possible. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location. It is for the agencies/ departments to opt for such a system and develop such codes & processes.

C. Magnetic Symbols on Maps or Status Boards

Magnetic symbols or icons are sometimes used. These can be prepared in different shapes, sizes, and colors with space to pencil in the resource designator. The symbols are placed on maps or on boards which have locations designated to match the incident.

D. Computer Systems

A computer can be used with a simple table, a spreadsheet, or a more complex database or Geospatial Information System (GIS) to maintain information on resources. These systems can be used to compile check-in information and then be maintained to reflect current resource status and location.

VII. Resource Management

A. The Principles of Resource Management

In order to understand effective resource management, it is necessary to know the basic principles that guide the process of management of resources. This will not only help in saving time but will also reduce the cost of incident management.

The resource management principles are:

- Pre-incident Planning: As we all know that planning for any incident is always beneficial and necessary. The same applies to resource management as well. It is required to maintain a list of location-specific disaster management-related resource needs in IDRN. In the peacetime, i.e., when there is no disaster affecting the place, concerned authorities must enter into an agreement/ MOU with concerned agencies for disaster management-related resources as mentioned in IDRN. This will avoid any legal implications after the incident is over. It is also required to Pre-position the resources available with various departments in affected areas. Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- Resource Categorization: Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource requesting and dispatch more efficient.
- Resource Identification and Requests Mobilization and Management: Identification of resources based on threats and vulnerabilities. Standard Operating Procedure for resource mobilization and management. processes and methods to identify, request, order, mobilize, dispatch, and track resources should be used.
- Safety: Resource tasking, deployment and actions at all levels of the organization must be conducted in a safe manner.
- Personnel Accountability: All tactical and support resources will be monitored/ tracked and evaluated fully accounted for at all times.
- Adequate Reserves: Adequate reserves must be maintained to meet anticipated demands.
- Cost: Objectives must be achieved by optimum and effective utilization of resources through cost-effective incident management.

1. Planning

Planning is the management process of evaluating the situation, determining objectives, selecting a proper strategy, and deciding which resources should be used to achieve those objectives in the most efficient and cost-effective manner.

In IRS, resource planning is ongoing and directed toward operational periods.

2. Organizing

Organizing is a continuation of the management process after planning, whereby the Incident Commander brings essential personnel and equipment resources together into a formalized relationship.

The organization chart, found in the Incident Response System and which is an integral part of the Incident Action Plan, is the mechanism for grouping functional units into a cohesive general organization. Providing essential staffing is also considered a part of the organizing activity.

3. Directing

Directing is the process of guiding and supervising the efforts of resources toward the attainment of specified control objectives.

A very important part of directing resources, particularly in the high-stress environment of an incident, is providing proper motivation, leadership, and delegation of authority.

In IRS, providing direction is accomplished by assigning responsibility and authority for specific activities as appropriate throughout the organization. This accomplishes several objectives:

- Uses other people's knowledge and skills
- Completes the tasks without unnecessary delay
- Enhances training and personnel development
- Provides a more meaningful work environment

4. Controlling

Controlling involves evaluating the performance of an organization and its components, and applying the necessary corrections to make sure that the performance is constantly directed toward accomplishing the established objectives.

The steps in establishing controls over the resource management process at an incident involve:

- Establishing standards of performance based on accepted norms.
- Comparing the actual results with the established standards.
- Taking corrective actions as necessary.

An important part of controlling in IRS is the continuing assessment of the adequacy of the Incident Action Plan.

B. Incident Resource Management

Managing resources safely and effectively is the most important consideration in an incident.

The incident resource management process includes several interactive activities.

- Establishing resource needs
- Resource ordering
- Check-in process
- Resource use
- Resource demobilization

These steps will be the focus of the next section.

VIII. Establishing Resource Needs

A. Planning for Resource Needs

Sound planning to determine resource needs is essential at all stages of an incident. It is particularly critical during the initial stages of an incident. Mistakes made at this point may compound and complicate all further actions.

In the Incident Response System, there is an effective planning process that provides a framework for determining the resource needs at all levels of the organization.

The purpose of the planning cycle in the IRS is to establish timeframes for the completion of the primary functions of the section. The example provided is only a guide and timeframes and products completed may need to be adjusted for incident assignment.

The planning cycle requires completion of following four major items:

A. Planning meeting **B. Incident action plan**
C. Operational briefing **D. Incident Status Report**

In addition, a Pre-Planning meeting takes place before Planning Meeting in which the operational Planning Worksheet (015) gets prepared, indicating the resource needs.

PLANNING MEETING ACTIVITY CHECKLIST

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 by division/group	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, Safety Officer
7	Consider incident management team needs for communications, safety, and transportation	Logistics Section Chief, Planning Section Chief, Safety Officer
8	Place resource order for additional needs	Logistics Section Chief
9	Finalize incident action plan (all forms)	All
10	Approve and implement the incident action plan.	Incident Commander, Operations Section Chief

1. Operational Planning Worksheet

The Operational Planning Worksheet (IRS Form 015) is a planning tool used during the planning meeting. It provides information on:

- Incident work location
- Work assignments
- Kind and type of resources needed
- Current availability of incident resources
- Reporting location
- Requested arrival time for additional resources.

By using the worksheet, planners can:

- Determine the total resources required (e.g. 25)
- Subtract the number of resources in-hand (-12)
- Determine additional resources needed (13)

The IRS Form 015 can also quickly help to identify surplus resources which may be released.

Experience of regular use has shown that the planning worksheet should be prepared on a larger format on various sizes of whiteboard. This makes the worksheet visible to a larger audience at planning meetings and also helps in making changes during the discussion by simply erasing entries on the board. Subsequently, after finalization, such details can be put on paper for use in preparation of Incident Action Plan.

On larger incidents, the Operational Planning Worksheet should always be used to determine what tactical resources are needed.

B. Organizing for Resource Needs

In IRS, the Incident Commander organizes the incident by bringing essential personnel and equipment resources together into a formalized and cohesive relationship.

The IRS organization developed for each operational period establishes essential chain of command relationships, and provides the framework for all resource assignments on an incident.

Personnel resources are assigned to functional areas within IRS Sections based on experience, training, and past performance.

Equipment resources consist of both the equipment and the personnel to operate the equipment. This includes aviation resources.

Changes to the IRS organization can be made as required. When possible, it is desirable to make changes to coincide with the next operational period, but it is not essential to wait until the next operational period.

IX. Resource Ordering

A. Acquiring Resources

Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel often referred to as “overhead” (more correctly as management) and personnel and equipment assigned as tactical resources.

The initial complement of resources may include only one or two additional units. If only a few resources are to be added, this can easily be done using IRS Form 001.

As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment.

As a consequence, more supervisory and support personnel may be needed to maintain an adequate span of control. The planning for additional resources now becomes more complex.

We will now examine how resources are ordered for a growing incident. To do this, we will assume that the planning meeting has been conducted, an IRS Form 015 Operational Planning Worksheet has been prepared (at least for larger incidents), and a resource order has been prepared.

On large, complex incidents extending over several operational periods, many resource orders may be executed.

1. Resource Ordering from the Incident

At any incident, the procedure for ordering additional resources will depend on what parts of the incident's organizational structure have been activated at the time the ordering is done.

2. Responsibility for Ordering Resources

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 from the home agency dispatch center.

If the Logistics Section Chief Position has been filled, then the Logistics 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 Logistics Section contains a Resource Provisioning Unit, then this Resource Provisioning Unit Leader (RPUL) has the authority to place the approved resource order.

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

3. The Resource Order

Most resource orders will be communicated by voice or FAX from the incident to an agency dispatch center or EOC.

Even though different formats may exist, every resource order should contain the following essential elements of information:

Contents of a Resource Order-

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type (similar kinds and types of resources should be

ordered by Task Forces or Strike Teams whenever possible.) Include special support needs as appropriate.

- Reporting location (specific)
- Requested time of delivery (specific, not simply ASAP)
- Radio frequency/SMS/ WhatsApp/ Email to be used
- Person/Designation placing request
- Callback phone number/ radio designation/e mail address for clarification or additional information

The resource order is used to request individuals who will fill essential incident organizational positions, as well as for ordering tactical resources.

B. Single and Multipoint Resource Ordering

1. Single Point Ordering

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is normally prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency dispatch center.

Generally, in most of the cases it will be to the District EOC. The means used to place the order can include:

- Voice (by telephone or radio)
- FAX
- SMS/ WhatsApp
- Computer modem or digital display terminal

This process of ordering is usually called single-point ordering.

The concept of single-point ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch center, and not on the incident organization.

Single point resource ordering, i.e., ordering all resources through one dispatch center, is usually the preferred method. However, it may not always be possible. Some reasons for this are:

a. The dispatch center could be overloaded with other activities and unable to handle this new request in a timely manner.

b. Assisting agencies/ Line departments at the incident may have policies which require that all resource orders be made through their respective dispatch centers, i.e., the departmental stores at different locations in the region or state.

c. Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private sector provider.

2. Multipoint Resource Ordering

Multipoint ordering is when the incident orders resources from several different agency/ departmental dispatch centers.

Multipoint ordering is most often used when there are several different agencies, e.g., law, fire, medical and public works, at the same incident, and all are ordering resources at the same time. It is important to note, however, that even using multipoint ordering, the incident ordering authority remains the same as under single-point ordering.

Multipoint off-incident resource ordering should be done only when necessary. It places a heavier load on incident personnel by requiring them to place orders through two or more dispatching centers.

Unless fully coordinated from one location at the incident, there can easily be situations involving overlapping resource orders.

3. Multipoint ordering is done when:

a. There are several different agencies/ line departments at the same incident all requiring resources.

b. A certain kind of resource must be directly ordered through the owner agency or supplier (which may not be the home agency). A common example is HAZMAT situations, which may require specialized private-sector clean-up equipment.

c. Agency/departmental policy requires the direct ordering process.

d. Most of the requested resources are from agencies or organizations different from the incident home agency, and it is more convenient or effective to deal with resource providers directly from the incident.

X. Check-in Process

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

The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be the Incident Commander or Planning Section Chief.

Formal resource check-in is done on an IRS Form 011 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:

- Incident Base
- Camp
- Staging Area
- Resources Unit at the Incident Command Post
- Helibase

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

XI. Utilizing Resources

In the IRS, there is both a chain of command (the organization) and a unity of command (each person has one person to report to).

These two factors provide the basis for effective resource management and personnel accountability.

Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.

Resources, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, are always directed by a designated supervisor or leader.

A. Resource Assignments

Incoming primary and tactical resources will initially be assigned to the following locations at the incident.

1. Assignment to Incident Base or Camps

Assignment to the incident base camp locations is often done when the tactical resources are not scheduled for use during the current operational period.

For resources that have traveled some distance, the assignment to the base or camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.

Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the Incident Base, or another designated facility.

2. Direct Assignment to Divisions or Groups

In fast-moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to divisions or groups to support the current Incident Action Plan. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor. Formal check-in can occur later after resources are placed in staging areas or out-of-service status.

While this is often necessary to meet the demands of the incident, it is not the preferred way of handling additional incoming resources, especially if they have traveled long distances.

3. Assignment to Staging Areas

Incoming tactical resources are assigned to staging areas on a three-minute availability basis for one of three reasons:

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

As part of the planning process, the Operations Section Chief will decide what number, kind, and type of resources will be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.

The number of resources in a staging area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the staging area for active assignments, and new resources arriving.

It is the responsibility of the Operations Section Chief to brief the Staging Area Manager(s) on how the staging area should be managed. This should include:

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

The Staging Area Manager must maintain the status of resources in the staging area, and inform the Operations Section Chief when minimum levels of resources are about to be reached.

The Operations Section Chief will then determine if additional resources are to be ordered.

The Operations Section Chief must be concerned about the cost, morale, and political implications of maintaining resources for long periods of time in staging areas. This is particularly true for equipment and personnel that have been hired from private sector sources where significant cost accumulations can take place.

After checking into a staging area, single resources will often be formed into task forces or strike teams for use on active assignments. These assignments may continue for the duration of the incident, or they may change based on incident needs.

Task forces and strike teams formed at the incident should always be disassembled prior to release from the incident. The general rule to be followed to ensure proper accountability is that resources should leave the incident with the same resource designations they had upon arrival.

B. Resources Performance Evaluation

This step monitors, evaluates, and adjusts the performance of the organization and its components to ensure that all efforts are directed toward achieving the

specified objectives.

The IRS has a great deal of flexibility for change. Units may be activated when needed, and deactivated when no longer needed.

Many organizational changes, e.g., the expansion of the Divisions or Groups in Operations, or adding new units in other Sections may be done in connection with the planning for the next operational period. However, that is not required, and extensions of any part of the IRS organization can be made whenever necessary. Changes must be made known to the Resources Unit to ensure proper accountability.

Performance standards for personnel and equipment resources are based on accepted agency norms. These should be communicated and/or reaffirmed prior to assignments. Results must be constantly evaluated and compared against the standards, and corrective action taken if required.

Performance standards will vary in their form and content from agency to agency. They can include job aids, task books, policy and procedure guides, evaluation checklists, etc.

The specified objectives that are to be achieved must also be reviewed as a part of this process to ensure that they continue to be realistic and valid.

XII. Demobilizing Resources

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 the organization can also be reduced.

A. The Process of Demobilization

In a single agency and/or smaller incidents, 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.

In large incidents, especially those which may have the personnel 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 essential for larger incidents.

In order to determine excess resources and begin the demobilization process, it will be necessary for each part of the IRS organization to evaluate the continuing need for personnel, equipments, transport, etc.

Resources no longer needed within each section should be reported to the Section Chief as soon as it is determined that the need for them no longer exists.

If established, the Demobilization Unit may recommend the priorities of releasing the resources, based upon continuing needs both on and off the incident, for the approval of Incident Commander.

Agencies/ departments will differ in how they establish release priorities for resources assigned to an incident. Also, the process for demobilization of resources from an incident will vary by application area. Participants at an incident should expect to see and accept differences as reflected by agency policy.

B. The Demobilization Plan

An incident Demobilization Plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- A Directory (maps, phone listings, etc.)

XIII. Key Resource Management Considerations

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be considered when managing incident resources.

A. Safety

A basic principle of resource management is that resource actions at all levels of the organization must be conducted in a safe manner.

This includes ensuring the safety of:

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

Current laws, liability issues, and future trends will continue to place additional emphasis on personnel safety.

B. Personnel Accountability

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

C. Managerial Control

IRS has a built-in process that allows the resource managers at all levels, to constantly assess the performance and adequacy of ongoing action plans. Strategies and actions can/ must be modified at any time, if necessary, to achieve objectives. Information exchange is encouraged across the organization. Direction is always through the chain of command.

D. Adequate Reserves

Assignment of resources to the Incident Base, camps, and staging areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

E. Cost

Incident-related costs must always be a major consideration. The Incident Commander must ensure that objectives are being achieved through the selection of cost-effective strategy and the right kind/ number of resources.

The Cost Unit of Finance Branch in Logistics Section has the responsibility to:

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

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

Resource managers must be constantly aware that the decisions they make regarding the use of personnel and equipment resources will not only affect the timely and satisfactory conclusion of the incident, but also may have significant cost implications.

XIV. Student Exercise D - Operational Planning Worksheet

Refer to handouts and appendix.

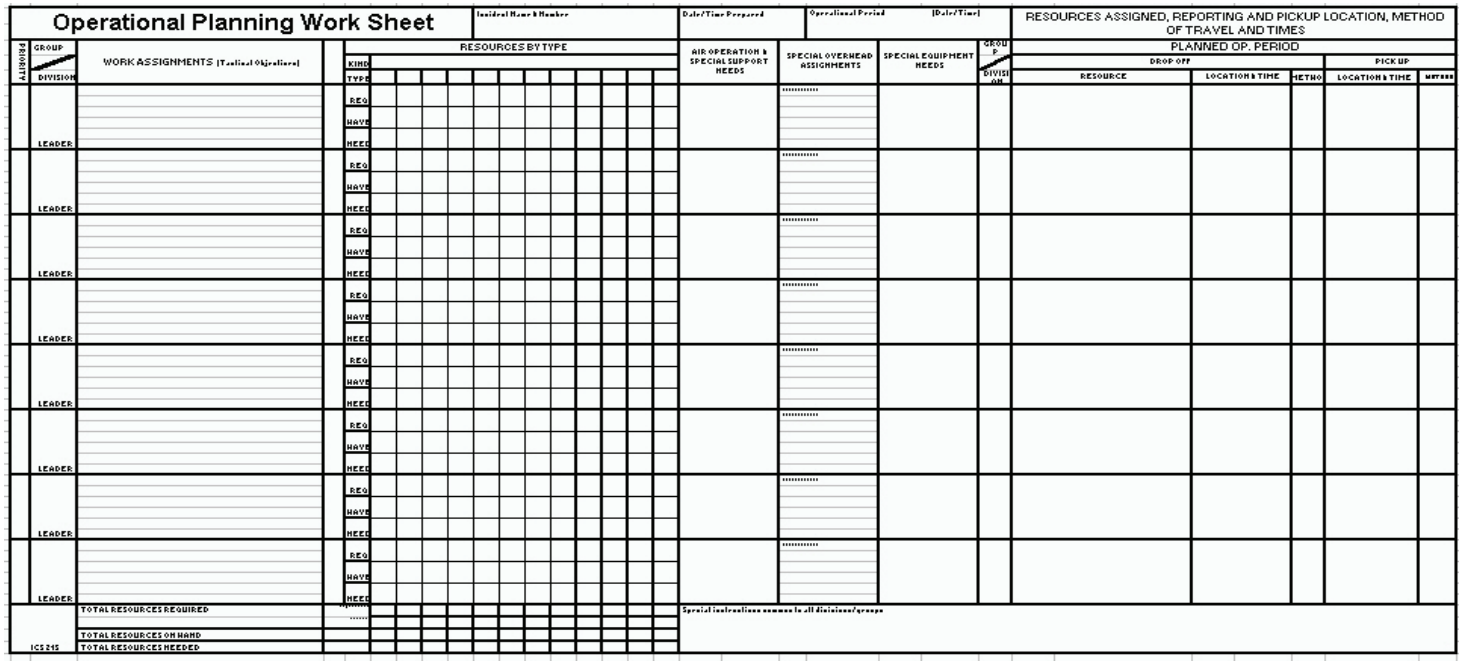
RESOURCE ORDER

Resource Provisioning Unit

Logistic Section

1. Incident name:
2. Order and/or request number (if known or assigned)
3. Date and time of order
4. Quantity, kind, and type (similar kinds and types of resources should be ordered by Task Forces or Strike Teams whenever possible.) Include special support needs as appropriate.
5. Reporting location (specific)
6. Requested time of delivery (specific, not simply ASAP)
7. Radio frequency to be used
8. Person/Designation placing request
9. Callback phone number/ radio designation/e mail address for clarification or additional information

OPERATIONAL PLANNING WORKSHEET
IRS 015



Operational Planning Work Sheet

Incident Name & Number | Date/Time Prepared | Operational Period (Date/Time)

RESOURCES ASSIGNED, REPORTING AND PICKUP LOCATION, METHOD OF TRAVEL AND TIMES

PLANNED OP. PERIOD

BRANCH / GROUP / DIVISION	WORK ASSIGNMENTS (Tactical Objectives)	RESOURCES BY TYPE: KIND / TYPE	AIR OPERATION & SPECIAL SUPPORT NEEDS	SPECIAL OVERHEAD ASSIGNMENTS	SPECIAL EQUIPMENT NEEDS	GROUP / DIVISION	DROP OFF: RESOURCE	DROP OFF: LOCATION & TIME	METHOD	PICKUP: LOCATION & TIME	PICKUP: METHOD
		REQ / HAVE / NEED									
LEADER											
LEADER											
LEADER											
LEADER											
LEADER											
LEADER											
LEADER											
LEADER											
	TOTAL RESOURCES REQUIRED		Special instructions common to all divisions/groups								
	TOTAL RESOURCES ON HAND										
ICS 215	TOTAL RESOURCES NEEDED										

IRS-Module D-PPT27

Incident Response System
Basic & Intermediate Course

Unit E
Incident and Event Planning
Sub-Module A-Objectives & Tactics

Participant Manual
Reference Text

National Institute of Disaster Management
Government of India

This sub-module of Unit E describes ways in which incidents and events are organized to ensure the achievement of incident objectives. It discusses the steps in organizational development that should take place on the incident or at the event. The incident briefing is covered, as well as the forms used to support incident operations. The concept of Unified Command is also addressed in this module.

This module also describes how major or complex incidents and events can create special problems related to incident organization. It discusses how anticipating these potential problems can result in increased organizing options for the incident that will lead to more effective management. The module describes several models on how to divide major, single incidents for more effective management.

This module also exposes the participants to the enormous possibilities of using the IRS for managing a variety of incidents and events due to the inherent flexibility in the system and can deal with many uncommon kinds of incidents & events.

Objectives

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.
- Describe the role and use of IRS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the Operations Pre- Planning Meeting, Planning Meeting and, Operational Period Briefing.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Develop a written IAP for an incident/event using the appropriate IRS forms and supporting materials.
- Conduct an Operational Briefing for your incident to communicate your IAP.

I. Approaches to Incident Organization

Organizing incidents in the IRS is a simple and straightforward process if done according to the procedure. There are two approaches that can be used to organize for incidents and events. One approach involves planning for a known upcoming event. The other, more common, approach is reacting to an incident/ disaster.

A. Organizing for Events

Known/ Pre-planned events are the easiest to prepare for. Planners can establish exactly what is required prior to the event and in advance of any activation of the organization.

Examples of the kinds of events that lend themselves to an IRS application include, but are certainly not limited to:

- Festivals, Cultural events, Political meetings
- Organizing for a major field training exercise or simulated emergency.
- A planned public event such as a major parade, Cultural event or Sports meet, VIP visit etc.
- A planned activity such as a law enforcement sweep, a major pest control effort, or a marine hazardous materials exercise.

In order to plan effectively, the planner must know as much as possible about the intended event.

Considerations in the planning stage are:

- Type of event
- Location, size, expected duration
- Nature of gathering
- Previous history
- Multi-agency
- Single or multijurisdictional
- Command staff needs (Information & Media, Safety, Liaison)
- Kind, type, and number of resources required
- Projected aviation operations
- Staging areas required
- Other facilities required
- Kind and type of logistical support needs, e.g., communications, food, medical, finance considerations
- Known limitations or restrictions
- Financial considerations
- Contingency plans
- Available communications

With information about each of those factors, the planning staff can develop the appropriate organizational structure to meet the essential needs of the event.

B. Organizing for Incidents

The second type of situation, and the one that is by far the most common, is the unplanned incident. Several important factors often characterize this kind of incidents. Few factors are listed below:

- An incident such as serious road accident, boat capsizing, drowning, major fire, etc.
- Immediate response required
- The situation is unstable.

- The incident has the potential to expand rapidly.
- Communications and information may be incomplete.
- Staff on the scene may be experienced in control measures, but are usually junior in the organization and not necessarily experienced in managing expanding incidents.
- Issue of availability of desired resources

This kind of situation requires immediate organizing actions to be taken to ensure effective incident management and control.

It is obvious, but too often overlooked that the number of considerations will increase as the situation deteriorates and the incident grows.

Fire & Emergency services, NDRF, District administration, IRT must take few initial steps to size up the situation in order to respond effectively. Such steps must not be overlooked. They must identify steps that need to be done and categorize their sequence as well.

In various emergencies like earthquakes, activities such as search & rescue, law enforcement, management of hazardous materials and providing emergency medical support, have different characteristics and require specially trained personnel. Yet, they are quite similar in how they are approached from an incident management standpoint.

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

- Assess the situation properly. Determine if human life is at immediate risk.
- Organize response immediately
- Establish the immediate objectives.
- Determine if there are enough and the right kind of resources on scene and/or ordered. Dispatch, if required
- Develop an action plan.
- Establish an initial organization.
- Ensure that personnel safety factors are considered.
- Determine if there are any environmental issues that need to be considered.
- Monitor work progress.
- Review and modify objectives and adjust the action plan as necessary.

II. Transfer of Command

Let's assume that someone as the Incident Commander has considered all of the above and has initiated appropriate response activity for an incident.

His/ Her supervisor has just arrived at the scene and the supervisor will shortly assume command of the incident.

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

A. Once the incoming IC takes over, he/she should, if at all possible, personally perform an assessment of the incident situation with the existing IC.

B. The incoming IC must be adequately briefed.

This briefing must be by the current IC, and should take place face-to-face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan and what has been planned in advance
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential
- Delegation of Authority

The IRS Form 001 is especially designed to assist in incident briefings. It should be used whenever possible because it provides a written record of the incident as of the time prepared. The IRS Form 001 contains:

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

One of the features of this form is that it can be easily disassembled. This allows the Incident Commander to give certain portions to the Planning Section for use in developing situations and resource information.

The Incident Briefing IRS Form 001 is particularly valuable during the first operational period of an incident, and in many cases it will be the Incident Action Plan for the first Operational Period.

C. At the appropriate time, a notice for the change in incident command should be made to:

- DM/ DC/ department headquarters (through EOC)
- General Staff members (if designated)
- Command Staff members (if designated)
- All incident personnel

D. Normally, the outgoing IC is the jurisdictional head and hence continues to function in his role. However, otherwise also the incoming IC may give the previous IC another assignment on the incident. There are several advantages of this:

- Retains first-hand knowledge at the incident site.
- Allows the initial IC to observe the progress of the incident and to gain experience.

