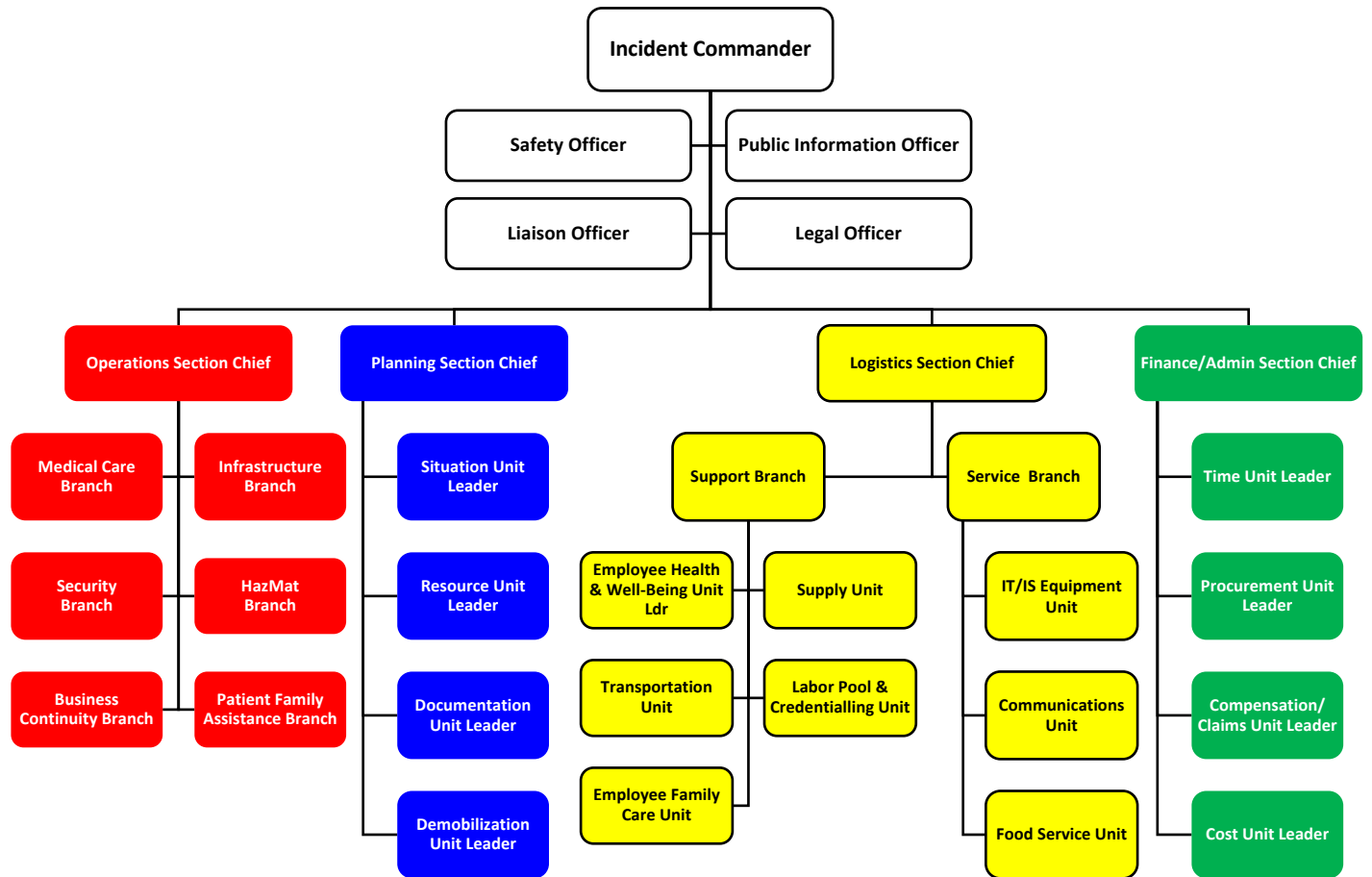




### CREDIT ONE BANK INCIDENT COMMAND SYSTEM (ICS) ORGANIZATIONAL STRUCTURE



### ICS FUNCTIONAL AREAS & RESPONSIBILITIES

#### Command Staff

COMMAND	PUBLIC INFORMATION	SAFETY	LIAISON	LEGAL OFFICER
<ul style="list-style-type: none"><li>Initially established by the first responder on scene.</li><li>Responsible for managing all operations and resources unless delegated.</li><li>Command may transfer, based on who is most qualified and/or primary authority for overall control of the incident.</li></ul>	<ul style="list-style-type: none"><li>Serves as the point of contact for the media or other organizations seeking information directly from the incident or event.</li><li>There should be <b>only one</b> Public Information Officer (PIO). Others will serve as assistants PIOs.</li></ul>	<ul style="list-style-type: none"><li>Monitors safety conditions and develops measures for ensuring the safety of all assigned personnel.</li><li>Corrects unsafe situation via chain of command.</li><li>May stop activity if personnel are in imminent danger.</li></ul>	<ul style="list-style-type: none"><li>On larger incidents or representatives from cooperating or assisting agencies/companies/organizations may be assigned to the incident to coordinate their organization's involvement. The LOFR serves as their primary contact.</li></ul>	<ul style="list-style-type: none"><li>The Legal Officer advises the Incident Commander on legal matters.</li><li>Research issues and brief Command or the appropriate IMT members on possible solutions and alternatives.</li><li>Expedites review of all legal documents for incident response.</li></ul>

#### General Staff

OPERATIONS	PLANNING	LOGISTICS	FINANCE/ADMIN
<ul style="list-style-type: none"><li>Initially established by the first responder on scene.</li><li>Responsible for managing all operations and resources unless delegated.</li><li>Command may transfer, based on who is most qualified and/or primary authority for overall control of the incident.</li></ul>	<ul style="list-style-type: none"><li>Oversees all incident related data gathering and analysis regarding incident operations and resource management.</li><li>Initiates long range planning; facilitates all planning meetings.</li><li>Prepares the Incident Action Plan (IAP) for each operational period.