

## CHAPTER 8 – INCIDENT COMMAND SYSTEM INTRODUCTION

**8-1. General.** The incident command system (ICS) is used to manage an emergency incident or a non-emergency event. It can be used equally well for both small and large situations. The system has considerable internal flexibility. It can grow or shrink to meet differing needs. This makes it a very cost-effective and efficient management system.

**a.** The system can be applied to a wide variety of emergency and non-emergency situations. Listed below are some examples of the kinds of incidents and events that can use the ICS:

- Wide-area search and rescue missions
- State or local major natural hazards management
- Multi-jurisdiction and multi-agency disaster response
- Fires, hazardous materials (HAZMAT) and multi-casualty incidents
- Pest eradication programs
- Oil spill response and recovery incidents
- Single and multi-agency law enforcement incidents
- Air, rail, water, or ground transportation accidents
- Planned events, e.g., celebrations, parades, concerts
- Private sector emergency management programs

**b.** ICS has a number of features that will be covered in this chapter. Listed below are major areas to be covered:

- ICS organization
- Incident facilities
- Incident action plan
- Span of control
- Common responsibilities
- Applications

**8-2. ICS Organization.** Every incident or event has certain major management activities or actions that must be performed. Even if the event is very small, and only one or two people are involved, these activities will still always apply to some degree. The organization of the incident command system is built around five major management activities:

**a. COMMAND SETS OBJECTIVES AND PRIORITIES, HAS OVERALL RESPONSIBILITY AT THE INCIDENT OR EVENT.**

**b. OPERATIONS CONDUCTS TACTICAL OPERATIONS TO CARRY OUT THE PLAN; DEVELOPS THE TACTICAL OBJECTIVES, ORGANIZATION, AND DIRECTS ALL RESOURCES.**

**c. PLANNING DEVELOPS THE ACTION PLAN TO ACCOMPLISH THE OBJECTIVES, COLLECTS AND EVALUATES INFORMATION, MAINTAINS RESOURCE STATUS.**

**d. LOGISTICS PROVIDES SUPPORT TO MEET INCIDENT NEEDS, PROVIDES RESOURCES AND ALL OTHER SERVICES NEEDED TO SUPPORT THE INCIDENT.**

**e. FINANCE/ADMINISTRATION MONITORS COSTS RELATED TO INCIDENT, PROVIDES ACCOUNTING, PROCUREMENT, TIME RECORDING, AND COST ANALYSES.**

These five major management activities are the foundation upon which the ICS organization develops. This is shown in figure 8-1. They apply whether you are handling a routine emergency, organizing for a major event, or managing a major response to a disaster. On small incidents, these major activities may all be managed by one person, the incident commander (IC). Large incidents usually require that they be setup as separate sections within the organization as shown below:

Each of the primary ICS sections may be sub-divided as needed. The ICS organization has the capability to expand or contract to meet the needs of the incident. A basic ICS operating guideline is that the person at the top of the organization is responsible until the authority is delegated to another person. Thus, on smaller situations where additional persons are not required, the incident commander will directly manage all aspects of the incident organization.

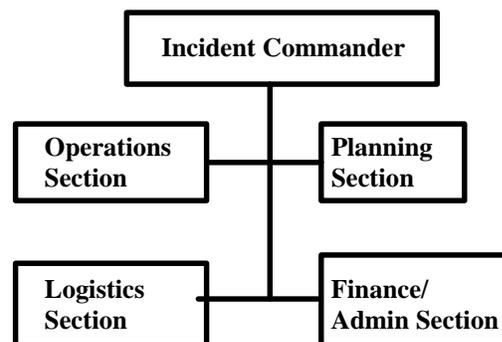


Figure 8-1. ICS General Staff

**8-3. ICS Functional Positions.** A general summary of ICS by functional areas is provided below:

**a. Incident Commander (IC).** The IC is the person in charge at the incident, and must be fully qualified to manage the incident. As incidents grow in size or become more complex, a more highly qualified IC may be assigned by the responsible jurisdiction or agency. The IC may have one or more deputies from the same agency or from other agencies or jurisdictions. A deputy must be qualified as though expected to serve in the absence of his or her superior.

