

# Command and General Staff Functions for Local Incident Management Teams

CGSFLIMT-Student Manual

*2nd Edition, 2nd Printing-April 2008*



**FEMA**

FEMA/USFA/NFA  
CGSFLIMT-SM  
April 2008  
2nd Edition, 2nd Printing

***Command and General Staff Functions for  
Local Incident Management Teams***



**FEMA**

# Command and General Staff Functions for Local Incident Management Teams

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**FEMA**



**U.S. DEPARTMENT OF HOMELAND SECURITY**

**UNITED STATES FIRE ADMINISTRATION**

**NATIONAL FIRE ACADEMY**

**FOREWORD**

The U.S. Fire Administration (USFA), an important component of the Department of Homeland Security (DHS), serves the leadership of this Nation as the DHS's fire protection and emergency response expert. The USFA is located at the National Emergency Training Center (NETC) in Emmitsburg, Maryland, and includes the National Fire Academy (NFA), National Fire Data Center (NFDC), National Fire Programs (NFP), and the National Preparedness Network (PREPnet). The USFA also provides oversight and management of the Noble Training Center in Anniston, Alabama. The mission of the USFA is to save lives and reduce economic losses due to fire and related emergencies through training, research, data collection and analysis, public education, and coordination with other Federal agencies and fire protection and emergency service personnel.

The USFA's National Fire Academy offers a diverse course delivery system, combining resident courses, off-campus deliveries in cooperation with State training organizations, weekend instruction, and online courses. The USFA maintains a blended learning approach to its course selections and course development. Resident courses are delivered at both the Emmitsburg campus and the Noble facility. Off-campus courses are delivered in cooperation with State and local fire training organizations to ensure this Nation's firefighters are prepared for the hazards they face.



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A complete set of the ICS forms with directions for completion can be found at <http://www.FIRESCOPE.org>



SCHEDULE

SCHEDULE						
	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6
<b>AM</b>	<p>8:00</p> <p>Unit 0: Introduction</p> <p>Unit 1: Overview of a Local Incident Management Team</p> <p>Unit 2: Incident Commander</p>	<p>8:00</p> <p>Unit 3 (cont'd)</p> <p>Unit 4: The Operations Section</p>	<p>8:00</p> <p>Unit 5: (cont'd)</p> <p>Unit 6: The Logistics Section</p>	<p>8:00</p> <p>Unit 9: Major Incident Management</p>	<p>8:00</p> <p>Unit 10: Incident Resource Management</p> <p>Unit 11: Team Dynamics and Decisionmaking</p>	<p>8:00</p> <p>Unit 12 (cont'd)</p> <p>Final Scenario Presentation</p> <p>Final Exam</p> <p>Evaluations</p> <p>Course Wrap-up</p>
<b>Lunch</b>	<p>12:00 to 1:00</p>	<p>12:00 to 1:00</p>	<p>12:00 to 1:00</p>	<p>12:00 to 1:00</p>	<p>12:00 to 1:00</p>	
<b>PM</b>	<p>1:00 to 4:00</p> <p>Unit 3: The Command Staff</p>	<p>1:00 to 4:00</p> <p>Unit 4: (cont'd)</p> <p>Unit 5: The Planning Section</p>	<p>1:00 to 4:00</p> <p>Unit 7: The Finance/Administration Section</p> <p>Unit 8: Unified Command</p>	<p>1:00 to 4:00</p> <p>Unit 9 (cont'd)</p>	<p>1:00 to 4:00</p> <p>Unit 12: Planning Process</p> <p>Final Scenario</p>	<p>Graduation</p>



# **UNIT 0: INTRODUCTION**

## **COURSE GOAL**

*At the end of this course, through instructor-driven lecture, class participation, active contributions to the interactive activities, and simulations, you will be able to demonstrate knowledge of the Incident Command System (ICS) and the Command and General Staff functions as they affect planning and implementation of the ICS for an incident at the local level.*

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## **COURSE GOAL**

At the end of this course, through instructor-driven lecture, class participation, active contributions to the interactive activities, and simulations, you will be able to demonstrate knowledge of the Incident Command System (ICS) and the Command and General Staff functions as they affect planning and implementation of the ICS for an incident at the local level.

## **THE U.S. FIRE ADMINISTRATION**

The U.S. Fire Administration (USFA) is a component of the Federal Emergency Management Agency (FEMA). Many people identify USFA with the National Fire Academy (NFA). However, USFA has two other main branches: the National Fire Programs and Management and Operations Support Service (MOSS). USFA is also a member of the National Wildfire Coordinating Group (NWCG) and maintains a close and active working relationship with many groups that are concerned with emergency services and homeland security. These groups include

- Emergency Support Function-4 (EFS-4) of the National Response Framework (NRF) (Firefighting).
- Department of Transportation/National Highway Transportation and Safety Administration (DOT/NHTSA) Emergency Medical Services Division;
- Federal Interagency Committee on Emergency Medical Services (FICEMS);
- Law enforcement agencies including the Bureau of Alcohol, Tobacco, Firearms, Explosives and Arson (ATF), Federal Bureau of Investigation (FBI), and local investigators;
- Emergency Services Sector of the Department of Homeland Security (DHS) Critical Infrastructure Protection programs;
- National Incident Management System (NIMS) Integration Center (NIC); and
- Emergency Management Institute (EMI).

## **COURSE TRAINING LEVEL**

The prerequisite courses (ICS-100 and ICS-200) establish a foundation of the duties and responsibilities of ICS functions for a local Incident Management Team (IMT). This course meets the requirements of ICS-300 and ICS-400 and provides focus on using ICS in managing large-scale/complex incidents. Equivalency is determined at the State and local level.

## **COURSE OVERVIEW**

This course is made up of 12 units:

- Unit 0: Introduction.
- Unit 1: Overview of a Local Incident Management Team.

- Unit 2: Incident Commander.
- Unit 3: The Command Staff.
- Unit 4: The Operations Section.
- Unit 5: The Planning Section.
- Unit 6: The Logistics Section.
- Unit 7: The Finance/Administration Section.
- Unit 8: Unified Command.
- Unit 9: Major Incident Management.
- Unit 10: Incident Resource Management.
- Unit 11: Team Dynamics and Decisionmaking.
- Unit 12: Planning Process.

### **Performance Evaluation**

Students are evaluated through informal feedback, performance feedback on activities, and an end-of-course written examination. A score of at least 70 percent is necessary on the examination.

## Activity 0.1

### Student Introductions

#### Purpose

To meet the instructors and other students.

#### Directions

1. An instructor will do a roll call.
2. The instructors then will introduce themselves and briefly discuss their background.
3. Next, each student will introduce him/herself and give a brief overview of his/her background and expectations for the course. You each will be allotted 2 minutes. Information should include your:
  - a. Name and position in your agency.
  - b. Department or agency.
  - c. Basic information on department/agency.
  - d. Size of department/agency.
  - e. Size of community.
  - f. Current responsibilities.
  - g. What you expect to get from attending this course.
4. The instructors will record your comments and review them periodically to ensure that your expectations are being met during the course.



NOTE-TAKING GUIDE

Slide 0-1

**UNIT 0:  
INTRODUCTION**

Slide 0-1

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Slide 0-2

**COURSE/CLASSROOM  
LOGISTICS**

- Breaks
- Daily schedule
- Restrooms
- Fire exits
- Emergency procedures
- Cell phone policy

Slide 0-2

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Slide 0-3

**COURSE GOAL**

At the end of this course, through instructor-driven lecture, class participation, active contributions to the interactive activities, and simulations, students will be able to demonstrate knowledge of the Incident Command System (ICS) and the Command and General Staff functions as they affect planning and implementation of the ICS for an incident at the local level.

Slide 0-3

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Slide 0-4

**WHAT IS THE U.S. FIRE ADMINISTRATION?**

- The U.S. Fire Administration (USFA) is a component of the Federal Emergency Management Agency (FEMA).
- The main branches within USFA are
  - National Fire Programs Division.
  - National Fire Academy (NFA) Division.
  - Management and Operations Support Services (MOSS) Division.

Slide 0-4

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Slide 0-5

**U.S. FIRE ADMINISTRATION AND OTHER AGENCIES/GROUPS**

- National Wildfire Coordinating Group (NWCG)
- ESF-4 of the National Response Framework (NRF)
- DOT/NHTSA EMS Division; FICEMS
- ATF, FBI, and State/local investigators
- Emergency Services Sector of DHS Critical Infrastructure Protection programs
- NIMS Integration Center
- Emergency Management Institute (EMI)

Slide 0-5

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Slide 0-6

**ALL-HAZARDS INCIDENT MANAGEMENT TEAM TECHNICAL ASSISTANCE PROGRAM**

- U.S. Fire Administration
- National Fire Programs Branch
- Response Section

Slide 0-6

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Slide 0-7

**ICS-100 AND ICS-200  
COURSES**

- **Required to prepare for this course**
- **Establishes a foundation of the duties and responsibilities of ICS functions for a local IMT**

Slide 0-7

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Slide 0-8

**COURSE TRAINING  
LEVEL**

- **Course meets the requirements of ICS-300 and ICS-400.**
- **Focus on Command and General Staff positions.**
- **Simulations representing all hazards.**

Slide 0-8

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Slide 0-9

**COURSE OVERVIEW**

Slide 0-9

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Slide 0-10

**COURSE OVERVIEW  
(cont'd)**

**Focus is on the use of the ICS in  
managing large-scale/complex incidents.**

Slide 0-10

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Slide 0-11

**COURSE OVERVIEW (cont'd)**

- Unit 0: Introduction
- Unit 1: Overview of a Local Incident Management Team
- Unit 2: Incident Commander
- Unit 3: The Command Staff
- Unit 4: The Operations Section
- Unit 5: The Planning Section
- Unit 6: The Logistics Section
- Unit 7: The Finance/Administration Section
- Unit 8: Unified Command
- Unit 9: Major Incident Management
- Unit 10: Incident Resource Management
- Unit 11: Team Dynamics and Decisionmaking
- Unit 12: Planning Process

Slide 0-11

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Slide 0-12

**PERFORMANCE  
EVALUATION**

- Instructors and peers provide meaningful feedback after each exercise.
- Students must complete the final exam with a score of 70 percent or better.

Slide 0-12

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Slide 0-13

**TRAINING MATERIALS**

- Student Manual
- Experiential activities and simulations
- Evaluation and final simulation considerations



Slide 0-13

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Slide 0-14

**Activity 0.1  
Student Introductions**

Slide 0-14

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Slide 0-15

**Activity 0.1  
Student Introductions (cont'd)**

- Name and position in your agency
- Department or agency
- Basic information on your department/ agency
- Size of department/agency
- Current responsibilities
- Your expectations of the course
- Keep time to 2 minutes

Slide 0-15

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# **UNIT 1: OVERVIEW OF A LOCAL INCIDENT MANAGEMENT TEAM**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion, you will be able to explain what an Incident Management Team (IMT) is and members' responsibilities for incident planning.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Describe the types of incidents that use a local IMT.*
  - 2. Explain the IMT members' responsibilities for development of an Incident Action Plan (IAP).*
-



## WHAT IS A LOCAL INCIDENT MANAGEMENT TEAM?

A local Incident Management Team (IMT) is composed of Command and General Staff members and support personnel who are qualified and prepared to respond formally to a variety of incidents with varying complexity. Teams are typed based on level of training and experience. These teams are available for response 24 hours a day, 365 days a year. Local IMTs generally respond within the home State.

### INCIDENT MANAGEMENT TEAM TYPES

<b>Type 1</b>	<b>National or State team (existing) for incidents of national significance</b>
<b>Type 2</b>	<b>National or State team (existing) for incidents of regional significance</b>
<b>AHIMT</b>	<b>Multiagency/Multijurisdiction team for extended incidents</b>
<b>Local</b>	<b>Single and/or multiagency team for expanded incidents and single-discipline team for initial action and small incidents</b>

- Local IMTs may be involved with many types of incidents.
- **Type I**--National and State level--Federally certified, most experienced, most equipped, now in existence.
- **Type II**--National and State level--Federally certified, less staffing and experience than Type I, smaller scale incident, now in existence.
- **AHIMT**--State or large metropolitan area level--State, region, or area with multijurisdictions or mutual-aid agreements.
- **Local**--County or fire district level--multiagency/multijurisdiction.
- **Local**--City and township level--jurisdiction-specific or by mutual-aid agreement.

## Operational Periods

### Single Operational Period

The following applies to incidents that are managed solely by a local jurisdiction, with possible assistance from neighboring mutual-aid resources that may extend one operational period (3 to 6 hours). The local IMT most likely will interface as follows.

- The incident begins and a response is dispatched to the location. The incident is large and complex--say a multistoried nursing home. Second and third alarms are dispatched. This level of response has triggered the dispatch of the local department's IMT. Approximately 30 to 45 minutes into the incident, these local IMT members begin to arrive at the incident.
- The local IMT Incident Commander (IC) will receive a briefing from the initial IC and will shadow him/her and, in time, may assume Command of the incident. The initial IC may be assigned as a deputy IC.
- As members of the local IMT arrive, they meet with the IMT IC for a briefing to receive direction (Incident Objectives and strategies) and begin to carry out the duties and responsibilities of the function they represent. This is called the initial briefing.
- The local IMT Operations Section Chief will shadow the initial Operations Section Chief (or IC), and may assume Operations at a reasonable time.
- The local IMT Planning Section Chief, and additional Planning staff, will immediately set up the Planning Section. Personnel start to develop necessary contingency plans, and draft the Incident Command System (ICS) 203, *Organization Assignment List*, and ICS 204, *Assignment List*.
- The local IMT Logistics Section Chief, and additional Logistics staff, will immediately set up the Logistics Section. These personnel will begin to order the necessary resources required to control the incident and will provide incident support and service needs.

### Multiple Operational Periods

These are the types of incidents that typically extend past 6 hours and may have durations of days or even weeks.

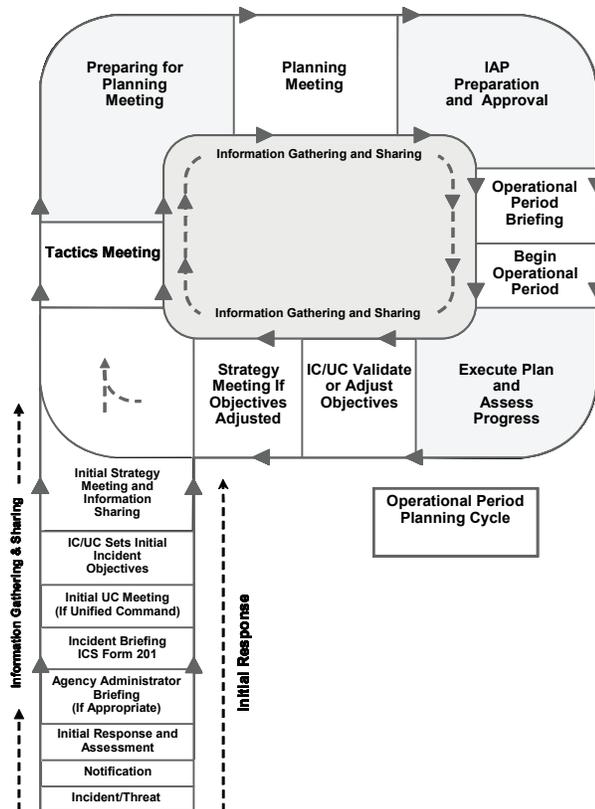
These types of incidents include

- identified hazards within a local comprehensive emergency management plan;
- natural disasters;
- manmade disasters;
- major haz mat incidents;
- terrorism incidents; and
- other such incidents.

## OVERVIEW OF A LOCAL INCIDENT MANAGEMENT TEAM

During these types of incidents the local IMT would be activated and respond to the incident. Prior to receiving an assignment, the Command and General Staff members of the local IMT will attend an initial briefing. The following sequence would take place.

- First, the local IMT IC meets with the Agency Administrator or officer. This is the person for whom the local IMT will be working. The local IMT IC will be briefed by the Agency Administrator as to the parameters of the situation and the desired result of control efforts.
- The IC will meet with the local IMT Command and General Staff personnel and determine the Incident Objectives and strategies. This meeting is called the Initial Strategy Meeting. This meeting, to develop the initial strategy, also may be called the Team Meeting or the Command and General Staff Meeting. This meeting should take place immediately after the IC has been briefed by the Agency Administrator.
- Unless the Incident Objectives change, or there is a need, the Initial Strategy Meeting is the only Strategy Meeting that may be required. Schedule additional meetings as necessary. Most teams will schedule a meeting once each shift.
- This is the first opportunity for the team to share information that it has gained since mobilization. Some of this information will be used to develop the Incident Action Plan (IAP) for the next operational meeting period.



## DEVELOPING AN INCIDENT ACTION PLAN

- The local IMT IC meets with the Agency Administrator and receives incident parameters and desired results.
- The local IMT IC meets with Command and General Staff to determine Incident Objectives and strategies.
  - First opportunity to share information since the local IMT was activated.
  - Information may be used to develop IAP.

### Incident Commander Preparation for Incident Action Plan Meeting

- give direction;
- communicate;
- be a manager; and
- do not get involved in details.