It should be recognized that the transition of command in an expanding incident is expected. It does not reflect, in any way, on the competency of the current IC. The process of transition Using the above procedures will make the process work smoothly.

III. Changing the Initial Incident Action Plan

It is possible that the incoming IC, because of depth of experience or a change in incident related conditions, will desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:

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

Such changes, if essential, should usually be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk. Changes, if possible, should be implemented at the start of the next operational period.

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

- Be concerned about safety considerations
- Make changes if you must
- Make them sooner rather than later

IV. Planning considerations

The Planning section chief, while developing the incident action plan for the operational period, must consider that his/ her plan must

- Enhance safety.

- Reflect the direction of the Responsible Officer (RO).
- Clarify roles.
- Communicate the objectives of the Incident Commander.
- Provide a base against which progress can be measured.
- Solve problems (during the planning process problems are identified and solved).
- Allow for the predictions of the probable course of events.
- Build stronger teams.
- Promote common understanding of objectives, strategies, and tactics.
- Organize Incident Operations

V. The Operations Section organization

The Operations Section organization generally develops from the bottom up. As more resources are assigned to the incident, finding ways to organize and manage them effectively, is necessary. The Incident Commander often accomplishes it by establishing Divisions and/or Groups. Often, this will be done before an Operations Section Chief is designated. The primary consideration for the IC (or the Operations Section Chief, if designated) while expanding to a division and/or group structure, is usually the span of control, but functional considerations may also affect that decision. Division, Group and Branch have been explained below:

A. Divisions

Divisions define areas of the incident geographically. Examples might be floors of a building, from point A to point B on the ground, the east side of a building, etc. However, in India, resources are deployed sector-wise.

B. Groups

The Operations Section may also be organized functionally. Where organization by function would be beneficial, there may be no need to establish geographic boundaries. In this instance, the organizational unit denoting a functional organization is a group. Examples include Medical Group, Search Group, Security Group, etc.

Not all incidents will lend themselves to just geographic or just functional organization. One of the advantages of the IRS is the ability to use both Divisions and Groups at the same time in an incident. It is highlighted here that large incidents require both divisions as well as groups to be utilized in response activities.

C. Branches

Divisions and Groups can be clustered together into Branches. This is usually done when it is evident that the combined number of Divisions and Groups will soon exceed the recommended span of control guidelines.

In addition, there are other reasons that a branch structure may be needed in an incident.

The IRS Branch structure can be established to represent geographic or functional areas. Geographic branches can either be defined areas on the ground or they may be set up by jurisdiction. Examples of functional branches could be medical, fire, security, etc.

In IRS, a separate Transportation Branch has also been provided to take care of the needs of large-scale transportation requirements of a major incident in India covering various modes such as Road, Rail, Water and Air. At times such transportation also requires interaction between different state governments and also the central government agencies.

VI. Roles of Incident Commander and Section chiefs in terms of planning for an incident.

The incident commander, based on the RO briefing, develops the incident objectives, ensures overall command of the incident, ensures safety of his/her personnel/ team (with safety plan developed by safety officer) and finally approves the incident action Plan developed by the IRT.

The Operation section chief, as the name indicates, is responsible for the operations of the incident management i.e. activities at the site. He develops a tactical plan for managing the incident. This tactical plan includes dividing the operational area into divisions (geographically), assigning the tasks to the division supervisors, and assigns resources for getting the task done. He briefs his operation team i.e. Division/ group supervisors, about strategies and tactics for smooth operations and effective utilization of resources available and which are ordered.

The Planning section chief is the bridge between the incident commander and the operations section chief. With the assistance of his/ her team i.e. leaders of situation unit, Resource Unit, Documentation unit and demobilization unit, develops the IAP for one operational period, keeps a track on changing situation, keeps the record of resources and their assigned areas and their demobilization plan. He also is responsible for the conduct of almost all the meetings that happen during the management of the incident. He documents the entire incident and compiles the final incident report.

The entire operations of the management of the incident turn futile for lack of support which comes from the Logistics section chief. He/she is, in a way, the player behind the scene. He/she is the one, who provides resources, food, communication and medical support for the smooth management of the incident. He/she is also managing the budgetary support for the incident.

VII. Using Unified Command

Incidents of any kind or size involving multi-jurisdiction or multi-authorities, should use (highly recommended) a Unified Command structure.

Unified Command is a management concept for coordinating responses to emergency incidents by two or more distinct service agencies. It provides guidelines for agencies with different legal, geographic, and functional responsibilities to work together effectively in any given situation.

Unified Command is a mechanism for coordinated and quick decision-making at the apex level, e.g. the IC or RO. This combined with ESF element in SEOC/DEOC, provides platform for quick and correct decision-making along with coordinated operations with a Team effort, which allows all agencies with responsibility for the incident, either jurisdictional or functional, to jointly provide management direction to an incident through a common set of incident objectives and strategies established at the command level. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated unified team. The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.

Under Unified Command, one person, the Operations Section Chief, is given the authority by the Unified Command Team to implement the tactical operations portion of the Incident Action Plan.

If desired by the agencies, or because of the size of the incident, the Operations Section Chief can have one or more deputies from the other agencies involved at the incident.

Examples for use of Unified Command are in hazardous materials situations, floods, fires or other natural disasters where multiple departments must work together. Even in a small incident in which there may only be a few resources, it makes sense for the agencies that have incident level jurisdiction to work together.

In the Indian context, various departments of the State Government can work together normally. But if an incident requires a major role of Railways or Army or any other central agency or autonomous organization, then it should certainly be considered to work with a Unified Command structure.

Unified Command represents an important element in increasing the effectiveness of multijurisdictional or multi-agency incidents. As incidents become more complex and involve more agencies, the need for Unified Command is increased.

Unified Command works best, when agencies that have to work together often decide in advance that they will use Unified Command. This allows the opportunity for them to know each other and to develop joint plans.

Advantages of using Unified Command:

- One set of objectives is developed for the entire incident, and a collective approach is made to developing strategies.
- Information flow and coordination are improved between all jurisdictions and agencies involved in the incident.
- No agency's authority or legal requirements will be compromised or neglected.

- Each agency is fully aware of the plans, actions and constraints of all others.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Primary Features of a Unified Command Incident Organization.

Under Unified Command, there is:

- A single integrated incident organization
- One Operations Section Chief to direct all tactical efforts
- Collocated (shared) facilities
- A single integrated planning process and Incident Action Plan
- Shared planning, logistical and operations wherever possible.
- A coordinated process for resource ordering
- The proper mix of participants in a Unified Command organization will depend on:
- The location of the incident, which often determines the jurisdictions.
- The kind of incident, which dictates the functional agencies as well as other agencies, of the involved jurisdiction(s).

Here are two examples of situations where Unified Command may be and probably should be applied:

A. Initial Response Incident

A small incident occurs where two agencies have jurisdictional responsibility. The two Incident Commanders will jointly establish a single command post (probably from a vehicle). They will brief each other on the situation. Together they will establish objectives and priorities, decide on an Action Plan and distribution of resources. During the course of the incident, the Commanders will stay together, modify the Action Plan if necessary, and issue orders individually to their agency resources. (No General or Command Staff assigned.)

This is the type of situation most of you will encounter as an Incident Commander. It is simple and direct but requires the principles and concepts of Unified Command.

B. Large/Complicated Incident

An incident is considered large and/or complicated if it involves three or more agencies, when it is of serious nature and/or it is spread over a large area and/or it involves a considerable loss of lives and properties. Each agency's Incident Commander meets the others at a single command post to establish objectives, priorities, and the sharing of resources. The Unified Command and Staff develop a single Incident Action Plan

which is implemented by the Operations Section Chief. The Operations Section Chief normally will be from the agency with greatest present or potential involvement.

Problems pertaining to a jurisdiction are addressed to that jurisdiction's Commander for consideration with the other Commanders. Problems pertaining to the Action Plan are taken to the Incident Commander representing the Operations Section Chief's agency for consideration with other Commanders. The Incident Commanders (for the most part) will stay together at the Incident Command Post.

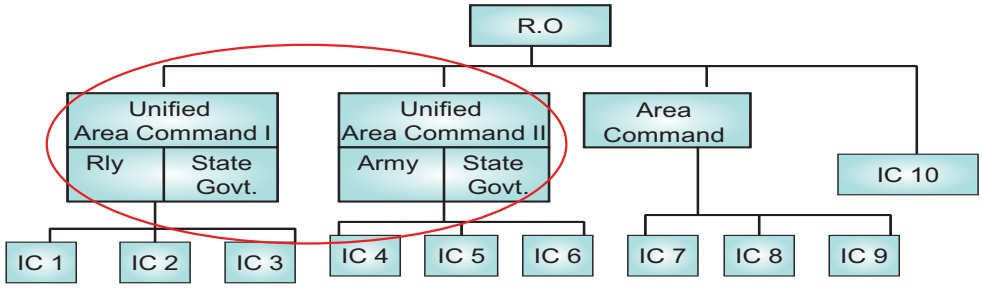
VIII. Area Command / Unified Area Command:

Area Command is an organization established to oversee the management of (1) multiple incidents that are each being handled by an IRS organization, or (2) large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or some location other than the Incident Command Post.

An illustration of applying area command, unified command & unified area command is given below. It is an extreme example for the purpose of explaining and often one may not really have to observe all these within same Responsible Officer.

A model showing possible schematic for management of multiple Incidents with multiple jurisdictions, multiple incidents etc. under one Responsible officer.



R.O. – Responsible officer
UAC – Unified Area Command
AC – Area Command
UC – Unified Command
IC – Incident Command

Note: This kind of arrangement is shown for illustration purposes that there are possible Of using a combination of unified and Area command.

Usually, there is only one unified command to manage an incident. However, the above illustration shows that if the incidents are more than one and of different nature where different agencies are involved in each, there may be more than one unified command managing two different incidents.

IX. Problems in Major or Complex Incident Management

Major incidents are infrequent and represent less than ten percent of the total incidents which occur. However, they create dramatic spectacles which generate significant management problems.

Taken as a whole, major incidents generally:

- Involve more than one agency (often many).
- May involve more than one political jurisdiction.
- Have more complex management and communication problems.
- Require more experienced, qualified supervisory personnel.
- Require large numbers of tactical and support resources.
- Cause more injury, death and illness.
- Produce the most damage to property and the environment.
- Are longer in duration.
- Have extreme elements of crisis/psychological trauma that diminish human capacity to function.
- Are costlier to control and mitigate.
- Require extensive mitigation, recovery, and rehabilitation.
- Have greater media interest.

Incidents can become major in two ways:

A. They start as major incidents - Earthquakes, hurricanes, floods, tanker spills, major HAZMAT situations, terrorist acts, simultaneous civil disorders, outbreaks of pests, etc., can all produce major and/or complex incident management situations, some with only minimal or no advance warning.

B. They become major incidents - Smaller incidents such as hazardous substance spills can become major as result of wind or surface conditions, and also as a result of response time delays, poor initial management, and/or lack of resources or support.

Major incidents are often thought of as covering a large geographical area. For example, many villages on coast affected by cyclone, an entire district flooded, or several floors in a building under fire.

Major incidents can also be highly complex, requiring the application of a variety of tactics and resources to bring the situation under control successfully.

There is virtually no geographic location that is free from the potential of having a major or complex incident.

Smaller jurisdictions can and do have major and complex incidents. Even though the smaller jurisdictions do not have all of the personnel and equipment resources necessary, they can effectively use IRS. To do so requires adequate training and

planning with adjacent jurisdictions and agencies to jointly develop the capability to effectively manage major incidents.

X. Characteristics of Major/Complex Incidents

This module will examine several ways in which IRS can be extended for major or complex incidents. Characteristics of these kinds of incidents can include the following:

- All of the Command and General Staff positions are filled, and a large organization is in place or is developing.
- Most or all of the functional organizational units within sections are needed.
- Divisions/groups are established to facilitate making work assignments geographically.
- The number of Divisions may be such that Operations Section Branches are needed to reduce the span of control.
- Multiple operational periods are probably required.
- There will be a transition to a more qualified Incident Commander, and the most qualified personnel will be used throughout the organization.
- Other agencies or jurisdictions will be assisting.
- Written action plans will be required.
- Operations personnel may exceed several hundred per operational period.
- Costs associated with maintaining the incident are high.

Major incidents are clearly the exception. It is likely that everyone may not deal with incidents so major or so complex.

However, because major and complex incidents do occur, it is necessary to develop and to describe the ways in which the Incident Response System can be effectively used in these kinds of situations. IRS has great versatility. Some of the examples of that are described in this module.

XI. Major Incident Management Organizations

Primary factors in determining the size of the overall organization will be:

- Administrative and jurisdictional complexity.
- Geographical area involved.
- Span of control considerations. This includes span of control in Operations as well as all other organizational elements.
- Functional specialties required.
- Incident logistical, planning, and other support needs.
- Potential for growth.

Using a recommended span of control guideline of a 5 to 1 reporting ratio, an Operations Section could have up to five branches. Each branch could have up to five divisions/ groups. Each division/group could have task forces or strike teams assigned. This is the preferred method of assembling resources. The actual number of personnel would be determined by the kinds of task forces and or strike teams involved.

Example:

A division could include a mixture of resources including hand crews, engines, and bulldozers. If these resources were formed into strike teams as shown below, the total personnel complement for the division could be 130 personnel.

Example Division	Personnel
3 Search and rescue Teams (NDRF/SDRF)	54
5 Bulldozers	6
5 Ambulances	16

Extending this same configuration across a twenty-five division/group incident, the total Operations Section personnel could exceed 3000 personnel for each operational period.

Obviously, this is an extreme example, however, it gives an indication of the flexibility of IRS to accommodate a very large combination of resources if necessary. If the span of control guideline was increased to 1 to 6 or 1 to 7, which would still be within acceptable limits, the organization could be much larger.

While the standard IRS structure is adaptable to meet the needs of most major incidents, not all situations are alike. Other forms of IRS organization may be needed to meet extraordinary situations.

The management principles that relate to IRS are important, however, it is also important that the system work effectively to meet the needs of the incident. On major and/or complex incidents this may require tailoring the organization to meet the needs of the situation.

Agencies faced with the possibility of having to manage very major incidents have several options available to them under IRS. Four of these will be described:

- Multiple incident management with a single IRS organization (an Incident Complex).
- Dividing a single incident into two (or more) incidents.
- Expanding the IRS planning capability for incidents.
- Expanding the IRS organization to accommodate a second Operations or Logistics Section.

Another example of major incident management is the use of Area Command. Area Command differs from the above examples in that it is another organization established over two or more incidents, to ensure inter-incident coordination.

A. Incident Complex - Multiple Incident management with a Single IRS Organization

An Incident Complex is two or more individual incidents located in the same general proximity which are assigned to a single incident management team or unified command to facilitate management.

When an Incident Complex is established over several individual incidents, the general guideline is that the previously identified incidents would become branches within the Operations Section of the Incident Complex structure.

If any of the incidents within an Incident Complex has major potential, it is best to establish it as a separate incident and utilize Area Command.

Examples where an Incident Complex may be used:

- An earthquake, tornado, flood, etc. are situations where there are many separate incidents occurring simultaneously.
- Several separate fire accidents in close proximity to one another.
- One incident is underway with an IRS management team assigned, and other smaller incidents occur in the same proximity.

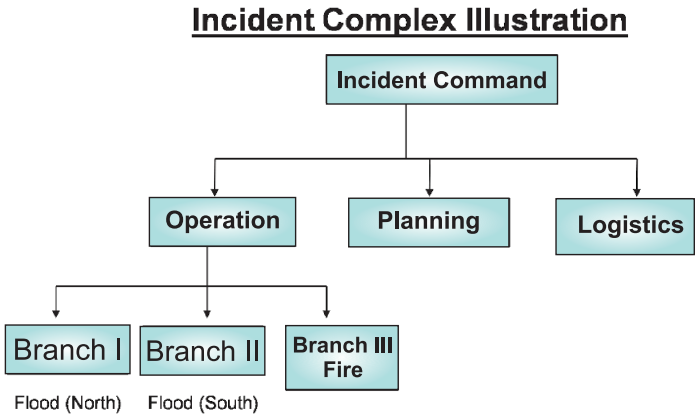
Considerations for the use of an Incident Complex:

- An Incident Complex may be managed under a single or a unified command.
- The incidents are close enough to be managed by the same incident management team.
- Some staff and/or logistical support economies could be achieved through a combined management approach.
- The number of overall incidents within the jurisdiction requires consolidations wherever possible to conserve staff and reduce costs.
- Planning, Logistical, and Finance/ Administration activities can be adequately provided to the Incident Complex from a single management team.

As a general guideline, it is usually advisable to establish each of the separate incidents within an Incident Complex as a branch. This provides more potential for future expansion if required.

The reason for this is that more flexibility is then available within each branch to later establish divisions or groups if required. Also, because divisions and groups may already have been established at each of the incidents, the same basic structure can be carried on.

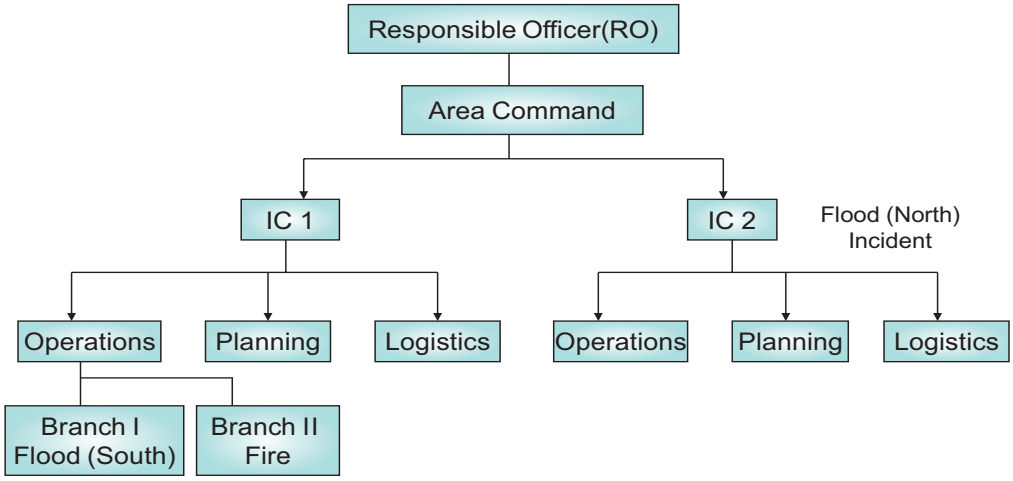
An Illustration of Incident Complex is given below.



Three Incidents – Flood in the Northern area, Flood in the Southern area and another Fire Incident in the nearby areas are being managed in three Branches as one incident by a single Incident Response Team under one Incident Commander.

This is an illustration of the 'Incident Complex'.

However, suppose the Northern area flood becomes more complicated in next operational period with certain accidents, etc., also taking place in Northern areas, it may become necessary to treat it like a separate incident and perhaps the organisation may look like the following.



B. Dividing a Single Incident into Two Incidents

Some incidents become so large that they could best be managed as separate incidents. Examples of these could include:

- An incident has spread into another jurisdiction(s) and can best be managed separately. For example, flooding that continue to expand into downstream low-lying areas. Unified Command would still be the first choice, but may not always be the only solution.
- Earthquake and cyclone situations where terrain and access considerations have an effect on operational or logistical mobility, and the ability to manage from one location.
- HAZMAT or major spill situations which affect both an initial location and expand to affect other areas.
- Incidents that are naturally separating or where there are clearly different objectives.

If only one of the principal IRS sections is overloaded with activities then one of the other examples discussed below might be used. However, if two of the principal sections are overtaxed due to the size of the incident, then the incident should be divided into two incidents. An example of this would be when:

- The Planning Section can no longer adequately provide planning services. This would be because of the size of the incident or because of the varying objectives and strategies needed, and just adding people to the staff is not the answer.
- The Logistics Section can no longer, or will soon not be able to, serve the widespread facilities and operations from a single incident base.

At this point, the Incident Commander, (or Unified Command) in consultation with the jurisdictional agencies involved, could recommend that the incident be divided into two separate incidents.

Each of these would have its own name and separate incident response team.

The following steps are required:

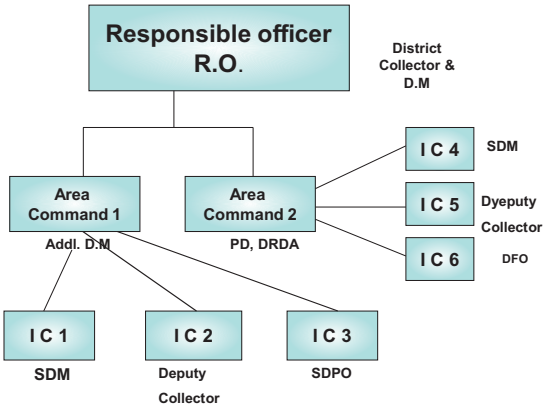
- A decision would be reached on how best to divide the incident. This could be done in several ways, depending upon:
  - Terrain and access considerations.
  - Locations of future resources and logistical support.
  - Jurisdictional/administrative boundaries.
  - Current Operations Section structure (branches, divisions, etc.).
- Incident Commanders and the Command and General Staff would be selected for each incident.
- Supporting organization facilities, location, etc., would be designated.
- An appropriate time would be designated for establishing two separate

incidents with individual names.

- The two incident management organizations could be directed to coordinate planning strategies and the use of critical resources between the incidents for at least the next operational period.
- An Area Command could be established to assist in overall coordination between these two separate incidents.

Following schematic shows the use of Area Command to coordinate between various incidents managed by separate IRTs in a district. Assuming a large number of incidents in a district, not uncommon in case of severe cyclones or earthquake, separate IRTs have been deployed in different affected areas e.g. different blocks or so. In this example, there are six Incident Commanders with designations indicated against them. The District Collector, who is RO has decided to use two of his senior district officers for coordination as the span of control is likely to be exceeded. These officers- Additional DM and Project Director, DRDA are performing the job of Area Command and are likely to make response more effective. They will also be very useful to RO for overall Resource Management.

Examples of Area Command



C. Expanding the IRS Planning Capability for Incidents

Expanding the planning capability at an incident can take several forms. Two examples are given below.

1. Branch Tactical Planning

If the incident becomes so large that there is no logical set of objectives that pertain to the entire incident, or if the preparation and/or distribution of the Incident Action Plan could not be feasibly accomplished within the required timeframe, then a modified planning structure could be adopted.

The solution would be to have detailed action planning at the response branch level. This could be accomplished by the Planning Section providing the following to each Response branch.

- General incident objectives
- Strategy for the branch for the next operational period
- Branch resource summary for the next operational period
- Weather and safety information
- Any changes to logistical support
- Personnel to support planning as required

With this information, individual branches can perform detailed action planning. The Planning Section would have to ensure that necessary inter-branch coordination took place wherever necessary.

Additional resource requirements over those authorized would have to be made known to the Operations Section Chief.

A modification to this model could be accomplished by designating only certain branches, e.g., those with less complex situations, as branches which would perform branch action planning. Other branches would continue under a central planning structure.

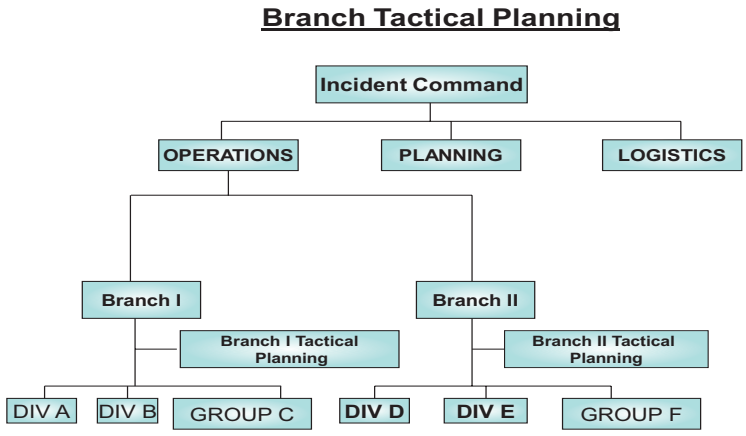
In either case, the Planning Section would provide each branch doing individual branch planning with the required support in terms of personnel and other support resources to get the planning accomplished.

Two Schematics are given below illustrating the arrangements of Branch Tactical Planning.

The first schematic depicts a situation where the Tactical Planning component has been incorporated in both branches of the operation section.

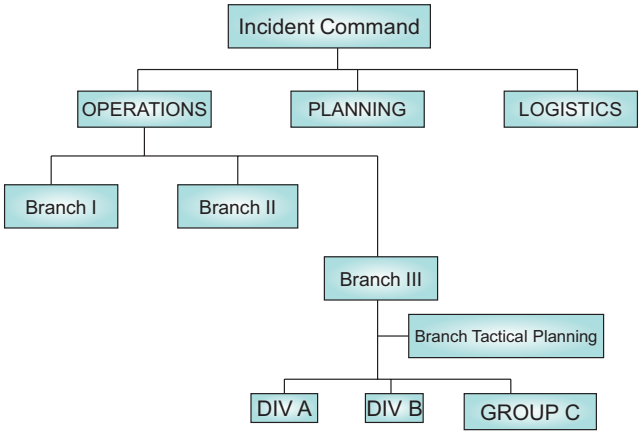
In the second schematic, the Branch Tactical planning is required only in case of Branch III and the other two branches I & II are served by the main Planning section itself.