</li></ul>	<ul style="list-style-type: none"><li>Monitors safety conditions and develops measures for ensuring the safety of all assigned personnel.</li><li>Corrects unsafe situation via chain of command.</li><li>May stop activity if personnel are in imminent danger.</li></ul>	<ul style="list-style-type: none"><li>Monitors the utilization of financial assets and the accounting for financial expenditures.</li><li>Supervise the documentation of expenditures and cost reimbursement activities.</li><li>Coordinates insurance and compensation claims.</li></ul>

## 8 STEP INCIDENT RESPONSE PROCESS

### 1. Establish Command

- ☐ Initial responder/leader establishes command
- ☐ Announced/document command established
- ☐ Inform all incoming resources & personnel of the command structure
- ☐ Use appropriate identification (badges, vests, etc.)

### 2. Determine Objectives, Strategies, Tactics

- ☐ Establish initial objectives  
"What do we need to do?"
- ☐ Methods used to achieve the objectives  
"How do we want to do it?"
- ☐ Specific details appropriate to the strategy  
"Who, when and where are we going to do it?"

### 3. Organize the Site

- ☐ Set up emergency operations center (EOC)
- ☐ Treat/assist the injured
- ☐ Set up safe routes
- ☐ Issue warnings/notifications

### 4. Manage Resources

- ☐ Check in resources
- ☐ Organization with manageable span of control

### 5. Develop Appropriate Organization

- ☐ Transfer Command to another, if required
- ☐ Delegate Command Staff as required (Information, Safety, Liaison, Legal Officers)
- ☐ Assign General Staff as needed (Operations, Planning, Logistics, Finance/Admin)
- ☐ Organize operational resources into Branches, Groups, Units, etc. based on the needs of the response
- ☐ Maintain optimum span of control (3-5; max 7)

### 6. Review & Modify the Incident Action Plan (IAP)

- ☐ Gather situational information
- ☐ Determine objectives & strategies
- ☐ Establish Operational Period (i.e. timeframe)
- ☐ Determine tactics and assignments
- ☐ Prepare and distribute the IAP
- ☐ Continuously review, assess and revise the IAP

### 7. Manage Additional Facilities

- ☐ Ensure the EOC has adequate resources and protection from the incident/weather
- ☐ Prepare to move EOC if needed to increase in size
- ☐ Establish staging/labor pool areas as necessary