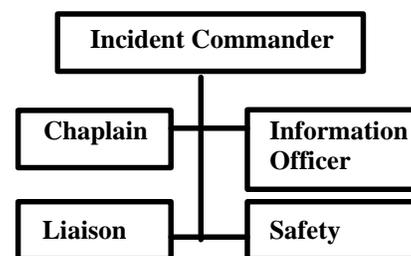
1) The IC may assign personnel for both a command staff and a general staff. The command staff provides information, safety, and liaison services for the entire organization. The general staff are assigned major functional authority for operations, planning, logistics, and finance/administration.

2) Initially, assigning tactical resources and overseeing operations will be under the direct supervision of the IC. As incidents grow, the IC may delegate authority for performance of certain activities to others as required.

3) Taking over command at an incident always requires that there be a full briefing for the incoming IC, and notification that a change in command is taking place.

4) The CAP incident commander may or may not be the overall IC for a mission.

**b. Command Staff.** In addition to the primary incident response activities of operations, planning, logistics, and finance/administration, the IC has responsibility for several other important services. Depending on the size and type of an incident or event, it may be necessary to designate personnel to handle these additional activities. Persons filling these positions are designated as the command staff and are called officers. The command staff is shown in figure 8-2. There is only one command staff position for each of these functions. The command staff does not have deputies. However, each of these positions may have one or more assistants if necessary. On large incidents or events, it's common to see several assistants working under command staff officers.



**Figure 8-2. ICS Command Staff**

1) **Information Officer** - The information officer will be the point of contact for the media or other organizations seeking information directly from the incident or event. Although several agencies may assign personnel to an incident or event as information officers, there will only be one incident information officer. Others will serve as assistants.

2) **Safety Officer** - This individual monitors safety conditions and develops measures for insuring the safety of all assigned personnel.

3) **Liaison Officer** - On larger incidents or events, representatives from other agencies (usually called agency representatives) may be assigned to the incident to coordinate their agency's involvement. The liaison officer will be their primary contact.

4) **Chaplain Staff Officer** - The chaplain staff officer, commonly called the mission chaplain, is usually the highest-ranking chaplain involved in the mission. The mission chaplain ministers to both spiritual and emotional needs of all individuals, families, and mission staff alike. The chaplain arranges for religious services or observances on Sundays and other holy days of obligation. During the mission, the chaplain may serve as a liaison for victims' families, providing information on the progress of the mission and coordinating the families' needs with the logistics chief or other mission personnel and agencies as necessary. When serious injury or loss of life has occurred, the mission chaplain may provide pastoral care to the mission staff, victims, survivors, and their families.

**c. The General Staff.** The people who perform the four major activities of operations, logistics, planning, and finance/administration are called section chiefs and designated as the general staff. Each of the general staff may have a deputy, or more than one if necessary. The role of the deputy position is flexible. The deputy can work with the primary position, work in a relief capacity, or be assigned specific tasks. Deputies should always be as qualified as the person for whom they work.

1) In large events, especially where multiple agencies or jurisdictions are involved, the use of deputies from other agencies can greatly increase interagency coordination.

2) At the section level, the person in charge will be designated as a chief. For example, in the logistics section, the person in charge will always be called the logistics section chief.

3) Within the ICS organization, there are a number of organizational elements that can be activated, as necessary. Each of the major sections has the ability to expand internally to meet the needs of the situation.

**8-4. Operations Section.** The IC will determine the need for a separate operations section at an incident or event. Until the operations section is established as a separate section, the IC will have direct control of tactical resources.

a. When activating an operations section, the IC will assign an individual as the operations section chief. The operations section chief will develop and manage the operations section to accomplish the incident objectives.

b. There is only one operations section chief for each operational period. That person is normally (but not always) from the jurisdiction or agency that has the greatest involvement either in terms of resources assigned or area of concern. The operations section chief may have deputies from the same agency, or from other agencies or jurisdictions. Using deputies from other agencies often helps in the coordination of actions.

c. Within the operations section, two additional levels of organization can be used as necessary. These are divisions and/or groups, and branches.

1) **Divisions.** The operations organization usually develops from the top down. This is due to the need to expand supervision as more and more resources are applied. For example, the IC or the operations section chief on an incident may initially work with only a few single resources. This is shown in figure 8-3.



Figure 8-3. Single Resources in Operations

As more resources are added to the incident, another layer of organization may be needed within the operations section to maintain proper span of control (see paragraph 8-11). Normally, this will be done at the division or group level as shown in figure 8-4.