Schematic 1



Schematic 2

Branch Tactical Planning



2. Advance Incident Planning (Contingency Planning)

One of the functions of the Planning Section is to assess all available intelligence and to provide periodic predictions on incident potential.

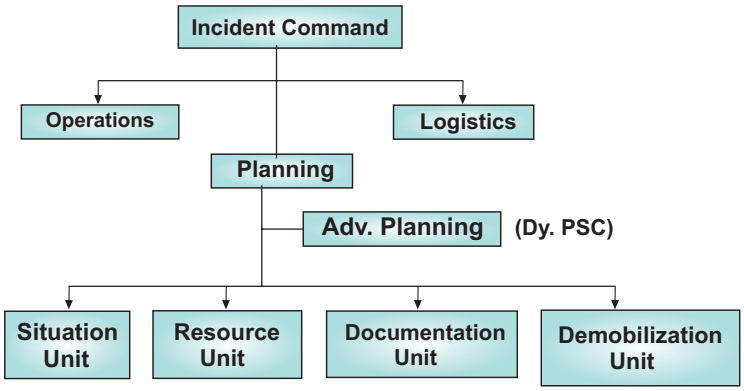
On very major or complicated incidents, and for incidents that require extensive planning for each operational period, it is often difficult to find the personnel or the time to take a long-range look at the future incident planning needs.

A solution to this is for the Planning Section Chief to designate staff to concentrate only on advance planning.

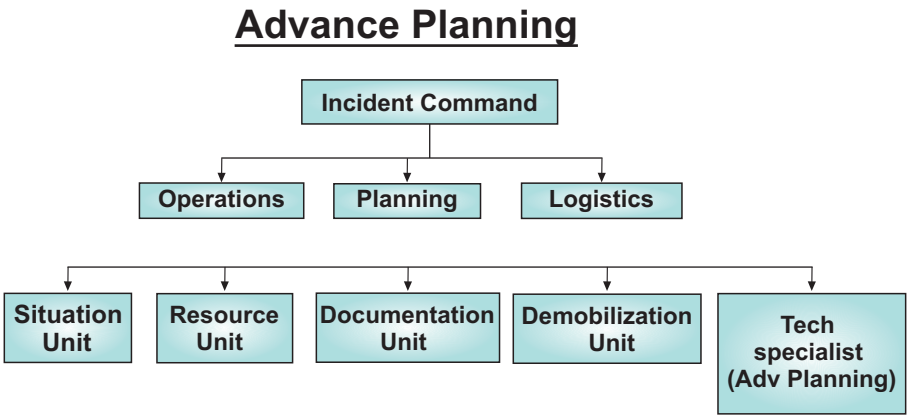
The ways this can be accomplished are mentioned and explained below with the help of schematics.

Assign a Deputy Planning Section Chief the advance planning function. Provide staff as necessary.

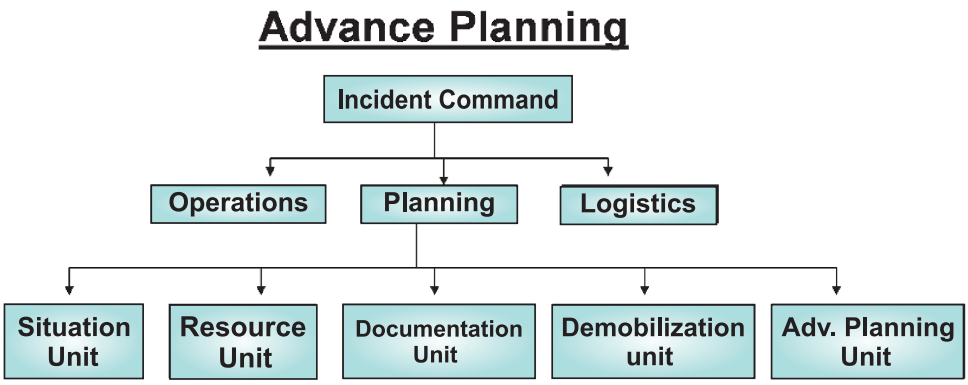
Advance Planning



Assign a Technical Specialist(s) to perform the function.



Establish a special unit within the Planning Section to handle advance planning.



Incident advance planning should look ahead at least 36-72 hours. The staff responsible for advance planning should use the following as they consider the long-range future of the incident:

- What is the projected/ expected size of the incident in next 2-3 days.
- Overall goal and incident objectives
- Previous and present operational period plans adequacy
- Future agency and mutual-aid resource availability
- Strategy assessment and alternatives

- Environmental factors (terrain, weather, etc.)
- Organizational assessment and alternatives
- Political issues
- Economic issues
- Long-term recovery/rehabilitation needs

The goal of this advance planning effort should be to provide the Planning Section Chief and the Incident Commander or (Unified Command) with a range of alternatives related to management of the incident beyond the next operational period.

One example of this situation may be a severe flood incident which also damages irrigation infrastructure seriously apart from damages to dwelling houses, submergence, loss of lives etc. While the IRT will be giving top priority to evacuation, rescue, relief, medical & sanitation needs, drinking water etc.; advance planning will have to plan for restoration of irrigation network, even temporarily, in next 15-20 days so that the water can be given to the standing crop. Failure to do this will have serious adverse economic and political implications. So, while regular planning will focus upon immediate priorities, IC with the help of Advanced Planning will be getting prepared to take up these works, say, after one week.

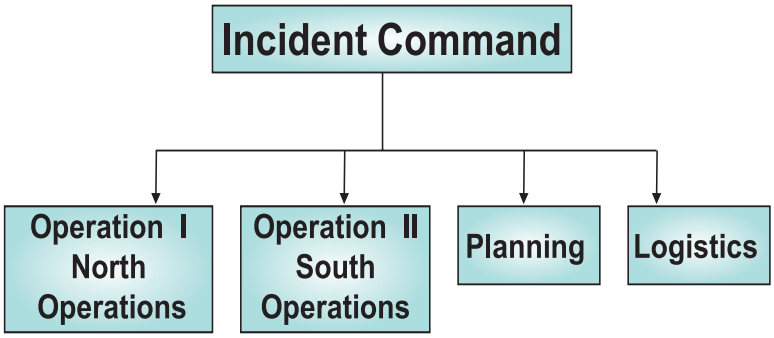
D. Expanding the IRS organization to accommodate a second Operations or Logistics Section.

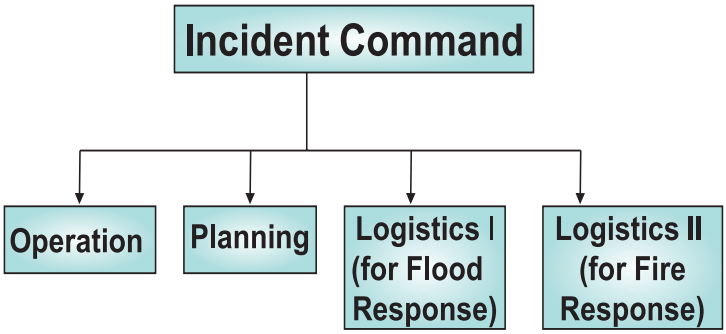
In certain major incidents, a number of assignments may be getting managed under a single IC and one IRT. Sometimes, with the increase in the complexities of the incident and due to span of control considerations or due to the geographic limitations, a situation may arise where it may not be considered effective to work with only one Operations Section and one may opt for two Operations-say North Operations & South Operations or Flood operations & Fire Operations etc.

Similarly, there may be a need to have more than one Logistic section- Logistic I and Logistic II to take care of vast and/or varied Logistic requirements of the incident response team.

The following schematic shows such arrangements.

Schematic of Two Operations/ Logistics





Of course, by now, it should be evident that there are large number of possibilities of organizing a response under the IRS by appropriate modifications to match the needs of the incident effectively.

The scenario exercise in this module attempts to further explore the possibilities of application of IRS for diverse kind of incidents or events. There are also possibilities of trying to develop more scenarios to apply IRS and its modifications.

Incident Response System(IRS)
Basic & Intermediate Course

Unit E
Incident and Event Planning

Sub-Module B – Primary Phase
Forms, Meetings and IAP

Participants Manual

Reference Text

National Institute of Disaster Management
Government of India

Subjects covered in this sub-module include:

- Importance of planning
- Essential Incident Action Plan elements
- The planning process
- Planning for incident demobilization
- Developing the Incident Action Plan

Objectives:

1. List the significant steps involved in the planning process.
2. Identify the IRS titles of personnel who have responsibilities in developing the Incident Action Plan and list their duties.
3. As part of an exercise, identify incident objectives for a simulated scenario.
4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.
6. Explain the function of the Operational Planning Worksheet (IRS Form 015) and other forms which may be used in preparing the Incident Action Plan.
7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.
8. Identify the kinds of supporting materials included in an Incident Action Plan (IAP).
9. List the major sections in a Demobilization Plan.
10. Develop an Incident Action Plan for a simulated scenario, as part of a group exercise.

I. Importance of Planning

Our experience in managing various disasters, demonstrates that wherever there has been better planning, the effectiveness of the response to an incident has been much better. At times, responders just react to the emerging situation without a proper action plan and get into difficult situations. They are forced to take decisions that are not very sound and lead to undesirable consequences. A plan can help in avoiding certain mistakes and allows us to recognize opportunities. As the saying goes, “He who fails to Plan is planning to Fail”

It is essential that every incident or event be managed according to a plan. In the IRS, the management plan is called the Incident Action Plan. As seen in Unit A, Incident Action Plan (IAP) is one of the features of the Incident Response System.

Most of the discussion for this module will be to learn the process for doing operational period incident action planning. Event action planning is similar, however, and the same principles will apply. Later in the module we will develop an Incident Action Plan

for an emergency situation.

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.

A. Action Plan

Written Incident Action Plans to document 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.
- It is required by agency/department/government policy.

Written action plans provide:

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

The Incident Commander has the responsibility to decide the preparation of a written incident action plan. 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.

The IRS Form 001, which is used for incident briefings, will provide valuable information to the oral or written planning process. The IRS 001 form will be discussed later in the module.

B. Operational Period

Action plans should be prepared for specific time periods, called Operational Periods. The period of time scheduled for the execution of a given set of tactical actions as specified in the Incident Action Plan is called Operational Period.

Operational Periods can be of various lengths. However, they should normally be not longer than 24 hours. It is not unusual to have much shorter Operational Periods, 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 jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations

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

II. Essential Elements in the Action Plan

Several IRS forms are provided for many of the essential parts in any written or oral action plan. These include:

A. Statement of Objectives - Statement of what is expected to be achieved. Objectives must be measurable.

B. Organization - Describes what elements of the IRS organization will be in place for the next Operational Period. (IRS Form 004; IRS Form 007; Organisation Chart)

C. Tactics and Assignments - Describes tactics and control operations, and what resources will be assigned. Resource assignments are often done by Division or Group. (IRS Form 004)

D. Supporting Material/Support Plans- Examples include a map of the incident, Communications Plan, Medical Plan, Traffic Plan, weather data, special precautions, and safety message.

IRS Form 006 is the Medical Plan; The IRS Form 005 is the Communications Plan. Other supporting materials have no fixed format or form numbers.

We will discuss the contents of the action plan in more detail later in this module.

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.

III. Planning Process

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

Those involved in the original IRS development felt that there was a need to develop a simple but thorough process for planning which could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning.

We will now describe an incident or event planning process which consists of six sequential steps. The first three steps can be accomplished during a formalized planning meeting, or in the head of the Incident Commander. The last three steps ensure that the plan does the job for which it is intended. These steps pertain to any kind or size of Incident/ Event. The steps are:

S. No.	Steps in Incident/ Event Planning Process in IRS	Remarks
1	Understand the situation	Formal Planning Meeting/ IC's thinking, Through RO's Briefing, Transfer of command briefing, Information gathering
2	Establish Incident Objectives and strategy	Formal Planning Meeting/ IC's thinking; on large incidents discussion with RO
3	Develop Tactical Direction & Assignments	Formal Planning Meeting/ IC's thinking
4	Prepare the Plan	Largely the job of Planning Section
5	Implement the Plan	General Staff responsible for implementing their respective portions of the Plan.
6	Evaluate the Plan	Largely the job of Planning Section, Reviews by General Staff, Incident Commander.

A. Understand the Situation

A full understanding of the incident situation requires that the planner be aware of certain essential elements of information. These will vary considerably depending upon the kind of incident, and each incident will have its own special characteristics.

In general, the essential elements of information can be categorized by knowledge and understanding of the following:

- What has happened?
- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What are the present and future resources and organizational capabilities?

These steps pertain to any kind or size of the incident. Information related to each of the steps is essential to effective planning.

It is especially important that planners know in advance what the likelihood is of obtaining additional resource support from outside sources for use in the next Operational Period.

If there are readily available resources of the proper kind and type, then the planning process can encompass a wider variety of potential strategies than would be possible under very limited resources.

Limited resources and the pressure of time require the prioritization of incident activities.

B. Establish Incident Objectives and Strategy

Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan.

Incident Objectives should have the following characteristics:

- Attainable - They must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several Operational Periods to accomplish them.
- Measurable - The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.
- Flexible - Objectives should be broad enough to allow for consideration of both strategic and tactical alternatives.

The strategy or strategies to achieve the objectives should pass the following criteria test:

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost-effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies which may have to be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process. This along with the roles will be discussed later in this unit.

It should also be pointed out that agency/ department/ government policy will affect the objectives and strategies. In some agencies, the agency executive or administrator will provide the Incident Commander, especially on large incidents, with written authority and document any constraints or limitations.

Objective:

Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy:

Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways

Strategy #3 - Use pumps to bail out water

Or use another example of your choosing.

C. Determine Tactical Direction and Make Resource Assignments

Tactical direction includes determining the tactics and operations necessary for the selected strategy, and determining and assigning the appropriate resources. The tactical direction is developed around an Operational Period and must have measurable results.

On large incidents which may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.

If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

It is very important that tactical resource availability and other needed support be determined prior to spend a great deal of time working on strategies and tactical operations which realistically cannot be achieved.

Personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives.

D. Prepare the Plan

On smaller incidents which do not require a written action plan, the sequence of steps for a briefing by the Incident Commander to the General Staff includes:

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

The IRS Form 001 provides the Incident Commander with a useful framework for preparing a briefing when no written action plan is prepared.

On larger incidents which meet the earlier criteria for having a written plan, the above material plus other supporting material will be compiled into a formal, written document called the Incident Action Plan.

The Planning Section has primary responsibility for documenting the Action Plan, and for assembly, printing, and distribution of the plan.

Written plans will vary in their contents and size. Listed below are the major elements of the written Incident Action Plan.

- Incident Objectives
- Organization (IRS Form 007, Organisation Chart)
- Assignments (IRS Form 003)
- Support Material/ Support Plans: e.g., map, Communications, Medical, Traffic Plans, safety message, etc.

1. Responsibilities for Incident Action Planning

On small incidents, the Incident Commander is responsible for developing the Incident Action Plan. The IC may have assistance to help collect or obtain information, but the IC has sole responsibility for determining the Incident Objectives, strategy, tactical operations, and resource assignments.

On larger incidents, and as part of the overall planning process, other IRS organizational positions are responsible for contributing information to the Incident Action Plan.

2. The Planning Process

The Planning Section Chief has the responsibility to conduct the planning meetings. The planning process outlined below will, if followed, provide a logical set of steps to follow. This process only works however, if everyone involved comes to the planning meeting well-prepared, and understands the process.

The time required for the development of a plan will vary depending on the kind of incident and the agencies involved. The principal steps involved are as shown in the accompanying visual.

The actual time committed to the activity may only be a few minutes when there are just a few resources involved. On very large incidents, the planning cycle will be longer.

It is important that prior to the planning meeting, interagency negotiations on the use of resources, strategies, and cost issues have been discussed and resolved by the Incident Commander or the Unified Command.

A major criticism of planning meetings is that they tend to “drag on” and consume valuable time. The Planning Section Chief (PSC) can help to ensure that planning meetings are only as long as necessary by close adherence to the following:

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- All participants adhere to the planning process.
- No radios/ cellular phones at planning meetings.

A checklist of information to be supplied and those responsible, is listed below. The steps are in the general sequence that should occur. Not all steps may apply, depending upon the specific application, and some variation may be necessary.

CHECKLIST FOR TEN STEP PLANNING MEETING

No.	Activity	Primary Responsibility
1	Give a resource and situation briefing	Planning Section Chief on current status
2	Set incident objectives	Incident Commander
3	Designate geographic boundaries and identify functional groups	Operations Section Chief
4	Determine tactical assignments by division/group	Operations Section Chief, Safety Officer
5	Specify resources needed by division/group	Operations Section Chief, Planning Section Chief
6	Specify incident facilities and Planning Section Chief, Safety	Operations Section Chief, reporting locations and plot on map Officer
7	Consider incident management team needs for communications, safety, and transportation	Logistics Section Chief, Planning Section Chief, Safety Officer
8	Place resource order for additional needs	Logistics Section Chief
9	Finalize incident action plan (all forms)	All
10	Approve and implement the incident action plan.	Incident Commander,Operations Section Chief

The main IRS form which supports the planning process:

IRS Form 015 - Operational Planning Worksheet

An Operational Planning Worksheet (IRS Form 015) is intended to be used in the incident planning meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

This form is often enlarged and attached or drawn onto a whiteboard or chalkboard. The form brings together information on resources required and resources available for specific work assignments. It also provides a written designation of reporting locations.

At the end of the planning meeting, the IRS Form 015 is used to prepare the off-incident tactical resource order.

In addition, for those incidents which have a significant amount of aviation resources assigned, the Air Operations Summary may be separately made providing information related to numbers and types of aircraft/ helicopters and tactical assignments. IRS organization provides for a Nodal Officer specially for coordinating air operations.

Other Forms Available for Use in Incident and Event Planning

As discussed earlier, the IRS has a number of forms which can be used to document the results of the planning process, and to assist in preparing the Incident Action Plan. The Incident Action Plan will normally consist of:

Form No.	Form Name	Responsibility to Prepare
002	Incident Objectives	Resources Unit
001	Incident Briefing	Initial incident Commander
003	Organisation Assignment List/ Organisation Chart	Resources Unit
006	Medical Plan	Medical Unit
005	Communications Plan	Communications Unit
021	Demobilization Check out	Demobilization Unit
004	Division Assignment Lists	Resources Unit/Planning Recorder
015	Operational Worksheet	Resources Unit Leader with the help of Operations Section Chief
015A	Safety Plan	Safety Officer
None	Air Operations Summary	Nodal Officer, Air Operations Group-in-charge
None	Traffic Plan	Ground Support Unit
None	Map	Situation Unit

The General Staff will develop the contents of many of these forms in the planning meeting or it is developed by others after the meeting. The Documentation Unit in the Planning Section is responsible for producing the Plan and its copies after the contents have been developed.

E. Implement the Plan

On small incidents, the Incident Commander has full responsibility for the implementation of the Plan. If there is no written Incident Action Plan, the IC will provide verbal

instructions to subordinates. The IRS Form 001 Briefing Form can provide a useful framework for a briefing when a written Action Plan is not required.

Larger incidents will require a written action plan. Each of the General Staff will assume responsibility for implementing their respective portions of the Plan.

F. Evaluation of the Plan

The planning process must include a way to provide for ongoing evaluation of the Plan's effectiveness. It is not enough to simply complete the Plan and implement it. Three steps to accomplish evaluation are as follows:

Prior to the Incident Commander approving the Plan for release, the General Staff should review the Plan's contents to ensure that it accurately reflects the current situation. This is done in recognition of the fact that some time may have elapsed between plan development and release.

During the Operational Period, the Incident Commander, the Planning and Operations Section Chiefs should regularly assess work progress against the control operations called for in the Plan. If deficiencies are found, improved direction or additional staffing may be required, tactical operations may need to be modified, and/or changes may need to be reflected in the planning for the next Operational Period.

The Operations Section Chief may make expedient changes to tactical operations called for in the Incident Action Plan, if necessary, to accomplish an objective better.

IV. Planning for Incident Demobilization

A. Importance of Demobilization Planning

Planning for incident demobilization is often overlooked. Many times, there are too many resources even though they may not be required. In certain incidents, the utility of the resource may be over, even then it is retained as there is no planned demobilization procedure. Nowadays, units like NDRF do practice this. As incidents begin to wind down, everyone will be anxious to leave the scene of the incident and return to their home agency as soon as possible. Demobilization planning helps to assure a controlled, safe, efficient, and cost-effective demobilization process.

For that reason, early IRS development included a Demobilization Unit in the Planning Section.

On smaller incidents, with only a few tactical resources assigned and with only a partial IRS organization in place, demobilization planning is relatively simple and may not require a written plan.

Larger incidents, particularly those with multi-agency involvement, must have adequate demobilization planning.

The Planning Section Chief must establish an adequate demobilization organization in plenty of time to provide for an orderly and efficient demobilization.

Resources must be released and returned to their home units as soon as possible to minimize cost, maintain high morale, and to be ready for other assignments.

B. Demobilization Planning

To be effective, demobilization planning must begin early in the incident. That is why a separate unit with no other incident responsibility has been established within IRS.

Many elements of information must be gathered to help in the demobilization planning effort. Each section of the IRS organization must be involved.

All elements of the organization must first determine the release priorities. This is essentially a decision on what resources must be retained and what resources can be made available for release. This determination can only be made after fully understanding the long-term incident needs.

C. Information Elements Needed for Demobilization Planning

Important elements of information needed for demobilization planning are summarized as follows:

Planning Section - Has basic information on resources. (Check-in lists and Incident Form 001 Briefing Form are important to this effort.)

Liaison Officer - Knows terms of agreements involving the use and release of other agencies' resources.

Safety Officer - Considers the physical condition of personnel, personal needs, and adequacy of transportation.

Operations Section - Knows continuing needs for various kinds of tactical resources.

Logistics Section - Handles transportation availability, must work closely with the Transportation Branch, Communications, maintenance, and continuing support.

Finance Branch- Processes any claims, time records, and costs of individual resources which are a factor in determining release.

Agency dispatch centers/ EOC - Give high priority to timely return of resources.

D. Sections in the Demobilization Plan

The Demobilization Plan should contain the following sections:

1. General Information - (discussion of demo procedure)
2. Responsibilities
3. Release Priorities

Priorities will vary and must be determined at the time. Examples of release priorities related to tactical resources could be:

   a. Priority 1 - Type 1 Resources
   b. Priority 2 - Resources traveling the farthest

4. Release Procedures
5. Directory (maps, telephone listings, etc.)

Demobilization Planning can be quite complex, especially on a large multi-agency incident. Considerable guidance for demobilization planning has been prepared and is available for students interested in obtaining more detail.

V. Incident Action Plan Development

Using the given scenario, conduct a planning meeting and develop the basic contents of an incident action plan. Use the IRS Form 001 and objectives which were developed earlier.

A. Exercise Plan

The best way to understand the planning process is to do it. This next section will be an exercise to work through the planning process, and to develop the basic contents of an Incident Action Plan.

The scenario for this exercise is the same scenario used earlier to develop Incident Objectives.

A resource list accompanies this scenario. Resources on the scene are also shown. You may add or change resources to the attached listing if you desire.

B. Staffing

Staffing will be tailored to class size. (Command and General Staff positions should be the first to be filled.) If there are additional personnel, fill with other positions. Depending on class size, all positions may / may not be filled or one person has to assume more than one position.

- Incident Commander
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance Branch Director
- Information & Media Officer
- Liaison Officer
- Safety Officer

C. Activities for This Exercise

Each group should:

Identify, evaluate, and select strategies appropriate to the list of objectives developed earlier.

Conduct a planning meeting using the scenario as background, and the planning process list contained in the Reference Text.

Prepare an Incident Action Plan using IRS forms, to include:

- Incident Objectives
- Organization
- Completed Assignment list(s) - add supporting plans as time permits

After working through the planning process, prepare a plan, and then provide a briefing on the plan.

Incident Response System(IRS)
Basic & Intermediate Course

Unit F
Operationalization

Participant Manual
Reference Text

National Institute of Disaster Management
Government of India

This unit will discuss the situation arising on the ground just after the incident has occurred. It is an accepted fact that the response starts immediately when an incident occurs. Locally available officers reach the site and start taking actions according to the need of the situation and available resources. Simultaneously, they inform the higher-ups of the incident. This module touches upon this very aspect of the incident and explains how the initial response happens on the ground even before the higher IRT reaches the site.

Objectives

The module is based on the following objectives

- Explain the modalities thought-of, while undertaking the initiating the response to an incident.
- Explain the importance of the information management during the response.
- Explain the importance of every function and stakeholder during the response.
- Explain the differences between planning for incidents and events.
- Discuss and explain the process of response to any incident.
- Discuss and highlight the process of setting up objectives for the management of any incident.

Incident Response System (IRS) is to be never considered as a standalone activity. It is part of a system where Disaster Management Plans (DMPs), Emergency Support Functions (ESFs), Emergency Operations Centre (EOC) and India Disaster Resource Network (IDRN) play important roles in effective response alongside the IRS.

Subsequent paragraphs of the unit will discuss in detail the initial response to any incident.