### Operations Section Chief Preparation for Incident Action Plan Meeting

The Operations Section Chief should accomplish the following:

- gather incident information;
- communicate with other team members;
- determine tactics;
- calculate resource requirements; and
- complete ICS 215, *Operational Planning Worksheet*.

### Logistics Section Chief Preparation for Incident Action Plan Meeting

The Logistics Section Chief should accomplish the following:

- provide service and support needs for the incident;
- determine what resources may be needed;
- determine communications needs;
- complete ICS 205, *Incident Radio Communications Plan*;
- complete ICS 206, *Medical Plan*; and
- develop the Traffic Plan.

### **Planning Section Chief Preparation for Incident Action Plan Meeting**

The Planning Section Chief facilitates the IAP process. The Planning Section Chief should have the subordinates in the Planning Section do the following:

- gather ICS forms to compile the IAP;
- prepare incident maps;
- obtain the Incident Objectives and strategies from the IC for placement on ICS 202, *Incident Objectives*;
- prepare the required forms; and
- do situation status and projections.

### **Finance/Administration Section Chief Preparation for Incident Action Plan Meeting**

- collect information on rental agreements and contracts;
- document potential and actual claims;
- document total incident costs to date; and
- document personnel time.

### **Safety Officer Preparation for Incident Action Plan Meeting**

- identify risks and hazards;
- provide safety information; and
- work with the Operations Section on tactical safety issues.

### **Public Information Officer Preparation for Incident Action Plan Meeting**

- determine methods to be used for information flow;
- identify politically sensitive issues;
- coordinate information release with the IC; and
- identify which agencies may assist in the preparation of media releases.

### **Liaison Officer Preparation for Incident Action Plan Meeting**

- identify cooperating and assisting agencies;
- identify special agency needs;
- determine capabilities of cooperating and assisting agencies; and
- confirm names and contact location of agency representatives.

The following ICS forms and documents will be prepared for the next operational period:

- ICS 202, *Incident Objectives*;
- ICS 203, *Organization Assignment List*;
- ICS 204, *Assignment List*;
- ICS 205, *Incident Radio Communications Plan*;
- ICS 206, *Medical Plan*;
- Traffic Plan;
- maps of the area; and
- other necessary support materials.

ICS 215, *Operational Planning Worksheet*, will be used to determine the necessary resources for each Branch/Division/Group and to set the Branch/Division/Group resource assignments.

ICS 215A, *Incident Safety Analysis*, will be used by the Safety Officer to evaluate the safety concerns and safety items that need to be mitigated while the ICS 215, *Operational Planning Worksheet*, is being completed by Operations.

## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 1-1

**UNIT 1:  
OVERVIEW OF A LOCAL INCIDENT  
MANAGEMENT TEAM**



Slide 1-1

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Slide 1-2

**TERMINAL OBJECTIVE**

Given instructor-directed lecture and class discussion, the students will be able to explain what an Incident Management Team (IMT) is and members' responsibilities for incident planning.

Slide 1-2

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Slide 1-3

**ENABLING OBJECTIVES**

The students will:

- Describe the types of incidents that use a local IMT.
- Explain the IMT members' responsibilities for development of an Incident Action Plan (IAP).

Slide 1-3

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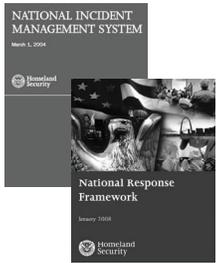
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Slide 1-4

**ADDITIONAL INFORMATION  
NIMS/NRF**

- **First responder DHS training requirement**
- **Factsheet**
- **Video**



Slide 1-4

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Slide 1-5

**WHAT IS A LOCAL INCIDENT  
MANAGEMENT TEAM?**

- **Command and General Staff members and support personnel**
- **Predesignated roles and responsibilities**
- **Typed based on the level of training and experience**
- **Formal response requirements and responsibilities**
- **Available 24/7/365 for response within the State**

Slide 1-5

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Slide 1-6

**INCIDENT MANAGEMENT  
TEAM TYPES**

Type 1	National or State team (existing) for incidents of national significance
Type 2	National or State team (existing) for incidents of regional significance
AHIMT	Multiagency/Multijurisdiction team for extended incidents
Local	Single and/or multiagency team for expanded incidents and single-discipline team for initial action and small incidents

Slide 1-6

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Slide 1-10

**DEVELOPING AN INCIDENT ACTION PLAN**

- The local IMT Incident Commander (IC) meets with the Agency Administrator and receives incident parameters and desired results.
- The local IMT IC meets with Command and General Staff to determine Incident Objectives and strategies.
  - First opportunity to share information since the local IMT was activated.
  - Information may be used to develop IAP.

Slide 1-10

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Slide 1-11

**INCIDENT COMMANDER**

- Gives direction
- Communicates with subordinates
- Manages
- Does not get involved in details

Slide 1-11

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Slide 1-12

**OPERATIONS SECTION**

- Gathers incident information
- Communicates with other team members
- Determines tactics
- Calculates resource requirements
- Completes ICS 214, *Unit/Activity Log* and ICS 215, *Operational Planning Worksheet*

Slide 1-12

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Slide 1-13

**LOGISTICS SECTION**

- Provides service and support needs
- Determines what resources may be needed
- Determines communications needs
- Completes the ICS 205, *Incident Radio Communications Plan*
- Completes the ICS 206, *Medical Plan*
- Develops the traffic plan

Slide 1-13

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Slide 1-14

**PLANNING SECTION**

- Gathers Incident Command System (ICS) forms to compile the IAP
- Prepares incident maps
- Obtains Incident Objectives from IC for ICS 202, *Incident Objectives*
- Prepares required ICS forms
- Does situation status and projections
- Planning Section Chief facilitates the planning process

Slide 1-14

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Slide 1-15

**FINANCE/ADMINISTRATION SECTION**

- Collects information on rental agreements and contracts
- Documents potential and actual claims
- Documents total incident costs to date
- Documents personnel time

Slide 1-15

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Slide 1-16

**SAFETY OFFICER**

- Identifies risks and hazards
- Provides safety information
- Works with Operations Section on tactical safety issues
- Completes ICS 215A, *Incident Safety Analysis*

Slide 1-16

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Slide 1-17

**PUBLIC INFORMATION OFFICER**

- Determines methods to be used for information flow
- Identifies politically sensitive issues
- Coordinates information release with the IC
- Identifies other agencies that may assist with information release

Slide 1-17

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Slide 1-18

**LIAISON OFFICER**

- Identifies cooperating and assisting agencies
- Identifies special agency needs
- Determines capabilities of cooperating and assisting agencies
- Confirms names and contact location of agency representatives

Slide 1-18

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Slide 1-19

**INCIDENT COMMAND SYSTEM  
FORMS FOR THE INCIDENT  
ACTION PLAN**

- ICS 202, *Incident Objectives*
- ICS 203, *Organization Assignment List*
- ICS 204, *Assignment List*
- ICS 205, *Incident Radio Communications Plan*
- ICS 206, *Medical Plan*
- **Traffic Plan**
- **Maps of the area**
- **Other necessary support materials**

Slide 1-19

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Slide 1-20

**UNIT SUMMARY**

- **Types of incidents for a local IMT**
- **IMT members' responsibilities for IAP development**

Slide 1-20

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# APPENDIX



## National Incident Management System/National Response Framework Video Factsheet

As required by the Department of Homeland Security (DHS), every new and existing DHS training course will include an appropriate amount of information explaining the National Incident Management System (NIMS) and the National Response Framework (NRF). For this level course, the NIMS/NRF Video, along with this Fact Sheet, will meet the intent and obligation for this training and education update.

NIMS is more than the Incident Command System (ICS). The NIMS is comprised of the following six components:

- Command and Management--NIMS incident command and management systems;
- Preparedness--Necessary components of operational preparedness systems;
- Resource Management/Mutual Aid--Standardized procedures for resource management processes;
- Communications and Information Management--Establishing common operating framework, accessibility, and interoperability;
- Supporting Technologies--Research and development; technology supporting interoperability and compatibility; and,
- On-going NIMS Management and Maintenance--NIMS Integration Center.

Command and Management envisions the most familiar (and easily implemented) part of NIMS--the ICS. Organizations must, as a condition of Federal preparedness assistance, take steps to begin institutionalizing the use of ICS during prevention and response efforts. Actions to institutionalize the use of ICS take place at two levels--policy and organizational/operational.

- At the policy level, institutionalizing the ICS means government officials, i.e. governors, mayors, county and city managers, tribal leaders and others:
  - Adopt the ICS through executive order, proclamation, or legislation for the jurisdiction; and
  - Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS in their response operations.
- At the organizational/operational level, evidence that incident managers and emergency response organizations are institutionalizing the ICS would include the following:
  - ICS is being integrated into functional and system-wide emergency operations policies, plans and procedures;
  - ICS training is planned or under way for responders, supervisors and command level officers;
  - Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multi-disciplines and jurisdictions.

Additional information, requirements, and guidelines for fulfilling an organization's NIMS compliance can be found on the NIMS Integration Center's website: <http://www.fema.gov/nims/> Of particular interest to fire service organizations is NIMCAST (National Incident Management

Compliance Assessment Tool)--a Web-based self-assessment system that will allow evaluation of an organization's preparedness and response capabilities against the requirements of the NIMS.

The NRF specifies how the resources of the Federal Government will work in concert with State, local, tribal governments, and the private sector in response to Incidents of National Significance. The NRF is predicated on the NIMS. Together the NRF and the NIMS provide a nationwide template for working together to prevent or respond to threats and incidents regardless of cause, size, or complexity.

Two on-line, self-study courses developed by the Emergency Management Institute are available to learn more about the NIMS and the NRF:

- IS700 NIMS: An introduction to the NIMS and is a Web-based awareness level course that explains NIMS components, concepts and principles.
- IS800B: An introduction to the NRF, including the concept of operations upon which the plan is built, roles and responsibilities of the key players, the organizational structures for NRF coordination, the field-level organizations and teams activated under the NRF, and the incident management activities addressed by the NRF. The course is designed for DHS and other Federal department/agency staff responsible for implementing the NRF, as well as State, local and private sector emergency management and emergency response personnel.

Both of these courses, as well as other NIMS-related training, can be accessed at the National Emergency Training Center (NETC) Virtual Campus at [www.training.fema.gov](http://www.training.fema.gov)

# ***UNIT 2: INCIDENT COMMANDER***

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities, you will be able to explain the roles and responsibilities of the Incident Commander (IC).*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Explain the roles and responsibilities of the IC.*
  - 2. Develop Incident Objectives.*
  - 3. Complete an ICS 202, Incident Objectives.*
-



## INCIDENT COMMANDER RESPONSIBILITIES

### Incident Commander

The Incident Commander's (IC's) responsibility is the overall management of the incident. On most incidents, the Command activity is carried out by a single IC. The IC is selected by qualifications and experience.

The IC may have a deputy, who may be from the same agency or from an assisting agency. Deputies also may be used at Section and Branch levels of the Incident Command System (ICS). Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time.

Listed below is a position checklist for the IC:

- assess the situation and/or obtain a briefing from the Agency Administrator and/or the prior IC;
- establish the priorities;
- determine Incident Objectives and strategies;
- establish an Incident Command Post (ICP);
- establish an appropriate organization;
- ensure Planning Meetings are scheduled as required;
- approve and authorize the implementation of an Incident Action Plan (IAP);
- ensure safety measures are in place;
- coordinate activities for all Command and General Staff;
- coordinate with key people and officials;
- approve requests for additional resources or for the release of resources;
- keep Agency Administrator informed of incident status;
- approve the use of trainees, volunteers, and auxiliary personnel;
- authorize release of information to the news media;
- ensure ICS 209, *Incident Status Summary*, is completed and forwarded to appropriate higher authority; and
- order the demobilization of resources when appropriate.

**INCIDENT COMMAND SYSTEM FORMS COMPLETED BY THE  
INCIDENT COMMANDER**

<b>ICS 201</b>	<i>Incident Briefing</i> completed for an incident briefing
<b>ICS 202</b>	<i>Incident Objectives</i> (General Control Objectives part only)
<b>ICS 209</b>	Ensure that the <i>Incident Status Summary</i> is completed
<b>ICS 213</b>	<i>General Message</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>

**Responsibilities of All Personnel**

Listed below are responsibilities common to **all ICS personnel**.

- Respond to mobilization orders and brief subordinates regarding demobilization.
- Receive assignment from your agency.
- Upon arrival, check in at designated check-in location.
- Receive briefing from immediate supervisor.
- Acquire work materials.
- Supervisors shall maintain accountability of their assigned personnel as to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.
- Organize and brief subordinates.
- Know the assigned radio frequency(ies) for your area of responsibility and ensure that communication equipment is operating properly.
- Use clear text and ICS terminology (no codes) in all radio communications.
- Complete forms and reports required from the assigned position and send through supervisor to Documentation Unit.
- Respond to demobilization orders and brief subordinates regarding demobilization.

## P-O-S-T

The National Incident Management System (NIMS) uses the acronym P-O-S-T to describe the hierarchy of decisionmaking:

- **Priorities.** Regardless of the size or complexity of an event or incident, the fundamental priorities remain constant: life safety, incident stability, and property conservation.
- **Objectives.** Broad descriptions or statements of the desired outcomes or actions to achieve consistent with the priorities.
- **Strategies.** Action processes by which the objectives are met.
- **Tactics (and Tasks).** Specific activities implemented to achieve the identified strategies.

Sizeup, or a clear understanding of an incident or event, is critical to determining Incident Objectives and strategies and applying tactics.

Many factors must be considered when performing this assessment, but the most important and all-encompassing factors are "situational awareness" and "incident complexity."

The following is from the National Fire Service Incident Management Consortium on the relationship among P-O-S-T items:

1. **Life safety**--responders and the public. (This includes rescuing endangered civilians, treatment of the injured and provision for the safety, accountability, and welfare of response personnel. This life safety priority is ongoing throughout the incident).
2. **Incident stabilization**--minimize the effects by keeping the incident from escalating and bringing it under control.
3. **Property conservation**--property, infrastructure, evidence, economy, environment, and provide for recovery.

**To achieve these priorities the IC must define the following:**

**Incident Objectives**--Statements of guidance and direction that are achievable, measurable, and necessary for the selection of the appropriate strategy(ies) and the tactical direction of resources.

**Strategy**--The general plan or direction selected to accomplish Incident Objectives.

**Tactics**--Deploying and directing resources on an incident to accomplish the objectives designated by current incident strategy.

## RELATIONSHIPS AMONG INCIDENT OBJECTIVES, STRATEGIES, TACTICS

- Incident Objectives establish the framework for all incident operations.
- Strategy and tactics are developed from objectives.
- Objectives, strategy, and tactics are dynamic and may change.

### Effective Incident Objectives

- specific, and state what's to be accomplished;
- measurable, and include a standard and a timeframe;
- attainable and reasonable;
- in accordance with the IC's authorities; and
- evaluated to determine effectiveness of strategies and tactics.

### "SMART" Objectives

- **Specific**--The wording must be precise and unambiguous in describing the objective.
- **Measurable**--The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.
- **Action Oriented**--The objective must have an action verb that describes the expected accomplishments.
- **Realistic**--Objectives 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.
- **Time Sensitive**--The timeframe should be specified.

### Sample Incident Objectives:

- Establish a secure perimeter as soon as possible and maintain perimeter control throughout the incident.
- Establish a medical treatment group to provide medical care of victims throughout the incident.
- Conduct a windshield survey and provide a damage assessment of the affected area by 1800.

## **Strategy**

Strategy is a general plan or direction selected to accomplish Incident Objectives.

## **Strategic Plan**

A Strategic Plan is not a written plan, but the IC's incident management direction agreed to by the local Incident Management Team (IMT) based on:

- Agency Administrator briefing;
- Delegation of Authority;
- evaluation of the incident; and
- local IMT input.



## Activity 2.1

### Train Derailment Simulation

#### Purpose

To function as the IC at a simulated train derailment.

#### Directions

1. You will be in the same groups.
2. Each group represents the Central City Fire Department (CCFD) Deputy Chief and Central City Police Department (CCPD) Watch Commander, who will assume the position of IC in Unified Command upon arrival at the incident scene. The remainder of the local Incident Management Team (IMT) Command and General Staff are on location.
3. Each group will
  - a. Identify Incident Objectives, and strategies for the incident.
  - b. Establish the immediate priorities for the incident and record this information on the easel pad.
  - c. Record the Incident Objectives on an ICS 202, *Incident Objectives*, for this incident.
4. You will have 50 minutes to review the scenario description, plot plan, resources, and to identify the objectives, strategies, and priorities.

**NOTE: The information provided in this activity will be used throughout the course. You can refer back to these pages when completing the activities on the train derailment in subsequent units.**

5. A debriefing will be held, during which each group's spokesperson will discuss the group's actions regarding Incident Objectives, incident strategy, and immediate priorities.