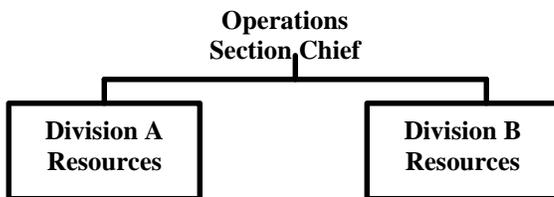


Figure 8-4. Example of Two Divisions Within the Operations Section

The goal is to keep the organization as simple and as streamlined as possible, and not to overextend the span of control. A division is established to divide an incident geographically. How that will be done will be determined by the needs of the incident. Divisions covering an area on the ground are usually labeled by letters of the alphabet. Within a building, divisions are often designated by floor numbers. The important thing to remember about ICS **divisions** is that they **describe some geographical area** related to incident operations.

2) **Groups.** Groups are established to describe functional areas of operation. The kind of group to be established will be determined by the needs of an incident. For example, in an earthquake incident with widespread structural damage, search and rescue activity would be organized geographically, using divisions. A specialized resource team, using dogs or electronic equipment in an earthquake, or a salvage group in a maritime incident may be designated as functional groups. Groups will work wherever they are needed and will not be assigned to any single division. Divisions and groups can be used together on an incident. Divisions and groups are at an equal level in the organization. One does not supervise the other. When a functional group is working within a division on a special assignment, division and group supervisors must closely coordinate their activities. Division and group supervisors always report to the IC unless the operations section chief or branch director positions have been established. Deputies aren't used at the division or group levels.

3) **Branches.** On some incidents, it may be necessary to establish another level of organization within the operations section called branches. Each branch that is activated will have a branch director. Deputies may be used at the branch level. There are generally three reasons to use branches on an incident or an event.

a) **Span of Control** (see paragraph 8-11). If the number of divisions and groups exceeds the recommended span of control, another level of management is necessary. Span of control will be discussed in more detail later in this module.

b) **Need for a Functional Branch Structure.** Some kinds of incidents have multiple disciplines involved, e.g., police, fire, search and rescue, and medical that may create the need to setup incident operations around a functional branch structure.

c) **Multi-jurisdictional Incidents.** In some incidents it may be better to organize the incident around jurisdictional lines. In these situations, branches may be setup to reflect differences in the agencies involved. For example, in flooding, earthquake, or wildfire incidents, federal, county, and city property all could be simultaneously affected. One way of organizing operations in these kinds of incidents is to designate a separate branch for each of the agencies involved.

Various branch alignments are shown in figure 8-5.

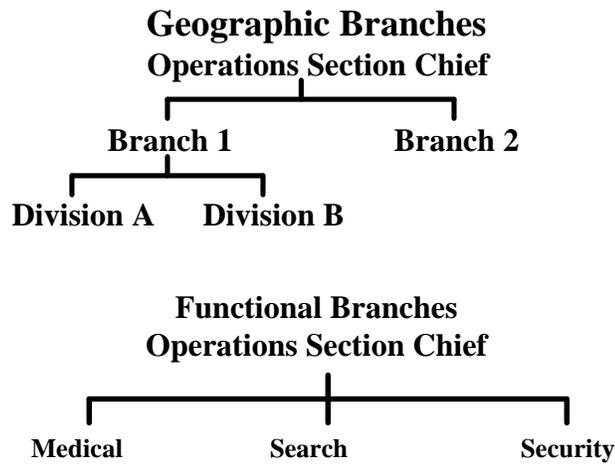


Figure 8-5. Options for Establishing Branches in ICS

**d. Air Operations.** If established separately at an incident, air operations will be activated at the branch level within the operations section. Usually this is done on incidents that may have complex needs for the use of aircraft in both tactical and logistical operations.

**e. Staging Areas.** Staging areas may be established wherever necessary to temporarily locate resources awaiting assignment. Staging areas and the resources within them will always be under the control of the operations section chief. Staging areas will be discussed later under incident facilities.

**f. Summary.** There is no one "best" way to organize for an incident. The organization should develop to meet the functions required. The characteristics of the incident and the management needs of the IC will determine what organization elements should be established. The incident organization may change over time to reflect the various phases of the incident.

**8-5. Planning Section.** Briefly stated, the major activities of the planning section are to:

- a. Collect, evaluate, and display incident information.
- b. Develop incident action plans (IAPs) for each operational period, conduct long-range planning, and develop plans for demobilization at the end of the incident.
- c. Maintain resource status information on all equipment and personnel assigned to the incident.
- d. Maintain incident documentation.