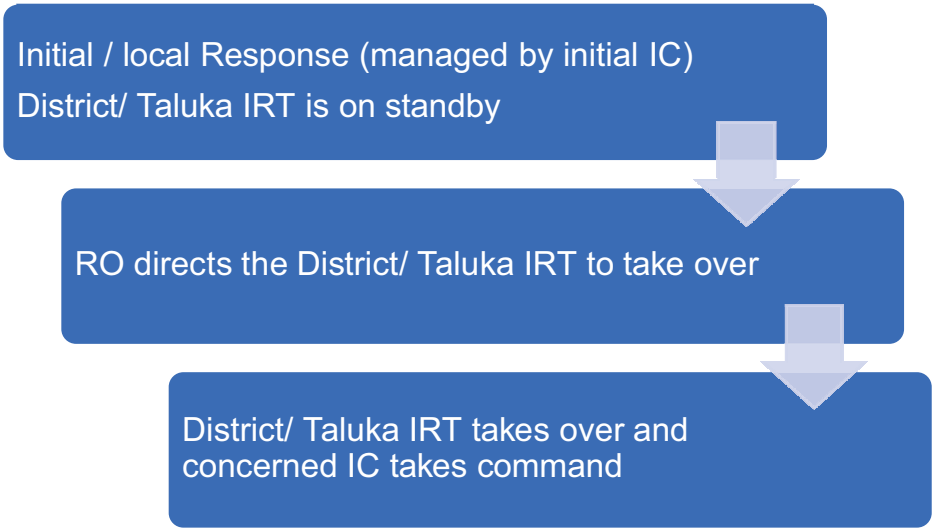
The initial response to any incident shapes itself with respect to the availability of warning. In case the warning is unavailable of any incident, Local community starts crisis management. They assemble at the site and start functioning as a first responder. Response, though haphazard, but is quick and humane.

Subsequently, information reaches the local authorities and local administration is activated. Senior most authority at local level takes charge of the situation and with the help of support agencies like Fire & Emergency services, police etc., reaches the site and starts responding along with the community, Village and ward disaster management teams. This initial manpower constitutes the initial Incident Response Team (IRT).

The local control room also gets activated and line departments at the Tehsil/ Block level follow the well laid-down standard operating procedures and to the extent of their capacity and authorities, start helping the site operations.

The information of the incident along with current situation is also provided to the District Magistrate or Dy. Commissioner, who is the head of DDMA. DDMA gets

activated and starts facilitating the response activities being done by local IRT. While facilitating the local IRT through DDMA, DM/ DC keeps it on standby activates the District/ Taluka level IRT and. During the process, it also keeps informing the State Headquarters and also keeps monitoring the changing situation on the site.



As the figure above indicates, if the situation is critical and beyond the capacity of the local IRT, then District/ Taluka level IRT is activated by the District Magistrate or District Collector or Dy. Commissioner, who becomes the Responsible officer (RO). He/ She acts as the bridge between state-level response and local-level response. He/ She coordinates the District level Emergency Operations Centre and with the help of various heads of line departments coordinates the mobilization, inflow and outflow of resources, relief centres for survivors with all amenities and briefs the higher authorities of the situation. He also coordinates the process of invoking the help from NDRF or Armed forces.

The officials start positioning themselves as per the IRT positions allocated to them and for which they have been trained to perform duties at the time of any emergency. The officials whose positions in IRT are activated start performing their duties while others remain on alert mode for immediate deployment.

This process is very similar to the Election process in India where just after the notification, people are prepositioned with different positions such as polling agent, polling officer, sector magistrate etc. However, there always remains an eminent difference between the two viz. Election is a planned event while the other is a sudden incident.

RO then gives a briefing to the IRT which includes incident situation, its type, history and magnitude and damage reported if any. The briefing also includes the following:

- Estimated duration
- Political, environmental, and economic constraints
- Status of communications
- Facilities already established
- Current plan, priorities, and objectives
- Command structure
- Agency/ Government representative

Once the IRT is invoked and RO briefing is done, it becomes important to hold some authority with which the decisions can be taken and incident can be managed effectively. The RO delegates the authority of on-ground management of the incident to the current Incident Commander (IC). The authority includes/should include broad aims and objectives of management of the incident, the extent of decisions that an IC can take for effective management of the incident with respect to changing scenarios and level of the impact of the incident. Based on the RO briefing, the IC formulates the objectives of the incident on which his entire team functions for effective response. The delegation of authority must be written in order to avoid any ambiguity of power and responsibility.

Once the delegation of authority takes place, the IRT members try to gather as much information of the situation as possible through discussions, visiting the site and through field observers. The team then sits together to analyze the situation and chalk out the strategic plan as to how situation can be stabilized and life/lives can be saved. Once the strategic planning is made and the IC of incoming IRT is convinced to take up the command, he/she assumes charge of the situation from the existing/ initial IC through proper transfer of command. The transfer of command takes place with the initial IC briefing the new IC through IRS form no. 001. This form contains incident site map/ sketch, incident details, present situation, resources available and deployed and resources ordered keeping in view the situation of the incident. This form also briefs the incoming IC about the present organization developed as per the IRS i.e. which positions of IRT have been activated and functioning.

The IRT starts the response activities considering the current situation and broad aim and objectives, which have been laid down by the IC. The process which is followed after the incoming IRT takes over is the planning P. Planning P contains Pre-planning meeting and planning meeting and the outcome of this meeting is the Incident Action Plan (IAP).

EXERCISES - SCENARIOS

Module A – Principles and Features
Exercise A – Teamwork

Suggested Timeframe - ½ hour

Scenario

You are a member of a lunar exploration crew originally scheduled to rendezvous with a mother ship on the lighted surface of the moon. Due to mechanical difficulties however, your ship was forced to land at a spot some 320 kilometers (200 miles) from the rendezvous point. During the re-entry and landing, much of the equipment aboard was damaged, and, since survival depends on reaching the mother ship, the most critical items available must be chosen for the 320 km trip.

The table lists the 15 items left intact and undamaged after landing. Your task is to rank these items according to their importance in aiding you to reach the mother ship, with "1" the most important and "15" the least important. You should assume the number in the crew is the same as the number on your team, you are the actual people in the situation, the team has agreed to stick together, and all 15 items are in good condition.

Exercise Instructions

In this scenario, your "life" and "death" will depend upon how well your team can share its present knowledge of a relatively unfamiliar situation so that the team can make decisions that will lead to your survival. This problem is fictional, although the ranking to which you will compare your results was done by a number of lunar expedition experts.

Step 1: Each person is to individually rank each item: 1 is most important; 15 is least important. Do not discuss the situation or the task until each member has finished the individual ranking.

Step 2: Rank order the 15 items as a team. Once the discussion begins, don't change your individual ranking.

Item	Step 1 Individual Ranking	Step 2 Team Ranking	Step 3 Expert Ranking	Step 4 Difference Ranking (1-3)	Step 5 Difference Ranking (2-3)
Box of Matches					
Food concentrate					
20 meters nylon rope					
Parachute silk					
Portable heating unit					
Two .45 caliber pistols					
One case dehydrated milk					
Two 50-kg tanks oxygen					
Stellar map (of moon's constellations)					
Life raft					
Magnetic compass					
25 liters of water					
Signal flares					
First aid kit with hypodermic needs					
Solar-powered FM receiver/ transmitter					
Total the absolute differences of Steps 4 and 5 (the lower the score the better				**Your Score**	**Team Score**

Module B – Organizing and Staffing
Scenario B – Initial Response

Suggested Timeframe – 1-hour

Scenario

Kalyan is the headquarter of Ramgarh Block and center of much of the infrastructure of the Block and an important town in the District. There are six villages in the southeast area of Ramgarh Block with an estimated total population of 20,000 in that area. The State is prone to disasters and the current political party came into office about a year back on its promise of strong people-oriented policies. The media has been tentatively supportive of the party, but of late seems to be looking for some failures to expose.

You are the Block Development Officer and responsible for initial response to disasters in your area. It is 10:00 in the morning. About an hour ago Ramgarh block was struck by what felt like a moderate earthquake. You suspect the earthquake impacts were more widespread than your Block and are guessing a number of Blocks are damaged; however, communications have been disrupted in parts of the town and there is no current accurate assessment of the overall damage. You find that Ham radios are still able to function.

You have received a number of initial reports from police officers of some damage to buildings in the central part of Kalyan town and around hundred injured people. There are no fatalities reported yet. You realize your span of control very quickly for managing this earthquake emergency will be exceeded and request assistance from the Sub-Division Officer. You have also requested assistance from the adjacent Block Development Officer.

A couple of minutes ago, a villager came in from the southeast part of Ramgarh Block and reported that a few of the villages in that area had been impacted heavily. Apparently, a few villagers had been reported missing and family members were searching through the rubble of destroyed houses.

There is a local Community based Organisation active in the Block whose core area of interest has been organizing rural women into self-help groups (SHG) and has its own network of volunteers most of them being, women spread over many villages in the Block. The BDO realizes that they may be able to give accurate information and also subsequent relief work. He immediately asks his office assistant to try to get in touch with the coordinator of the local CBO.

One of your subordinates rushes into your office and gives you the following latest information about infrastructure conditions in Kalyan town. The southern part of the town seems to have been hit the hardest with communications disrupted and power

outages. Water and sewer lines have been disrupted, and a gas tank explosion has resulted in a building fire. He /She confirms around one hundred persons injured in the southern part of the town and adds there are two confirmed fatalities at this time. He/ She guesses there will be additional fatalities confirmed, as residents start searching through the rubble.

Another subordinate comes in with the following report. The main paved highway through Ramgarh Block has been blocked however there are secondary roads providing access to Kalyan and the villages in the southeast. The subordinate also said he heard a rumor that a heavy vehicle carrying a tanker transporting hazardous chemicals had met with an accident in the central part of the Block. He did not know whether the tank carrying the chemicals had been punctured, but heard the crew was injured in the accident.

You assess your known response resources.

Resources already on the Scene in the southern part of Kalyan:

- Police: Squad 12, Squad 13, Squad 14, Squad 15, Squad 16, Squad 17
- Fire: Engine 51, Engine 52, Engine 53, Engine 54, Engine 55
- Ambulances: AMB 41, AMB 42, AMB 43, AMB 44, AMB 45

In addition, many residents in the southern part of the downtown area are already helping victims by removing rubble and digging out. In the southeast part of the Ramgarh Block, the villagers are digging through the debris of houses looking for victims and missing persons.

Some government employees have reported for duty to respond to this incident, but many are preoccupied with the whereabouts of family members and many of them cannot be located.

You anticipate immediate needs and place an order for the following additional resources.

- Medical Supply Kits: 5
- Doctors: 5 teams (3 doctors per team)
- Heavy Equipment: 3 JCBs and 3 dump trucks, 1 crane, 1 bulldozer
- SAR Teams: 2
- Medical Task Force Leader
- 3 Equipment Task Force Leaders

These resources will be traveling from a distance and will arrive late in the afternoon.

You decide to name the incident Earthquake Ramgarh. You know the incident has exceeded your span of control and is beyond your capabilities to manage. The Sub Division Officer is enroute and will be meeting with you in 30 minutes. You need to prepare a briefing, as she will be assuming command.

Exercise Instructions

- In small groups, discuss how you would organize this earthquake incident using the principles of IRS. This is NOT an exercise in tactics. You do not need to be concerned with detailed resource unit deployment.
- Complete the Incident Briefing Form IRS 001.
- Be prepared to brief your superior upon her arrival.
- Some/all groups will be asked to present a briefing to the class using their completed IRS 001. Please select a spokesperson for your group.

Module C – Incident Facilities

Scenario C – Facilities

Suggested Timeframe - 30 minutes

Scenario

It is now 1100 hours, 2 hours after the earthquake. You are the Logistics Section Chief and are identifying facilities that will be needed to manage the Ramgarh earthquake.

Exercise Instructions

Based on the Scenario description from Scenario B, list facilities that you anticipate will be needed to manage this incident effectively. For each listed facility, identify important capabilities and characteristics.

As a large group, we will review and develop symbology as needed.

Module D – Incident Resources and Resource Management
Scenario D – Incident Resource Management & Planning Process

Suggested Timeframe - 2 hours 30 minutes

Scenario

It is now 1700 hours, 8 hours after the earthquake. You are a Resource Unit Leader and are preparing your resource tracking system. You have been advised of the local resources that were on-scene shortly after the incident (listed in Scenario B) and you have been provided a check-in list with resources that arrived and were assigned from the morning's order.

Based on current information from the field, you've been informed that resources are located in the following locations:

Kalyan City:

- 5 squads of police (Squad-12, Squad-13, Squad-14, Squad-15, Squad-16)
- 4 ambulances (AMB-41, AMB-42, AMB-43, AMB-44)
- 4 fire engines (FE-52, FE-53, FE-54, FE-55)
- 3 doctor teams (DocTeam-812, DocTeam-813, DocTeam-814)
- 3 Medical Supply Kits (MedKit-64, MedKit-65, MedKit-66)
- 2 SAR Teams (SAR-931, SAR-932)
- 1 crane (Crane-284)
- 2 JCBs (JCB-63, JCB-64)
- 2 dump trucks (DT-76, DT-77)
- Medical Task Force Leader Dr. Bindu Sharma
- Equipment Task Force Leaders Ram Chandra Nautiyal, Mahesh Gupta, Jaspreet Singh

Rural Areas:

- 1 squad of police (Squad 17)
- 1 ambulance (AMB-45)
- 1 doctor team (DocTeam-815)
- 1 Medical Supply Kit (Med Kit 67)

In addition, the local CBO has been able to mobilize some of its volunteers in the rural areas and they are giving some help in evacuation and also running of Relief camps in affected villages in spite of their own losses. However, their resources are meager and in dire need of support.

Vehicle Accident Site:

- 1 fire engine (E -51)
- 1 doctor team (DocTeam-816)
- 1 Medical Supply Kit (MedKit-68)

Paved Highway Obstruction Site

- 1 bulldozer (D-962)
- 1 JCB (JCB-65)
- 1 dump truck (DT-75)

Additional resources have been ordered and it is anticipated that they will arrive tonight and will be available tomorrow.

Resources Ordered:

- Incident Management Team including: Incident Commander, Operations Chief, Plans Chief, Logistics Chief, Finance Branch Director, Information & Media Officer, Liaison Officer, Safety Officer
- 5 Division/Group Supervisors
- 1 power company crew
- 1 city utility crew
- 1 railroad repair crew
- 2 highway repair crews with heavy equipment
- 1 communication repair crew
- 2 large police squads

The representative of the International Committee of the Red Cross is anticipated to arrive and is offering to distribute relief supplies via 10 food and commodity distribution units. CARE and some other local NGOs in the state have also offered to set up a temporary relief camp and feeding center.

It is time to develop the Incident Action Plan for tomorrow's operational period. You have not received any updated assessment information.

Exercise Instructions

- Work as a team to develop and complete an Operational Planning Worksheet (IRS 015) for tomorrow's operational period.
- Use the information given in the earlier scenarios also.
- Your plan should utilize the resources currently available and those ordered. Instructors will be available to provide guidance if needed.

Module E – Organizing for Incidents or Events

Scenario E –Organizing IRS Response (with modifications to suit different kinds of incidents and events)

Suggested Timeframe - 1 hour 30 minutes

Scenario

All teams will address each of the following scenarios:

I. SARS/Bird Flu/Swine Flu has reached epidemic levels in nearby countries. How would you organize using the IRS system in preparation for an outbreak in India?

II. Flooding of a major river has affected two states (or two districts) and created a large displaced population. How will you organize the response?

Exercise Instructions

In your small groups, develop schematic IRS organizations to respond to each of the scenarios described above.

Explore IRS organizational options for managing the response to each of these incidents. Each organization should address the following complexities:

- Disasters impacting multiple administrative units
- Large populations affected
- Requires numerous technical specialists
- Requires multi-agency coordination
- Complex span of control
- Use of branches, divisions, groups as appropriate
- Use of specialized facilities as appropriate
- Consider the possible role of unified command

You will have an hour to develop an organization chart or schematic organization chart to display your results. Each group will present its organization to the class for discussion.

For Scenario II, different groups can use different concepts such as

a) Incident Complex – Multiple Incident Management with a single Organization,
b) Dividing a single incident into two or more incidents,
c) Expanding the Planning Capacity of the IRT,
d) Expanding the IRT organization to accommodate a second Operations or Logistics Section.

Module F – Incident/Event Planning

Scenario F – Incident Planning (Incident Action Plan, Planning Meeting, Operational Briefing)

Suggested Timeframe - 4 hours

Scenario

You are now acting as an Incident Response Team. The time is 2100, 12 hours after the earthquake. There are concerns about aftershocks and potential landslides. The number of confirmed fatalities is now 17 and is expected to rise as the rubble is cleared. There is concern about sanitation and water-borne diseases. Crews have not yet been able to clear the main transportation route into the city, and the villages are accessible only through roundabout routes. Communications have been re-established to the main city, but not to the villages. The media have arrived in force. Some high-ranking officials from the central government are flying in and will expect a reconnaissance and a briefing. NGOs have called a media conference to share their assessment of the situation. Several countries have offered assistance and the SAR teams dispatched by GOI are en route.

Assume that all previously ordered resources have arrived. The following additional resources have reached the incident.

- 1 military battalion (20 20-person crews)
- 8 front-end loaders for debris removal
- 5 fire trucks
- 2 water treatment units
- 1 military helicopter
- 20 doctors
- Staff for health and kitchen/food distribution centers

Exercise Instructions

Your group will act as an Incident Response Team working together to perform all functions needed to develop the Incident Action Plan. For the purpose of operations briefing, identify which position each presenter is filling and wear the corresponding position nametag.

A. The team should conduct a planning meeting adhering to the following 10-step planning process:

1. Give a resource and situation briefing on the current status of the situation
2. Set incident objectives
3. Designate geographic boundaries and identify functional groups
4. Determine tactical assignments by division/group
5. Specify resources needed by division/group
6. Specify incident facilities and reporting locations and plot on a map
7. Consider incident management team needs for communications, safety, and transportation
8. Place resource order for additional needs
9. Finalize Incident Action Plan (see B below for more information)
10. Approve and implement Incident Action Plan (IAP)

B. For the IAP described in item 9 of Step A, assume that all the resources from the previous Scenario, as well as the new resources, are available for assignment. The Incident Action Plan will include:

- Title Page
- Incident Objectives
- Organization Chart and Organization Assignment List (IRS 007 & IRS 003)
- On duty Officers list (IRS 004)
- IRS 003 Record of Performed Activities Organization Assignment List
- IRS 003 Division/Group Assignment List (one for each division/group)
- IRS 006 Incident Medical Plan
- IRS 005 incident Communication Plan
- Weather Forecast
- Map showing the current perimeter of the affected area, division/group breaks, and all facilities.

C. A large sketch map should be prepared. The map should show the perimeter of the impact area, division/group breaks, facilities, roads, and communities. This sketch map should be displayed and used as a reference during the presentation.

D. A Resource identification system should be worked out by the group and presented during the briefing for tracking the resources during the operational period.

E. **Place a resource order for additional resources as identified in the Planning meeting. You may refer to Module D for the contents of an appropriate Resource Order.**

F. **Determining how to accommodate official visits from VIPs, media coverage and NGOs should be a part of the plan. A note for media briefing may also be prepared.**

G. **Each team should prepare up to a 20-minute presentation for Operational Briefing Meeting. Each member of the team has to assume a role of one of the positions in the IRS Organisation and make his part of the presentation accordingly. The presentation should cover the following topics and should be presented by the person, who has assumed the concerned role of the IRS position as mentioned against the topic and listed below:**

1.	Situational Briefing	Planning Section Chief
2.	Incident Objectives	Incident Commander
3.	Safety Message	Safety Officer
4.	Weather Forecast	Planning Section Chief
5.	Situation status update	Planning Section Chief
6.	Division/Group Assignments	Operations Section Chief
7.	Communications Plan	Logistics Section Chief
8.	Medical Plan	Logistics Section Chief
9.	Media-related advice	Information & Media Officer
10.	Approval of the IAP	Incident Commander
11.	Closing Comments	Planning Section Chief

IRS: Forms

PROPOSED LIST OF NEW IRS FORMS FOR USE IN INDIA

INDEX OF CONTENTS

Below are the forms needed for smooth functioning of IRS on the ground. However, forms 001, 002, 005, 005A, 006, 013, 015, 015A, 020, 021, 026, 027, 030, 031 and 060 must be integral part.

S. No.	IRS Form No.	Name of The Form	Equivalent ICS Form Used In Asia
1	IRS 001	Incident Briefing Form	ICS 201
2	IRS 002	Incident Objectives Form	ICS 202
3	IRS 003	Organization Assignment List	ICS 203
4	IRS 004	Division/Group Assignment List	ICS 204
5	IRS 005A	Communications List	ICS 205 A
6	IRS 005	Incident Radio Communications Plan	ICS 205
7	IRS 006	Medical Plan	ICS 206
8	IRS 007	Incident Organization Chart	ICS 207
9	IRS 008 HM	Safety Message Plan (Hazardous Materials)	ICS 208 HM
10	IRS 008	Safety Message Plan	ICS 208
11	IRS 009	Incident Status Summary	ICS 209
12	IRS 010	Resource Status Change	ICS 210
13	IRS 011	Incident Check-In List	ICS 211
14	IRS 013	General Message Form	ICS 213
15	IRS 013 (RR)	Resource Request Form	ICS 213 RR
16	IRS 014	Activity Log	ICS 214
17	IRS 015	Operational Planning Worksheet	ICS 215
18	IRS 015A	Incident Action Plan Safety Analysis	ICS 215 A
19	IRS 017A	Communications Resource Availability Worksheet	ICS 217 A
20	IRS 018	Support Vehicle/Equipment Inventory	ICS 218
21	IRS 019	Resource Status Card (T-Card)	ICS 219

22	IRS 019-2	Crew/Team Card	ICS 2I9-2
23	IRS 019-3	Fire Tender Card	ICS 219-3
24	IRS 019-4	Helicopter Card	ICS 219-4
25	IRS 019-5	Personnel / Overhead Card	ICS 219-5
26	IRS 019-6	Fixed Wing Aircraft Card	ICS 219-6
27	IRS 019-7	Equipment Card	ICS 219-7
28	IRS 019-8	Misc. Equipment / Task Force Card	ICS 219-8
29	IRS 019-9	Accountable Property Assignment Re	ICS 219-9
30	IRS 019-10	Generic Card	ICS 219-10
31	IRS 020	Air Operations Summary	ICS 220
32	IRS 021	Demobilization Check-Out	ICS 221
33	IRS 023	Tentative Release List Of Resources	ICS 223
34	IRS 025	Incident Personnel Performance Rating	ICS 225
35	IRS 026	Compensation For Injury Log	ICS 226
36	IRS 027	Claims Log	ICS 227
37	IRS 030	Daily Meeting Schedule	ICS 230
38	IRS 031	Meeting Summary	ICS 231
39	IRS 033	Incident Open Actions Tracker	ICS 233
40	IRS 060	Resources Order Form	ICS 260

INCIDENT BRIEFING (IRS 001)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, over flight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):

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

6. Prepared by: Name: Position/Title: Signature: _____

IRS 001, Page 1 Date/Time: Date

INCIDENT BRIEFING (IRS 001)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

7. Current and Planned Objectives:

8. Current and Planned Actions, Strategies, and Tactics:

Time:	Actions:
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
HHMM	
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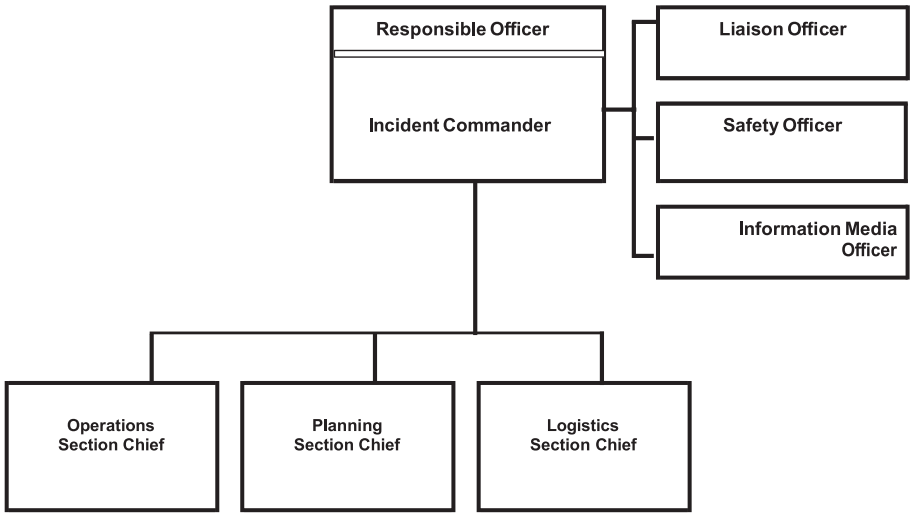
6. Prepared by: Name: Position/Title: Signature:

IRS 001, Page 2	Date/Time: Date

INCIDENT BRIEFING (IRS 001)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Name: Position/Title: Signature:

IRS 001, Page 3 Date/Time: Date

INCIDENT BRIEFING (IRS 001)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Date Time: HHMM

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	

6. Prepared by: Name: Position/Title: Signature: _____

IRS 001, Page 4 Date/Time: Date

IRS 001
Incident Briefing

Purpose. The Incident Briefing (IRS 001) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the IRS 001 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

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

Distribution. Ideally, the IRS 001 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The "Map/Sketch" and "Current and Planned Actions,Strategies, and Tactics" sections (pages 1–2) of the briefing form are given to the Situation Unit, while the "Current Organization" and "Resource Summary" sections (pages 3–4) are given to the Resources Unit.

Notes:

- The IRS 001 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank IRS 001 and repaginate as needed.