#### Scenario

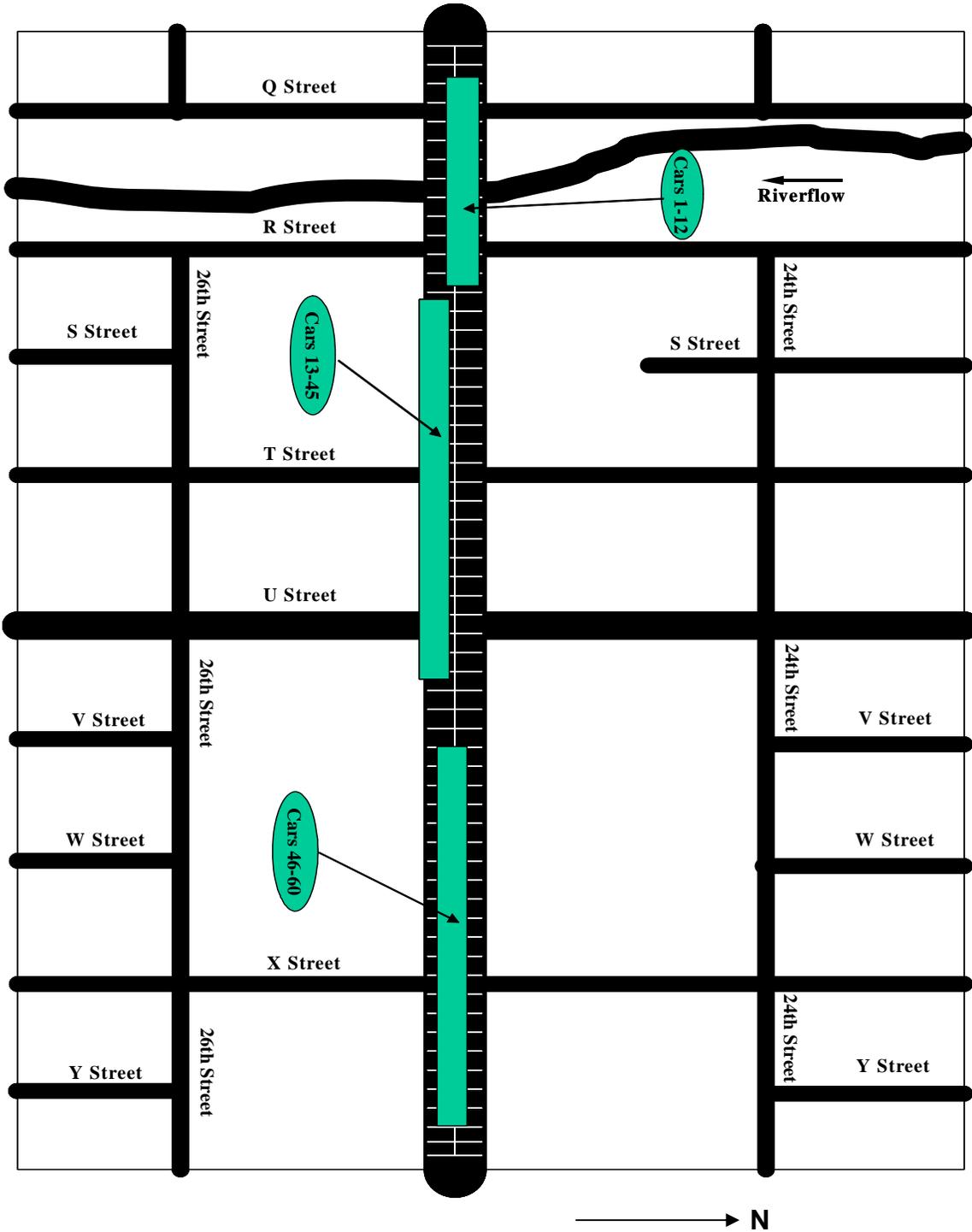
The Great Atlantic and Pacific Railroad (GA&P) operates two lines within Liberty County. The line running east/west, paralleling State Highway 5 and U.S. 10, is both a passenger and a freight route. This line travels through Central City, the county seat. GA&P operates a railyard in Central City at M and 25th Streets. A second rail line that runs through Tower Beach to Fisherville and through the city of Jasper in Liberty County is dedicated to freight only.

Over the past week, Central City and Liberty County have been suffering through one of the worst heat waves in recent memory. Temperatures for the past 8 days have routinely hit the 100 °F (38 °C) mark. Lows during the evening hours have dropped only into the upper 70s. Continued hot and humid conditions have been forecast for the next several days. A couple of late afternoon thunderstorms in recent days have done nothing to cool off the area. Winds primarily have been out of the south/southwest at 5 mph.

On a Tuesday morning at approximately 1030 hours during the first week of May, a GA&P train was traveling west towards the railyard in Central City. The train was not scheduled to stop in Central City this morning. As the 60-car freight train was approaching the bridge over the Roaring River in Central City, the train derailed. The Liberty County Emergency Management Center located at Z and 40th Streets started to receive 9-1-1 calls about the derailment at 1031 hours. Fire, police, and ambulance units were dispatched to the scene immediately.

Activity 2.1 (cont'd)

Plot Plan





## Activity 2.1 (cont'd)

### Resource List

#### Command Staff Positions

- Safety Officer
- Liaison Officer
- Public Information Officer (PIO)

#### Central City Fire Department

##### 1st Alarm Response

- Engine 8
- Engine 1
- Engine 7
- Truck 8
- Rescue 8
- Squad 1
- BLS Ambulance 8
- Battalion 2

##### 2nd Alarm Response

- Engine 10
- Engine 9
- Engine 5
- Truck 5
- Rescue 5
- ALS Ambulance 7
- EMS Supervisor
- Battalion 1

**Central City Police Department Response**

- CCPD C100 Deputy Chief
- CCPD C205 Major
- CCPD CL10 Lt.
- CCPD CS11 Sgt.
- CCPD CC121
- CCPD CC131
- CCPD CC151
- CCPD CC222
- CCPD CC233
- CCPD CC254
- CCPD CC271
- CCPD CC292
- CCPD CC322
- CCPD CC34
- CCPD CC35
- CCPD CC37
- CCPD CC38
- CCPD CC42
- CCPD CC43
- CCPD CC46
- CCPD CC48

**Central City Public Works**

- DPW Supervisor 1
- DPW Foreman 1
- DPW Foreman 2
  
- Dump Truck 1
- Dump Truck 2
- Dump Truck 3
  
- Excavator 1
- Excavator 2
- Excavator 3

**Department Staffing**

<b>Central City Fire Department Staffing</b>	<b>Officer/Firefighters</b>	<b>EMT</b>
Engine	1	3
Truck	1	3
Squad	1	5
Rescue	0	2
Mask Service Unit	0	1
Battalion Chief	1	
Ambulance	1	2





## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 2-1



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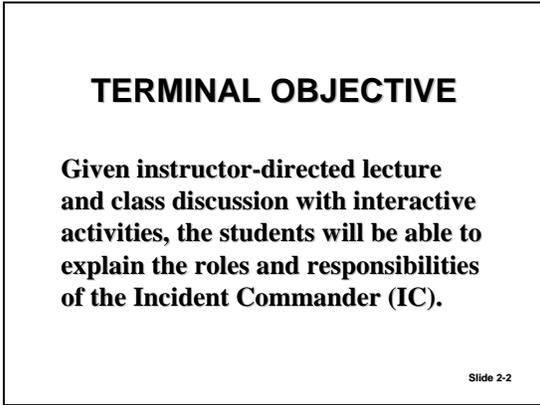
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Slide 2-2



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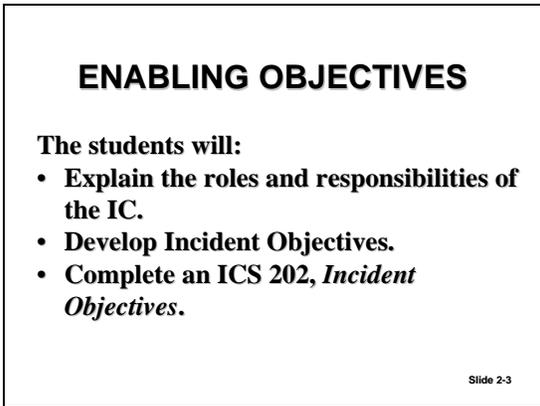
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Slide 2-3



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Slide 2-4

**INCIDENT COMMANDER  
RESPONSIBILITIES**

- **Assess the situation and/or obtain a briefing from the Agency Administrator and/or the prior IC**
- **Establish the priorities**
- **Determine Incident Objectives and strategies**
- **Establish an Incident Command Post (ICP)**

Slide 2-4

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Slide 2-5

**INCIDENT COMMANDER  
RESPONSIBILITIES (cont'd)**

- **Establish an appropriate organization**
- **Ensure Planning Meetings are scheduled as required**
- **Approve and authorize the implementation of an Incident Action Plan (IAP)**

Slide 2-5

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Slide 2-6

**INCIDENT COMMANDER  
RESPONSIBILITIES (cont'd)**

- **Ensure safety measures are in place**
- **Coordinate activities for all Command and General Staff**
- **Coordinate with key people and officials**
- **Approve requests for additional resources or for the release of resources**

Slide 2-6

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Slide 2-7

**INCIDENT COMMANDER  
RESPONSIBILITIES (cont'd)**

- Keep Agency Administrator informed of incident status

Who is your Agency Administrator?

- Approve the use of trainees, volunteers, and auxiliary personnel

Slide 2-7

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Slide 2-8

**INCIDENT COMMANDER  
RESPONSIBILITIES (cont'd)**

- Authorize release of information to the news media
- Ensure ICS 209, *Incident Status Summary*, is completed and forwarded to appropriate higher authority
- Order the demobilization of the resources when appropriate

Slide 2-8

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Slide 2-9

**INCIDENT COMMAND SYSTEM  
FORMS COMPLETED BY THE  
INCIDENT COMMANDER**

ICS 201	<i>Incident Briefing</i> completed for an incident briefing
ICS 202	<i>Incident Objectives</i> (General Control Objectives section only)
ICS 209	Ensure that the <i>Incident Status Summary</i> is completed
ICS 213	<i>General Message</i>
ICS 214	<i>Unit/Activity Log</i>

Slide 2-9

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Slide 2-10

**DECISIONMAKING (P-O-S-T)**

**Priorities.** Regardless of the size or complexity of an event or incident, the fundamental priorities remain constant:  
1. Life safety 2. Incident stability 3. Property conservation.

**Objectives.** Broad descriptions or statements of the desired outcomes or actions consistent with the priorities.

**Strategies.** Action processes by which the objectives are met.

**Tactics (and Tasks).** Specific activities implemented to achieve the identified strategies.

Slide 2-10

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Slide 2-11

**INCIDENT PRIORITIES**

**Incident Objectives are established based on the following priorities:**

- #1: Life safety**
- #2: Incident stabilization**
- #3: Property conservation**



Slide 2-11

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Slide 2-12

**INCIDENT OBJECTIVES**

**Development of Incident Objectives establishes the overall parameters and restrictions for management of the incident.**

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Slide 2-13

**DEFINITION OF OBJECTIVE**

- Webster's Dictionary definition: "being the aim or goal."
- Objectives establish the direction and emphasis of the incident management effort.

Slide 2-13

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Slide 2-14

**ESTABLISHING AND IMPLEMENTING OBJECTIVES**

**Step 1: Understand agency policy and direction**

**Step 2: Assess incident situation**

**Step 3: Establish Incident Objectives**

**Step 4: Select appropriate strategy or strategies to achieve objectives**

**Step 5: Perform tactical direction**

**Step 6: Provide necessary followup**

Slide 2-14

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Slide 2-15

**HOW TO DEVELOP REASONABLE, MEASURABLE, AND ACHIEVABLE OBJECTIVES**

- Establish what needs to be accomplished (What is the goal?)
- Provide details on achievement.
- How are you going to do it?
- Can you measure the results?
- Is the objective reasonable?

Slide 2-15

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Slide 2-16

**RELATIONSHIPS AMONG INCIDENT OBJECTIVES, STRATEGIES, TACTICS**

- Incident Objectives establish the framework for all incident operations.
- Strategy and tactics are developed from objectives.
- Objectives, strategy, and tactics are dynamic and may change.

Slide 2-16

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Slide 2-17

**EFFECTIVE INCIDENT OBJECTIVES**

- Specific, and state what's to be accomplished
- Measurable, and include a standard and a timeframe
- Attainable and reasonable
- In accordance with the IC's authorities
- Evaluated to determine effectiveness of strategies and tactics

Slide 2-17

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Slide 2-18

**WRITING "SMART" OBJECTIVES**

- **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? (if applicable)

Slide 2-18

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Slide 2-19

**SMART OBJECTIVES?**

- **Situation:** It's midnight and heavy rains have caused localized flooding. In one neighborhood, residents are becoming trapped in their homes.
- **Incident Objective:** As needed, provide assistance to those who might have localized flooding problems.

**Is this objective SMART?**

Slide 2-19

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Slide 2-20

**SMART OBJECTIVES? (cont'd)**

- **Situation:** Blocked storm drains are causing standing water on major roadways.
- **Incident Objective:** Notify public works of storm drain blockages causing standing water, or clear the drains to prevent traffic accidents.

**How would you improve this objective?**

Slide 2-20

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Slide 2-21

**STRATEGY**

**General plan or direction selected to accomplish Incident Objectives**

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Slide 2-22

### STRATEGIC PLAN

Not a written plan, but IC's incident management direction agreed to by the local Incident Management Team (IMT) based on:

- Agency Administrator briefing
- Delegation of Authority
- Evaluation of the incident
- Local IMT input

Slide 2-22

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Slide 2-23

### TACTICS

- Short-term, site-specific actions by resources to accomplish strategy
- Determined by Operations Section Chief
- IAP serves as tactical plan to manage the incident

Slide 2-23

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Slide 2-24

### Activity 2.1 Train Derailment Simulation



Slide 2-24

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Slide 2-25



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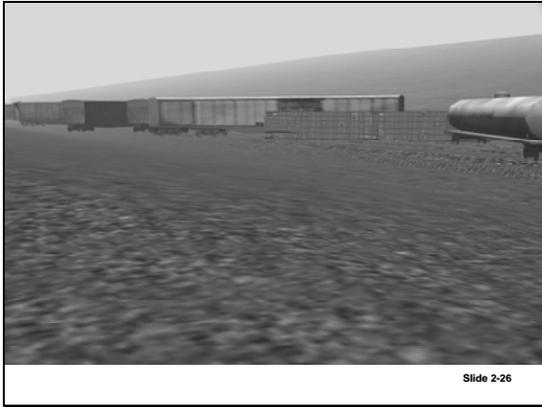
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Slide 2-26



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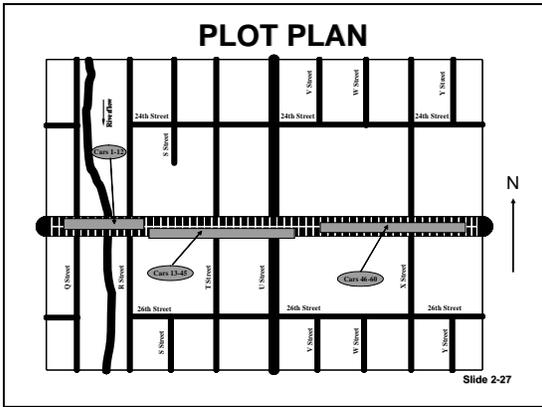
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Slide 2-27



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Slide 2-28

**TRAIN DERAILMENT DEBRIEF**

Each group will report on:

- Incident Objectives for the incident
- Strategies selected for each Incident Objective
- The immediate priorities for the incident



Slide 2-28

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Slide 2-29

**UNIT SUMMARY**

- IC roles and responsibilities
- Incident Objectives
- ICS 202, *Incident Objectives*

Slide 2-29

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## **UNIT 3: THE COMMAND STAFF**

### **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities and simulations, you will be able to explain the responsibilities of the Command Staff positions.*

### **ENABLING OBJECTIVES**

*You will:*

- 1. Explain the roles and responsibilities of the Command Staff.*
  - 2. Write a public information release.*
  - 3. Develop a list of cooperating and assisting agencies.*
  - 4. Complete an ICS 202, Incident Objectives.*
-



## THE COMMAND STAFF

Three additional important activities are the responsibility of the Incident Commander (IC), in addition to the primary Command functions.

- handling public information and media relations;
- maintaining close contact with assisting and cooperating agencies; and
- ensuring maximum possible safety for all assigned personnel.

As incidents grow in size or become more complex, any one of these activities can consume much of the IC's time. It is important for the IC to recognize the importance of, and quickly fill, the needed Command Staff positions.

The Command Staff differs from the General Staff positions of Operations, Planning, Logistics, and Finance/Administration.

The Command Staff in the Incident Command System (ICS) consists of:

- Public Information Officer (PIO);
- Liaison Officer; and
- Safety Officer.

Guidelines related to Command Staff positions.

- Only one person will be designated for each Command Staff position. This applies to all incidents including multijurisdictional incidents. Command Staff positions should not be combined.
- Command Staff positions may be filled by qualified persons from any appropriate agency or jurisdiction. There are no deputy positions at the Command Staff level.
- Each of the positions may have one or more assistants as necessary.
- Assistants are recommended for larger incidents.
- Assistants can be designated from other jurisdictions or agencies as appropriate.
- Command Staff members report directly to the IC.
- Command Staff members may interact with any position within the ICS for purposes of information exchange.