The planning section is also the initial place of check-in for any technical specialists assigned to the incident. Depending on their assignment, technical specialists may work within the planning section, or be reassigned to other incident areas. Several planning section units may be established. Not all of the units may be required, and they will be activated based upon need. Planning section units are shown in figure 8-6.

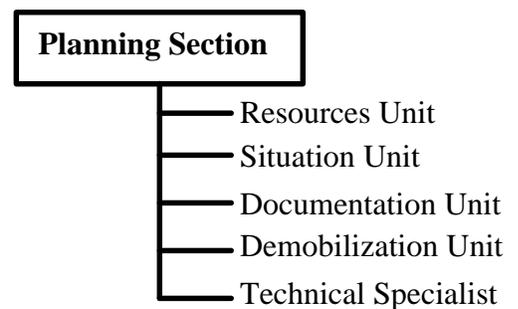
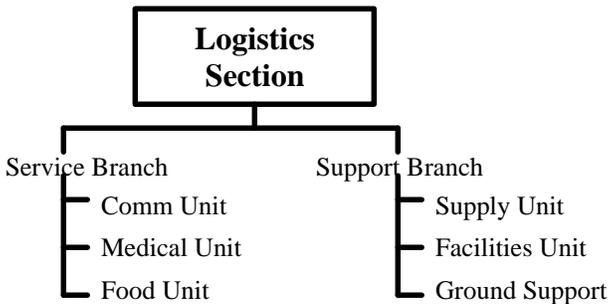


Figure 8-6. Planning Section

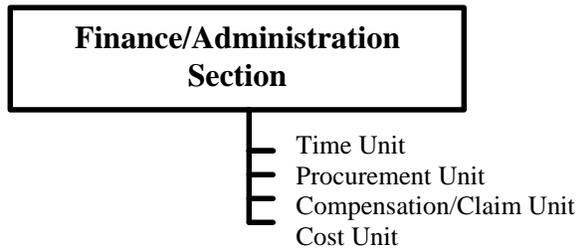
**8-6. Logistics Section.** The logistics section is responsible for all of the services and support needs of an incident, including obtaining and maintaining essential personnel, facilities, equipment, and supplies. The IC will determine the need to establish a logistics section on the incident. This is usually determined by the size of the incident, complexity of support, and how long the incident may last. Once the IC determines that there is a need to establish a separate logistics function, an individual will be assigned as the logistics section chief. Six functional units can be established within the logistics section. If necessary, a two-branch structure can be used to facilitate span of control. The titles of the units are self-descriptive. Detailed duties of each unit are covered in their training packages. Not all of the units may be required, and they will be established based upon need. Branches and units in the logistics section are shown in figure 8-7.



**Figure 8-7. Branches and Units in the Logistics Section**

Note: Though a unit may be assigned functionally under a branch or the overall logistics section, personnel assigned to these units may be assigned to operate supporting other sections in their operating areas. For example, though the communications unit may be assigned to the service branch of the logistics section, individual mission radio operators may be assigned to each section to facilitate the command net and the decision makers having ready access to the communications tools to reach their personnel.

**8-7. Finance/Administration Section.** The IC will determine if there is a need for a finance/administration section, and designate an individual to perform that role. If no finance section is established, the IC will perform all finance functions. The finance/administration section is setup for any incident that may require on-site financial management. More and more, larger incidents are using a finance/administration section to monitor costs. Smaller incidents may also require certain finance/administration functions. For example, the IC may establish one or more units of the finance/administration section for such things as procuring special equipment, contracting with a vendor, or for making cost estimates of alternative strategies. The finance section may establish four units as necessary. Duties of each unit are covered in other modules. Not all of the units may be required, and they will be established based upon need. Finance/administration section units are shown in figure 8-8.



**Figure 8-8. Finance/Administration Section Units**

**8-8. Organization Terminology.** At each level in the ICS organization, individuals with primary responsibility positions have distinctive titles, as shown in figure 8-9.

Primary Position	Title	Support Position
Incident Cmdr	Incident Cmdr	Assistant
Command Staff	Officer	Assistant
Section	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Strike Team/ Task Force	Leader	N/A
Unit	Leader	Manager
Single Resource	Unit	N/A

**Figure 8-9. ICS Organizational Terminology**

Positions and their titles under the incident command system are relatively flexible, depending upon the dynamics or personnel involved in an incident.