### 8. Manage Additional Resources

- ☐ Assign Deputies, Assistants and Managers, as required. **A Deputy must be fully qualified to assume the primary position**
- ☐ Establish resource needs
- ☐ Acquire resources
- ☐ Check-in resources
- ☐ Utilize resources
- ☐ Demobilize resources

## SITUATIONAL ASSESSMENT

### Identify:

- ☐ What is the nature of the incident?
- ☐ How large an area is affected?
- ☐ What hazards are present
- ☐ Are there any potential safety risks?
- ☐ Could the situation worsen suddenly? How?
- ☐ How can the area be isolated?
- ☐ What the initial resources required?
- ☐ Is this likely going to be a prolonged incident?
- ☐ What location would make a good staging area?
- ☐ What access/egress routes would assist the flow of response personnel and equipment?

## TRANSFER OF COMMAND

Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another.

Transfer of Command may take place for the following reasons:

- ☐ A more **qualified** person assumes command
- ☐ The incident situation changes over time
- ☐ A jurisdictional or agency change in command is legally required (i.e. public safety arrive on site)
- ☐ A turnover of personnel, normally occurs on long or extended incidents

## TRANSFER OF COMMAND BRIEFING CHECKLIST

Review list below with incoming commander (add additional items as necessary):

- ☐ Current status of the incident
- ☐ Safety considerations and concerns
- ☐ Incident objectives and strategies
- ☐ Site organization
- ☐ Deployment & assignment of operating units & personnel
- ☐ Need for additional resources
- ☐ Potential for incident expansion
- ☐ Current organization chart

## DEMobilIZATION

Planning for incident demobilization is often overlooked. As incidents begin to contract, responders will be anxious to leave the scene and return to their home agency quickly. Effective demobilization planning must begin early in the incident response. A good rule of thumb is to begin demobilization planning as soon as sources are activated.

## DEMobilIZATION CHECKLIST

- ☐ In advance, work with Planning to identify demobilization/shut-down issues, as applicable
- ☐ Identify outstanding tasks and forward to others as directed
- ☐ Complete all necessary forms and documents
- ☐ Advise Finance of any outstanding financial items
- ☐ Close out logs and forward to Planning when deactivating function
- ☐ Forward all original documentation to Documentation Unit in Planning
- ☐ Return equipment/supplies
- ☐ Participate in exit interview/debrief
- ☐ Sign-out of site/staging area/command post
- ☐ If traveling, report in once safely home

## INCIDENT PRIORITIES

Throughout the incident, objectives are established based on the following priorities:

**First Priority:** Life Safety

**Second Priority:** Incident Stabilization

**Third Priority:** Property & Environment Preservation

Overall priorities for an incident define what is most important. These are not a set of steps; you do not complete all life safety actions before you start any efforts to stabilize the incident. Often these priorities will be performed simultaneously.

## ICS POSITION DETAILS

### INCIDENT MANAGEMENT TEAM (IMT)

An Incident Management Team (IMT) provides incident management or support during incidents or events that exceed the organization's capability or capacity. The IMT:

1. Deploys to manage emergency responses, incidents, or planned events requiring a higher capability or capacity level than an individual department can provide.
2. Assists with incident management activities during all-hazards events, including natural and human-caused events, as well as planned events.
3. Assumes management of the incident for the organization.
4. Directs and tracks tactical resources that the organization and other supporting organizations provide.
5. Performs Command, Operations, Planning, Logistics, Finance/Administration, Safety, Public Information, and Liaison functions, as the incident requires.
6. Coordinates with Emergency Operations Center (EOC) personnel, Senior/Executive Leadership regarding incident management objectives and support.

### INCIDENT COMMANDER (IC)

The Incident Commander (IC) is the only position always activated in ICS. The IC is responsible for the management of the incident. The Incident Commander directs all the activities within the Emergency Operations Center (EOC), sets the operational periods, and devises strategies and priorities to address those objectives that are communicated in the Incident Action Plan (IAP). If the incident is complex or large in scale, a Deputy Incident Commander can be established. The Deputy IC **must have** the same qualifications as the IC and be ready to assume IC position if required.