## THE PUBLIC INFORMATION OFFICER

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

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

Reasons for the IC to designate a PIO:

- an obvious high-visibility or sensitive incident;
- media demands for information obstruct IC effectiveness;
- media capabilities to acquire their own information are increasing;
- reduces the risk of multiple sources releasing possibly conflicting information; and
- need to alert, warn or instruct the public.

Information to be released and actions taken:

- determine from the IC any limits on the information to be released;
- develop information for use in media briefings;
- obtain IC's approval of media news releases; conduct periodic media briefings;
- arrange for tours and other interviews or briefings that may be required;
- monitor and forward media information that may be useful to incident planning; and
- maintain current information summaries and/or displays on the incident; make information about the incident available to incident personnel; participate in the Planning Meetings.

The PIO should consider the following when determining a location to work from at the incident:

- be separate from the Incident Command Post (ICP), but close enough to have access to information;
- establish an area for media relations and press/media briefings;
- may need information displays and press handouts; and
- the need to arrange tours and photo opportunities.

<b>ICS Form Completed by the Public Information Officer</b>	
<b>ICS 214</b>	<i>Unit/Activity Log</i>

## THE 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 representatives assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

There are differences between an assisting agency and a cooperating agency. These are not large distinctions, but may be useful in some agencies:

- An assisting agency is an agency that is assisting on an incident and 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.
- A cooperating agency is an agency that supports the incident or supplies assistance other than tactical resources.

Examples of common cooperating agencies:

- the American Red Cross (ARC);
- the Salvation Army; and
- utility companies, etc.

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; and/or
- when it appears that two or more jurisdictions may become involved in the incident and the incident will require an onsite liaison.

Major responsibilities and duties of the Liaison Officer at an incident:

- act as a point of contact for agency representatives;
- maintain a list of assisting and cooperating agencies and agency representatives;
- assist in setting up and coordinating interagency contacts;
- monitor incident operations to identify current or potential interorganizational problems;
- participate in Planning Meetings, providing current resource status, including limitations and capabilities of agency resources; and
- provide agency-specific demobilization information and requirements.

<b>ICS Form Completed by the Liaison Officer</b>	
<b>ICS 214</b>	<i>Unit/Activity Log</i>

## **AGENCY REPRESENTATIVES**

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. An Agency Representative is different from an individual assigned to an incident to be part of a Unified Command.

The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives can function as ICs in a Unified Command if they are IC-qualified by their agencies.

Even in a Unified Command organization, agencies may provide other Agency Representatives to assist in the multiagency coordination. Agency Representatives report to the Liaison Officer or to the IC in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative:

- ensure that all agency resources have completed check-in at the incident;
- obtain briefing from the Liaison Officer or IC;
- inform their agency personnel on the incident that the Agency Representative position has been filled;
- attend Planning Meetings as required;
- provide input to the planning process on the use of agency resources unless Resource Technical Specialists are assigned from the agency;
- cooperate fully with the Command and General Staff on the agency's involvement at the incident;
- oversee the health and safety of agency personnel assigned to the incident;
- advise the Liaison Officer of any special agency requirements or agency restrictions;
- report to agency dispatch or headquarters on a prearranged schedule;
- ensure that all agency personnel and equipment are properly accounted for and released prior to departure;
- ensure that all required agency forms, reports, and documents are complete prior to departure; and
- have a debriefing session with the Liaison Officer or IC prior to departure.

## **THE SAFETY OFFICER**

The Safety Officer's function on the Command Staff is to develop and recommend measures for ensuring 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. Haz mat incidents require the assignment of a Safety Officer. Supervisors are instructed to watch for potential unsafe conditions.

Under Occupational Safety and Health Administration (OSHA) regulation 29 Code of Federal Regulations (CFR) 1910.120 the Safety Officer function is required by law at the tactical operations level when hazardous materials are involved. Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants also may represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous material, etc.

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

Major responsibilities of the Safety Officer:

- participate in Planning Meetings;
- identify hazardous situations associated with the incident, and make sure that problems are taken care of prior to an incident;
- assign assistants qualified to evaluate special hazards; review the Incident Action Plan (IAP) for safety implications and prepare an incident-specific safety message or plan based on hazards, problems, or agency requirements;
- exercise emergency authority to stop and prevent unsafe acts; initiate preliminary investigation of accidents that have occurred within the incident area; review and approve the Medical Plan; and
- ensure safety messages and briefings are made as needed.

<b>ICS Forms Completed by the Safety Officer</b>	
<b>ICS 202</b>	<i>Incident Objectives</i> (complete the General Safety Message area of the form)
<b>ICS 208HM</b>	<i>Complete Site Safety and Control Plan for Hazardous Materials Incidents</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>
<b>ICS 215A</b>	<i>Incident Safety Analysis</i>



## Activity 3.1

### Train Derailment Simulation

#### Purpose

To function as the Command Staff at a simulated train derailment.

#### Directions

1. Your group will fill all Command Staff positions.
2. You will be assigned specific classroom work areas to complete group work assignments.
3. Develop a public information release and a Liaison Interface List using an easel pad and a Safety Message on ICS 202, *Incident Objectives*.
4. Select a spokesperson for your group and report out when requested.

#### Scenario

The Great Atlantic and Pacific Railroad (GA&P) operates two lines within Liberty County. The line running east/west, paralleling State Highway 5 and U.S. 10, is both a passenger and a freight route. This line travels through Central City, the county seat. GA&P operates a railyard in Central City at M and 25th Streets. A second rail line that runs through Tower Beach to Fisherville and through the city of Jasper in Liberty County is dedicated to freight only.

Over the past week, Central City and Liberty County have been suffering through one of the worst heat waves in recent memory. Temperatures for the past 8 days have routinely hit the 100 °F (38 °C) mark. Lows during the evening hours have dropped only into the upper 70s. Continued hot and humid conditions have been forecast for the next several days. A couple of late afternoon thunderstorms in recent days have done nothing to cool off the area. Winds primarily have been out of the south/southwest at 5 mph.

On a Tuesday morning at approximately 1030 hours during the first week of May, a GA&P train was traveling west towards the railyard in Central City. The train was not scheduled to stop in Central City this morning. As the 60-car freight train was approaching the bridge over the Roaring River in Central City, the train derailed. The Liberty County Emergency Management Center located at Z and 40th Streets started to receive 9-1-1 calls about the derailment at 1031 hours. Fire, police, and ambulance units were dispatched to the scene immediately.







**Activity 3.1 (cont'd)**

**Train Derailment Debrief**

**Purpose**

To debrief on activities carried out by the Command Staff in the train derailment simulation.

**Directions**

Report on your group's work including ICS 202, *Incident Objectives*--Safety Message; public information release; and Liaison Interface List (list of cooperating and assisting agencies).



## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 3-1

**UNIT 3:  
THE COMMAND STAFF**



Slide 3-1

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Slide 3-2

**TERMINAL OBJECTIVE**

**Given instructor-directed lecture and class discussion with interactive activities and simulations, the students will be able to explain the responsibilities of the Command Staff positions.**

Slide 3-2

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Slide 3-3

**ENABLING OBJECTIVES**

- **The students will:**
- **Explain the roles and responsibilities of the Command Staff.**
- **Write a public information release.**
- **Develop a list of cooperating and assisting agencies.**
- **Complete an ICS 202, *Incident Objectives*.**

Slide 3-3

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Slide 3-4

**THE COMMAND STAFF**

**What are several major reasons that Command Staff positions are activated?**

Slide 3-4

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Slide 3-5

**THE COMMAND STAFF  
(cont'd)**

**In the Incident Command System (ICS), how does the Command Staff differ from the General Staff?**

Slide 3-5

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Slide 3-6

**PUBLIC INFORMATION OFFICER**

**What incident circumstances will require the activation and designation of the Public Information Officer (PIO) position?**

Slide 3-6

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Slide 3-7

**PUBLIC INFORMATION OFFICER (cont'd)**

What are the specific duties of the PIO during large-scale incidents?

Slide 3-7

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Slide 3-8

**PUBLIC INFORMATION OFFICER (cont'd)**

During an incident, it is vitally important to identify a specific area where the media may convene for the purpose of receiving incident information.

Slide 3-8

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Slide 3-9

**THE LIAISON OFFICER**

During incidents, the Liaison Officer position is a vitally important position that should be staffed and activated.

Slide 3-9

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Slide 3-10

**THE LIAISON OFFICER  
(cont'd)**

What are the major responsibilities of the Liaison Officer when the position is activated?

Slide 3-10

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Slide 3-11

**ASSISTING AGENCIES**

In ICS, some responding agencies are classified as assisting agencies.

Slide 3-11

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Slide 3-12

**COOPERATING AGENCIES**

In ICS, some responding agencies are classified as cooperating agencies.

Slide 3-12

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Slide 3-13

**AGENCY REPRESENTATIVES**

When assisting and cooperating agencies are called to incidents, an Agency Representative from these agencies will respond.

Slide 3-13

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Slide 3-14

**AGENCY REPRESENTATIVES (cont'd)**

What are the responsibilities of an Agency Representative, and to whom do the Agency Representatives report during an incident?

Slide 3-14

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Slide 3-15

**THE SAFETY OFFICER**

The safety of all responders is always a primary factor during incidents, and the Incident Commander (IC) generally delegates this function to a Safety Officer.

Slide 3-15

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Slide 3-16

**THE SAFETY OFFICER  
(cont'd)**

**Occupational Safety and Health Administration (OSHA) regulation 29 Code of Federal Regulations (CFR) 1910.120 requires that a Safety Officer function be established for any incident where hazardous materials are involved.**

Slide 3-16

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Slide 3-17

**THE SAFETY OFFICER  
(cont'd)**

**What are some examples of the role and responsibilities of the Safety Officer?**

Slide 3-17

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Slide 3-18

**INCIDENT COMMAND SYSTEM  
FORMS COMPLETED BY THE  
SAFETY OFFICER**

<b>ICS 202</b>	<i>Incident Objectives (the Safety Message part)</i>
<b>ICS 208HM</b>	<i>Site Safety Control Plan for Hazardous Materials Incidents</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>
<b>ICS 215A</b>	<i>Incident Safety Analysis</i>

Slide 3-18

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Slide 3-22



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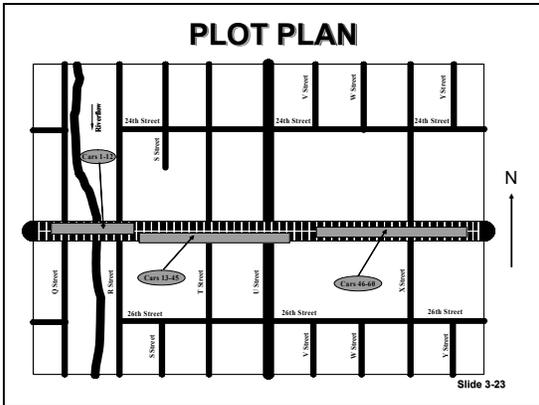
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Slide 3-23



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Slide 3-24

**TRAIN DERAILMENT DEBRIEF**

- The Command Staff positions:
  - PIO
  - Liaison Officer
  - Safety Officer
- Report on your group's work using ICS 202, *Incident Objectives*, public information release, and Liaison Interface List.

Slide 3-24

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Slide 3-25

**UNIT SUMMARY**

- **Command Staff roles and responsibilities**
- **Public information release**
- **Cooperating and assisting agencies**
- **ICS 202, *Incident Objectives***

Slide 3-25

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# **UNIT 4: THE OPERATIONS SECTION**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities and simulations, you will be able to explain the roles and responsibilities of the Operations Section Chief.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Describe the function of the Operations Section.*
  - 2. Explain the roles and responsibilities of the Operations Section Chief.*
  - 3. Complete an ICS 215, Operational Planning Worksheet.*
-



## INTRODUCTION

This unit provides an overview of the Operations Section of the Incident Command System (ICS) and organizational elements within that function.

## FUNCTIONS OF THE OPERATIONS SECTION

The Operations Section Chief is a member of the General Staff and is responsible for:

- managing all operations directly applicable to the primary mission;
- activating and supervising functional elements in accordance with the Incident Action Plan (IAP) and directing its execution;
- directing the preparation of unit operational plans;
- requesting and releasing resources; and
- making expedient changes to the IAP and reporting such changes to the Incident Commander (IC).

The Operations Section Chief will

- develop tactical plan using ICS 215, *Operational Planning Worksheet*, in cooperation with Planning, Safety, and Logistics.
- brief and assign Operations Section personnel in accordance with the IAP;
- supervise the Operations Section;
- determine the need for and request additional Operations Section resources;
- approve and authorize the implementation of an IAP;
- review the suggested list of resources to be released and initiate recommendations for release of resources;
- assemble and disassemble Strike Teams assigned to the Operations Section;
- report information about special activities, events, and occurrences to the IC; and
- maintain an ICS 214, *Unit/Activity Log*.

## Functional Elements within the Operations Section

### Branch Director

The Branch Directors, when activated, are

- under the direction of the Operations Section Chief; and
- responsible for the implementation of the IAP appropriate to the Branches.

The responsibilities of the Branch Director:

- Develop with subordinates alternatives for Branch control operations.
- Attend Planning Meetings at the request of the Operations Section Chief.

- Review ICS 204, *Assignment List*, for Divisions/Groups within the Branch. The Branch Director will modify this list based on the effectiveness of current operations.
- Assign specific work tasks to Division/Group Supervisors.
- Supervise Branch operations.
- Resolve logistics problems reported by subordinates.
- Report to Operations Section Chief when:
  - The IAP is to be modified.
  - Additional resources are needed.
  - Surplus resources are available.
  - Hazardous situations or significant events occur.
- Approve accident and medical reports (home agency forms) originating within the Branch.
- Maintain an ICS 214, *Unit/Activity Log*.

### Division/Group Supervisor

A Division is an organization level having responsibility for operations within a defined geographic area or with functional responsibility.

Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area.

The Division/Group Supervisor reports to

- the Operations Section Chief; or
- the Branch Director, when activated.

The Division/Group Supervisor is responsible for:

- implementation of the assigned portion of the IAP.
- assignment of resources within the Division/Group; and
- reporting on the progress of control operations and status of resources within the Division/Group.

Division/Group Supervisor Checklist:

- implement the Action Plan for the Division/Group;
- provide the IAP to Strike Team Leaders, when available;

- identify increments assigned to the Division/Group;
- review Division/Group assignments and incident activities with subordinates and assign tasks;
- ensure that Incident Communications and/or Resources Unit is advised of all changes in status of resources assigned to the Division/Group;
- coordinate activities with adjacent Divisions;
- determine need for assistance on assigned tasks;
- submit situation and resource status information to Branch Director or Operations Section Chief;
- report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to immediate supervisor;
- ensure that assigned personnel and equipment get to and from assignments in a timely manner;
- resolve logistics problems within the Division/Group;
- participate in the development of Branch plans for the next operational period;
- maintain ICS 214, *Unit/Activity Log*; and
- review assignments.

### Strike Team/Task Force Leader

The Strike Team is a specified combination of the same kind of resources, with common communications and a leader.

The Task Force is a group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

The Strike Team/Task Force Leader reports to a Division Supervisor.

If Divisions/Groups have not been established, the Strike Team/Task Force Leader reports to the next higher level within the organization structure, i.e., the Operations Section Chief or the IC.

The Strike Team/Task Force Leader is responsible for performing the tactical assignments given to the Strike Team or Task Force.

In some nonwildland situations where Divisions/Groups have not been established, Strike Teams or Task Forces can be used for specific operations within the organization that has been established. Examples:

- exposure protection on sides of a large structure fire; and
- a water relay operation.

The Strike Team/Task Force Leader reports the following:

- work progress;
- resource status and other important information to a Division/ Group Supervisor; and
- maintains work records on assigned personnel.

Operational Procedures for Strike Team/Task Force Leader:

- review assignments with subordinates and assign tasks;
- monitor work progress and make changes when necessary;
- coordinate activities with adjacent Strike Teams, Task Forces, and Single Resources;
- travel to and from active area assignment with assigned resources;
- retain control of assigned resources while in available or out-of-service status;
- submit situation and resource status information to Division/Group Supervisor; and
- maintain ICS 214, *Unit/Activity Log*.

### Single Resource

The person in charge of a single tactical resource will carry the unit designation of the resource, e.g., Engine 2215.

The responsibilities of a person in charge of a single tactical resource:

- review assignments;
- obtain necessary equipment and supplies;
- review weather and environmental conditions for assignment area;
- brief subordinates on safety measures;
- monitor work progress;
- ensure adequate communications with assigned resource;
- keep supervisor informed of progress and any changes;
- inform supervisor of problems with assigned resources;
- brief relief personnel, and advise them of any change in conditions;
- return appropriate equipment and supplies to appropriate unit; and
- complete and turn in all time and use records on personnel and equipment.

### Staging Area Manager

The Staging Area Manager is responsible for managing all activities within a Staging Area.