**8-9. Incident Facilities.** Facilities will be established depending on the kind and complexity of the incident or event. It is important to know and understand the names and functions of the principal ICS facilities. Not all of those listed below will necessarily be used. Each of the facilities is briefly described below:

**a. Incident Command Post (ICP)** - The location from which the incident commander oversees all incident operations. There is only one ICP for each incident or event. Every incident or event must have some form of an incident command post.

**b. Staging Areas** - Locations at which resources are kept while awaiting incident assignment. Most large incidents will have a staging area, and some incidents may have several. Staging areas will be managed by a staging area manager who reports to the operations section chief or to the IC if an operations section has not been established.

**c. Base** - The location at the incident at which primary service and support activities are performed. Not all incidents will have a base. There will only be one base for each incident.

**d. Camps** - Incident locations where resources may be kept to support incident operations. Camps differ from staging areas in that essential support operations are done at camps, and resources at camps are not always immediately available for use. Not all incidents will have camps.

**e. Helibase** - A location in and around an incident area at which helicopters may be parked, maintained, fueled, and equipped for incident operations. Very large incidents may require more than one helibase.

**f. Helispots** - Helispots are temporary locations where helicopters can land and load and off-load personnel, equipment, and supplies. Large incidents may have several helispots.

NOTE: Though CAP does not operate helicopters as part of its missions, CAP could end up supporting or utilizing helicopters from other organizations and should understand the basic terminology associated with helicopter operations.

**8-10. Incident Action Plan.** Every incident must have an oral or written action plan. The purpose of the plan is to provide all incident supervisory personnel with direction for future actions. Action plans that include the measurable tactical operations to be achieved are always prepared around a timeframe called an operational period. Operational periods can be of various lengths, but should be no longer than 24 hours. Twelve-hour operational periods are common on many large incidents. It is not unusual, however, to have much shorter operational periods covering, for example, 2 or 4 hour time periods. The length of an operational period will be based on the needs of the incident, and these can change over the course of the incident. The planning for an operational period must be done far enough in advance to ensure that requested resources are available when the operational period begins. Large incidents, which involve a partial or full activation of the ICS organization, should have a written incident action plan. Incidents extending through an operational period should also have a written incident action plan to ensure continuity due to personnel changes. The decision to have a written action plan will be made by the incident commander.

**a.** Essential elements in any written or oral incident action plan are:

- 1) Statement of Objectives - Appropriate to the overall incident.
- 2) Organization - Describes what parts of the ICS organization will be in place for each operational period.
- 3) Assignments to Accomplish the Objectives - These are normally prepared for each division or group and include the strategy, tactics, and resources to be used.
- 4) Supporting Materials - Examples can include a map of the incident, communications plan, medical plan, traffic plan, etc.

**b.** The incident action plan must be made known to all incident supervisory personnel. This can be done through briefings, by distributing a written plan prior to the start of the operational period, or by both methods.

**c.** As a matter of policy missions where CAP is the lead agency, a written plan of some sort will be published. For missions of short duration the ICS Form 201 will be used as the plan for the missions. Missions of longer duration, anything over one operational period which will not be greater than 24 hours, will require the use of a formal incident action plan utilizing ICS Forms 202 through 206 with appropriate attachments.

**8-11. Span of Control.** Span of control means how many organizational elements another person may directly manage. Maintaining adequate span of control throughout the ICS organization is very important. Effective span of control may vary from 3-to-7, and a ratio of 1-to-5 reporting elements is recommended. If the number of reporting elements falls outside of those ranges, expansion or consolidation of the organization may be necessary. There will be exceptions. For example, in some applications specially trained crews may utilize a larger span of control.

**8-12. Common Responsibilities.** There are certain common responsibilities or instructions associated with an incident assignment that everyone assigned to an incident should follow. Following these simple guidelines will make your job easier and result in a more effective operation.