### PUBLIC INFORMATION OFFICER (PIO)

The Public Information Officer (PIO) is responsible for coordinating information sharing inside and outside the Bank. They serve as a conduit for information to internal personnel and external stakeholders, including the media or other organizations/agencies.

### LIAISON OFFICER (LOFR)

The Liaison Officer is the Bank's primary contact for external agencies assigned to support the Bank during incident response. In some cases, a Liaison Officer may be assigned to the Emergency Operations Center (EOC) and a Deputy Liaison Officer or Assistant assigned to represent the Bank at a municipal emergency operations center (EOC).

### SAFETY OFFICER (SOFR)

The Safety Officer monitors Bank response operations to identify and correct unsafe practices. They institute measures for assuring the safety of all assigned response/IMT personnel; **not the general public.**

### LEGAL OFFICER (LO)

The Legal Officer advises the Incident Commander on legal matters, such as emergency response activities, legality of evacuation orders, and legal rights and restrictions pertaining to media access, regulatory obligations relating to the finance industry, etc..

### OPERATIONS SECTION CHIEF (OSC)

The Operations Section Chief is responsible for the management of tactical operations directly in support of the primary incident response. The OSC also directs the preparation of operational plans, requests or releases resources, monitors operational progress, makes expedient changes to the IAP when necessary, and reports those changes to the IC/UC. The OSC may have Deputy OSC(s), those persons **must have** the same qualifications as the OSC, as they must be ready to take over as OSC at any time.

### STAGING AREA MANAGER (STAM)

The Staging Area Manager (STAM) is under the direction of the OSC and is responsible for managing all activities within a Staging Area. The STAM is responsible for the coordination, support and distribution of all incoming resources.

### MEDICAL CARE BRANCH DIRECTOR

The Medical Care Branch Organize and manage the delivery of emergency, inpatient, outpatient, casualty care, behavioral health, and clinical support services. The Medical Care Branch Director may supervise the following Unit Leaders:

<b>Inpatient Unit Leader</b>	Assure treatment of inpatients, manage the inpatient care areas, and provide for controlled patient discharge.
<b>Outpatient Unit Leader</b>	Organize and manage the delivery of outpatient services to meet the needs of existing patients and those that are incident related.
<b>Behavioral Health Unit Leader</b>	Address issues related to behavioral health emergency response, manage the behavioral health care area, and coordinate behavioral health response activities
<b>Casualty Care Unit Leader</b>	Organize and coordinate the delivery of emergency care to arriving patients.
<b>Clinical Support Unit Leader</b>	Organize and manage all the clinical support services aiding for the provision of patient care.
<b>Pt. Registration Unit Leader</b>	Organize and manage inpatient and outpatient registration.

### INFRASTRUCTURE BRANCH DIRECTOR

The Infrastructure Branch Director organizes and manages the services required to sustain and repair the hospital's infrastructure operations: power/lighting; water/sewer, heating, ventilation, and air conditioning (HVAC), buildings/grounds; and medical gases. The Infrastructure Branch Director may supervise the following Unit Leaders:

<b>Water/Sewer Unit Leader</b>	Evaluate and monitor the availability and quality of existing water, sewage, and sanitation systems. Enact pre-established alternate methods of supply when needed.
<b>HVAC Unit Leader</b>	Maintain heating, ventilation, and air conditioning (HVAC) to the hospital and campus facilities.
<b>Buildings/Grounds Unit Leader</b>	Organize and manage the services required to sustain and repair the hospital's buildings and grounds.
<b>Power/Lighting Unit Leader</b>	Maintain primary and back-up power and lighting to the hospital and campus facilities.
<b>Medical Gases Unit Leader</b>	Organize and distribute medical gases to requesting clinical care areas.

### SECURITY BRANCH DIRECTOR

The Security Branch Director coordinates all activities related to patient, staff, and hospital security such as access control, crowd and traffic control, search and rescue, and law enforcement interface. The Security Branch Director may supervise the following Unit Leaders:

<b>Crowd Control Unit Leader</b>	Maintain scene safety and ensure crowd control.
<b>Traffic Control Unit Leader</b>	Organize and enforce vehicular traffic security for the hospital.
<b>Access Control Unit Leader</b>	Ensure the security of the hospital and personnel by monitoring and controlling individuals entering and exiting the building.
<b>Search Unit Leader</b>	Coordinate the search for suspicious devices and for patients, staff, or visitors during situations of security breaches or infrastructure damage.
<b>Law Enforcement Interface Unit Leader</b>	Coordinate security of the hospital with outside law enforcement agencies.