Operational procedures for Staging Area Manager:

- proceed to Staging Area;
- establish Staging Area layout;
- determine any support needs for equipment, feeding, sanitation, and security;
- establish check-in functions as appropriate;
- post areas for identification and traffic control;
- request maintenance service for equipment at Staging Area as appropriate;
- respond to requests for resource assignments (Note: May respond directly from Operations Section or via the Incident Communications Center); and

- obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

## AIR OPERATIONS

The use of air resources at incidents most often is associated with wildland fires. However, they also are valuable tools for other types of situations such as natural disasters and multicasualty incidents.

The management of air resources within the ICS is covered in the ICS *Field Operations Guide* (FOG) and other ICS documents related to specific positions.

Because the use and management of air resources is so specialized, an indepth discussion of this topic is not included in this course. Those persons who desire detailed information on management of air resources under the ICS are encouraged to review the various ICS documents related to this subject.

Listed below are the ICS positions used for managing air resources and the ICS documents that contain information on specific positions (also see the FOG's Air Operations Organizational Chart).

- Air Operations Branch Director;
- Air Tactical Group Supervisor;
- Helicopter Coordinator;
- Air Tanker/Fixed Wing Coordinator;
- Air Support Group Supervisor;
- Helibase Manager;
- Helispot Manager;
- Mixmaster;
- Deck Coordinator;
- Loadmaster (Personnel/Cargo);
- Parking Tender;
- Takeoff and Landing Controller;
- Helibase Radio Operator; and
- Helicopter Timekeeper.

<b>ICS Forms Completed by the Air Operations Sections</b>	
<b>ICS 211</b>	<i>Check-In List</i> (Staging Area Manager)
<b>ICS 213</b>	<i>General Message</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>
<b>ICS 215</b>	<i>Operational Planning Worksheet</i>

## **Operations Section Chief and the Planning Process**

The Operations Section Chief completes ICS 215, *Operational Planning Worksheet* as part of the planning process. ICS 215, *Operational Planning Worksheet*, is based on the ICS 215A, *Incident Safety Analysis*, which is developed by the Safety Officer. ICS 215A, *Incident Safety Analysis* identifies the hazards and required mitigation of those hazards. The Operations Section Chief also ensures air operations and other functions can support planned tactical operations.

The Operations Section Chief may be asked to present the following information at the Planning Meeting:

- current location/status of resources;
- current and anticipated accomplishments;
- Division/Branch boundaries;
- helispots and drop-points;
- safety concerns;
- resource needs;
- special risks and values; and
- need for Technical Specialists.

## **OPERATIONS SECTION CHIEF RESPONSIBILITIES FOR THE DEVELOPMENT OF THE INCIDENT ACTION PLAN**

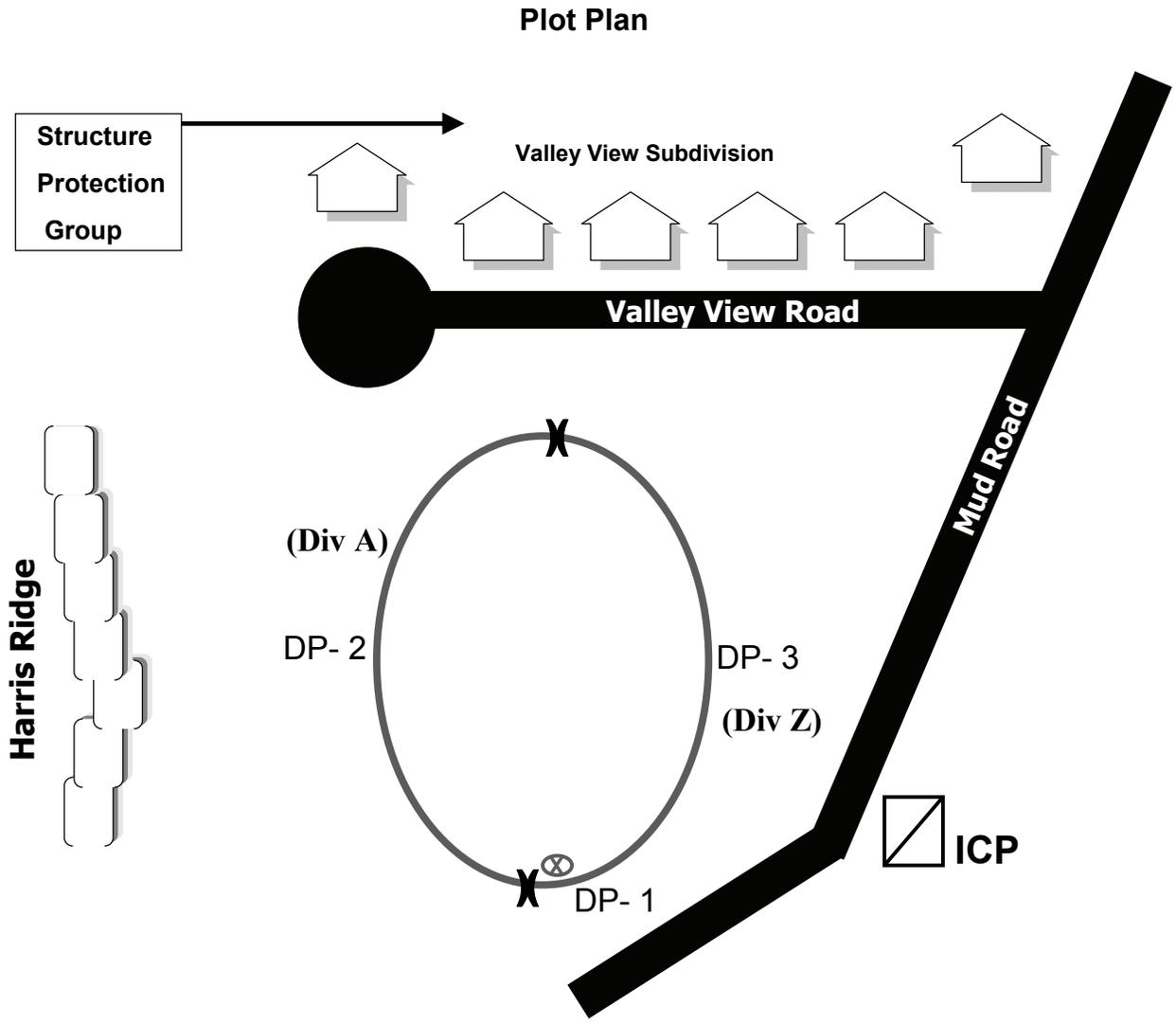
The Operations Section Chief has the following responsibilities in the development of the IAP.

- establish the organization (Branches, Division, Group);
- establish Branch/Division boundaries;
- identify Staging Area location(s);
- identify transportation needs;
- identify drop-off/pick-up points;
- establish work assignments and needs;
- develop special instructions; and
- complete the ICS 215, *Operational Planning Worksheet*.

The Operations Section Chief monitors the IAP for accuracy, corrects the plan prior to the briefing, and makes verbal corrections during the briefing. The corrected copy is used to build the plan for the next operational period, and achievements are measured against the plan's objectives.

### **Mud Fire Incident Objectives**

- Provide for the safety of civilians and responders
- Protect structures in the Valley View Subdivision
- Maintain evacuation route on Mud Road
- Contain the fire
  - South of the Valley View Road
  - West of Mud Road
  - East of Harris Ridge





ICS 215A, Incident Action Plan Safety Analysis

INCIDENT ACTION PLAN SAFETY ANALYSIS		1. Incident Name		2. Date		3. Time	
		MUD		08/21/00		0700-1800 DAY	
				Other Risk Analysis			
				HAZARDOUS MATERIALS			
				TRANSPORTATION			
				COMMUNICATIONS			
				STRUCTURE PROT.			
				MOVING EQUIPMENT			
				SNAKES/BEEES/BEARS			
				HYDRATION			
				REBURN POTENTIAL			
				HAZARD TREES			
				UNBURNED AREA			
				EXTREME CONDITIONS (SPOTTING, WINDDRIVEN)			
				ANCHOR POINTS			
				FRONTAL ASSAULT			
				MID-SLOPE FIRELINE			
				INDIRECT FIRELINE			
				UNDERSLUNG FIRELINE			
				DOWNHILL FIRELINE			
Division/Group	A	LCES Mitigations Work from established anchor points, fall hazard trees within capabilities & training. Expect active fire behavior, plan & react accordingly, Satisfy LCES at all times.		X		Other Risk Mitigations Drive defensively and keep speeds down, Maintain communications & radio discipline, Hydrate often.	
Structure	Z	Work from established anchor points, fall hazard trees within capabilities & training. Expect active fire behavior, plan & react accordingly, Satisfy LCES at all times.		X		Drive defensively and keep speeds down, Maintain communications & radio discipline, Hydrate often. Exercise caution while working around dozers.	
Structure	Group	Expect active fire behavior, plan & react accordingly, Satisfy LCES at all times.		X X		Watch for propane tanks, septic tanks, yard hazards, & other hazmat hazards around structures. Identified escape route & safety zones.	
prepared by (Name and Position)		SOFR NAME		Date Prepared:		Operational Period	
Mike Lynch				08/20 2300 hrs..		0700-1800 (Date /Time 08/21/00	

ICS 204, Division Assignment List

DIVISION ASSIGNMENT LIST		1. Branch	2. Division/Group					
3. Incident Name <b>MUD</b>		A						
4. Operational Period Date <b>8/21</b>		Time <b>0700 - 1800</b>						
3. Operations Personnel								
Operations Chief	<b>Geraghty</b>							
Branch Director	<b>Gill</b>							
6. Resources Assigned this Period								
Strike Team/Task Force/ Resource Designator	Leader	#Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time			
BELLVIEW CREW	BURNS	20	NO	DP1 0700	DP2 1800			
PORTLAND CREW	HATTON	20	NO	DP1 0700	DP2 1800			
ASST. SAFETY OFFICER	DOWNEY	1	NO	DP1 0700	DP2 1800			
ENG ST- 9140	GANCI	16	NO	DP2 0700	A/Z BREAK 1800			
WATERSIDE TENDER T-6	STACK	1	NO	DP2 0700	A/Z BREAK 1800			
ASST. SAFETY OFFICER	CROSS	1	NO	DP2 0700	A/Z BREAK 1800			
DOZER D- 1444	SHEFFOLD	1	NO	DP2 0700	A/Z BREAK 1800			
1. Control Operations Construct 4 ft wide handline from DP-1 to DP-2, mop-up 50 ft from fire's edge into the burn Construct 1 blade wide dozerline from DP-2 to Div A - Z break, mop-up 25 ft from fire's edge into the burn								
8. Special Instructions Drive defensively and keep speeds down. Work from established anchor points, fall threatening snags within capabilities and training, expect active fire behavior, hydrate often, maintain communications satisfy LCES at all times								
3. Division/Group Communication Summary								
Function	Command Net	Frequency 154.325	System King	Channel 4	Function	Frequency 154.330	System King NIFC	Channel 2
Command	Div A	154.160	King	1	Logistics	154.330	King	2
Tactical Div/Group			King		Air to Ground		King	
Prepared by (Resource Unit Leader)				Approved by (Planning Section Chief)		Date		Time



## Activity 4.1

### Train Derailment Simulation

#### Purpose

To demonstrate an expanded Operations Section organization.

#### Directions

1. You will remain in your small groups. Identify one person in your group as the group spokesperson.
2. The Operations Section Chief in each group will assign roles to the remainder of the students as needed during the activity.
3. Your group represents the Central City Fire Department (CCFD) Battalion Chief who will be assigned to the role of the Operations Section Chief at the incident scene.
4. Your group will have 10 minutes to review the scenario description, plot plan, and simulation resources, included in Activity 2.1.
5. On an easel pad draw the ICS organization for the Operations Section to the Division/Group level.
6. Revisit the Incident Objectives to see if they still meet the current situation. Select one Branch from the Operations Section you developed and, using ICS 215, *Operational Planning Worksheet*, determine the amounts and types of tactical resources required based on the scenario information, message log, and tactics you have developed **for the next operational period**.
7. Complete an ICS 215A, *Incident Safety Analysis* for the Branch selected above.
8. You will have 60 minutes to complete the activity and all required forms.

#### Debrief

At the conclusion of the exercise, your group will report on:

1. Resources assigned on the ICS Organization Chart.
2. Specific assigned function(s), i.e., Suppression Branch, Medical Group, Police Group, etc.
3. Report on ICS 215, *Operational Planning Worksheet* and ICS 215A, *Incident Safety Analysis*.
4. Select a spokesperson from your group to report back to the class.

## Scenario

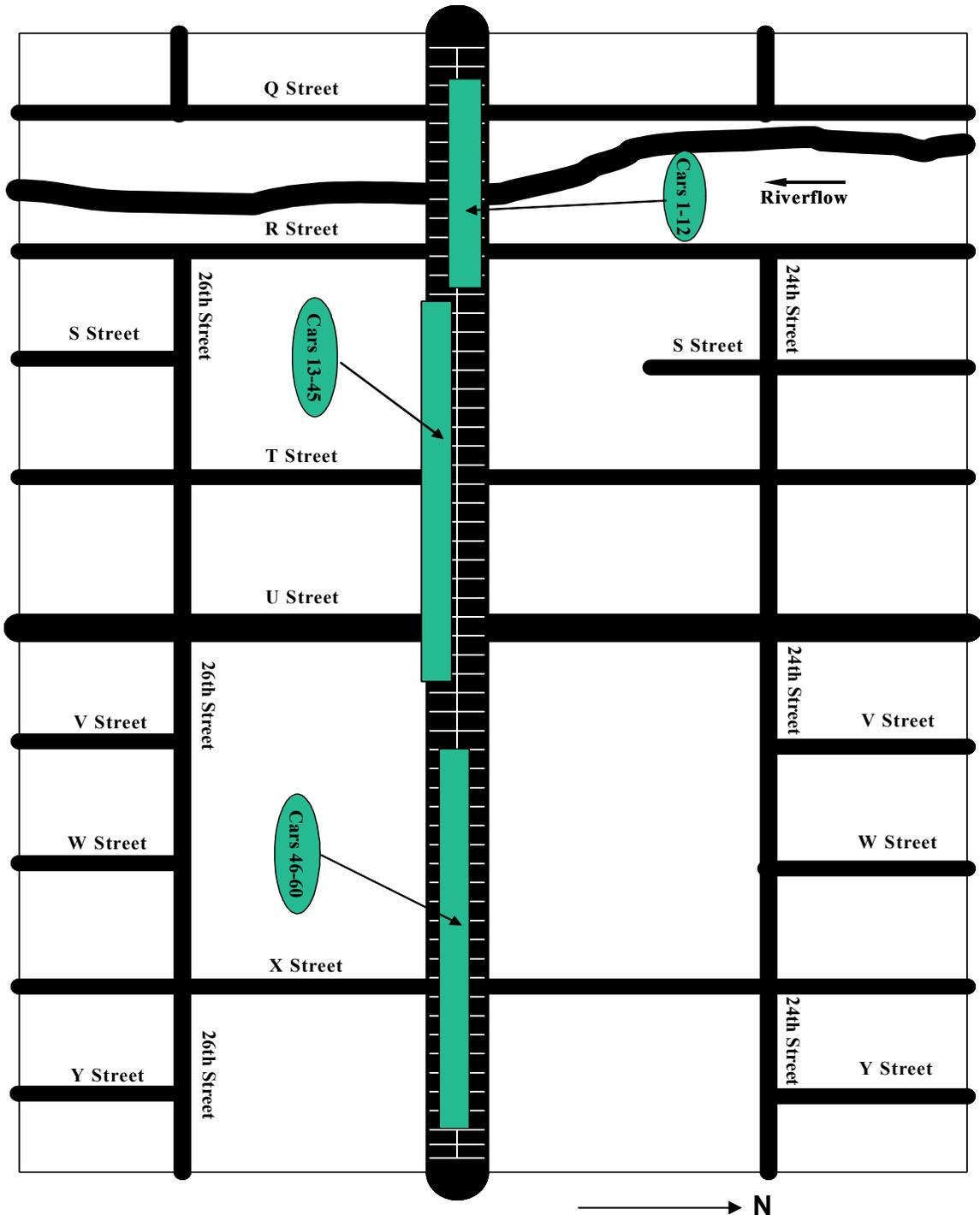
The Great Atlantic and Pacific Railroad (GA&P) operates two lines within Liberty County. The line running east/west, paralleling State Highway 5 and U.S. 10, is both a passenger and a freight route. This line travels through Central City, the county seat. GA&P operates a railyard in Central City at M and 25th Streets. A second rail line that runs through Tower Beach to Fisherville and through the city of Jasper in Liberty County is dedicated to freight only.

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On a Tuesday morning at approximately 1030 hours during the first week of May, a GA&P train was traveling west towards the railyard in Central City. The train was not scheduled to stop in Central City this morning. As the 60-car freight train was approaching the bridge over the Roaring River in Central City, the train derailed. The Liberty County Emergency Management Center located at Z and 40th Streets started to receive 9-1-1 calls about the derailment at 1031 hours. Fire, police, and ambulance units were dispatched to the scene immediately.

Activity 4.1 (cont'd)

Plot Plan





## Unit Summary

This unit taught me about...