Block Number	Block Title	Instructions-
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Initiated** • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	**Map/Sketch** (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted IRS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the IRS organization at the incident, that information should be submitted on the Incident Status Summary (IRS 009). North should be at the top of page unless noted otherwise.
5	**Situation Summary and Health and Safety Briefing** (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	**Current and Planned Objectives**	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	**Current and Planned Actions, Strategies, and Tactics** • Time • Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another IRS 001 (Page 2), and adjust page numbers accordingly.
9	**Current Organization** (fill in additional organization as appropriate) • Incident Commander(s) • Liaison Officer • Safety Officer • Information & Media Officer • Planning Section Chief • Operations Section Chief • Logistics Section Chief	• Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	**Resource Summary**	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another IRS 001 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use a 24-hour clock).
	• Arrived	Enter an “X” or a checkmark upon arrival to the incident.
	• Notes (location/ assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

INCIDENT OBJECTIVES (IRS 002)

1. Incident Name:	2. Operational Period:	Date From: Date	Date To: D ate
		Time From: HHMM	Time To: HHMM

3. Objective(s):

4. Operational Period Command Emphasis:

General Situational Awareness

5. Site Safety Plan Required? Yes ☐ No ☐
Approved Site Safety Plan(s) Located at: _____

6. Incident Action Plan (the items checked below are included in this Incident Action Plan):

☐ IRS 003	☐ IRS 007	Other Attachments:
☐ IRS 004	☐ IRS 008	☐ _____
☐ IRS 005	☐ Map/Chart	☐ _____
☐ IRS 005A	☐ Weather Forecast/Tides/Currents	☐ _____
☐ IRS 006		☐ _____
	☐ _____	

7.Prepared by: Name: Position/Title: Signature: _____

8. Approved by Incident Commander Responsible Officer

IAP Page	Date/Time:

IRS 002
Incident Objectives

Purpose. The Incident Objectives (IRS 002) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. The IRS 002 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the IRS 002. If additional IC signatures are used, attach a blank page.

Distribution. The IRS 002 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

- The IRS 002 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank IRS 002 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident. If needed, an incident number can be added.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Objective(s)**	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: **S**pecific – Is the wording precise and unambiguous? **M**easurable – How will achievements be measured? **A**ction-oriented – Is an action verb used to describe expected accomplishments? **R**ealistic – Is the outcome achievable with given available resources? **T**ime-sensitive – What is the timeframe?
4	**Operational Period Command Emphasis**	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (IRS 008).
5	**Site Safety Plan Required?** Yes ☐ No ☐	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	**Incident Action Plan** (the items checked below are included in this Incident Action Plan): ☐ IRS 003 ☐ IRS 004 ☐ IRS 005 ☐ IRS 005A ☐ IRS 006 ☐ IRS 007 ☐ IRS 008 ☐ Map/Chart ☐ Weather Forecast/ Tides/Currents Other Attachments:	Check appropriate forms and list other relevant documents that are included in the IAP. ☐ IRS 003 – Organization Assignment List ☐ IRS 004 – Assignment List ☐ IRS 005 – Incident Radio Communications Plan ☐ IRS 005A – Communications List ☐ IRS 006 – Medical Plan ☐ IRS 007 – Incident Organization Chart ☐ IRS 008 – Safety Message/Plan
7	**Prepared by** • Name • Position/Title • Signature	Enter the name, IRS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
8	**Approved by Incident Commander** • Name • Signature • Date/Time	In the case of a Unified Command, one IC may approve the IRS 002. If additional IC signatures are used, attach a blank page.

ORGANIZATION ASSIGNMENT LIST (IRS 003)

1. Incident Name:		2. Operational Period:	Date From: Date	Date To: Date
			Time From: HHMM	Time To: HHMM

3. Incident Commander(s) and Command Staff:	
Responsible Officer	
IC/Unified IC's	
IC	
Deputy IC	
Safety Officer	
IMO	
Liaison Officer	

4. Agency/Organization Representatives:	
Agency/Organization	Name

5. Planning Section:	
Chief	
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	

6. Logistics Section:	
Chief	
Deputy	
Support Branch	
Director	
Resources Provisioning Unit	
Facilities Unit	
Ground Support Unit	
Service Branch	
Director	
Communications Unit	
Medical Unit	
Food Unit	

Finance Branch:		
Director		
Time Unit		
Procurement Unit		
Claims/Compen. Unit		
Cost Unit		

7. Operations Section:		
Chief		
Deputy		
Staging Area Manager		
Response Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Transport Branch		
Director		
Deputy		
Road/Group		
Air/Group		
Rail/Group		
Water/Group		
Division/Group		
Air Operations Branch		
Director		
Nodal officer		

9. Prepared by:	Name:	Position/Title:	Signature:
IRS 003	IAP Page	Date/Time: Date	

IRS 003
Organization Assignment List

Purpose. The Organization Assignment List (IRS 003) provides IRS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (IRS 007) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

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

Distribution. The IRS 003 is duplicated and attached to the Incident Objectives (IRS 002) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The IRS 003 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank IRS 003 and repaginate as needed.
- IRS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Incident Commander(s) and Command Staff** • IC/UCs • Deputy • Safety Officer • Public Information Officer • Liaison Officer	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	**Agency/Organization Representatives** • Agency/Organization • Name	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	**Planning Section** • Chief • Deputy • Resources Unit • Situation Unit • Documentation Unit • Demobilization Unit • Technical Specialists	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
6	**Logistics Section** • Chief • Deputy **Support Branch** • Director • Resource Provisioning Unit • Facilities Unit • Ground Support Unit **Service Branch** • Director • Communications Unit • Medical Unit • Food Unit	Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
7	**Operations Section** • Chief • Deputy • Staging Area **Branch (Response & Transportation)** • Branch Director • Deputy • Division/Group **Air Operations Branch** • Air Operations Branch Director	Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
8	**Branch Director** • Chief • Deputy • Time Unit • Procurement Unit • Compensation/Claims Unit • Cost Unit	Enter the name of the Finance/Branch Director and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position, and signature of the person preparing the form. Enter the date (month/day/year) and time prepared (24-hour clock).

ASSIGNMENT LIST (IRS 004)

1. Incident Name:	2. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM	3. Branch: Division:

4. Operations Personnel:

	Name	Contact Number(s)
Operations Section Chief:		XXX-XXXXXXX
Branch Director:		XXX-XXXXXXX
Division/Group Supervisor:		XXX-XXXXXXX

Group:

Staging Area:

5. Resources Assigned:

Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information

6. Work Assignments:

7. Special Instructions:

8. Communications (radio and/or phone contact numbers needed for this assignment)**:**

Name	/Function	Primary Contact: indicate cell, pager, or radio (frequency/system/channel)
	/	
	/	
	/	
	/	

9. Prepared by: Name: Position/Title: Signature:

IRS 004	IAP Page	Date/Time: Date

IRS 004
Assignment List

Purpose. The Assignment List(s) (IRS 004) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

Preparation. The IRS 004 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (IRS 002), Operational Planning Worksheet (IRS 015), and the Operations Section Chief. It must be approved by the Incident Commander, but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

Distribution. The IRS 004 is duplicated and attached to the IRS 002 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

Notes:

- The IRS 004 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank IRS 004 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Branch** **Division** **Group** **Staging Area**	This block is for use in a large IAP for reference only. Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	**Operations Personnel** • Name, Contact Number(s) – Operations Section Chief – Branch Director – Division/Group Supervisor	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	**Resources Assigned**	Enter the following information about the resources assigned to the Division or Group for this period:
	• Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	• Leader	Enter resource leader's name.
	• # of Persons	Enter total number of persons for the resource assigned, including the leader.
	• Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
5 (continued)	• Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.

Block Number	Block Title	Instructions
6	**Work Assignments**	Provide a statement of the tactical objectives to be achieved by personnel assigned to this Division or Group within the operational period .
7	**Special Instructions**	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	**Communications** (radio and/or phone contact numbers needed for this assignment) • Name/Function • Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (IRS 005). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

COMMUNICATIONS LIST (IRS 005A)

1. Incident Name:	2. Operational Period:	Date From: Date	Date To: Date
		Time From: HHMM	Time To: HHMM

3. Basic Local Communications Information:

Incident Assigned Position	Name (Alphabetized)	Method(s) of Contact (phone, pager, cell, etc.)

4. Prepared by: Name: Position/Title Signature:

IRS 005A | **IAP Page** | Date/Time: Date

IRS 005A
Communications List

Purpose. The Communications List (IRS 005A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (IRS 005) is used to provide information on all radio frequencies down to the Division/Group level, the IRS 005A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

Preparation. The IRS 005A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

Distribution. The IRS 005A is distributed within the IRS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

Notes:

- The IRS 005A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the IRS 005.
- If additional pages are needed, use a blank IRS 005A and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Basic Local Communications Information**	Enter the communications methods assigned and used for personnel by their assigned IRS position.
	• Incident Assigned Position	Enter the IRS organizational assignment.
	• Name	Enter the name of the assigned person.
	• Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT RADIO COMMUNICATIONS PLAN (IRS 005)

1. Incident Name:	2. Date/Time Prepared: Date: Time:	3. Operational Period: Date From: Date To: Time From: Time To:

4. Basic Radio Channel Use:

Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talk-group	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks

5. Special Instructions:

6. Prepared by (Communications Unit Leader): Name:_____ Signature: _____

IRS 005	IAP Page _____	Date/Time: _____

IRS 005
Incident Radio Communications Plan

Purpose. The Incident Radio Communications Plan (IRS 005) provides information on all radio frequency or trunked radio system talk group assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talk groups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talk group assignments is normally placed on the Assignment List (IRS 004).

Preparation. The IRS 005 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

Distribution. The IRS 005 is duplicated and attached to the Incident Objectives (IRS 002) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the IRS 005 is placed on Assignment Lists.

Notes:

- The IRS 005 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The IRS 005 serves as part of the IAP.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Date/Time Prepared**	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	**Basic Radio Channel Use**	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the IRS 005 document.
	Function	Enter the Net function each channel or talk group will be used for (Command, Tactical, Ground -to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the IRS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the IRS 005 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) sub audible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable s ubscriber would be programmed.

Block Number	Block Title	Instructions
4 (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
5	**Special Instructions**	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
6	**Prepared by** (Communications Unit Leader) • Name • Signature • Date/Time	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

MEDICAL PLAN (IRS 006)

1. Incident Name:	**2. Operational Period:**	Date From: Date	Date To: Date
		Time From: HHMM	Time To: HHMM

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			□ Yes ☐ No
			□ Yes ☐ No
			□ Yes ☐ No
			□ Yes ☐ No
			□ Yes ☐ No
			□ Yes ☐ No

4. Transportation (indicate air or ground)**:**

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			□ ALS ☐ BLS
			□ ALS ☐ BLS
			□ ALS ☐ BLS
			□ ALS ☐ BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					□ Yes Level: _____	□ Yes □ No	□ Yes □ No
					□ Yes Level: _____	□ Yes □ No	□ Yes □ No
					□ Yes Level: _____	□ Yes □ No	□ Yes □ No
					□ Yes Level: _____	□ Yes □ No	□ Yes □ No
					□ Yes Level:	□ Yes □ No	□ Yes □ No

6. Special Medical Emergency Procedures:

□ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations/NODAL OFFICER.

7. Prepared by (Medical Unit Leader)**:** Name: Signature: _____

IRS 006
Medical Plan

Purpose. The Medical Plan (IRS 006) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation. The IRS 006 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure IRS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

Distribution. The IRS 006 is duplicated and attached to the Incident Objectives (IRS 002) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (IRS 004). All completed original forms must be given to the Documentation Unit.

Notes:

- The IRS 006 serves as part of the IAP.
- This form can include multiple pages.

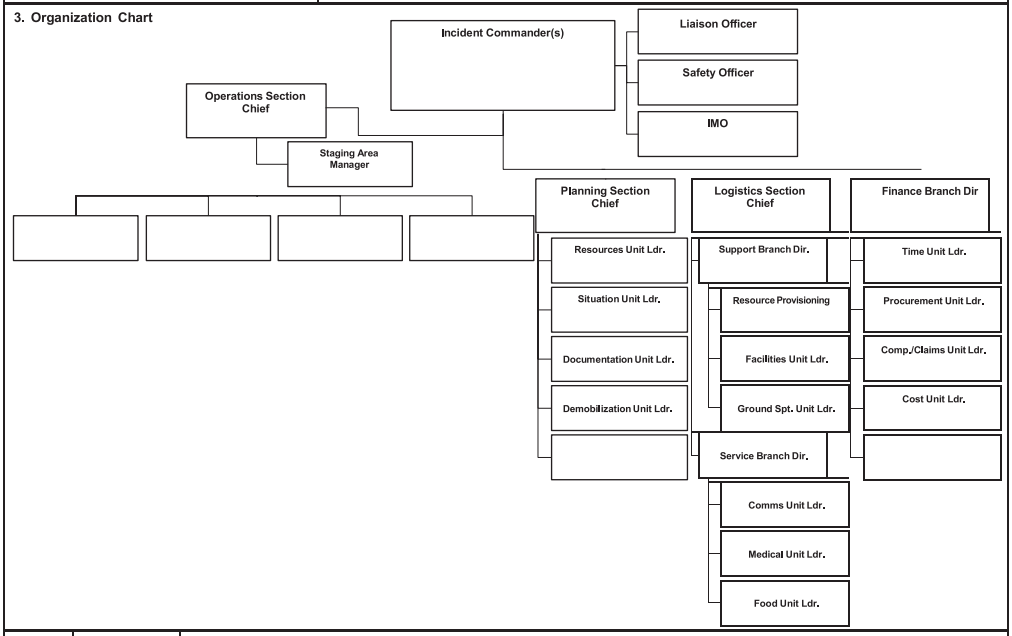
Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Medical Aid Stations**	Enter the following information on the incident medical aid station(s):
	• Name	Enter name of the medical aid station.
	• Location	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the medical aid station(s).
	• Paramedics on Site? ☐ Yes ☐ No	Indicate (yes or no) if paramedics are at the site indicated.
4	**Transportation** (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	• Ambulance Service	Enter name of ambulance service.
	• Location	Enter the location of the ambulance service.
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the ambulance service.
	• Level of Service ☐ ALS ☐ BLS	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	**Hospitals**	Enter the following information for hospital(s) that could serve this incident:
	• Hospital Name	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	• Address, Latitude & Longitude if Helipad	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	• Contact Number(s)/ Frequency	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	• Travel Time • Air • Ground	Enter the travel time by air and ground from the incident to the hospital.
	• Trauma Center Yes Level:_____	Indicate yes and the trauma level if the hospital has a trauma center.
	• Burn Center Yes No	Indicate (yes or no) if the hospital has a burn center.
	• Helipad Yes No	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data formats need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	**Special Medical Emergency Procedures**	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self-explanatory. Incident-assigned aviation assets should be included in IRS 020.
7	**Prepared by** (Medical Unit Leader) • Name • Signature	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter the date (month/day/year) and time prepared (24-hour clock).
8	**Approved by** (Safety Officer) • Name • Signature • Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter the date (month/day/year) and time reviewed (24-hour clock).

INCIDENT ORGANIZATION CHART (IRS 007)

1. Incident Name:	2. Operational Period: Date From: Time From:	Date To: Time To:

3. Organization Chart



IRS 007	IAP Page ___	4. Prepared by: Name:_____ Position/Title:_____ Signature:_____ Date/Time: _____

IRS 007
Incident Organization Chart

Purpose. The Incident Organization Chart (IRS 007) provides a **visual wall chart** depicting the IRS organization position assignments for the incident. The IRS 007 is used to indicate what IRS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Preparation. The IRS 007 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the IRS Field Operations Guide (or 2010 IRS Guidelines). The IRS 007 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

Distribution. The IRS 007 is intended to be **wall mounted** at Incident Command Posts and other incident locations as needed, and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The IRS 007 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.
- Also available as 8½ x 14 (legal size) chart.
- IRS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.
- Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	**Incident Name**	Print the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Organization Chart**	• Complete the incident organization chart. • For all individuals, use at least the first initial and last name. • List agency/department where it is appropriate, such as for Unified Commanders. • If there is a shift change during the specified operational period, list both names, separated by a slash.
4	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

SITE SAFETY AND CONTROL PLAN (IRS 008 HM)

	1. Incident Name:	2. Date Prepared:	3. Operational Period: Time:

Section I. Site Information

4. Incident Location:

Section II. Organization

5. Incident Commander:	6. HM Group Supervisor:	7. Tech. Specialist - HM Reference:
8. Safety Officer:	9. Entry Leader:	10. Site Access Control Leader:
11. Asst. Safety Officer - HM:	12. Decontamination Leader:	13. Safe Refuge Area Mgr:
14. Environmental Health:	15.	16.

17. Entry Team: (Buddy System) Name:	PPE Level	18. Decontamination Element: Name:	PPE Level
Entry 1		Decon 1	
Entry 2		Decon 2	
Entry 3		Decon 3	
Entry 4		Decon 4	

Section III. Hazard/Risk Analysis

19. Material:	Container type	Qty.	Phys. State	pH	IDLH	F.P.	I.T.	V.P.	V.D.	S.G.	LEL	UEL

Comment:

Section IV. Hazard Monitoring

20. LEL Instrument(s):	21. O_2 Instrument(s):
22. Toxicity/PPM Instrument(s):	23. Radiological Instrument(s):

Comment:

Section V. Decontamination Procedures

24. Standard Decontamination Procedures: YES: ☐ NO: ☐

Comment:

Section VI. Site Communications

25. Command Frequency:	26. Tactical Frequency:	27. Entry Frequency:

Section VII. Medical Assistance

28. Medical Monitoring:	YES: ☐	NO: ☐	29. Medical Treatment and Transport In-place:	YES: ☐	NO: ☐

Comment:

Section VIII. Site Map

30. Site Map:



Weather ☐ Command Post ☐ Zones ☐ Assembly Areas ☐ Escape Routes ☐ Other ☐

Section IX. Entry Objectives

31. Entry Objectives:

Section X. SOP S and Safe Work Practices

32. Modifications to Documented SOP s or Work Practices: YES: ☐ NO: ☐

Comment:

Section XI. Emergency Procedures

33. Emergency Procedures:

Section XII. Safety Briefing

34. Asst. Safety Officer - HM Signature: Safety Briefing Completed (Time):

35. HM Group Supervisor Signature:

36. Incident Commander Signature:

INSTRUCTIONS FOR COMPLETING THE SITE SAFETY AND CONTROL PLAN
IRS 008 HM

A Site Safety and Control Plan must be completed by the Hazardous Materials Group Supervisor and reviewed by all within the Hazardous Materials Group prior to operations commencing within the Exclusion Zone.

Item Number	Item Title	Instructions
1.	Incident Name/Number	Print name and/or incident number.
2.	Date and Time	Enter date and time prepared.
3.	Operational Period	Enter the time interval for which the form applies.
4.	Incident Location	Enter the address and or map coordinates of the incident.
5 - 16.	Organization	Enter names of all individuals assigned to IRS positions. (Entries 5 & 8 mandatory). Use Boxes 15 and 16 for other functions: i.e. Medical Monitoring.
17 - 18.	Entry Team/Decon Element	Enter names and level of PPE of Entry & Decon personnel. (Entries 1 - 4 mandatory buddy system and back-up.)
19.	Material	Enter names and pertinent information of all known chemical products. Enter UNK if material is not known. Include any which apply to chemical properties. (Definitions: ph = Potential for Hydrogen (Corrosivity), IDLH = Immediately Dangerous to Life and Health, F.P. = Flash Point, I.T. = Ignition Temperature, V.P. = Vapor Pressure, V.D. = Vapor Density, S.G. = Specific Gravity, LEL = Lower Explosive Limit, UEL = Upper Explosive Limit))
20 - 23.	Hazard Monitoring	List the instruments which will be used to monitor for chemicals.
24.	Decontamination Procedures	Check NO if modifications are made to standard decontamination procedures and make appropriate Comments including type of solutions.
25 - 27.	Site Communications	Enter the radio frequency(ies) which apply.
28 - 29.	Medical Assistance	Enter comments if NO is checked.
30.	Site Map	Sketch or attach a site map which defines all locations and layouts of operational zones. (Check boxes are mandatory to be identified.)
31.	Entry Objectives	List all objectives to be performed by the Entry Team in the Exclusion Zone and any parameters which will alter or stop entry operations.
32 - 33.	SOP s, Safe Work Practices, and Emergency Procedures	List in Comments if any modifications to SOP s and any emergency procedures which will be affected if an emergency occurs while personnel are within the Exclusion Zone.
34 - 36.	Safety Briefing	Have the appropriate individual place their signature in the box once the Site Safety and Control Plan is reviewed. Note the time in box 34 when the safety briefing has been completed.

SAFETY MESSAGE/PLAN (IRS 008)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:

3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:

4. Site Safety Plan Required? Yes ☐ No ☐
Approved Site Safety Plan(s) Located At:

5. Prepared by: Name:_____ Position/Title:_____ Signature: _____

IRS 008	IAP Page _____	Date/Time: _____

IRS 008
Safety Message/Plan

Purpose. The Safety Message/Plan (IRS 008) expands on the Safety Message and Site Safety Plan.

Preparation. The IRS 008 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

Distribution. The IRS 008, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

Notes:
- The IRS 008 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan**	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	**Site Safety Plan Required?** Yes ☐ No ☐	Check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter where the approved Site Safety Plan(s) is located.
5	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT STATUS SUMMARY (IRS 009)

***1. Incident Name:**			**2. Incident Number:**	
***3. Report Version** (check one box on left): ☐ Initial Rpt # ☐ Update (if used): ☐ Final	**Responsible Officer:** ***4. Incident Commander(s) & Agency or Organization:**		**5. Incident Response Organization:**	***6. Incident Start Date/Time:** Date: Time: Time Zone:
7. Current Incident Size or Area Involved (use unit label – e.g., "sq meters," "city block"):	**8. Percent (%) Contained** **Completed**	***9. Incident Definition:**	**10. Incident Complexity Level:**	***11. For Time Period:** From Date/Time: To Date/Time:

Approval & Routing Information

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

Incident Location Information

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

Incident Summary

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

** Required when applicable.*

INCIDENT STATUS SUMMARY (IRS 009)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information

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

33. Life, Safety, and Health Status/Threat Remarks:	*34. Life, Safety, and Health Threat Management:	A. Check if Active
	A. No Likely Threat	☐
	B. Potential Future Threat	☐
	C. Mass Notifications in Progress	☐
	D. Mass Notifications Completed	☐
	E. No Evacuation(s) Imminent	☐
	F. Planning for Evacuation	☐
	G. Planning for Shelter-in-Place	☐
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):	H. Evacuation(s) in Progress	☐
	I. Shelter-in-Place in Progress	☐
	J. Repopulation in Progress	☐
	K. Mass Immunization in Progress	☐
	L. Mass Immunization Complete	☐
	M. Quarantine in Progress	☐
	N. Area Restriction in Effect	☐
		☐
		☐
		☐
		☐

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

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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

IRS 009, Page 2 of ___	* *Required when applicable.*

INCIDENT STATUS SUMMARY (IRS 009)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information *(continued)*

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

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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

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

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

41. Planned Actions for Next Operational Period:

42. Projected Final Incident Size/Area (use unit label – e.g., "sq meters"):

43. Anticipated Incident Response Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

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

** Required when applicable.*

INCIDENT STATUS SUMMARY (IRS 009)

1. Incident Name:	2. Incident Number:

Incident Resource Commitment Summary

48. Agency or Department:	49. Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box):	50. Additional Personnel not assigned to a resource:	51. Total Personnel (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead):
52. Total Resources			

53. Additional Cooperating and Assisting Agencies / Departments/ Organizations Not Listed Above:	
IRS 009, Page____of ____	* *Required when applicable.*

IRS 009
Incident Status Summary

Purpose. The IRS 009 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. The IRS 009 contains basic information elements needed to support decision-making at all levels above the incident to support the incident. Decision-makers may include the agency/department having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/ organizations, control rooms, emergency operations centers, administrators, elected officials, and local, tribal, district, State, and National Ministries/Departments. Once IRS 009 information has been submitted from the incident, decision-makers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, district, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the IRS 009 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the IRS 009 influences the priority of the incident, and thus its share of available resources and incident support.

The IRS 009 is designed to provide a "snapshot in time" to move incident decision support information where it is needed effectively . It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the IRS 009 may have access to more up-to-date or real-time information in reference to certain information elements on the IRS 009. Coordination among communications and information management elements within IRS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when IRS 009 information becomes outdated in a quickly evolving incident.

Reporting Requirements. The IRS 009 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, IRS 009 should be completed according to each jurisdiction or discipline's policies, mobilization guide, or preparedness plans. It is recommended that consistent IRS 009 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial IRS 009 when a new incident has reached a certain predesignated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, IRS 009 forms are completed either once daily or for each operational period – in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of IRS 009 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new IRS 009 forms for all operational periods.

Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting IRS 109s for an incident, based upon incident activity and support levels.

Preparation. When an Incident Response Organization (such as an Incident Response Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the IRS 009 at the incident. On other incidents, the IRS 009 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The IRS 009 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and IRS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the IRS 009 is meant to address. For example, a particular IRS 009 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Jaipur, Rajasthan, . This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.

While most of the "Incident Location Information" in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other IRS 009 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the IRS 009, do not attach or send extremely large data files. Incident geospatial data that is distributed with IRS 009 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when IRS 009 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time, and should follow existing naming conventions and standards.