### HAZMAT BRANCH DIRECTOR

The Hazardous Materials Branch Director organizes and directs hazardous material (HazMat) incident response activities: detection and monitoring; spill response; victim, technical, and emergency decontamination; hospital and equipment decontamination. The HazMat Branch Director may supervise the following Unit Leaders:

<b>Detection and Monitoring Unit Leader</b>	Coordinate detection and monitoring activities related to hazardous material (HazMat) incident response.
<b>Spill Response Unit Leader</b>	Coordinate on-site activities related to implementation of the hospital's internal Hazardous Materials (HazMat) Spill Response Plan.
<b>Victim Decontamination Unit Leader</b>	Coordinate the onsite patient decontamination activities related to hazardous materials (HazMat) incident response.
<b>Facility/Equipment Decontamination Unit</b>	Coordinate the on-site hospital and equipment decontamination activities related to hazardous materials (HazMat) incident response.

### BUSINESS CONTINUITY BRANCH DIRECTOR

Ensure business functions are maintained, restored, or augmented as needed to minimize the financial or other impact of business interruptions. The Business Continuity Branch Director may supervise the following Unit Leaders:

<b>IT Systems and Applications Unit Leader</b>	Ensure information technology (IT), computers, networks, and applications remain operational, and are restored or augmented as needed to maintain the continuity of essential business operations.
<b>Services Continuity Unit Leader</b>	Ensure business, clinical, and support service functions are maintained, restored, or augmented to meet designated objectives. Work to minimize interruptions to continuity of essential business
<b>Records Management Unit Leader</b>	Ensure vital business and medical records are maintained and preserved with limited or no interruption to essential information requests.

### PATIENT FAMILY ASSISTANCE BRANCH DIRECTOR

The Patient Family Assistance Branch Director organizes and manages the delivery of assistance to meet patient family care needs, including communication, lodging, food, health care, spiritual, and emotional needs that arise during the incident. The Patient Family Assistance Branch Director may supervise the following Unit Leaders:

<b>Family Reunification Unit Leader</b>	Organize and manage the services and processes required to assist in family reunification.
<b>Social Services Unit Leader</b>	Organize and manage support to meet patient social service requirements during a disaster, coordinating with community and government resources.

### PLANNING SECTION CHIEF (PCS)

The Planning Section Chief oversees all incident related data gathering and analysis regarding incident operations and resource management; develops alternatives for tactical operations; initiates long range planning; conducts/facilitates all planning meetings; and prepares the Incident Action Plan (IAP) for each operational period. The PSC may have Deputy PSC(s), those persons **must have** the same qualifications as the PSC, as they must be ready to take over as PSC at any time.

### RESOURCE UNIT LEADER (RESL)

The Resource Unit Leader maintains information on the status, location, and availability of personnel, teams, facilities, supplies, and major equipment to ensure availability of use during the incident. They also maintain a master list of all resources assigned to incident operations. The RESL may supervise the following Unit Leaders:

<b>Personnel Tracking Manager</b>	Maintain information on the status, location, and availability of on duty staff and volunteer personnel.
<b>Materiel Tracking Manager</b>	Maintain information on the status, location, and availability of equipment and supplies within the hospital inventory and additional material received from external sources in support of the incident.

### SITUATION UNIT LEADER (SITL)

Collect, process, and organize ongoing situation information; prepare situation summaries; develop projections and forecasts of future events related to the incident. Prepare maps and gather and disseminate information and intelligence for use in the Incident Action Plan (IAP). The SITL may supervise the following Unit Leaders:

#### Patient Tracking Manager

Monitor and document the location of incoming and outgoing patients at all times within the hospital's patient care system and track the destination of all patients departing the hospital.

#### Bed Tracking Manager

Maintain information on the status, location, and availability of all patient beds, including disaster cots and stretchers.