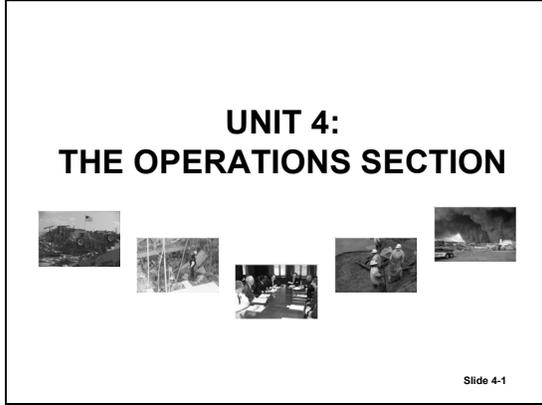


# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 4-1



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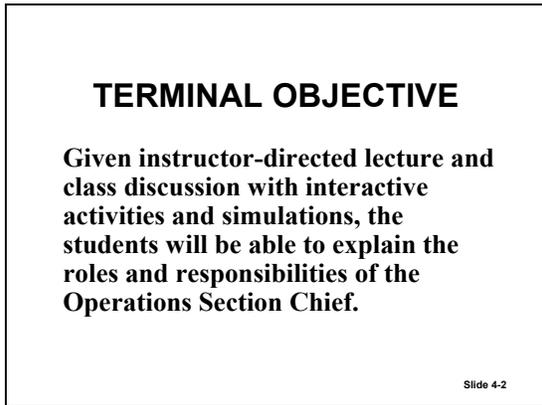
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Slide 4-2



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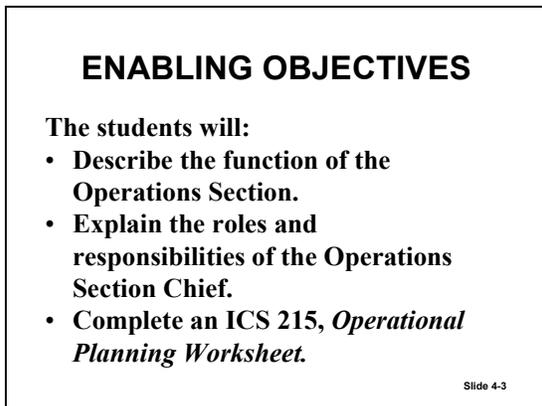
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Slide 4-3



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Slide 4-4

**FUNCTIONS OF THE OPERATIONS SECTION**

At incidents, what are the benefits of the timely assignment of an Operations Section Chief?

Slide 4-4

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Slide 4-5

**FUNCTIONS OF THE OPERATIONS SECTION (cont'd)**

What are the Operations Section Chief's responsibilities with regard to the Incident Action Plan (IAP)?

Slide 4-5

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Slide 4-6

**FUNCTIONS OF THE OPERATIONS SECTION (cont'd)**

Within the Operations Section, which organizational level has functional or geographic responsibility for major parts of incident operations?

Slide 4-6

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Slide 4-7

**FUNCTIONS OF THE OPERATIONS SECTION (cont'd)**

Within the structure of the Operations Section, what is the next organizational level below a Branch?

Slide 4-7

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Slide 4-8

**FUNCTIONS OF THE OPERATIONS SECTION (cont'd)**

What are the differences between a Division and a Group?

Slide 4-8

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Slide 4-9

**FUNCTIONS OF THE OPERATIONS SECTION (cont'd)**

What are the differences between a Strike Team and a Task Force?

Slide 4-9

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Slide 4-10

**FUNCTIONS OF THE  
OPERATIONS SECTION  
(cont'd)**

**Who authorizes the Staging Area  
Manager to determine required  
resource levels at the Staging Area?**

Slide 4-10

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Slide 4-11

**AIR OPERATIONS**

- Most often associated with wildland fires.
- Valuable tools for natural disasters and multicasualty incidents.
- Management of air resources within the Incident Command System (ICS) is covered in the *ICS Field Operations Guide (FOG)* and other ICS documents related to specific positions.

Slide 4-11

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Slide 4-12

**AIR OPERATIONS BRANCH**

- Tactical and logistical air support activity needed.
- Helicopters and fixed-wing aircraft involved.
- Safety, environmental, weather, or temporary flight restriction issues arise.
- A helibase or several helispots are required.
- Required by agency policy and/or flight operations Standard Operating Procedures (SOPs).
- The Incident Commander (IC) and/or Operations Section Chief are unfamiliar with aviation resources, uses, and safety procedures.

Slide 4-12

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Slide 4-13

**AVIATION OPERATIONS**

- Search and rescue
- Medical evacuation
- Earthquakes, floods, etc.
- Law enforcement
- Fire control
- Forest and other land management programs
- Maritime incidents
- Other applications



Slide 4-13

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Slide 4-14

**AVIATION SAFETY**

Does your agency have aviation safety policies and procedures?

Slide 4-14

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Slide 4-15

**INCIDENT COMMAND SYSTEM FORMS COMPLETED BY THE OPERATIONS SECTION**

ICS 211	Check-In List (Staging Area Manager)
ICS 213	General Message
ICS 214	Unit/Activity Log
ICS 215	Operational Planning Worksheet

Slide 4-15

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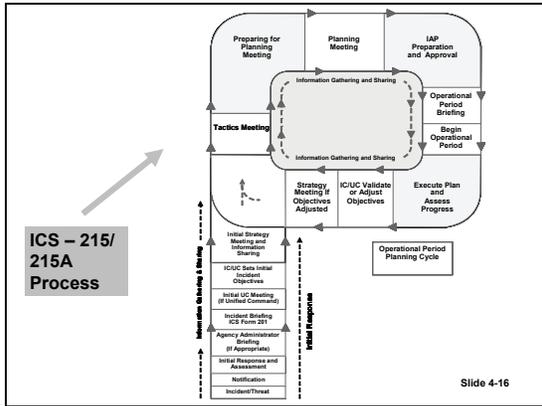
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Slide 4-16




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Slide 4-17

**OPERATIONS SECTION CHIEF AND THE PLANNING PROCESS**

- Complete ICS 215, *Operational Planning Worksheet*
- Safety Officer completes ICS 215A, *Incident Safety Analysis*
- Develop mitigation alternatives for safety concerns
- Ensure air operations and other functions can support planned tactical operations

Slide 4-17

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Slide 4-18

**THE PLANNING MEETING**

Operations Section Chief may be asked to present:

- Current location/status of resources
- Current and anticipated accomplishments
- Division/Branch boundaries
- Identify helispots and drop-points
- Safety concerns
- Resource needs
- Special risks and values
- Need for Technical Specialists

Slide 4-18

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Slide 4-22

**OPERATIONS SECTION CHIEF  
MONITORS THE INCIDENT ACTION  
PLAN FOR:**

- Accuracy
- Efficiency
- Effectiveness

Slide 4-22

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Slide 4-23

**ICS 215G, OPERATIONAL  
PLANNING WORKSHEET**

- Resources needed for the incident
- ICS organization chart
- Incident objectives
- Strategies
- A diagram or map of the incident

Slide 4-23

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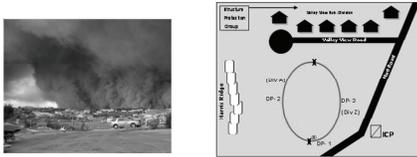
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Slide 4-24

**THE SCENARIO**



Slide 4-24

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Slide 4-31



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Slide 4-32



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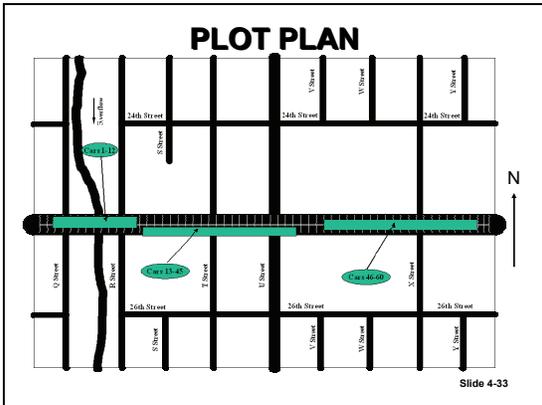
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Slide 4-33



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Slide 4-34

**TRAIN DERAILMENT DEBRIEF**

- Resources assigned on the ICS Organization Chart
- Specific assigned function(s)
- Report on ICS 215, *Operational Planning Worksheet* and ICS 215A, *Incident Safety Analysis*
- Select a spokesperson from your group to report back to the class

Slide 4-34

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Slide 4-35

**UNIT SUMMARY**

- Operations functions
- Roles and responsibilities of the Operations Section
- ICS 215, *Operational Planning Worksheet*

Slide 4-35

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# **UNIT 5: THE PLANNING SECTION**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities and simulations, you will be able to explain the roles and responsibilities of the Planning Section Chief.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Describe the function of the Planning Section.*
- 2. Explain the roles and responsibilities of the Planning Section Chief.*
- 3. Complete appropriate Incident Command System (ICS) forms:*
  - a. ICS 203, Organization Assignment List.*
  - b. ICS 204, Assignment List.*



## **ROLE OF THE PLANNING SECTION CHIEF**

The Planning Section Chief is a member of the Incident Commander's (IC's) General Staff.

The Planning Section Chief is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources.

The Planning Section Chief provides the IC and other Section Chiefs with information that is needed to understand the current situation, predict probable course of incident events, and prepare alternative strategies and control operations for the incident.

## **PLANNING SECTION CHIEF RESPONSIBILITIES**

- collect and process situation information about the incident;
- supervise preparation of the Incident Action Plan (IAP);
- provide input to the IC and Operations Section Chief in preparing the IAP;
- reassign out-of-service personnel already on site to Incident Command System (ICS) organizational positions as appropriate;
- establish information requirements and reporting schedules for Planning Section units;
- determine need for any specialized resources in support of the incident;
- if requested, assemble and disassemble strike teams and task forces not assigned to operations (wildland); and
- establish special information collection activities as necessary (i.e., weather, environmental toxics, etc.).

## **Planning Section Chief Checklist**

- prepare ICS 203, *Organization Assignment List* and ICS 207, *Incident Organization Chart*;
- prepare appropriate parts of ICS 204, *Assignment List*;
- prepare and maintain the Incident Command Post (ICP) display (to include organization chart and resource allocation and deployment);
- maintain and post the current status and location of all resources; and
- maintain a master roster of all resources checked in at the incident.

## **RESOURCES UNIT LEADER RESPONSIBILITIES**

- review common responsibilities;
- review Unit Leader responsibilities;
- establish check-in function at incident locations;
- assemble information on alternative strategies;
- provide periodic predictions on incident potential;
- report any significant changes in incident status;

- compile and display incident status information;
- oversee the preparation and implementation of Incident Demobilization Plan;
- incorporate plans (Traffic, Medical, Site Safety, Communications) into the IAP; and
- maintain an ICS 214, *Unit/Activity Log*.

### **Check-In Status Recorder**

A Check-In/Status Recorder reports to the Resources Unit Leader and assists with the accounting of all incident assigned resources.

Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

### **Check-In Process**

- resource accountability;
- established by Resources Unit, if not IC or Planning Section Chief;
- ICS 211, *Check-In List*;
- five incident locations where check-in can occur:
  - Base/Camp,
  - Division/Group,
  - Staging,
  - Helibase, and
  - ICP (Resources Unit);
- check-in must have adequate supply of forms; and
- must know communication plan (check-in frequency).

### **SITUATION UNIT LEADER**

The Situation Unit Leader is responsible for the collection, processing, and organization of all incident information that takes place within the Situation Unit. The Situation Unit Leader prepares projections of incident growth, status maps, and reports of intelligence information.

### **Situation Unit Leader Responsibilities**

- review common responsibilities of unit team members;
- review Unit Leader responsibilities;
- collect and analysis incident data from the beginning to the end of the incident;
- prepare, post, or disseminate resource and situation status information as required, including special requests;
- prepare predictions of incident expansion or contraction periodically, or as requested;
- prepare the ICS 209, *Incident Status Summary*; and
- provide photographic services and maps if required.

### **Display Processor**

The Display Processor is responsible for the display of incident status information obtained from field observers, resource status reports, aerial or ortho photographs, and infrared data.

### **Field Observer**

The Field Observer is responsible to collect situation information from personal observations at the incident and provides this information to the Situation Unit Leader.

### **Weather Observer**

The Weather Observer collects current incident weather information and provides the information to an assigned meteorologist, Fire Behavior Specialist, and to the Situation Unit Leader.

## **DOCUMENTATION UNIT LEADER**

The Documentation Unit Leader is responsible for establishing accurate, up-to-date incident files, and provides duplication services for the Unit. The Documentation Unit Leader maintains all incident files that will be stored for legal, analytical, and historical purposes.

### **Documentation Unit Leader Responsibilities**

- review common responsibilities;
- review Unit Leader responsibilities;
- set up work area, begin organization of incident files;
- establish duplication service, respond to requests;
- file all official forms and reports;
- review records for accuracy and completeness; inform appropriate units of errors or questions;
- provide incident documentation as requested; and
- store files for postincident use.

## **DEMOBILIZATION UNIT LEADER**

The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. On large incidents demobilization can be quite complex, and may require a separate planning activity.

## Demobilization Unit Leader Responsibilities

- review common responsibilities;
- review Unit Leader responsibilities;
- review incident resource records to determine the likely size and extent of demobilization effort;
- based on above analysis, add additional personnel, work space, and supplies as needed;
- coordinate demobilization with agency representatives; monitor ongoing Operations Section resource needs;
- identify surplus resources and probable release time;
- develop incident check-out function for all units;
- evaluate logistics and transportation capabilities to support demobilization;
- establish communications with off-incident facilities as necessary;
- develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures;
- prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan;
- distribute demobilization plan (on and off-site);
- ensure that all Sections/Units understand their specific demobilization responsibilities;
- supervise execution of the Incident Demobilization Plan; and
- brief Planning Section Chief on demobilization progress.

## 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. The type of expertise a technical specialist needs will be determined by the nature and characteristics of the incident.

Technical specialists may be assigned anywhere in the ICS.

### Fire Behavior Specialist (Wildland)

The Fire Behavior Specialist is primarily responsible for establishing a weather data collection system, and to develop required fire behavior predictions based on fire history, fuel, weather, and topographic information. He/She also maintains ICS 214, *Unit/Activity Log*.

### Water Resources Specialist

The Water Resources Specialist participates in developing the IAP and reviews general fire control objectives, including alternative strategies in effect. This person also collects and validates additional water resource status within the incident area, prepares information on available water resources, and maintains ICS 214, *Unit/Activity Log*.

### Environmental Specialists

Environmental Specialists participate in developing the IAP and review the general control objectives and alternate strategies. This person also collects and validates environmental information within the incident area by reviewing preincident land use and management plans, and maintains ICS 214, *Unit/Activity Log*.

### Resource Use Specialist

The Resource Use Specialist participates in developing the IAP and reviews the general incident control objectives and alternate strategies. This person also collects information on incident resources as needed, and maintains ICS 214, *Unit/Activity Log*.

### Training Specialist

The Training Specialist advises the Planning Section Chief about the use of trainees at the incident site, reviews trainee assignments and modifies them if appropriate, and maintains an ICS 214, *Unit/Activity Log*.

## INCIDENT COMMAND SYSTEM FORMS COMPLETED BY THE PLANNING SECTION

<b>ICS 202</b>	<i>Incident Objectives</i>
<b>ICS 203</b>	<i>Organization Assignment List</i>
<b>ICS 204</b>	<i>Assignment List</i>
<b>ICS 207</b>	<i>Incident Organization Chart</i>
<b>ICS 209</b>	<i>Incident Status Summary</i>
<b>ICS 211</b>	<i>Check-In List</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>
<b>ICS 215</b>	<i>Operational Planning Worksheet</i> (assists in development)

- ICS 203, *Organization Assignment List*; prepared by the Resources Unit Leader;
- ICS 204, *Assignment List*; partially prepared by Resources Unit Leader;
- ICS 207, *Incident Organization Chart*; prepared by the Resources Unit Leader;
- ICS 209, *Incident Status Summary*; prepared by the Situation Unit Leader;
- ICS 211, *Check-In List*; completed by the check-in/status recorder and occasionally by a Staging Area Manager or Base Manager;
- ICS 214, *Unit/Activity Log*; prepared by all Section Chiefs and units assigned; and
- ICS 215, *Operational Planning Worksheet*, assists with the completion.

## OTHER TYPES OF PLANS

Occasionally a local Incident Management Team (IMT) is required to develop other types of plans. These plans include, for example:

- contingency plans;
- alternate plans;
- evacuation plans;
- control and containment plans;
- structure protection plans;
- demobilization plans; and
- ICP relocation.

### Elements of a Contingency Plan

It asks three questions:

1. What is the probability of success for the current plan?
2. What is the consequence of failure of the current plan?
3. What is the worst-case scenario?

### Sections of a Contingency Plan

**Problem statement:** State the problem as concisely as possible, being sure to include the critical information. It is from the problem that the plan will be formulated.

Example problem: The fire is spreading at such a rate in the building of origin that the exposure on Side B will be threatened.

**Objectives:** The objectives evolve from the problem statement and delineate in broad terms what must be done to solve the problem.

Example objective: To prevent the fire from involving the exposure on Side B.