Distribution. IRS 009 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the IRS 009 has been submitted outside the incident to a control room or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular IRS 009 s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the IRS 009 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original IRS 009 forms MUST be given to the incident's Documentation Unit and/or maintained as part of the official incident record.

Notes:

- To promote flexibility, only a limited number of IRS 009 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional, to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the IRS 009, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by DM of 2005. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility only pages 1–3 are numbered, for two reasons:
  - Possible submission of additional pages for the Remarks Section (Block 47), and
  - Possible submission of additional copies of the fourth/last page (the "Incident Resource Commitment Summary") to provide a more detailed resource summary.

Block Number	Block Title	Instructions
*1	**Incident Name**	**REQUIRED BLOCK.** • Enter the full name assigned to the incident. • Check the spelling of the full incident name. • For an incident that is Complex, use the word "Complex" at the end of the incident name. • If the name changes, explain comments in Remarks, Block 47. • Do not use the same incident name for different incidents in the same calendar year.

Block Number	Block Title	Instructions
2	**Incident Number**	• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline. • Examples include: o A computer-aided dispatch (CAD) number. o An accounting number. o A county number. o A disaster declaration number. o A combination of the State, unit/agency ID, and a dispatch system number. o A mission number. o Any other unique number assigned to the incident and derived by means other than those above. • Make sure the number entered is correct. • Do not use the same incident number for two different incidents in the same calendar year. • Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.
*3	**Report Version** (check one box on left)	**REQUIRED BLOCK.** • This indicates the current version of the IRS 009 form being submitted. • If only one IRS 009 will be submitted, check BOTH "Initial" and "Final" (or check only "Final").
	☐ Initial	Check "Initial" if this is the first IRS 009 for this incident.
	☐ Update	Check "Update" if this is a subsequent report for the same incident. These can be submitted at various time intervals (see "Reporting Requirements" above).
	☐ Final	• Check "Final" if this is the last IRS 009 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction). • Incidents may also be marked as "Final" if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).
	Report # (if used)	Use this optional field if your agency or organization requires the tracking of IRS 009 report numbers. Agencies / Departments may also track the IRS 009 by the date/time submitted.
*4	**Incident Commander(s) & Agency or Organization**	**REQUIRED BLOCK.** • Enter both the first and last name of the Incident Commander. • If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example: B. Singh – New Delhi Police – R. Butar – Jaipur Fire Department M. Chauhan, NDRF Battalion 8
5	**Incident Response Organization**	Indicate the incident response organization for the incident, which may be a Type 1, 2, or 3 Incident Response Team (IRT), a Unified Command, a Unified Command with an IRT, etc. This block should not be completed unless a recognized incident Response organization is assigned to the incident.

Block Number	Block Title	Instructions
*6	**Incident Start Date/Time**	**REQUIRED.** This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
7	**Current Incident Size or Area Involved** (use unit label – e.g., "sq meters," "city block")	• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, hectares, square kilometers, etc.). • Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47). • Indicate that the size is an estimate, if a more specific figure is not available. • Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives. • If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47). • The incident may be one part of a much larger event (refer to introductory instructions under "Preparation). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.
8	**Percent (%) Contained or Completed** (circle one)	• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label. • For example, a spill may be 65% contained, or flood response objectives may be 50% met.
*9	**Incident Definition**	**REQUIRED BLOCK.** Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	**Incident Complexity Level**	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	**For Time Period**	**REQUIRED BLOCK.** • Enter the time interval for which the form applies. This period should include all of the time since the last IRS 009 was submitted, or if it is the initial IRS 009, it should cover the time lapsed since the incident started. • The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	• Enter the start date (month/day/year). • Enter the start time (using the 24-hour clock).
	To Date/Time	• Enter the end date (month/day/year). • Enter the end time (using the 24-hour clock).

Block Number	Block Title	Instructions
APPROVAL & ROUTING INFORMATION		
*12	**Prepared By**	**REQUIRED BLOCK.** When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	IRS Position	The IRS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	**Date/Time Submitted**	**REQUIRED.** Enter the submission date (month/day/year) and time (using the 24-hour clock).
	Time Zone	Enter the time zone from which the IRS 009 was submitted (e.g., EDT, PST).
*14	**Approved By**	**REQUIRED.** When an incident response organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. In other incidents, it could be the jurisdiction's dispatch center manager, organizational responsible officer or other managers.
	Print Name	Print the name of the person approving the form.
	IRS Position	The position of the person signing the IRS 009 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the IRS 009, typically the Incident Commander. The original signed IRS 009 should be maintained with other incident documents.
*15	**Primary Location, Organization, or Agency Sent To**	**REQUIRED BLOCK.** Enter the appropriate primary location or office the IRS 009 was sent to apart from the incident. This most likely is the entity or office that ordered the incident response organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the IRS 009 for the incident, indicate where it was submitted initially.
INCIDENT LOCATION INFORMATION		
• Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems. • As with all IRS 009 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident. • Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information. • Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.		
*16	**State/Territory**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the State where the incident originated. • If other States or jurisdictions are involved, enter them in Block 25 or Block 44.
*17	**City / Block / District**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the city, block, district, or region where the incident originated. • If other districts or jurisdictions are involved, enter them in Block 25 or Block 47.

Block Number	Block Title	Instructions
*18	**City**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the city where the incident originated. • If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.
19	**Unit or Other**	Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.
*20	**Incident Jurisdiction**	**REQUIRED BLOCK WHEN APPLICABLE.** Enter the jurisdiction where the incident originated (the entry may be general, such as National, city, or State, or may specifically identify agency names such as Jaipur City, New Delhi).
21	**Incident Location Ownership** (if different than jurisdiction)	• When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction. • This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.
22	**22. Longitude** (indicate format): **Latitude** (indicate format):	• Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident. • Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as "33 degrees, 45 minutes, 01 seconds."
23	**US National Grid Reference**	• Enter the India National Grid reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data.
24	**Legal Description** (township, section, range)	• Enter the legal description of where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. • Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).
*25	**Short Location or Area Description** (list all affected areas or a reference point)	**REQUIRED BLOCK.** • List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., "the eastern third of West Bengal," "in ocean 20 miles west of Mangalore" or "within a 5-meter radius of New Delhi"). • This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map. • Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).
26	**UTM Coordinates**	Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.

Block Number	Block Title	Instructions
27	**Note any electronic geospatial data included or attached** (indicate data format, content, and collection time information and labels)	• Indicate whether and how geospatial data is included or attached. • Utilize common and open geospatial data standards. • WARNING: Do not attach or send extremely large data files with the IRS 009. Incident geospatial data that is distributed with IRS 009 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when IRS 009 information is transmitted electronically. • NOTE: Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline). • NOTE: Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc. • NOTE: Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests. • NOTE: Include a point of contact for getting geospatial incident information, if included in the IRS 009 or available and supporting the incident.
INCIDENT SUMMARY		
*28	**Significant Events for the Time Period Reported** (summarize significant progress made, evacuations, incident growth, etc.)	**REQUIRED BLOCK.** • Describe significant events that occurred during the period being reported in Block 6. Examples include: ○ Road closures. ○ Evacuations. ○ Progress made and accomplishments. ○ Incident command transitions. ○ Repopulation of formerly evacuated areas and specifics. ○ Containment. • Refer to other blocks in the IRS 009 when relevant for additional information (e.g., "Details on evacuations may be found in Block 33"), or in Remarks, Block 47. • Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered. • This block may be used for a single-paragraph synopsis of overall incident status.
29	**Primary Materials or Hazards Involved** (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	• When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. • Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
30	**Damage Assessment Information** (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	• Include a short summary of damage or use/access restrictions/ limitations caused by the incident for the reporting period, and cumulatively. • Include, if needed, any information on the facility status, such as operational status, if it is evacuated, etc. when needed. • Include any critical infrastructure or key resources damaged/destroyed/ impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts. • Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.
	A. Structural Summary	Complete this table as needed, based on the definitions for 30B–F below. Note in a table or in the text block, if numbers entered are estimates or are confirmed, include summaries of impact to Shoreline and Wildlife, etc. also.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)		
*31	**Public Status Summary**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below. • Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33). • Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances. • NOTE: *Do not estimate any fatality information*. • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the IRS 009 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) *even if they are related to the incident.* o Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. o For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33. • NOTE: When providing an estimated value, denote in parenthesis: "est." **Handling Sensitive Information** • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the "Distribution" section in the introductory IRS 009 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any IRS 009 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the IRS 009.
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous IRS 009 was submitted).
	B. Total # to Date	• Enter the total number of individuals impacted in each category for the entire duration of the incident. • This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	• For lines 31D–M below, enter the number of civilians affected for each category. • Indicate if numbers are estimates, for those blocks where this is an option. • Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* civilian/public fatalities. • See information in introductory instructions ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information.
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).

Block Number	Block Title	Instructions
***31** (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
***32**	**Responder Status Summary**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. • Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. • Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. • NOTE: *Do not estimate any fatality information or responder status information.* • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the IRS 009 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. **Handling Sensitive Information** • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the "Distribution" section in the introductory IRS 009 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any IRS 009 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the IRS 009.

Block Number	Block Title	Instructions
***32** (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous IRS 009 was submitted).
	B. Total # to Date	• Enter the total number of individuals impacted in each category for the *entire duration* of the incident. • This is a *cumulative* total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	• For lines 32D–M below, enter the number of responders relevant for each category. • Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* responder fatalities. • See information in introductory instructions ("Distribution") and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	• Enter the number of incident responders with serious injuries or illnesses due to the incident. • *For responders, serious injuries or illnesses are typically those in which the person is unable to continue to perform in his or her incident assignment,* but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	**Life, Safety, and Health Status/Threat Remarks**	• Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. • This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. • Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. • Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).

Block Number	Block Title	Instructions
*34	**Life, Safety, and Health Threat Management**	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding the incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications In Progress	• Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter-in-place, or other public safety advisories related to this incident. • These may include use of threat and alert systems such as the Emergency Alert System system. • Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to Pin codes 450201, 450014, 450010, 450011,” or “notified all residents within a 5-meter radius of Ghaziabad”).
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.

Block Number	Block Title	Instructions
35	**Weather Concerns** (synopsis of current and predicted weather; discuss related factors that may cause concern)	• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant. • Include current and/or predicted weather factors, and the timeframe for predictions. • Include relevant factors such as: ○ Wind speed (label units, such as mph). ○ Wind direction (clarify and label where the wind is coming from and going to in plain language – e.g., "from NNW," "from E," or "from SW"). ○ Temperature (label units, such as F). ○ Relative humidity (label %). ○ Watches. ○ Warnings. ○ Tides. ○ Currents. • Any other weather information relative to the incident, such as flooding, hurricanes, etc.
36	**Projected Incident Activity, Potential, Movement, Escalation, or Spread** and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	• Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes. • Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes. • Include an estimate of the acreage or area that will likely be affected. • If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.
37	**Strategic Objectives** (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

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

Block Number	Block Title	Instructions
39	**Critical Resource Needs** in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order: **12-hours** **24-hours** **48-hours** **72-hours** **Anticipated after 72-hours**	• List the specific critical resources and numbers needed, in order of priority. *Be specific as to the need.* • Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support. • If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels. • Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a "heads up" for short-range planning, and assists the ordering process to ensure these resources will be in place when needed. • More than one resource need may be listed for each timeframe. For example, a list could include: o 24-hrs: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams o 48-hrs: Mobile Communications Unit (Law/Fire) o After 72-hrs: 1 Type 2 Incident Response Team • Documentation in the IRS 009 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid. o Information provided in other blocks on the IRS 009 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42. o Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, "Type 2 Incident Response Team is needed in three days to transition command when the current Type 2 Team times out"). • Do not use this block for noncritical resources.
40	**Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:** 1) critical resource needs to be identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. **Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.**	• Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan. • Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints. • Identify when the chosen management strategy will succeed given the current constraints. Based on this discussion, adjust the anticipated incident management completion target in Block 43 as needed. • Explain major problems and concerns as indicated.

Block Number	Block Title	Instructions
41	**Planned Actions for Next Operational Period**	• Provide a summary of actions planned for the next operational period. • Examples: o "The current Incident Response Team will transition out to a replacement IRT." o "Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports." o "Continue refining mapping of the recovery operations and damaged assets using GPS." o "Initiate removal of unauthorized food vendors."
42	**Projected Final Incident Size/Area** (use unit label – e.g., "sq mi")	• Enter an estimate of the total area likely to be involved or affected over the course of the incident. • Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square meters, etc. • Note that the total area involved may not be limited to a geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.
43	**Anticipated Incident Response Completion Date**	• Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued. • Avoid leaving this block blank if possible, as this is important information for managers.
44	**Projected ignificant Resource Demobilization Start Date**	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	**Estimated Incident Costs to Date**	• Enter the estimated total incident costs to date for the entire incident based on currently available information. • Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If costs decrease, explain in Remarks (Block 47). • If additional space is required, please add as an attachment.
46	**Projected Final Incident Cost Estimate**	• Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If additional space is required, please add as an attachment.

Block Number	Block Title	Instructions
47	**Remarks** (or continuation of any blocks above – list block number in notation)	• Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed. • List the block number for any information continued from a previous block. • Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc. • For Complexes that include multiple incidents, list all sub-incidents included in the Complex. • List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: o By size (e.g., 35 acres in City of Ghaziabad, 250 hectares in Great Smoky Mountains), and/or o By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Gangihar; area on east side of river is City of New Delhi jurisdiction; river is joint jurisdiction with USACE). • Explain any reasons for incident size reductions or adjustments (e.g., reduction in hectares due to more accurate mapping). • This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address). • Attach additional pages if it is necessary to include additional comments in the Remarks section.

INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)

- This last/fourth page of the IRS 009 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used.
- Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have *not* yet arrived.

For summarizing:

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

Block Number	Block Title	Instructions
48	**Agency or Organization**	• List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc. • List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information. • Agencies or organizations may be listed individually or in groups. • When resources are grouped together, individual agencies or organizations may be listed below in Block 53. • Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified. ○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. ○ For example: ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel). ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel). • Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.
49	**Resources** (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	• List resources using clear language when possible – so IRS 009 readers who may not be from the discipline or host jurisdiction can understand the information. ○ Examples: Type 1 Fire Engines, Type 4 Helicopters • Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. ○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. ○ For example: ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel). ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel). • NOTE: One option is to group similar resources together when it is sensible to do so for the summary. ○ For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each. • NOTE: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.
50	**Additional Personnel** not assigned to a resource	List the number of *additional* individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	**Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead)	• Enter the total personnel for each agency, organization, or group in the Total Personnel column. • WARNING: Do not simply add the numbers across! • The number of Total Personnel for each row should include both: ○ The total number of personnel assigned to each of the resources listed in Block 49, and ○ The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.

Block Number	Block Title	Instructions
52	**Total Resources**	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of *resources* in Block 49, as personnel totals will be counted under Block 51.
53	**Additional Cooperating and Assisting Organizations Not Listed Above**	• List all agencies and organizations that are not directly involved in the incident, but are providing support. • Examples may include ambulance services, Red Cross, DHS, utility companies, etc. • Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

RESOURCE STATUS CHANGE (IRS 010)

1. Incident Name:				Date To: Time To:
3. Resource Number	**4. New Status** (Available, Assigned, O/S)	**5. From** (Assignment and Status):	**6. To** (Assignment and Status):	**7. Time and Date of Change:**
8. Comments:				
9. Prepared by: Name:____________	Position/Title:____________	Signature: ____________		
IRS 010	Date/Time: ____________			

IRS 010
Resource Status Change

Purpose. The Resource Status Change (IRS 010) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (IRS 013). The form could also be used by Operations as a worksheet to track entry, etc.

Preparation. The IRS 010 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Staging Area Manager, Helibase Manager and fixed-wing facilities could also be report the status information.

Distribution. The IRS 010 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

Notes:

- The IRS 010 is essentially a message form that can be used to update Resource Status Cards or T-Cards (IRS 019) for incident-level resource management.
- If additional pages are needed, use a blank IRS 010 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Resource Number**	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	**New Status** (Available, Assigned, Out of Service)	Indicate the current status of the resource: • Available – Indicates resource is available for incident use immediately. • Assigned – Indicates resource is checked in and assigned a work task on the incident. • Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., "O/S – Mech" (for mechanical issues), "O/S – Rest" (for off shift), or "O/S – Pers" (for personnel issues).
5	**From** (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Gagihar Camp).
6	**To** (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	**Time and Date of Change**	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	**Comments**	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position/title, and signature of the person preparing the form. Enter the date (month/day/year) and time prepared (24-hour clock).

INCIDENT CHECK-IN LIST (IRS 011)

1. Incident Name:	2. Incident Number:	3. Check-In Location (complete all that apply):					4. Start Date/Time:
		☐ Base	☐ Staging Area	☐ ICP	☐ Helibase	☐ Other	Date: Date Time: HHMM

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

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

IRS 011	17. Prepared by:	Name:	Position/Title:	Signature:_____	Date/Time:

IRS 011
Incident Check-In List

Purpose. Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (IRS 011). The IRS 011 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

Preparation. The IRS 011 is initiated at a number of incident locations including: Staging Areas, Base, and Incident Command Post (ICP)Preparation may be completed by: (1) overhead at these locations, who record the information and give it to the Resources Unit as soon as possible, (2) the Incident Communications Center Manager located in the Communications Center, who records the information and gives it to the Resources Unit as soon as possible, (3) a recorder from the Resources Unit during check-in to the ICP. As an option, the IRS 011 can be printed on colored paper the to match designated Resource Status Card (IRS 019) colors. The purpose of this is to aid the process of completing a large volume of IRS 011s. The IRS 019 colors are:

- 019-1: Header Card – Gray (used only as label cards for T-Card racks)
- 019-2: Crew/Team/Search & Rescue Crew Card – Green
- 019-3: Fire Tender / Fire Engine Card – Rose
- 019-4: Helicopter Card – Blue
- 019-5: Personnel / Overhead Card – White
- 019-6: Fixed-Wing Aircraft Card – Orange
- 019-7: Equipment Card – Yellow
- 019-8: Miscellaneous Equipment/Task Force Card – Tan
- 019-10: Generic Card – Light Purple

Distribution. IRS 011s, which are completed by personnel at the various check-in locations, are provided to the Resources Unit, Demobilization Unit, and Finance Branch. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

Notes:

- Also available as 8½ x 14 (legal size) or 11 x 17 chart.
- Use reverse side of form for remarks or comments.
- If additional pages are needed for any form page, use a blank IRS 011 and repaginate as needed.
- Contact information for sender and receiver can be added for communications purposes to confirm resource orders. Refer to 113RR example (Appendix B)

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Check-In Location** ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other	Check appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post. Other may include…
4	**Start Date/Time** • Date • Time	Enter the date (month/day/year) and time (using the 24-hour clock) that the form was started.

Block Number	Block Title	Instructions
	Check-In Information	Self-explanatory.
5	**List single resource personnel (overhead) by agency and name, OR list resources by the following format**	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of a Strike Team or Task Force. Fields can be left blank if not necessary.
	• State	Use this section to list the home State for the resource.
	• Agency / Department	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., NDRF, Jaipur FD, New Delhi PD).
	• Category	Use this section to list the resource category based on DM Act, discipline, or jurisdiction guidance.
	• Kind	Use this section to list the resource kind based on DM Act, discipline, or jurisdiction guidance.
	• Type	Use this section to list the resource type based on DM Act, discipline, or jurisdiction guidance.
	• Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is a Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
	• ST or TF	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.
6	**Order Request #**	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	**Date/Time Check-In**	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	**Leader's Name**	• For equipment, enter the operator's name. • Enter the Strike Team or Task Force leader's name. • Leave blank for single resource personnel (overhead).
9	**Total Number of Personnel**	Enter total number of personnel associated with the resource. Include leaders.
10	**Incident Contact Information**	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	**Home Unit , Agency, Dept.**	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	**Departure Point, Date, and Time**	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	**Method of Travel**	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine/tender, personal vehicle, etc.).
14	**Incident Assignment**	Enter the incident assignment at time of dispatch.
15	**Other Qualifications**	Enter additional duties (IRS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

Block Number	Block Title	Instructions
16	**Data Provided to Resources Unit**	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position/title, and signature of the person preparing the form. Enter the date (month/day/year) and time prepared (24-hour clock).

GENERAL MESSAGE (IRS 013)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	**5. Date:**	**6. Time:**
7. Message:		
8. Approved by: Name:_____ Signature:_____ Position/Title: _____		
9. Reply:		
10. Replied by: Name:_____ Position/Title:_____ Signature: _____		
IRS 013	Date/Time: _____	

IRS 013
General Message

Purpose. The General Message (IRS 013) is used by incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The IRS 013 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other IRS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

Preparation. The IRS 013 may be initiated by incident dispatchers and any other personnel on an incident.

Distribution. Upon completion, the IRS 013 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

Notes:

- The IRS 013 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the IRS 013 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to IRS 013RR example (Appendix B)

Block Number	Block Title	Instructions
1	**Incident Name** (Optional)	Enter the name assigned to the incident. This block is optional.
2	**To** (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	**From** (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	**Subject**	Enter the subject of the message.
5	**Date**	Enter the date (month/day/year) of the message.
6	**Time**	Enter the time (using the 24-hour clock) of the message.
7	**Message**	Enter the content of the message. Try to be as concise as possible.
8	**Approved by** ñ Name ñ Signature ñ Position/Title	Enter the name, signature, and ICS position/title of the person approving the message.
9	**Reply**	The intended recipient will enter a reply to the message and return it to the originator.
10	**Replied by** ñ Name ñ Position/Title ñ Signature ñ Date/Time	Enter the name, IRS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

RESOURCE REQUEST (IRS 013 RR)

1. Incident Name:	2. Date/Time	3. Resource Request Number:

Requestor

4. Order (Use additional forms when requesting different resource sources of supply.):

Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, etc.)	Cost	5. Resource Status				
					Received by	Date/Time	Assigned to	Released to	Date/Time

6. Requested Delivery/Reporting Location:

7. Suitable Substitutes and/or Suggested Sources:

8. Requested by Name/Position:	9. Priority: ☐ Urgent ☐ Routine ☐ Low	10. Section Chief Approval:

Logistics

11. Logistics Order Number:	12. Supplier Phone/Fax/Email:
13. Name of Supplier/POC:	

14. Notes:

15. Approval Signature of Auth Logistics Rep:	16. Date/Time:

17. Order placed by:

Finance

18. Reply/Comments from Finance:

19. Finance Branch Director :	20. Date/Time:

IRS 013 RR
Resource Request

Purpose. The Resource Request (IRS 013 RR) is utilized to order resources and track resource status.

Preparation. The IRS 013 RR is initiated by the resource requestor and initially approved by the appropriate Section Chief or Command Staff. The Logistics Section and Finance Branch also complete applicable sections of the form.

Distribution. This form is maintained in order to track resource status and assist with determining incident costs.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Date/Time**	Self-explanatory
3	**Resource Request #**	Self-explanatory
4	**Order**	Specify quantity, item description, cost. Complete resource status section after resource is received
5	**Resource Status**	Enter applicable resource status fields
6	**Requested Delivery/Reporting Location**	Enter location requested resource delivery/reporting location
7	**Suitable Substitutes and/or Suggested Sources**	Enter possible substitute items if exact requested resource is not available. Provide supplier information if known.
8	**Requested by Name/Position:**	Requestor's name and position
9	**Priority**	Select Urgent, Routine or Low priority
10	**Section Chief Approval**	Obtain appropriate Section Chief signature for request
11	**Logistics Order Number**	Enter Logistics Order Number if applicable
12	**Supplier Phone/Fax/Email**	Enter resource Supplier's phone/Fax/Email
13	**Name of Supplier/POC**	Enter name of resource supplier/POC
14	**Notes**	Any relevant notes regarding the request
15	**Approval Signature of Authorized Logistics Rep**	Enter approval signature of an authorized Logistics Section representative
16	**Date/Time**	Self-explanatory
17	**Order placed by**	Enter name of individual who places order for requested resource(s)
18	**Reply/Comments from Finance**	Any relevant notes regarding the request
19	**Finance Branch Signature**	Enter approval signature of an authorized Finance Branch representative
20	**Date/Time**	Self-explanatory

ACTIVITY LOG (IRS 014)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	
3. Name:	4. IRS Position:	5. Home Agency (and Dept.):

6. Resources Assigned:

Name	IRS Position	Home Agency (and Dept.)

7. Activity Log:

Date/Time	Notable Activities

8. Prepared by: Name:_____ Position/Title:_____ Signature: _____

IRS 014, Page 1 Date/Time: _____

ACTIVITY LOG (IRS 014)

1. **Incident Name:**	**2. Operational Period:** Date From: Date To: Time From: Time To:

7. Activity Log (continuation):

Date/Time	Notable Activities

8. Prepared by: Name:______________ Position/Title:______________ Signature: ______________

IRS 014, Page 2 Date/Time: ______________

IRS 014
Activity Log

Purpose. The Activity Log (IRS 014) records details of notable activities at any IRS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An IRS 014 can be initiated and maintained by personnel in various IRS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed IRS 014s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all IRS 014s. It is recommended that individuals retain a copy for their own records.