### DOCUMENTATION UNIT LEADER (DOCL)

The Documentation Unit Leader maintains accurate and complete incident files, including a record of the response and recovery actions; provide duplication services to incident personnel; file, maintain, and store incident documents for legal, analytical, reimbursement, and historical purposes.

### DEMOBILIZATION UNIT LEADER (DEMOB)

The Demobilization Unit Leader develops and coordinates demobilization activities that include specific instructions for all personnel and resources that will require demobilization.

### ANALYTICS UNIT LEADER (CUSTOM POSITION)

The Analytics Unit Leader develops, prepares, and maintains comprehensive data into useable intelligence through a variety of representations such as tabular or graphical/charts.

### LOGISTICS SECTION CHIEF (LSC)

The Logistics Section Chief organizes and directs the service and support activities needed to ensure the material needs for the organization's response to an incident are available including but not limited to facilities, transportation, supplies, communications, well-being of responders, equipment, food, and medical services. The LSC may have Deputy LSC(s), those persons **must have** the same qualifications as the LSC, as they must be ready to take over as LSC at any time.

### SERVICE BRANCH DIRECTOR (SVBD)

The Service Branch Director organizes and manages the services required to maintain and enhance the hospital's communication system, food service, and information technology and equipment. The SVBD may supervise the following Unit Leaders:

#### Communications Unit Leader (COML)

Organize and coordinate internal and external communications including equipment availability.

#### IT/IS Equipment Unit Leader

Provide computer hardware, applications, and infrastructure acquisition and installation support to the organization.

#### Food Services Unit Leader

Organize and maintain food preparation and delivery services for patients, staff, families, and visitors.

### SUPPORT BRANCH DIRECTOR (SUBD)

The Support Branch Director organizes and manages the services required to maintain the hospital's supplies, alternate care areas and work locations, transportation, and labor pool. Ensure the provision of logistical, psychological, and medical support of employees and their families. The SUBD may supervise the following Unit Leaders:

#### Employee Health and Well-Being Unit Leader

Ensure the provision of logistical, psychological, and medical support of staff and their dependents.

#### Supply Unit Leader

Acquire, inventory, maintain, and provide medical and non-medical care equipment, supplies, and pharmaceuticals.

#### Transportation Unit Leader

Organize and coordinate the transportation of all ambulatory and non-ambulatory patients. Arrange for the transportation of personnel and material resources within or outside of the hospital.

#### Labor Pool and Credentialing Unit Leader

Coordinate staff call back and provide instruction on where they are to report. Coordinate the registration, orientation, and supervision of community members volunteering to assist during the incident. Verify credentials, including licensure of all volunteer personnel.

#### Medical Gases Unit Leader

Ensure the availability of medical, logistic, behavioral health, and day care for the families of staff members. Coordinate mass prophylaxis, vaccination, or immunization of family members if required.

### FINANCE/ADMINISTRATION SECTION CHIEF (FSC)



The Finance/Admin Section Chief (FSC) monitors the utilization of financial assets and the accounting for financial expenditures. They also supervise the documentation of expenditures and cost reimbursement activities. The FSC may have Deputy FSC(s), those persons **must have** the same qualifications as the FSC, as they must be ready to take over as FSC at any time.

#### TIME UNIT LEADER (TIME)

The Time Unit Leader (TIME) is responsible for the documentation of personnel time records and monitors & reports on regular and overtime hours worked.

#### PROCUREMENT UNIT LEADER (PROC)

The Procurement Unit Leader (PROC) is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. Although the PROC works within the IMT, specific procurement policies, authorities, and procedures, which include emergency authorization procedures to expedite purchases, cannot be circumvented by the Incident Commander.

#### COMPENSATION/CLAIMS UNIT LEADER (COMP)

The Compensation/Claims Unit Leader (COMP) is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activities (other than injury) for an incident.