**Pretactical actions required:** State the actions that need to be taken prior to doing the tactical plan.

Example pretactical actions:

- call one additional alarm of three engines, a truck, and a chief; and
- predeploy law enforcement civil disturbance unit.

**Tactical actions:** State what the resources would be expected to accomplish.

Example tactical actions: Deploy the engine companies to establish master stream devices onto the surface of the exposure building. Have the truck company set up a ladder pipe. Deploy firefighters to the interior of the exposure to remove any combustibles from the interior side of the windows. Brief the resources involved in the plan. Establish the resources as Exposure B and assign the Battalion Chief to be the Division Supervisor.

**Appendix:** Place any maps, contacts, or any other document that may be needed to understand the plan of action clearly.

## **DEMOBILIZATION PLAN**

The Planning Section Chief, through the Demobilization Unit Leader is responsible for developing the Demobilization Plan. This plan provides for an orderly and efficient release of incident resources. Release priorities need to be established.

- All organizational elements provide their input.
- A full understanding of the long-term incident needs are understood.
- Take into account the costs and needs of the incident.
- Establish a list of release priorities, which include
  - Other incident needs.
  - Federal resources.
  - Contract resources.
  - State resources.
  - Mutual-aid resources.
  - Local resources.

### **An Example of a Demobilization Plan**

- Demobilization of this incident has been ordered effective (date/time).
- Release priority for this incident is as follows:
  - Other incident needs.

- Federal resources.
- Contract resources.
- State resources.
- Mutual-aid resources.
- Local resources.
- Determine the following needs:
  - Number of days on this incident.
  - Number of hours rested since last operational period worked.
  - Timeframe to get from the incident to their home base.
  - Begin demobilization process.

## Activity 5.1

### Train Derailment Simulation

#### Purpose

To develop the Planning Section during a major train derailment.

#### Directions

1. You will break into the same small groups as in previous activities.
2. Appoint a Planning Section Chief for your group who may assign roles to the remainder of the group.
3. Using the completed ICS 215, *Operational Worksheet*, and ICS 215A, *Incident Safety Analysis*, from Activity 4.1, groups will complete an ICS 203, *Organization Assignment List*, for the incident and an ICS 204, *Assignment List*, for one Division or Group.
4. Instructors will play the roles of any Technical Specialists required.
5. You will have 10 minutes to review the scenario description, plot plan and ICS organization chart.
6. It is assumed that the derailment situation has been in progress for 30 minutes when the local IMT arrives. The Planning Section is staffed and fully functioning. The scenario will run for 60 minutes.

#### Scenario

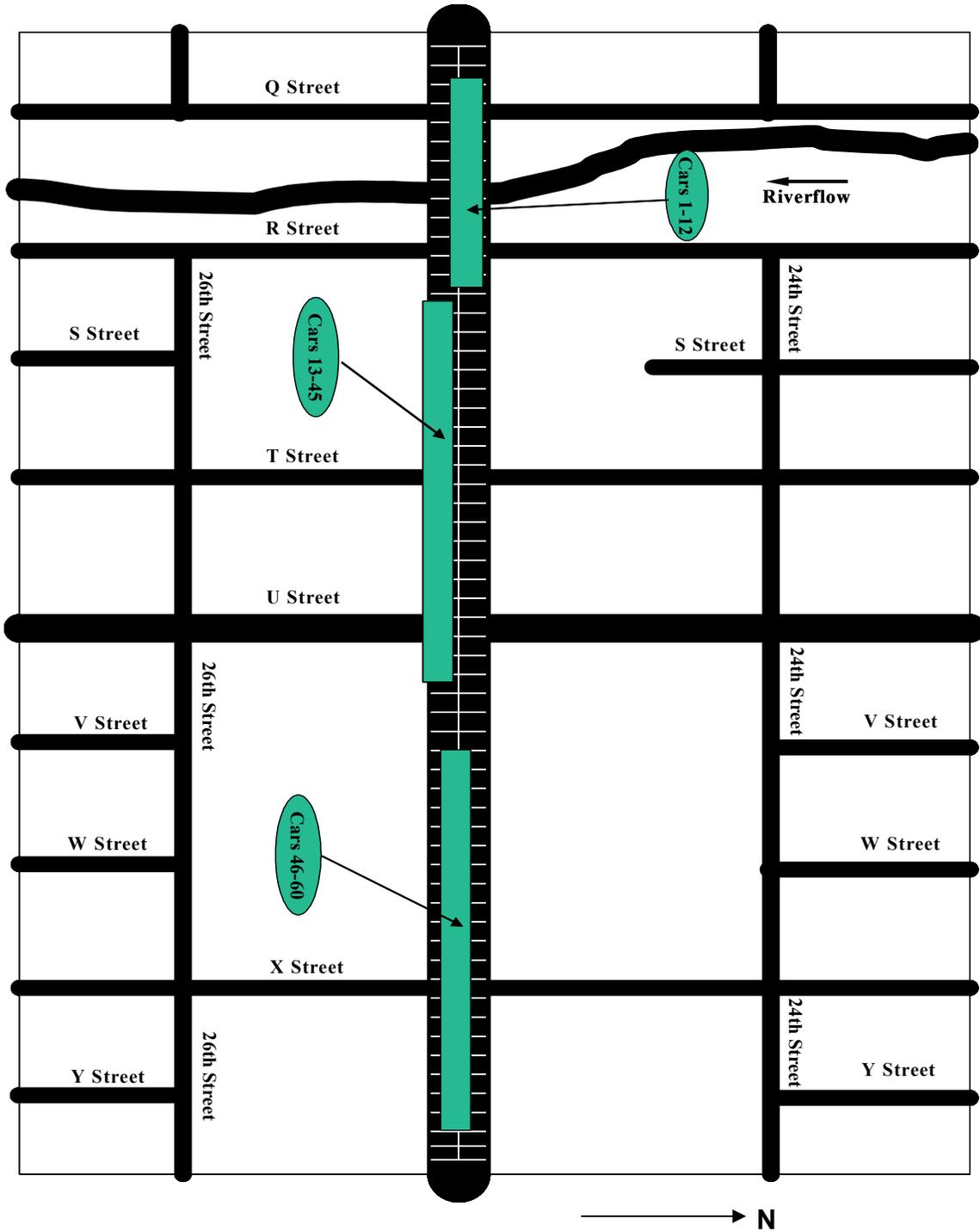
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Over the past week, Central City and Liberty County have been suffering through one of the worst heat waves in recent memory. Temperatures for the past 8 days have routinely hit the 100 °F (38 °C) mark. Lows during the evening hours have dropped only into the upper 70s. Continued hot and humid conditions have been forecast for the next several days. A couple of late afternoon thunderstorms in recent days have done nothing to cool off the area. Winds primarily have been out of the south/southwest at 5 mph.

On a Tuesday morning at approximately 1030 hours during the first week of May, a GA&P train was traveling west towards the railyard in Central City. The train was not scheduled to stop in Central City this morning. As the 60-car freight train was approaching the bridge over the Roaring River in Central City, the train derailed. The Liberty County Emergency Management Center located at Z and 40th Streets started to receive 9-1-1 calls about the derailment at 1031 hours. Fire, police, and ambulance units were dispatched to the scene immediately.

Activity 5.1 (cont'd)

Plot Plan







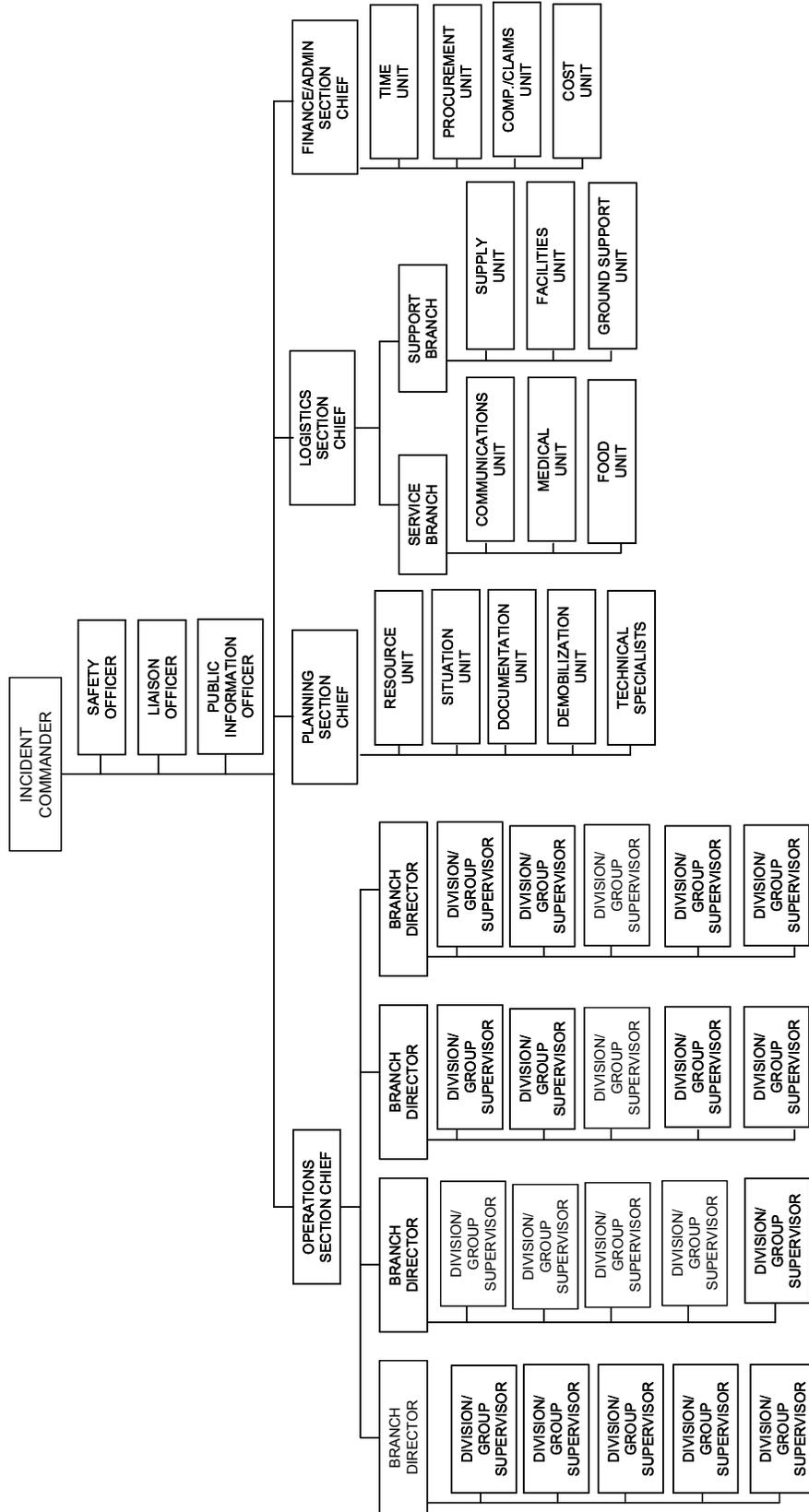






Activity 5.1 (cont'd)

Incident Name \_\_\_\_\_  
 Operational Period \_\_\_\_\_  
 Date \_\_\_\_\_ Time \_\_\_\_\_





## Activity 5.1 (cont'd)

### Train Derailment Debrief

#### Purpose

To debrief on activities carried out by the Planning Section.

#### Directions

1. Discuss each group's actions.
2. The instructor will debrief the activity using ICS 203, *Organization Assignment List*, and ICS 204, *Assignment List*.



## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 5-1

**UNIT 5:  
THE PLANNING SECTION**



Slide 5-1

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Slide 5-2

**TERMINAL OBJECTIVE**

**Given instructor-directed lecture and class discussion with interactive activities and simulations, the students will be able to explain the roles and responsibilities of the Planning Section Chief.**

Slide 5-2

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Slide 5-3

**ENABLING OBJECTIVES**

**The students will:**

- **Describe the function of the Planning Section.**
- **Explain the roles and responsibilities of the Planning Section Chief.**
- **Complete appropriate Incident Command System (ICS) forms:**
  - **ICS 203, *Organization Assignment List*.**
  - **ICS 204, *Assignment List*.**

Slide 5-3

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Slide 5-4

**Why is it important that the Planning Section Chief have the ability and experience to make predictions on the course of events at an incident?**

Slide 5-4

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Slide 5-5

**Who maintains the status of all assigned resources at an incident?**

Slide 5-5

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Slide 5-6

**What is the job of the Check-In Status Recorder?**

Slide 5-6

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Slide 5-10

**Who maintains accurate, up-to-date incident files?**

Slide 5-10

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Slide 5-11

**Who is responsible for developing the Incident Demobilization Plan?**

Slide 5-11

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Slide 5-12

**Certain incidents or events may require the use of \_\_\_\_\_ who have specialized knowledge and expertise.  
(Fill in the two blanks.)**

Slide 5-12

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Slide 5-13

INCIDENT COMMAND SYSTEM FORMS COMPLETED BY THE PLANNING SECTION	
ICS 202	<i>Incident Objectives</i>
ICS 203	<i>Organization Assignment List</i>
ICS 204	<i>Assignment List</i>
ICS 207	<i>Incident Organization Chart</i>
ICS 209	<i>Incident Status Summary</i>
ICS 211	<i>Check-In List</i>
ICS 214	<i>Unit/Activity Log</i>
ICS 215	<i>Operational Planning Worksheet (assists in development)</i>

Slide 5-13

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Slide 5-14

OTHER TYPES OF PLANS	
<ul style="list-style-type: none"><li>• <b>Contingency</b></li><li>• <b>Evacuation</b></li><li>• <b>Structure protection</b></li><li>• <b>Demobilization</b></li><li>• <b>ICP relocation</b></li></ul>	

Slide 5-14

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Slide 5-15

CONTINGENCY PLANS	
<b>Elements:</b>	
<ul style="list-style-type: none"><li>• <b>What is the probability of success of the current plan?</b></li><li>• <b>What are the consequences of failure of the current plan?</b></li><li>• <b>What is the worst-case scenario?</b></li></ul>	

Slide 5-15

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Slide 5-16

**SECTIONS OF A  
CONTINGENCY PLAN**

- **Problem statement**
- **Objectives**
- **Pretactical actions**
- **Tactical action plan**
- **Appendix**

Slide 5-16

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Slide 5-17

**THE PROBLEM STATEMENT**

**Define the need for action based on  
current situation.**

Slide 5-17

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Slide 5-18

**OBJECTIVES**

- **To achieve the solution to the problem**
- **May come from Agency  
Administrator(s)**
- **Specific to the problem**

Slide 5-18

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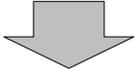
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Slide 5-19

**PRETACTICAL ACTIONS**



**Outline any prework or task to be accomplished**

Slide 5-19

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**PRETACTICAL EXAMPLE**

- **Obtaining additional resources:**
  - Fire
  - Police
  - Special resources
  - Fold them into the current ICS organization
- **Deciding where the resources will be deployed and how:**
  - Premarking schemes
  - Water sources
  - Above ground hazard
  - Save/No save

Slide 5-20

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Slide 5-21

**TACTICAL ACTION PLAN**

- **Clearly define the tactical deployment**
- **Develop the organization**
- **Brief resources assigned**

Slide 5-21

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Slide 5-22

**APPENDIX**

- **Maps**
- **Phone contacts**
- **Any document that is required to implement the plan**

Slide 5-22

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Slide 5-23

**DEMOBILIZATION PLAN**

- **Demobilization Unit Leader is responsible for establishing a Demobilization Plan.**
- **Plan provides for orderly and efficient release of incident resources.**

Slide 5-23

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Slide 5-24

**IMPORTANT INFORMATION FOR DEMOBILIZATION**

- **Planning**
- **Liaison**
- **Safety**
- **Logistics**
- **Operations**
- **Finance/Administration**
- **Dispatch Centers**

Slide 5-24

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Slide 5-25

**RELEASE PRIORITIES**

- **Determined by all organization elements**
- **Made after a full understanding of long-term incident needs has taken place**
- **Sets release priorities for incident**
- **Takes into account costs, needs of mutual-aid resources, as well as the ongoing incident**

Slide 5-25

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Slide 5-26

**DEMOBILIZATION PLAN EXAMPLE**

- **Date of demobilization**
- **Priority of resource release**
  - **Other incident needs**
  - **Federal**
  - **Contract**
  - **State**
  - **Mutual-aid**
  - **Local**
- **Number of days on the incident**
- **Work/Rest ratio--last operational period**
- **Timeframe to home base**

Slide 5-26

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Slide 5-27

**Activity 5.1  
Train Derailment Simulation**



Slide 5-27

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THE PLANNING SECTION

Slide 5-28



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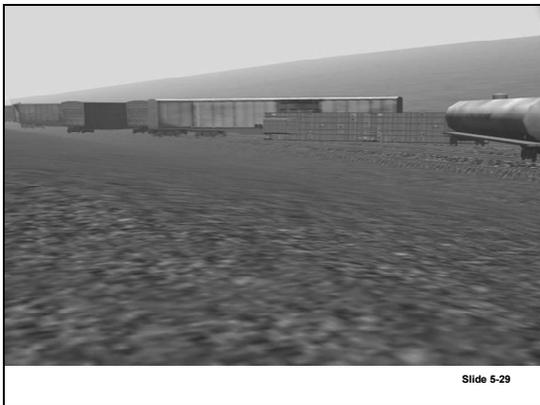
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Slide 5-29



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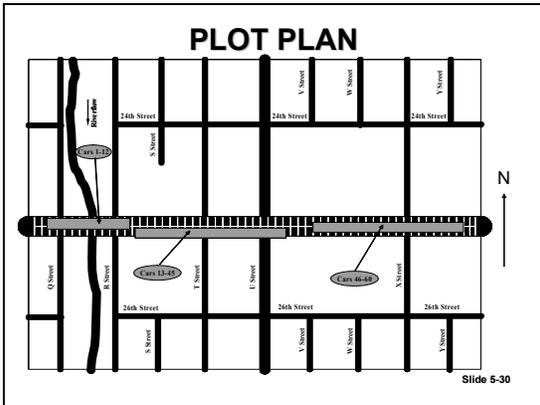
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Slide 5-30



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Slide 5-31

**TRAIN DERAILMENT  
DEBRIEF**

- Each group's actions
- Report on ICS 203, *Organization Assignment List*, and ICS 204, *Assignment List*.