Notes:

- The IRS 014 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Name**	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	**IRS Position**	Enter the name and IRS position of the individual in charge of the Unit.
5	**Home Agency** (and Deptt)	Enter the home agency of the individual completing the IRS 014. Enter a unit designator if utilized by the jurisdiction or discipline.
6	**Resources Assigned**	Enter the following information for resources assigned:
	• Name	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	• IRS Position	Use this section to enter the resource's IRS position (e.g., Finance Branch Director).
	• Home Agency (and Deptt)	Use this section to enter the resource's home agency and/or unit (e.g., New Delhi Public Works Department, Water Management Unit).
7	**Activity Log** • Date/Time • Notable Activities	• Enter the time (24-hour clock) and briefly describe the notable activities of individuals. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

OPERATIONAL PLANNING WORKSHEET (IRS 015)

1. Incident Name:				2. Operational Period: Date From: Date Date To: Date Time From: HHMM Time To: HHMM																
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources														7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
		11. Total Resources Required																		
		12. Total Resources Have on Hand																		
IRS 015		13. Total Resources Need To Order																		

14. Prepared by:

Name:

Position/Title:

Signature:

Date/Time: Date

IRS 015
Operational Planning Worksheet

Purpose. The Operational Planning Worksheet (IRS 015) communicates the decisions made by the Operations Section Chief during the Pre-Planning Meeting concerning resource assignments and needs for the next operational period. The IRS 015 is used by the Resources Unit to complete the Assignment Lists (IRS 004) and by the Logistics Section Chief for ordering resources for the incident.

Preparation. The IRS 015 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill IRS 015 copies prior to incidents.

Distribution. When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the IRS 004. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

Notes:

- This worksheet can be made into a wall mount.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank IRS 015 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Branch**	Enter the Branch of the work assignment for the resources.
4	**Division, Group, or Other**	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	**Work Assignment & Special Instructions**	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	**Resources**	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	**Overhead Position(s)**	List any supervisory and nonsupervisory IRS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	**Special Equipment & Supplies**	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	**Reporting Location**	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	**Requested Arrival Time**	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	**Total Resources Required**	Enter the total number of resources required by category/kind/type as preferred (e.g., engine/tender, police/squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	**Total Resources Have on Hand**	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	**Total Resources Need To Order**	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT ACTION PLAN SAFETY ANALYSIS (IRS 015A)

1. Incident Name:	2. Incident Number:
3. Date/Time Prepared: Date: Time:	4. Operational Period: Date From: Date To: Time From: Time To:

5. Incident Area	6. Hazards/Risks	7. Mitigation activities

8. **Prepared by** (Safety Officer): Name:_____ Signature: _____

Prepared by (Operations Section Chief): Name:_____ Signature: _____

IRS 015A Date/Time: _____

IRS 015A
Incident Action Plan Safety Analysis

Purpose. The purpose of the Incident Action Plan Safety Analysis (IRS 015A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

Preparation. The IRS 015A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (IRS 015). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

Distribution. When the safety analysis is completed, the form is distributed to the Resources Unit to

Notes:

- This worksheet can be made into a wall mount, and can be part of the IAP.
- If additional pages are needed, use a blank IRS 015A and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Prepared**	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	**Incident Area**	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	**Hazards/Risks**	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	**Mitigations**	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	**Prepared by** (Safety Officer and Operations Section Chief) • Name • Signature • Date/Time	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET 017A	Frequency Band	Description

Pg No	Channel Configuration	Channel Name/Trunked Radio System Talkgroup	Eligible Users	RX Freq N or W	RX Tone/NAC	TX Freq N or W	Tx Tone/NAC	Mode A, D or M	Remarks

The convention calls for frequency lists to show four digits after the decimal place, followed by either an “N” or a “W”, depending on whether the frequency is narrow or wide band. Mode refers to either “A” or “D” indicating analog or digital (e.g. Project 25) or "M" indicating mixed mode. All channels are shown as if programmed in a control station, mobile or portable radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

SUPPORT VEHICLE/EQUIPMENT INVENTORY (IRS 018)

1. Incident Name:	2. Incident Number:	3. Date/Time Prepared: Date: Time:	4. Vehicle/Equipment Category:

5. Vehicle/Equipment Information

Order Request Number	Incident ID No.	Vehicle or Equipment Classification	Vehicle or Equipment Make	Category/ Kind/Type, Capacity, or Size	Vehicle or Equipment Features	Agency , Dept. or Owner	Operator Name or Contact	Vehicle License or ID No.	Incident Assignment	Incident Start Date and Time	Incident Release Date and Time

IRS 018 | **6. Prepared by:** Name:_____Position/Title:_____Signature: _____

IRS 018
Support Vehicle/Equipment Inventory

Purpose. The Support Vehicle/Equipment Inventory (IRS 018) provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

Preparation. The IRS 018 is prepared by Ground Support Unit personnel at intervals specified by the Ground Support Unit Leader.

Distribution. Initial inventory information recorded on the form should be given to the Resources Unit. Subsequent changes to the status or location of transportation and support vehicles and equipment should be provided to the Resources Unit immediately.

Notes:

- If additional pages are needed, use a blank IRS 018 and repaginate as needed.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Prepared**	Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.
4	**Vehicle/Equipment Category**	Enter the specific vehicle or equipment category (e.g., buses, generators, dozers, pickups/sedans, rental cars, etc.). Use a separate sheet for each vehicle or equipment category.
5	**Vehicle/Equipment Information**	Record the following information:
	Order Request Number	Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant order request number.
	Incident Identification Number	Enter any special incident identification numbers or agency/dept. radio identifier assigned to the piece of equipment used only during the incident, if this system if used (e.g., "Decontamination Unit 2," or "Water Tender 14").
	Vehicle or Equipment Classification	Enter the specific vehicle or equipment classification (e.g., bus, backhoe, Type 2 engine, etc.) as relevant.
	Vehicle or Equipment Make	Enter the vehicle or equipment manufacturer name (e.g., "GMC," "International").
	Category/Kind/Type, Capacity, or Size	Enter the vehicle or equipment category/kind/type, capacity, or size (e.g., 30-person bus, 3/4-ton truck, 50 kW generator).
	Vehicle or Equipment Features	Indicate any vehicle or equipment features such as 2WD, 4WD, towing capability, number of axles, heavy-duty tires, high clearance, automatic vehicle locator (AVL), etc.
	Agency or Department	Enter the name of the agency, dept. or owner of the vehicle or equipment.
	Operator Name or Contact	Enter the operator's name and/or contact information (cell phone, radio frequency, etc.).
	Vehicle License or Identification Number	Enter the license plate number or another identification number (such as a serial or rig number) of the vehicle or equipment.
	Incident Assignment	Enter where the vehicle or equipment will be located at the incident and its function (use abbreviations per discipline or jurisdiction).

Block Number	Block Title	Instructions
5 (continued)	Incident Start Date and Time	Indicate start date (month/day/year) and time (using the 24-hour clock) for driver or for equipment as may be relevant.
	Incident Release Date and Time	Enter the date (month/day/year) and time (using the 24-hour clock) the vehicle or equipment is released from the incident.
6	**Prepared by** • Name • Position/Title • Signature	Enter the name, IRS position/title, and signature of the person preparing the form.

IRS 019
Resource Status Card (T-Card)

Purpose. Resource Status Cards (IRS 019) are also known as "T-Cards," and are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel. These cards provide a visual display of the status and location of resources assigned to the incident.

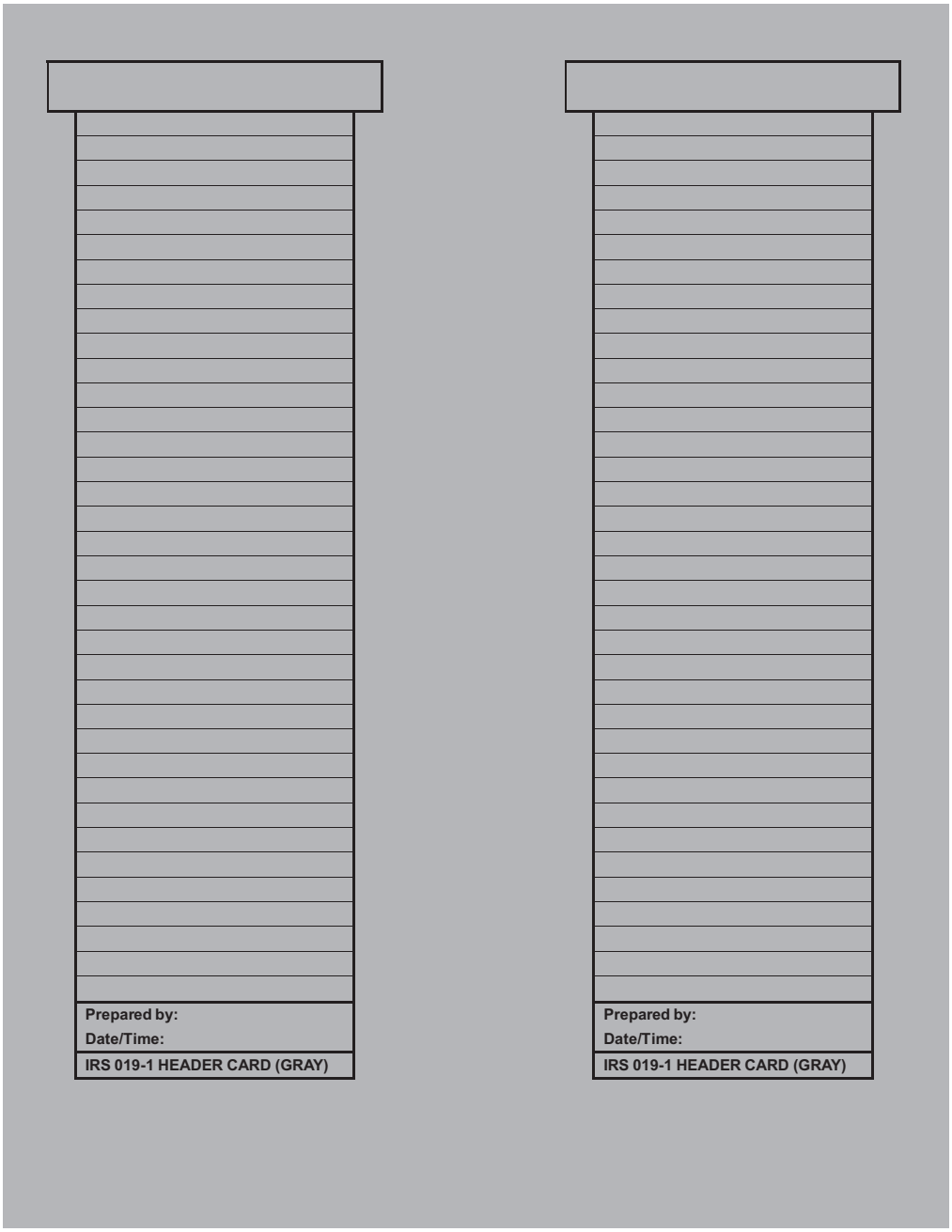
Preparation. Information to be placed on the cards may be obtained from several sources including, but not limited to:
- Incident Briefing (IRS 001).
- Incident Check-In List (IRS 011).
- General Message (IRS 013).
- Agency/Department-supplied information or electronic resource management systems.

Distribution. IRS 119s are displayed in resource status or "T-Card" racks where they can be easily viewed, retrieved, updated, and rearranged. The Resources Unit typically maintains cards for resources assigned to an incident until demobilization. At demobilization, all cards should be turned in to the Documentation Unit.

Notes. There are eight different status cards (see list below) and a header card, to be printed front-to-back on cardstock. Each card is printed on a different color of cardstock and used for a different resource category/kind/type. The format and content of information on each card vary depending upon the intended use of the card.

- 019-1: Header Card – Gray (used only as label cards for T-Card racks)
- 019-2: Crew/Team/USAR S&R Crew Card – Green
- 019-3: Engine / Tender Card – Rose
- 019-4: Helicopter Card – Blue
- 019-5: Personnel Card – White
- 019-6: Fixed-Wing Card – Orange
- 019-7: Equipment Card – Yellow
- 019-8: Miscellaneous Equipment/Task Force Card – Tan
- 019-10: Generic Card – Light Purple

Acronyms. Abbreviations utilized on the cards are listed below:
- AOV: Agency/Department-owned vehicle
- ETA: Estimated time of arrival
- ETD: Estimated time of departure
- ETR: Estimated time of return
- O/S Mech: Out-of-service for mechanical reasons
- O/S Pers: Out-of-service for personnel reasons
- O/S Rest: Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots,operators, drivers, equipment, or aircraft
- POV: Privately owned vehicle


Prepared by:
Date/Time:
IRS 019-1 HEADER CARD (GRAY)
Prepared by:
Date/Time:
IRS 019-1 HEADER CARD (GRAY)

IRS 019-1: Header Card

Block Title	Instructions
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Crew/Team ID #(s) or Name(s):

Manifest: Yes No

Total Weight:

Method of Travel to Incident:
AOV POV Bus Air Other

Home Base:

Departure Point:

ETD:

ETA:

Transportation Needs at Incident:
Vehicle Bus Air Other

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

IRS 019-2 CREW/TEAM (GREEN)

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Prepared by:

Date/Time:

IRS 019-2 CREW/TEAM (GREEN)

IRS 019-2: Crew/Team Card

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work
# Pers	Enter total number of personnel associated with the crew/team. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Crew/Team ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).
Manifest ☐ Yes ☐ No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight of the crew/team. This information is necessary when the crew/team are transported by charter air.
Method of Travel to Incident ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency/department-owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew/team's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the crew/team's estimated time of arrival (using the 24-hour clock) at the incident.

Block Title	Instructions
Transportation Needs at Incident ☐ Vehicle ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew/team.
BACK OF FORM	
Incident Location	Enter the location of the crew/team.
Time	Enter the time (24-hour clock) the crew/team reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the crew/team's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew/team's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s) or Name(s):

Home Base:

Departure Point:

ETD: **ETA:**

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

IRS 019-3 ENGINE / TENDER(ROSE)

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

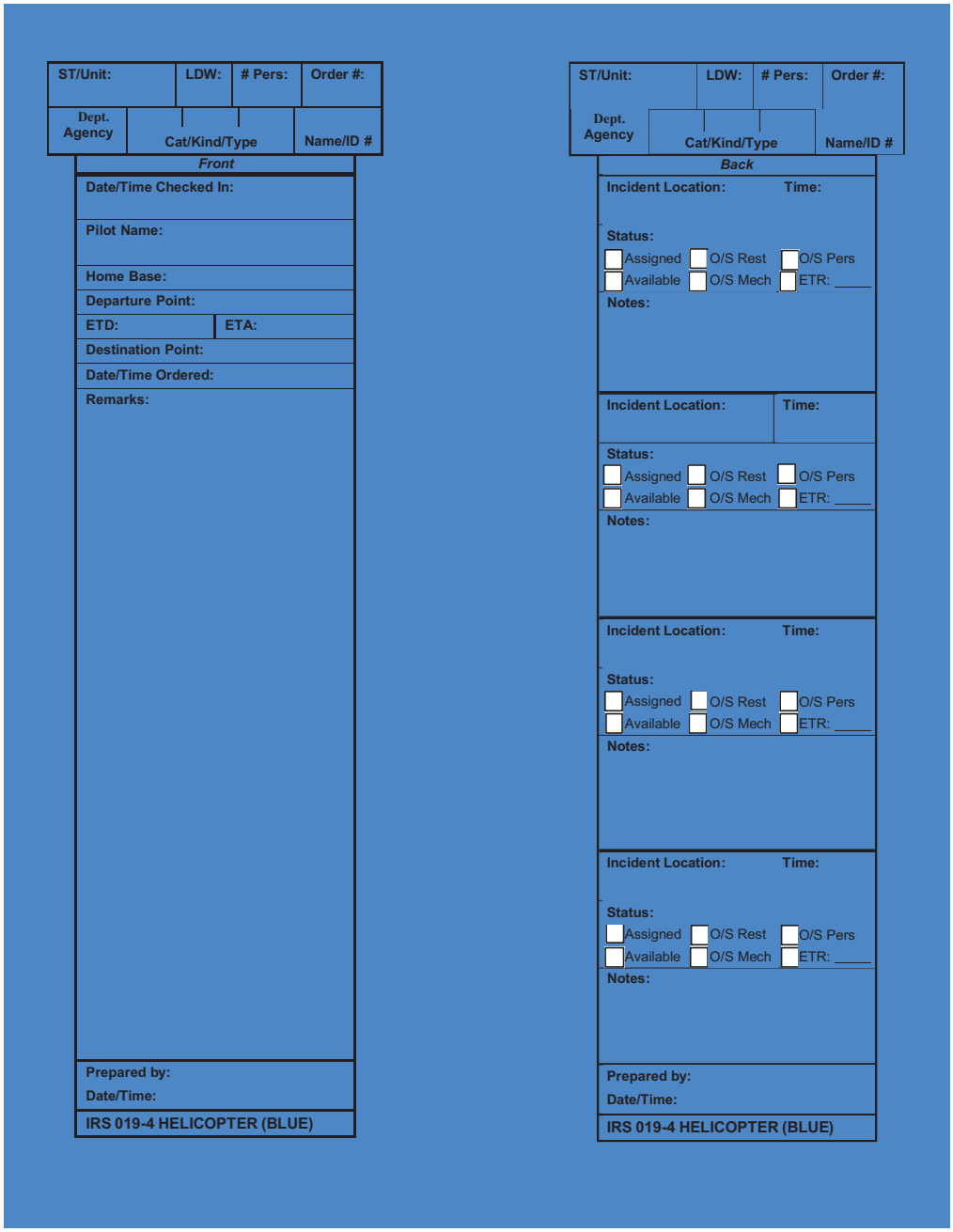
Prepared by:

Date/Time:

IRS 019-3 ENGINE/TENDER (ROSE)

IRS 019-3: Fire Engine / Tender Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency / dept. dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., IAF, NDRF, NDPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (IRS 005). Phone and pager numbers should include the area code & any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for the resource(s).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



ST/Unit: | LDW: | # Pers: | Order #:

Dept. Agency | Cat/Kind/Type | Name/ID #

Front

Date/Time Checked In:

Pilot Name:

Home Base:

Departure Point:

ETD: | ETA:

Destination Point:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

IRS 019-4 HELICOPTER (BLUE)

ST/Unit: | LDW: | # Pers: | Order #:

Dept. Agency | Cat/Kind/Type | Name/ID #

Back

Incident Location: Time:

Status:

☐ Assigned ☐ O/S Rest ☐ O/S Pers

☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: Time:

Status:

☐ Assigned ☐ O/S Rest ☐ O/S Pers

☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: Time:

Status:

☐ Assigned ☐ O/S Rest ☐ O/S Pers

☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: Time:

Status:

☐ Assigned ☐ O/S Rest ☐ O/S Pers

☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

IRS 019-4 HELICOPTER (BLUE)

IRS 019-4: Helicopter Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency / dept. dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency/dept. name or designator (e.g., IAF, NDRF, NDPD).
Cat/Kind/Type	Enter the category/kind/type based on DM Act, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	Name:	Position/Title:

Front

Date/Time Checked In:

Name:

Primary Contact Information:

Manifest: ☐ Yes ☐ No

Total Weight:

Method of Travel to Incident:
☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other

Home Base:

Departure Point:

ETD:

ETA:

Transportation Needs at Incident:
☐ Vehicle ☐ Bus ☐ Air ☐ Other

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

IRS 019-5 PERSONNEL /Overhead (WHITE CARD)

ST/Unit:	Name:	Position/Title:

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Prepared by:

Date/Time:

IRS 019-5 PERSONNEL (WHITE CARD)

IRS 019-5: Personnel / Overhead Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
Name	Enter the individual's first initial and last name.
Position/Title	Enter the individual's IRS position/title.
Date/Time Checked In	Enter the date (month/day/year) and time of check-in (24-hour clock) to the incident.
Name	Enter the individual's full name.
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (IRS 005). Phone and pager numbers should include the area code and any satellite phone specifics.
Manifest ☐ Yes ☐ No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight for the crew. This information is necessary when the crew are transported by charter air.
Method of Travel to Incident ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency/department -owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the crew's estimated time of arrival (using the 24-hour clock) at the incident.
Transportation Needs at Incident ☐ Vehicle ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the crew was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew.
BACK OF FORM	
Incident Location	Enter the location of the crew.
Time	Enter the time (24-hour clock) the crew reported to this location.

Block Title	Instructions
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the crew's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked-In:

Pilot Name:

Home Base:

Departure Point:

ETD: **ETA:**

Destination Point:

Date/Time Ordered:

Manufacturer:

Remarks:

Prepared by:
Date/Time:

IRS 019-6 FIXED-WING (ORANGE)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Prepared by:
Date/Time:

IRS 019-6 FIXED-WING (ORANGE)

IRS 019-6: Fixed-Wing Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include the pilot.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., IAF, NDRF, NDPD).
Cat/Kind/Type	Enter the category/kind/type based on DM Act, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier.
Date/Time Checked In	Enter the date (month/day/year) and time of check-in (24-hour clock) to the incident.
Pilot Name:	Enter pilot's name (use at least the first initial and last name).
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
Destination Point	Use this section to enter the location at the incident where the resource has been requested to report.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Manufacturer	Enter the manufacturer of the aircraft.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:
Leader Name:
Primary Contact Information:
Resource ID #(s) or Name(s):
Home Base:
Departure Point:
ETD: ETA:
Date/Time Ordered:
Remarks:
Prepared by: Date/Time:
IRS 019-7 EQUIPMENT (YELLOW)

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location: Time: Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____ Notes:
Incident Location: Time: Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR:____ Notes:
Incident Location: Time: Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____ Notes:
Incident Location: Time: Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____ Notes:
Prepared by: Date/Time:
IRS 019-7 EQUIPMENT (YELLOW)

IRS 019-7: Equipment Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency / dept.dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency / dept. name or designator (e.g., IAF, NDRF, NDPD).
Cat/Kind/Type	Enter the category/kind/type based on DM Act, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter the date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (IRS 005). Phone and pager numbers should include the area code & any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s) or Name(s):

Home Base:

Departure Point:

ETD: **ETA:**

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

IRS 019-8 MISCELLANEOUS EQUIPMENT/TASK FORCE (TAN)

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: ____

Notes:

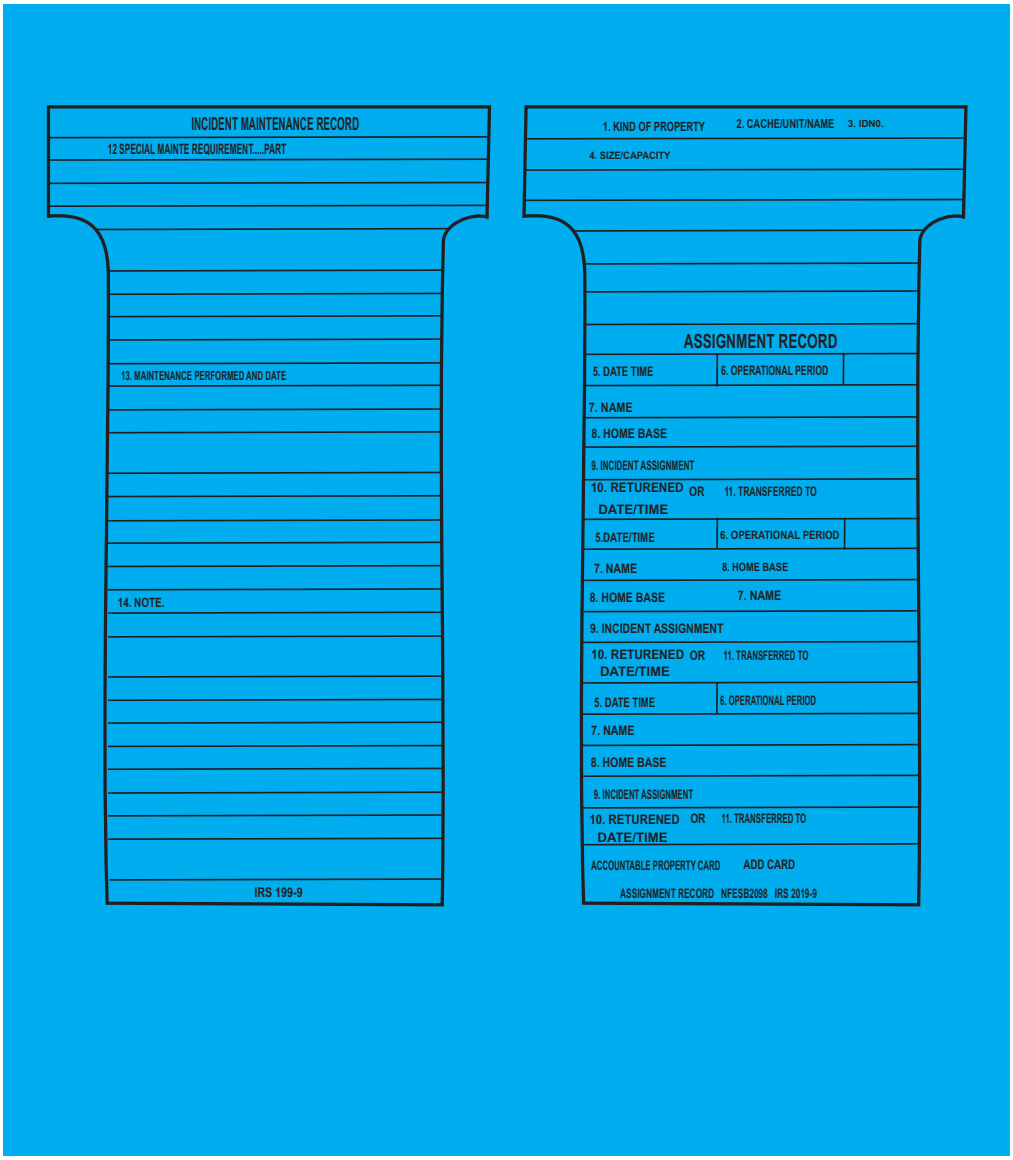
Prepared by:

Date/Time:

IRS 019-8 MISCELLANEOUS EQUIPMENT/TASK FORCE (TAN)

IRS 019-8: Miscellaneous Equipment/Task Force Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available work day that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency / dept.dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list agency /dept. name or designator (e.g., IAF, NDRF, NDPD).
Cat/Kind/Type	Enter the category/kind/type based on DM Act, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter the date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (IRS 005). Phone and pager numbers should include the area code & any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number or name for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).