- a.** Receive your incident assignment from your organization. This should include, at a minimum, a reporting location and time, likely length of assignment, brief description of assignment, route information, and a designated communications link if necessary. Different agencies may have additional requirements.
- b.** Bring any specialized supplies or equipment required for your job. Be sure you have adequate personal supplies to last you for the expected stay.
- c.** Upon arrival, follow the check-in procedures for the incident. Check-in locations may be found at:
  - 1) Incident command post (at the resources unit)
  - 2) Staging areas
  - 3) Base or camps
  - 4) Helibases
  - 5) Division or group supervisors (for direct assignments)
- d.** Radio communications on an incident should use clear text, that is, no radio codes. Refer to incident facilities by the incident name, for example, Rossmoor Command Post or 42nd Street Staging Area. Refer to personnel by ICS title, for example, Division C not numeric code or name.
- e.** Obtain a briefing from your immediate supervisor. Be sure you understand your assignment.
- f.** Acquire necessary work materials, locate, and setup your workstation.
- g.** Organize and brief any subordinates assigned to you.
- h.** Brief your relief at the end of each operational period and, as necessary, at the time you are demobilized from the incident. Shift changes can make or break the continuity of operations. Smooth transitions from one operational period to the next can often only be accomplished easily if personnel are organized, consistently maintain detailed unit logs, and thorough briefing and debriefings occur between the departing and oncoming staff. This will also reduce the fatigue and frustration of the mission staff that can easily be overwhelmed during transition periods.
- i.** Complete required forms and reports and give them to your supervisor or to the documentation unit before you leave.
- j.** Demobilize according to plan.

**ATTACHMENT 1 – ABBREVIATIONS/DEFINITIONS**

**AFRCC.** Air Force Rescue Coordination Center that directs and coordinates Air Force authorized missions in search and rescue situations.

**AFNSEP.** Air Force National Security Emergency Preparedness Office that is responsible for issuing Air Force mission authorization for disaster relief situations.

**AL.** Agency Liaison.

**ALCOM.** Alaskan Command.

**AOBD.** Air Operations Branch Director.

**ART.** Annual Recurrency Tasks.

**BIFC.** Boise Interagency Fire Center.

**CAP Corporate Mission.** Any CAP operational mission, which is not an Air Force assigned mission, and is flown in accordance with CAPR 60-1.

**CAP Operational Mission.** Any mission where CAP provides a service or activity for another agency. These missions require the specialty ratings delineated in this regulation.

**CAPF 10.** *Request, Authorization, and Report for Training/Evaluation Missions*

**CAPF 100.** *Request for Operational Mission Specialty Qualification Card, CAPF 101, or Specialty Qualification Training Card, CAPF 101T*

**CAPF 101.** *Specialty Qualification Card*, issued to CAP members who are qualified and authorized to perform emergency services specialty rating duties.

**CAPF 101T.** *Specialty Qualification Training Card*, issued to CAP members who are training to become qualified in a specific operational specialty rating(s).

**CAPF 102.** *Combined SAR and CD Alert/Briefing Form*

**CAPF 104.** *Mission Flight Plan/Briefing Form*

**CAPF 106.** *Ground Interrogation For.*

**CAPF 109.** *Ground Team Clearance Form*

**CAPF 114.** *CAP Emergency Services Qualification Record*, used to store and track emergency services personnel records.

**CAPF 115.** *CAP Emergency Services Mission Folder*, used to store mission records for all emergency services missions.

**CAPF 122.** *SAR Mission Report*

**CAPR 60-1.** *CAP Flight Management*

**CAPR 60-4, Volume I, Part I.** *CAP ES Mission Forms*

**CAPR 60-4, Volume I, Part II.** *CAP ES Mission Forms-ICS*

**CAPR 60-4, Volume II.** *CAP ES Training Forms*

**CAPR 60-5.** *Critical Incident Stress Management*

**CAPR 77-1.** *Operation and Maintenance of CAP Owned Vehicles*

**CAPR 100-1, Vol I.** *Communications*

**CAPR 173-3.** *Payment for Civil Air Patrol Support*

**CAPR 900-3.** *Firearms-Assistance to Law Enforcement Officials*

**CAPR 900-5.** *The CAP Insurance/Benefits Program*

**CAPT 116.** *General Emergency Services Questionnaire*, used as an introductory and refresher test for materials needed in all emergency services specialties.

**CAP-USAF Form 12.** *Combined SAR/DR Evaluation Guide*

**CARDA.** CONUS Air Reconnaissance for Damage Assessment

**CD.** Counterdrug

**CIS.** Critical Incident Stress

**CIST.** Critical Incident Stress Team

**CONUS.** Continental United States

**CONUSA.** Continental United States Armies

**COOP.** Continuity of Operations

**Current (currency).** The periodic performance or accomplishment of designated tasks to maintain qualification to perform in a specialty rating.