#### COST UNIT LEADER (COST)

The Cost Unit Leader (COST) is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

#### MEDICAL / TECHNICAL SPECIALIST

Medical/Technical Specialists are persons with specialized expertise in areas such as infectious disease, legal affairs, risk management, medical ethics, etc., who may be asked to provide the HIMT staff with needed insight and recommendations. Medical/Technical Specialists may be assigned anywhere in the HICS structure as needed. Examples of Medical/Technical Specialists are:

- |  |   |
|--|---|
| <input type="checkbox"/> Biological/Infectious Disease | <input type="checkbox"/> Legal Affairs    |
| <input type="checkbox"/> Chemical                      | <input type="checkbox"/> Risk Management  |
| <input type="checkbox"/> Radiological                  | <input type="checkbox"/> Medical Staff    |
| <input type="checkbox"/> Clinic Administration         | <input type="checkbox"/> Pediatric Care   |
| <input type="checkbox"/> Hospital Administration       | <input type="checkbox"/> Medical Ethicist |

### MANAGEMENT BY OBJECTIVES

Incident objectives are statements of guidance and direction necessary for selecting one or more appropriate strategies and the tactical direction of resources. These must be met in order to be successful in achieving the Mission Statement. Management by Objectives (MBO) is a management approach that involves a 4-step process (setting goals; assigning resources; developing plans, procedures, protocols; monitoring progress/revising objectives as needed). The objectives should be relatively broad and apply directly to the accomplishment of the goals. In developing the Incident Action Plan (IAP), the Incident Commander may use these as the overarching objectives in the event.



Incident action planning is a core concept for a successful response and recovery from any incident. Developing and utilizing an Incident Action Plan (IAP) provides the goals, strategies, and tactics to facilitate the Management by Objectives (MBO) and ensures understanding of the strategic direction. The planning process is effective for both smaller, short-term incidents and more complicated long-term incidents and the IAP is scalable (e.g., ICS IAP Quick Start versus a fully documented IAP). Incident action planning provides the following benefits:

- |  |   |
|--|---|
| <input type="checkbox"/> Provides the organization's strategic direction | <input type="checkbox"/> Gathers and disseminates information         |
| <input type="checkbox"/> Maximizes available resources                   | <input type="checkbox"/> Improves and enhances communication          |
| <input type="checkbox"/> Reduces omissions and duplication of efforts    | <input type="checkbox"/> Provides a historical record of the incident |
| <input type="checkbox"/> Reduces cost                                    |   |

### Examples

Objectives – What you plan to do in priority order	Strategies – How you plan to accomplish objectives
<b>1. Ensure the Safety of Workforce Members and Other Response Personnel</b>	<input type="checkbox"/> Identify hazard(s) <input type="checkbox"/> Establish site control (hot zone, warm zone, cold zone and security) <input type="checkbox"/> Consider evacuations, as needed

	<input type="checkbox"/> Develop site safety and health plan for response personnel <input type="checkbox"/> Ensure safety briefings are conducted
<b>2. Manage Coordinated Response Effort</b>	<input type="checkbox"/> Complete or confirm notifications and provide updates as required <input type="checkbox"/> Establish a unified command organization and facilities (command post, etc.) <input type="checkbox"/> Ensure regulatory officials are notified/included in response organization, as appropriate <input type="checkbox"/> Initiate emergency response Incident Action Plans (IAP) <input type="checkbox"/> Ensure mobilization and tracking of response resources & personnel <input type="checkbox"/> Complete documentation <input type="checkbox"/> Evaluate planned response objectives vs. actual response (debrief)
<b>3. Minimize Economic Impacts</b>	<input type="checkbox"/> Consider economic impacts throughout response <input type="checkbox"/> Protect public and private assets, as resources permit <input type="checkbox"/> Establish damage claims process
<b>4. Keep Stakeholders Informed of Response Activities</b>	<input type="checkbox"/> Provide forum to obtain stakeholder input and concerns <input type="checkbox"/> Provide stakeholders with details of response actions & concerns and issues, and address as practical <input type="checkbox"/> Provide elected officials details of response actions
<b>5. Keep the Public Informed of Response Activities</b>	<input type="checkbox"/> Provide timely safety announcements <input type="checkbox"/> Conduct regular briefings with workforce members <input type="checkbox"/> Manage news media access to incident activities <input type="checkbox"/> Deliver cardholder announcements/updates, as appropriate
<b>6. Minimize Business Interruption (Business Continuity)</b>	<input type="checkbox"/> Identify business and potential business interruption issues <input type="checkbox"/> Assist with internal/external investigations