INCIDENT MAINTENANCE RECORD
12 SPECIAL MAINTE REQUIREMENT....PART
13. MAINTENANCE PERFORMED AND DATE
14. NOTE.
IRS 199-9
1. KIND OF PROPERTY
2. CACHE/UNIT/NAME
3. IDNO.
4. SIZE/CAPACITY
ASSIGNMENT RECORD
5. DATE TIME
6. OPERATIONAL PERIOD
7. NAME
8. HOME BASE
9. INCIDENT ASSIGNMENT
10. RETURENED OR DATE/TIME
11. TRANSFERRED TO
5.DATE/TIME
6. OPERATIONAL PERIOD
7. NAME
8. HOME BASE
8. HOME BASE
7. NAME
9. INCIDENT ASSIGNMENT
10. RETURENED OR DATE/TIME
11. TRANSFERRED TO
5. DATE TIME
6. OPERATIONAL PERIOD
7. NAME
8. HOME BASE
9. INCIDENT ASSIGNMENT
10. RETURENED OR DATE/TIME
11. TRANSFERRED TO
ACCOUNTABLE PROPERTY CARD
ADD CARD
ASSIGNMENT RECORD NFESB2098 IRS 2019-9

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

Resource ID #(s) or Name(s):

Home Base:

Departure Point:

ETD: **ETA:**

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

IRS 019-10 GENERIC (LIGHT PURPLE)

ST/Unit:	LDW:	# Pers:	Order #:
Dept. Agency	Cat/Kind/Type		Name/ID #

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

IRS 019-10 GENERIC (LIGHT PURPLE)

IRS 019-10: Generic Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work.
# Pers	Enter total number of personnel associated with the resource. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
Agency	Use this section to list the agency name or designator (e.g., IAF, NDRF, NDPD).
Cat/Kind/Type	Enter the category/kind/type based on DM Act, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter the date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (IRS 005). Phone and pager numbers should include the area code & any satellite phone specifics.
Resource ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for this resource.
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
Remarks	Enter any additional information pertaining to the resource.
BACK OF FORM	
Incident Location	Enter the location of the resource.
Time	Enter the time (24-hour clock) the resource reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

AIR OPERATIONS SUMMARY (IRS 020)

1. Incident Name:	**2. Operational Period:** Date From: Date To: Time From: Time To:	**3. Sunrise:** **Sunset:**

4. Remarks (safety notes, hazards, air operations special equipment, etc.):	**5. Ready Alert Aircraft:** Medivac: New Incident:	**6. Temporary Flight Restriction Number:** Altitude: Center Point:

7. Personnel:	Name:	Phone Number:	**8. Frequencies:**	AM	FM	**9. Fixed-Wing** (category/kind/type, make/model, N#, base):
Air Operations Branch Director			Air/Air Fixed-Wing			Air Tactical Group Supervisor Aircraft:
Air Support Group Supervisor			Air/Air Rotary-Wing — Flight Following			
Air Tactical Group Supervisor			Air/Ground			
Helicopter Coordinator			Command			Other Fixed-Wing Aircraft:
Helibase Manager			Deck Coordinator			
			Take-Off & Landing Coordinator			
			Air Guard			

10. Helicopters (use additional sheets as necessary):

FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks

11.Prepared by: Name: Position/Title: Signature:

IRS 020	Date/Time:

DEMOBILIZATION CHECK- OUT (IRS 021)

1. Incident Name:	2. Incident Number:	
3. Planned Release Date/Time: Date: Time:	4. Resource or Personnel Released:	5. Order Request Number:

6. Resource or Personnel:

You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).

LOGISTICS SECTION

	Unit/Manager	Remarks	Name	Signature
☐	Resource Provisioning Unit			
☐	Communications Unit			
☐	Facilities Unit			
☐	Ground Support Unit			
☐	Security Manager			

Finance Branch Director

	Unit/Leader	Remarks	Name	Signature
☐	Time Unit			
☐				
☐				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
☐				
☐				

PLANNING SECTION

	Unit/Leader	Remarks	Name	Signature
☐				
☐	DocumentationLeader			
☐	Demobilization Leader			

7. Remarks:

8. Travel Information: Room Overnight: ☐ Yes ☐ No

Estimated Time of Departure:_____ Actual Release Date/Time: _____

Destination:_____ Estimated Time of Arrival: ____

Travel Method:_____ Contact Information While Traveling: _____

Manifest: ☐ Yes ☐ No NDRF/Agency/Dept. Notified:

Number: _____ _____

9. Reassignment Information: ☐ Yes ☐ No

Incident Name:_____ Incident Number: _____

Location:_____ Order Request Number: _____

10. Prepared by: Name:_____ Position/Title:_____ Signature: _____

IRS 021 Date/Time: _____

IRS 021
Demobilization Check-Out

Purpose. The Demobilization Check-Out (IRS 021) ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process andthis form assists with that planning.

Preparation. The IRS 021 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notificationthat the resourceis no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

Distribution. After completion, the IRS 021 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the IRS 021.

Notes:

- Members are not released until form is completewhen all of the items checked in Block6 have been signed off.
- If additional pages are needed for any form page, use a blank IRS 021 and repaginate as needed.

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Planned Release Date/Time**	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	**Resource or Personnel Released**	Enter name of the individualor resourcebeing released.
5	**Order Request Number**	Enter order request number (or agency demobilization number) of the individualor resource being released.
6	**Resource or Personnel** You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overheadand the Demobilization Unit Leader (or Planning Section representative). • Unit/Leader/Manager/Other • Remarks • Name • Signature	Resources are not released until the checked boxes below have been signed off by the appropriateoverhead. Blank boxes are providedfor any additional unit requirements as needed (e.g., Safety Officer, Agency Representative,etc.).
	Logistics Section ☐ Resource Provisioning Unit ☐ Communications Unit ☐ Facilities Unit ☐ Ground Support Unit ☐ Security Manager	The Demobilization Unit Leader will enter an "X" in the box tothe left of those Units requiringthe resourceto check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
6 (continued)	**Finance Branch Director** ☐ Time Unit Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Other Section/Staff ☐ Identified Unit Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Planning Section ☐ Documentation Leader ☐ Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
7	**Remarks**	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
8	**Travel Information**	Enter the following travel information:
	Room Overnight	Use this section to enter whether or not the resource or personnel will be staying in a hotel overnight prior to returning home base and/or unit.
	Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
	Actual Release Date/Time	Use this section to enter the resource's or personnel's actual release date (month/day/year) and time (using the 24-hour clock).
	Destination	Use this section to enter the resource's or personnel's destination.
	Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
	Travel Method	Use this section to enter the resource's or personnel's travel method (e.g., POV, air, etc.).
	Contact Information While Traveling	Use this section to enter the resource's or personnel's contact information while traveling (e.g., cell phone, radio frequency, etc.).
	Manifest ☐ Yes ☐ No Number	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
	Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region notified for the resource's travel. List the name (first initial and last name) of the individual notified and the date (month/day/year) he or she was notified.
9	**Reassignment Information** ☐ Yes ☐ No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.
	Incident Name	Use this section to enter the name of the new incident to which the resource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.

Block Number	Block Title	Instructions
10	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, IRS position, and signature of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

IRS 023 **TENTATIVE RELEASE LIST** **9/86**

1. Function _____

2. The following resources are surplus to my needs as of _____ hours on _____.
At that time, these resources are available for release processing.

3.	Name of Individual /Crew or Equipment	Position on Incident
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		
21.		

4. _____ _____ _____
Signature of Section Chief Date Time

TENTATIVE RELEASE LIST (IRS FORM 023)

a. PURPOSE: The Tentative Release List provides the Planning Section, a list of those resources that are available for release from an incident.

b. INITIATION OF LIST: The Tentative Release List is initiated by the unit leader, managers, etc., and approved by section chiefs.

c. DISTRIBUTION: The approved (by section chief) Tentative Release List is sent to the Planning section.

INSTRUCTIONS FOR COMPLETING THE TENTATIVE RELEASE LIST

ITEM 1: Enter the function; such as Logistics, Air Operations, etc.

ITEM 2: Enter the time prepared (24-hour clock) and date (day, month, year)

ITEM 3: Enter identifiers of resources being released, name, strike/team member, crew names, etc., and Resources Ordered/Request Number and positions filling on the incident.

ITEM 4: The Tentative Release List must be approved (signature) by the section chief. Enter the date (day, month, year) and time (24-hour clock).

INCIDENT PERSONNEL PERFORMANCE RATING (IRS 025)

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name:	2. Incident Name:	3. Incident Number:
4. Home Unit Name and Address:	**5. Incident Agency / Dept. and Address:**	
6. Position Held on Incident:	**7. Date(s) of Assignment:** From: To:	**8. Incident Complexity Level:** ☐1 ☐2 ☐3 ☐4 ☐5
		9. Incident Definition:

10. Evaluation

Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
11. Knowledge of the Job/ Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effortto grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs. ☐	☐	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs. ☐	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work. ☐
12. Ability To Obtain Performance/Results: Quality, quantity, timeliness, and impact of work.	☐	Routine tasks accomplished with difficulty. Results are often late or of poor quality. Work had a negative impact on the department or unit. Maintained the status quo despite opportunities to improve. ☐	☐	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness. ☐	☐	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement. ☐
13. Planning/ Preparedness: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	☐	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information. ☐	☐	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed. ☐	☐	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact. ☐
14. Using Resources: Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	☐	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods. ☐	☐	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost-conscious, sought ways to cut waste. ☐	☐	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to reduce cost, eliminate waste, and improve efficiency systematically. ☐
15. Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screene d out new information. Ineffective in ambiguous, complex, or pressured situations. ☐	☐	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities. ☐	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change. ☐
16. Communication Skills: Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread. ☐	☐	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously. ☐	☐	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives. ☐

INCIDENT PERSONNEL PERFORMANCE RATING (IRS 025)

1. Name:	2. Incident Name:	3. Incident Number:

10. Evaluation

Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
17. Ability To Work on a Team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	☐	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross-functional cooperation to the detriment of unit or service goals. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals. ☐	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level. ☐
18. Consideration for Personnel/Team Welfare: Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of work-life concepts and skills.	☐	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members. ☐	☐	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members. ☐	☐	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal. ☐
19. Directing Others: Ability to influence or direct others in accomplishing tasks or missions.	☐	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task. ☐	☐	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations. ☐
20. Judgment/Decisions Under Stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization. ☐	☐	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information. ☐	☐	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results. ☐
21. Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	☐	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored. ☐	☐	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods. ☐	☐	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decision-making. ☐
22. Physical Ability for the Job: Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	☐	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need. ☐	☐	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively. ☐	☐	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being. ☐
23. Adherence to Safety: Ability to invest in the IMT's future by caring for the safety of self and others.	☐	Failed to identify and protect personnel from safety hazards adequately. ☐		Ensured that safe operating procedures were followed. ☐	☐	Demonstrated a significant commitment toward safety of personnel. ☐

24. Remarks:

25. Rated Individual (This rating has been discussed with me):

Signature:_____ Date/Time: _____

26. Rated by: Name:_____ Signature: _____

Dept. Home Unit:_____ Position Held on This Incident: _____

IRS 025 Date/Time: _____

IRS 025
Incident Personnel Performance Rating

Purpose. The Incident Personnel Performance Rating (IRS 025) gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

Preparation. The IRS 025 is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. The IRS 025 will be reviewed with the subordinate, who will sign at the bottom. It will be delivered to the Planning Section before the rater leaves the incident.

Distribution. The IRS 025 is provided to the Planning Section Chief before the rater leaves the incident.

Notes:

- Use a blank IRS 025 for each individual.
- Additional pages can be added based on individual needs.

Block Number	Block Title	Instructions
1	**Name**	Enter the name of the individual being rated.
2	**Incident Name**	Enter the name assigned to the incident.
3	**Incident Number**	Enter the number assigned to the incident.
4	**Home Unit Address**	Enter the physical address of the home unit for the individual being rated.
5	**Incident Agency and Address**	Enter the name and address of the authority having jurisdiction for the incident.
6	**Position Held on Incident**	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	**Date(s) of Assignment** • From • To	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	**Incident Complexity Level** ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	Indicate the level of complexity for the incident.
9	**Incident Definition**	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire,", "bridge collapse,", "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	**Evaluation**	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.

Block Number	Block Title	Instructions
	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11	**Knowledge of the Job/ Professional Competence:**	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)
12	**Ability To Obtain Performance/Results:**	Quality, quantity, timeliness, and impact of work.
13	**Planning/Preparedness:**	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Response Team (IRT).
14	**Using Resources:**	Ability to manage time, materials, information, money, and people (i.e., all IRT components as well as external publics).
15	**Adaptability/Attitude:**	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	**Communication Skills:**	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	**Ability To Work on a Team:**	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	**Consideration for Personnel/Team Welfare:**	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	**Directing Others:**	Ability to influence or direct others in accomplishing tasks or missions.
20	**Judgment/Decisions Under Stress:**	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	**Initiative**	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	**Physical Ability for the Job:**	Ability to invest in the IRT's future by caring for the physical health and emotional well-being of self and others.
23	**Adherence to Safety:**	Ability to invest in the IRT's future by caring for the safety of self and others.
24	**Remarks**	Enter specific information on why the individual received performance levels.
25	**Rated Individual** (This rating has been discussed with me) • Signature • Date/Time	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	**Rated by** • Name • Signature • Home Unit • Position Held on This Incident • Date/Time	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.

COMPENSATION FOR INJURY LOG
(IRS 026 / Finance Branch)
(See reverse side for instructions)

1. **Incident** _____ 2. **Date** _____ 3. **Operational Period** _____

4. Date	5. Time	6. Name	7. Dept./ Agency	8. Nature of Injury	9. Agency Reps Advised	10. Medical Unit Advised	11. Investi-gation Started	12. Injury Report Initiated	13. Injury Report Completed	14. Status

IRS Form 026 12/88

INSTRUCTIONS FOR COMPLETING THE COMPENSATION FOR INJURY LOG (IRS FORM 026)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident	Enter the incident name and/or number.
2.	Date	Enter the date of beginning of operational period.
3.	Operational Period	Enter the operational period this log covers.
4.	Date	Enter the date of notification of injury.
5.	Time	Enter 24-hour time of notification of injury.
6.	Name	Enter name of individual injured-separate entries should be made for each individual injured.
7.	Agency/Dept.	Employee's agency / department.
8.	Nature of Injury	Enter nature of injury as first described.
9.	Agency Reps Advised	Initial when Agency Rep from employing agency department is advised.
10.	Medical Unit Advised	Initial when Medical Unit is advised.
11.	Investigation Started	Initial when an investigation has been initiated.
12.	Injury Report Initiated	Initial when it is confirmed that an injury report has been started.
13.	Injury Report Completed	Initial when/if you receive a completed copy of the injury report.
14.	Status	Report status of log entry at completion of operational period (e.g., pending, dropped, completed, etc.).

CLAIMS LOG – IRS 027(Finance)
(See reverse side for instructions)

1. Incident_____ **2. Date**_____ **3. Operational Period** _____

4. Time	5. Claim	6. Property Owner	7. Location on Incident	8. Claims Form Initiated	9. Dept. Agency Reps Advised	10. Property Owner Contacted	11. Investi-gation Started	12. Claims Form Completed	13. Status

IRS Form 027

INSTRUCTIONS FOR COMPLETING THE CLAIMS LOG (IRS FORM 027)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident	Enter the incident name and/or number.
2.	Date	Enter the date operational period begins.
3.	Operational Period	Enter the operational period this log covers.
4.	Time	Enter the military time of notification of accident and/or injury.
5.	Claim	Enter nature of claim (e.g., damaged fence, dislocated shoulder, etc.)
6.	Property Owner	Enter property owner's name if property is involved.
7.	Location on Incident	Enter general location in order to assist with follow-up.
8.	Claims Form Initiated	Initial when claims form is initiated.
9.	Agency Reps Advised	Initial when Agency Rep from employing department/ agency is advised.
10.	Property Owner Contacted	Initial when property owner has been contacted.
11.	Investigation Started	Initial if an investigation is started.
12.	Claims Form Completed	Initial when claims form is completed.
13.	Status	Report status of log entry at completion of operational period (e.g., pending, dropped, completed, etc.).

DAILY MEETING SCHEDULE (IRS 030)

1. Incident Name	2. Operational Period (Date/Time) From: To:	

3. Meeting Schedule (Commonly-held meetings are included)

Date/ Time	Meeting Name	Purpose	Attendees	Location
	Unified Command Objectives Meeting	Review/ identify objectives for the next operational period.	Unified Command members	UC Meeting Room
	Command and General Staff meeting	UC Presents direction to Command and General Staff	UC, Command Staff, General Staff, DUL, SUL	ICP Meeting Room
	Pre Planning Meeting	Develop primary and alternate strategies/ to meet Incident Objectives for the next Operational Period.	PSC, OPS, LSC, RUL, (optional - SUL, SO, DUL, COMUL, THSP, AREP?)	ICP Meeting Room
	Planning Meeting	Review status and finalize strategies/tactics and assignments to meet Incident Objectives for the next Operational Period and get tacit approval of IAP.	UC, Command Staff, General Staff, SUL, DUL, THSP (RO optional)	ICP Meeting Room
	Operations Briefing	Present IAP and assignments to the Supervisors / Leaders for the next Operational Period.	IC/UC, Command Staff, General Staff, Branch Directors, Div./Grp Sups., Task Force/ Strike Team Leaders and Unit Leaders	ICP Meeting Room

4. Prepared by: (Situation Unit Leader) **Date/Time**

DAILY MEETING SCHEDULE IRS 030

MEETING SUMMARY (IRS 031)

1. Incident Name	2. Meeting Date / Time	
3. Meeting Name		
4. Meeting Location		
5. Facilitator		
6. Attendees		
7. Notes (with summary of decisions and action items)		
8. Prepared by:	Date / Time	

MEETING SUMMARY (IRS FORM 031)

Purpose. The Meeting Summary provides more detailed information concerning the attendees and notes from a particular meeting.

Preparation. This form is prepared under the direction of the facilitator of the meeting and coordinated through the Unified Command.

Following is the list of the usual facilitator for each meeting:

* Unifi ed Command Meeting - Facilitated by a member of the Unified Command.
* Initial Incident IRS 001 Briefing - Facilitated by the initial Incident Commander.
* Objectives Meeting (& Strategy w/ OSC) – Facilitated by IC
* Command & General Staff Meeting – Facilitated by IC
* Pre-Planning Meeting - Facilitated by the Operations Section Chief (complete draft 015).
* Planning Meeting - Facilitated by the Planning Section Chief.
* Operations Briefing - Facilitated by the Planning Section Chief.
* Business Management Meeting - Facilitated by a member of the Unified.
* Command. Agency / Department Representative Meeting - Facilitated by the Liaison Officer.
* Press Briefing - Facilitated by the Information and Media Officer.

Distribution. After completion and approval by Unified Command, the Situation Unit Leader will distribute a copy of the Meeting Summary to the **attendees** and post it at the Situation Display (without confidential information). All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Meeting Date/Time	Enter the date and time of meeting.
3.	Meeting Name	Enter the name of meeting.
4.	Meeting Location	Enter the location of meeting.
5.	Facilitator	Enter the name and position of the meeting facilitator.
6.	Attendees	List the personnel who need to attend the meeting.
7.	Notes	List a summary of decisions and action items addressed in the meeting.
8.	Prepared By Date/Time	Enter name and title of the person preparing the form. Enter the date (month, day, year) and time prepared (24-hour clock).

INCIDENT OPEN ACTION IRS TRACKER (-033)

1. Incident Name:

2. No.	3. Item	4. For POC	5. Briefed POC (X)	6. Start Date	7. Status	8. Target Date	9. Actual Date
1							
2							
3							
4							
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INCIDENT OPEN ACTION TRACKER (IRS-033)

Purpose. Open Actions Tracker
1. Is used by the Incident Commander/Unified Command (IC/UC) to assign and track tasks/actions to IRS personnel that do not rise to the level of being an Incident Objective.
2. Is duplicated and provided to Command and General Staff members, giving them the open tasks/actions needing to be completed and a means to track the open tasks/actions they have been assigned.
Note: This form may also be used by Command and General Staff for tracking tasks/actions within a Section/Staff element.

Preparation. The Planning Section Chief (PSC) is responsible for maintaining the Open Action Tracker for the IC/UC and typically utilizes the Documentation Unit Leader (DUL) in the development and updation of this form. The PSC should ensure all Command and General Staff are prepared to discuss their assigned tasks/actions during the Command and General Staff and Planning Meetings.

Distribution. When completed, the form is duplicated and copies are distributed to the Unified Command and Command and General Staff. It is also posted on a status board located at the ICP. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	No.	Enter number of task in sequential order (1, 2, 3, …).
3.	Item	Enter short descriptive of the task/action to be completed. Tasks/Actions are important to be completed but are not an Incident Objective which are documented on the IRS-002 form.
4.	For/POC	Enter the Point of Contact (POC), the responsible person/section.
5.	Briefed to POC	Enter “X”, when the task/action has been briefed to the POC/responsible person. This is to ensure that tasks/actions identified outside of the POC’s presence (during Unified Command Meeting for example) are briefed to and acknowledged by the identified POC.
6.	Start Date	Enter the date the task/action was initially assigned under “Start Date.”
7.	Status	Enter status of item. For example; “Awaiting LE Gear”, “Update needed”, “Awaiting Feedback”. When the item is completed, the word “completed” is entered and if working in MS Excel, the task is cut and pasted into the worksheet labeled “COMPLETED.”
8.	Target Date	Enter deadline task/action should be completed. In the Excel Worksheet, there is a hidden formula that shows green, yellow and red blocks. When the target date is one day away, the block turns yellow. When it is overdue it turns red. When the block is yellow, it serves as a reminder to the UC/POC that the target date is nearing and the POC needs to complete the task or the target date needs to be updated.
9.	Actual Date	Enter actual date task/action completed.

NOTE: In order to ensure the red and yellow reminders work for new tasks, the user simply copies a task line, inserts it into the worksheet and overtypes the new task information.

IRS 060 – RESOURCE ORDER

INCIDENT/PROJECT ORDER NUMBER	1. INITIAL DATE/TIME	2. INCIDENT/PROJECT NAME	3. INCIDENT / PROJECT ORDER NUMBER	4. OFFICE REFERENCE NUMBER

5. DESCRIPTIVE LOCATION/RESPONSE AREA	6. SEC	TWN	RNG	Base MDM	8. INCIDENT BASE/PHONE NUMBER	9. JURISDICTION/AGENCY/DEPT.
	7. MAP REFERENCE					10. ORDERING OFFICE

11. AIRCRAFT INFORMATION			LAT.		LONG.			
BEARING	DISTANCE	BASE OR OMNI	AIR CONTACT	FREQUENCY	Ground Contact	FREQUENCY	RELOAD BASE	OTHER AIRCRAFT/HAZARDS

12. Request Number	Ordered Date/Time	From / To	Q T Y	RESOURCE REQUESTED	Needed Date/Time	Deliver To	To / From	Time	Dept. Agency ID	RESOURCE ASSIGNED	ETD / ETA	RELEASED Date	RELEASED To	Time / ETA

13. Req. No.	ORDER RELAYED Date	Time	To/From	ACTION TAKEN	ORDER RELAYED Req. No.	Date	Time	To/From	ACTION TAKEN

IRS 160

About the institute

The National Institute of Disaster Management (NIDM) was constituted under an Act of Parliament with a vision to play the role of a premier institute for capacity development in India and the region. The efforts in this direction that began with the formation of the National Centre for Disaster Management (NCDM) in 1995 gained impetus with its redesignation as the National Institute of Disaster Management (NIDM) for training and capacity development. Under the Disaster Management Act 2005, NIDM has been assigned nodal responsibilities for human resource development, capacity building, training, research, documentation and policy advocacy in the field of disaster management.

NIDM is proud to have a multi-disciplinary core team of professionals working in various aspects of disaster management. In its endeavour to facilitate training and capacity development, the Institute has state-of-the-art facilities like class rooms, seminar hall and video-conferencing facilities etc. The Institute has a well-stocked library exclusively on the theme of disaster management and mitigation. The Institute provides training in face-to-face, on-line and self-learning mode as well as satellite based training. In-house and off-campus face-to-face training to the officials of the state governments is provided free of charge including modest boarding and lodging facilities.

NIDM provides Capacity Building support to various National and State level agencies in the field of Disaster Management & Disaster Risk Reduction. The Institute's vision is to create a Disaster Resilient India by building the capacity at all levels for disaster prevention and preparedness.



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nidm

Resilient India : Disaster free India

National Institute of Disaster Management

(Ministry of Home Affairs, Government of India)

Plot No. 15, Block B, Pocket 3, Sector 29, Rohini, Delhi 110042

Website: https://nidm.gov.in