**CUL.** Communications Unit Leader

**DCO.** Defense Coordinating Officer

**DEA.** Drug Enforcement Agency

**DF.** Direction Finder or Direction Finding

**DOMS.** Director of Military Support

**DR.** Disaster Relief

**ELT.** Emergency Locator Transmitter

**EPLO.** Emergency Preparedness Liaison Officer

**EXPLAN.** Exercise Plan

**FAA.** Federal Aviation Administration

**FASC.** Finance Administration Section Chief

**FCO.** Federal Coordinating Officer

**FECA.** Federal Employees' Compensation Act

**FEMA.** Federal Emergency Management Agency that is the agency responsible for managing federal assets in presidentially declared disaster situations.

**FLM.** Flight Line Marshall

**FLS.** Flight Line Supervisor

**FORSCOM.** Forces Command

**FRO.** Flight Release Officer

**FTCA.** Federal Torts Claims Act

**GBD.** Ground Branch Director

**GES.** General Emergency Services

**GTL.** Ground Team Leader

**GTM.** Ground Team Member.

**HAZMAT.** Hazardous Materials

**HQ CAP-USAF/CC.** Commander of CAP-USAF, Senior Air Force advisor to CAP

**HQ CAP-USAF/JA.** CAP-USAF Staff Judge Advocate

**HQ CAP-USAF/XO.** CAP-USAF Director of Operations

**IAMSAR Manual.** International Aeronautical and Maritime SAR Manual, provides guidance for signatory countries in conducting SAR operations.

**IAP.** Incident Action Plan

**IC.** Incident Commander

**ICP.** Incident Command Post

**ICS.** Incident Command System

**ICSF 201.** *Incident Briefing Form*

**ICSF 202.** *Incident Objectives Form*

**ICSF 203.** *Organization Assignment List*

**ICSF 204.** *Assignment List*

**ICSF 205.** *Incident Radio Communications Plan*

**ICSF 206.** *Medical Plan*

**IFR.** Instrument Flight Rules

**IO.** Information Officer

**JRCC.** Joint Rescue Coordination Center

**LANTCOM.** Atlantic Command

**LNCO.** Liaison Noncommissioned Officer

**LO.** Liaison Officer

**LSC.** Logistics Section Chief  
**MC.** Mission Chaplain  
**MD.** Mission Designator  
**METL.** Mission Essential Task List  
**MO.** Mission Observer  
**MOU.** Memorandum of Understanding  
**MP.** Mission Pilot  
**MRO.** Mission Radio Operator  
**MS.** Mission Scanner  
**MSA.** Mission Staff Assistant  
**MSCA.** Military Support to Civil Authorities  
**MSCLEA.** Military Support to Law Enforcement Agencies  
**MSO.** Mission Safety Officer  
**NASAR.** National Association for Search and Rescue  
**NHQ CAP/DO.** Civil Air Patrol National Headquarters  
Director of Operations  
**NHQ CAP/DOS.** Civil Air Patrol National Headquarters  
Emergency Services staff  
**NHQ CAP/GC.** Civil Air Patrol National Headquarters  
General Council  
**OI.** Operating Instruction  
**OPLAN.** Operations Plan  
**ORM.** Operational Risk Management  
**OSC.** Operations Section Chief

**PACOM.** Pacific Command  
**PSC.** Planning Section Chief  
**Qualification (qualified).** The condition of having satisfactorily completed the initial training or recurrency requirements for a specialty rating and having not exceeded the re-currency time period. If you are not current, you are not qualified.  
**RCC.** Rescue Coordination Center  
**SAR.** Search and Rescue  
**SARDA.** State and Regional Disaster Airlift  
**SC.** SAR Coordinator  
**SCO.** State Coordinating Officer  
**SMC.** SAR Mission Coordinator  
**SOP.** Standard Operating Procedure  
**SRU.** SAR Units  
**STARC.** State Area Command  
**TEMPEST RAPID.** Report filed to AFNSEP by Wing Liaison Staff on CAP disaster operations.  
**UDF.** Urban Direction Finding  
**USFS.** United States Forest Service  
**USAF-Assigned Reimbursable Mission and USAF-Assigned Non-reimbursable Mission.** See CAPR 60-1  
**VHF.** Very High Frequency