Slide 5-31

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Slide 5-32

**UNIT SUMMARY**

- Planning Section functions
- Planning Section Chief roles and responsibilities
- ICS forms:
  - ICS 203, *Organization Assignment List*
  - ICS 204, *Assignment List*

Slide 5-32

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# **UNIT 6: THE LOGISTICS SECTION**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities and simulations, you will be able to explain the roles and responsibilities of the Logistics Section Chief.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Describe the function of the Logistics Section.*
- 2. Explain the roles and responsibilities of the Logistics Section Chief.*
- 3. Complete appropriate Incident Command System (ICS) forms:*
  - a. ICS 205, Incident Radio Communications Plan.*
  - b. ICS 206, Medical Plan.*
  - c. A Traffic Plan.*



## INTRODUCTION

Critical to the successful management of every event is the identification, procurement, allocation, distribution, tracking, maintenance, and replenishment of the supplies, equipment, and services necessary to sustain incident activities. Academics define this as the management of the supply chain from a source to the final user. Simply put, it means having "the right stuff at the right time" to carry out the strategies and tactics identified in the Incident Action Plan (IAP).

General of the Army, and later President of the United States, Dwight D. Eisenhower, the Supreme Allied Commander in World War II, said, "You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics." The same can be said regarding structure fires, emergency medical and multiple casualty incidents, hazardous materials responses, collapses, wildland fires, and all the other instances to which the fire service is called to respond. The success of the efforts of all the assets on the fireground or at any emergency scene depends on having the resources they require to do what they've been trained to do.

### What is Logistics?

The Logistics Section is the support mechanism for the organization. Logistics provides services and support systems to all the organizational components involved in an incident, including facilities, transportation, supplies, equipment maintenance, fueling, feeding, communications, and **responder** medical services, and rehabilitation.

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

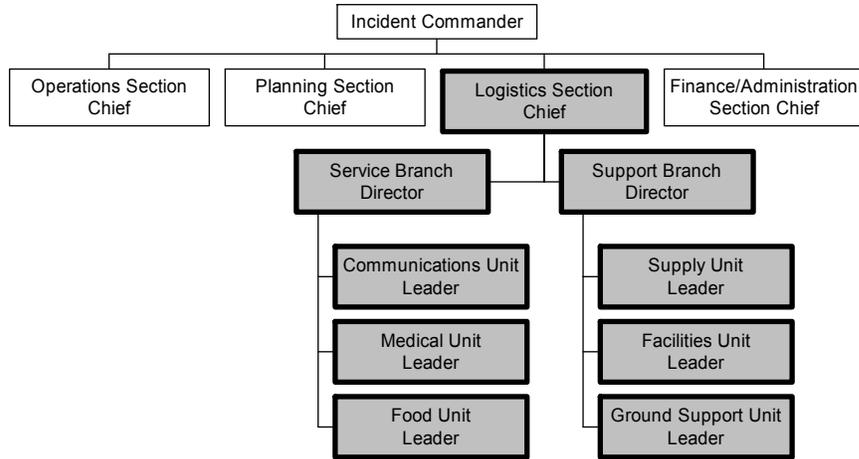
Six units may be established within the Logistics Section:

1. Communications Unit.
2. Medical Unit.
3. Food Unit.
4. Supply Unit.
5. Facilities Unit.
6. Ground Support Unit.

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## THE LOGISTICS SECTION

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### ROLES OF THE LOGISTICS SECTION CHIEF

The Logistics Section Chief is a member of the General Staff and is responsible for the activities of the Logistics Section. The Logistics Section Chief may assign a Deputy. The assignment of a Deputy most often occurs when all designated units within the Logistics Section are activated.

The Logistics Section Chief determines the need to activate or deactivate a Unit. **If a Unit is not activated, responsibility for that Unit's duties remain with the Logistics Section Chief.** As is the case with all the roles of the Incident Command System (ICS), the time to prepare for filling the position of Logistics Section Chief is before being called upon. For example, the local emergency management agency can be a key resource to assist in obtaining the resources and services required to manage an incident. It would be prudent and beneficial to establish a working relationship with the emergency management staff before an event occurs.

The Logistics Section Chief:

- manages all incident logistics;
- assists in the preparation of the IAP;
- briefs Branch Directors and Unit Leaders as necessary;
- identifies known and anticipated incident service and support requirements;
- requests additional resources as needed;
- reviews and provides input to the ICS 205, *Incident Radio Communications Plan*, ICS 206, *Medical Plan*, and the Traffic Plan;
- supervises requests for additional resources; and
- oversees demobilization of Logistics Section.

### Branch Directors

As incidents escalate, and the workload of the Logistics Section Chief increases, Branches may be added to facilitate more effective management. When indicated, a Service Branch Director may be appointed to manage the communications, medical (the health, welfare, and the triage,

treatment, and transport of ill or injured incident personnel, not civilians), and food requirements of an incident. A Support Branch Director may be appointed to manage the supply, facilities, and ground support requirements. Branch Directors report to the Logistics Section Chief.

### Service Branch Director--Duties and Responsibilities

- obtain the necessary working materials;
- determine the level of service required to support operations;
- participate in Logistics Section Planning Meetings;
- review the IAP;
- organize and prepare assignments for Service Branch personnel;
- coordinate the activities of Branch Units;
- inform the Logistics Section Chief of Branch activities;
- resolve Service Branch problems; and
- maintain unit records, including ICS 214, *Unit/Activity Log*.

### Units in the Service Branch

Additional delegation can improve the operation of the Logistics Section as an incident grows ever more complex. The Service Branch may be expanded to include a Communications Unit, a Medical Unit, and/or a Food Unit. These subdivisions, when implemented, are supervised by Unit Leaders.

### **Communications Unit**

The Communications Unit is responsible for developing plans for the use of incident communications equipment and facilities, for the installation and testing of communications equipment, for the supervision of an Incident Communications Center, if established, and for the distribution and maintenance of communications equipment.

Communications at the incident are managed through the use of a common communications plan and an incident-based communications center established solely for the use of tactical and support resources assigned to the incident. The Communications Unit is responsible for all communications planning at the incident. This will include incident-established radio networks, onsite telephone, public address, and off-incident telephone/microwave/radio systems.

### Radio Networks

Radio networks for large incidents normally will be organized as follows:

- **Command Net:** The Command Net links together Incident Command, key staff members, Section Chiefs, and Division and Group Supervisors.

- Tactical Nets: Several tactical nets may be created. They may be established around agencies, departments, geographical areas, or even specific functions. The determination of how nets are set up should be a joint effort of the Planning Section and the Operations Section. The Communications Unit Leader will develop the plan.
- Support Net: A support net may be established to manage the communications involved in tracking the status of resources, support requests, and certain other nontactical or command functions.
- Ground-to-Air Net: A separate ground-to-air tactical net may be created if regular tactical nets are not adequate to coordinate ground-to-air traffic.
- Air-to-Air Net: Air-to-air nets, when required, usually are designated in advance and assigned for use at an incident.

### Communications Unit Leader

The Communications Unit Leader reports to the Service Branch Director or Logistics Section Chief and develops plans for effective use of incident communications equipment and facilities. She or he provides for the installation, testing, maintenance, and repair of necessary communications equipment and distributes communications equipment to incident personnel.

### Communications Unit Leader--Duties and Responsibilities

- advise on communications capabilities/limitations;
- prepare and implement ICS 205, *Incident Radio Communications Plan*;
- establish and supervise the Incident Communications Center and Message Center;
- establish telephone, computer links, and public address systems;
- establish communications equipment distribution and maintenance locations;
- install and test all communications equipment;
- oversee distribution, maintenance, and recovery of communications equipment, e.g., portable radios and fax machines;
- develop and activate an equipment accountability system; and
- provide (or obtain) technical advice on:
  - adequacy of communications system,
  - geographical limitations,
  - equipment capabilities,
  - amount and types of equipment available, and
  - potential problems with equipment.

In addition to the Communications Unit Leader, Communications Unit staff may include one or more of the following, based on incident magnitude and complexity:

- Incident Communications Manager;
- Incident Dispatcher;
- Message Center Operator;
- Messenger; and
- Communications Technician.

A Communications Center and a Message Center may be established.



## Medical Unit

The Medical Unit is responsible for the development and implementation of an Incident Medical Plan. The Medical Unit also develops procedures for managing major medical emergencies involving response personnel, provides medical aid to response personnel, and assists the Finance/Administration Section with processing injury-related claims.

A very important component of the Incident Medical Plan is the provision for Responder Rehabilitation or Rehab. The United States Fire Administration's (USFA's) guidebook *Emergency Incident Rehabilitation*, states

The physical and mental demands associated with firefighting and other emergency operations, coupled with the environmental dangers of extreme heat and humidity or extreme cold, create conditions that can have an adverse impact upon the safety and health of the individual emergency responder. Members who are not provided adequate rest and rehydration during emergency operations or training exercises are at increased risk for illness or injury, and may jeopardize the safety of others on the incident scene. When emergency responders become fatigued, their ability to operate safely is impaired. As a result, their reaction time is reduced and their ability to make critical decisions diminishes. Rehabilitation is an essential element on the incident scene to prevent more serious conditions such as heat exhaustion or heat stroke from occurring.

**Remember, the provision of medical assistance to the public or victims of the emergency is an operational function, and is the responsibility of the Operations Section, not the Logistics Section Medical Unit.**

### Medical Unit Leader

The Medical Unit Leader reports to the Service Branch Director or Logistics Section Chief and develops the Incident Medical Plan. The Medical Unit Leader provides for or obtains appropriate medical care and transportation of ill or injured **incident** personnel and ensures that appropriate and required reports and records are prepared.

### Medical Unit Leader--Duties and Responsibilities

- determine level of emergency medical activities prior to activation of Medical Unit;
- acquire and manage medical support personnel;
- prepare ICS 206, *Medical Plan*;
- establish procedures for handling serious injuries of response personnel;
- respond to requests for:
  - medical aid,
  - medical transportation, and
  - medical supplies; and

## THE LOGISTICS SECTION

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- assist the Finance/Administration Section with processing paperwork related to injuries or deaths of incident personnel.

A Responder Rehabilitation Manager may be appointed to manage this important function.

**THE LOGISTICS SECTION**

<b>MEDICAL PLAN</b>	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD				
	5. INCIDENT MEDICAL AID STATIONS							
MEDICAL AID STATIONS		LOCATION		PARAMEDICS				
				YES	NO			
6. TRANSPORTATION								
A. AMBULANCE SERVICES								
NAME		ADDRESS		PHONE	PARAMEDICS			
					YES	NO		
B. INCIDENT AMBULANCES								
NAME		LOCATION		PARAMEDICS				
				YES	NO			
7. HOSPITALS								
NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
8. MEDICAL EMERGENCY PROCEDURES								
206 ICS 8-78	9. PREPARED BY (MEDICAL UNIT LEADER)			10. REVIEWED BY (SAFETY OFFICER)				

**Figure 6-2  
Example of ICS 206, Medical Plan**

## **Food Unit**

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

### Food Unit Leader

The Food Unit Leader reports to the Service Branch Director or Logistics Section Chief and provides for the food needs of all incident personnel.

### Food Unit Leader--Duties and Responsibilities

- determine food and water requirements;
- determine method of feeding to best fit each facility or situation;
- obtain necessary equipment and supplies and establish cooking facilities;
- ensure that well-balanced menus are provided;
- order sufficient food and potable water from the Supply Unit;
- maintain an inventory of food and water;
- maintain food service areas, ensuring that all appropriate health and safety measures are being followed; and
- supervise caterers, cooks, and other Food Unit personnel as appropriate.

The Food Unit Leader may be assisted by one or more of the following:

- Food Unit Assistant;
- Cook; and
- Assistant Cook.

## **Support Branch**

Just as with the Service Branch, the Support Branch may be expanded to meet the needs of an incident. Units in the Support Branch are the Supply Unit, the Facilities Unit, and/or the Ground Support Unit.

### Support Branch Director--Duties and Responsibilities

- obtain the necessary work materials;
- identify the Support Branch personnel assigned to the incident;
- coordinate with the Logistics Section Chief and the Service Branch Director to determine the required initial support operations;
- prepare an initial organization structure and assign personnel for support operations;

- assemble and brief Support Branch personnel;
- determine if the assigned Branch resources are sufficient;
- monitor operation and progress of assigned work units and report activity status to Logistics Section Chief;
- resolve problems associated with requests from Operations Section; and
- maintain ICS 214, *Unit/Activity Log*.

## **Supply Unit**

The Supply Unit is responsible for ordering, receiving, processing, and storing all incident-related resources, which usually is accomplished by using ICS 213, *General Message*. All off-incident resources will be ordered through the Supply Unit, including:

- tactical and support resources (including personnel); and
- all expendable and nonexpendable support supplies.

## Supply Unit Leader

The Supply Unit Leader reports to the Support Branch Director or the Logistics Section Chief and obtains the services of civilian personnel as needed. The Supply Unit Leader also obtains the necessary supplies and equipment and provides for the receipt, storage, and inventory of incident supplies, and the servicing of nonexpendable supplies and equipment.

## Supply Unit Leader--Duties and Responsibilities

- provide input to Logistics Section planning activities;
- provide supplies to Planning, Logistics, and Finance/Administration Sections;
- determine the type and amount of supplies en route to the incident;
- order, receive, distribute, and store supplies and equipment;
- respond to requests for personnel, equipment, and supplies;
- maintain an inventory of supplies and equipment; and
- service reusable equipment, as needed.

Two managers may be appointed, when an incident warrants, who report directly to the Supply Unit Leader. The Ordering Manager places all orders for incident supplies and equipment. The 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.

At some incidents, one or more tool and equipment specialists may be assigned to service and repair all hand tools. The specialists report to the Receiving and Distribution Manager.



## **Facilities Unit**

The Facilities Unit is responsible for set up, maintenance, and demobilization of all incident support facilities except Staging Areas. The Facilities Unit also provides security services to the incident as appropriate. Facilities may include an Incident Command Post (ICP), Base Camp, media village, morgue, dining hall, sleeping accommodations, lavatory services, and so forth.

### Facilities Unit Leader

The Facilities Unit Leader reports to the Support Branch Director or the Logistics Section Chief and provides for the sleeping, sanitation, and other required facilities for incident personnel, including suitable arrangement for media, morgue, etc.

### Facilities Unit Leader--Duties and Responsibilities

- participate in Logistics Section/Support Branch planning activities;
- determine requirements for each incident facility;
- prepare layouts of facilities; inform appropriate Unit leaders;
- activate incident facilities;
- obtain and supervise personnel to operate facilities, including Base and Camp Managers;
- provide security services;
- provide facility maintenance services, e.g., sanitation, lighting, etc.; and
- demobilize base and camp facilities.

Three managers may be appointed when indicated. They report directly to the Facilities Unit Leader. When an incident warrants their being staffed, they have important responsibilities. These managers are the Security Manager, who provides necessary safeguards for the protection of personnel and property; a Base Manager who ensures that appropriate sanitation, security, and facility management services are in place at the Base Camp; and Camp Managers, who are necessary at large incidents when one or more camps may be established. Camps may be in place for several days or they may be moved to various locations.

The Security Manager may need to:

- establish contacts with local law enforcement agencies;
- contact Agency Representatives to discuss any special custodial requirements that may affect operations;
- request required personnel to accomplish work assignments;
- ensure that support personnel are qualified to manage security problems;
- develop a security plan for incident facilities;
- adjust the security plan for personnel and equipment changes and release;
- coordinate security activities with appropriate incident personnel;
- keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives;

- prevent theft of all property;
- investigate and document all complaints and suspicious occurrences; and
- demobilize in accordance with the Incident Demobilization Plan.

The Base Manager and Camp Managers may need to:

- determine requirements for establishing an Incident Base or remote camps;
- understand and comply with established restrictions;
- determine personnel support requirements;
- obtain necessary equipment and supplies;
- ensure that all facilities and equipment necessary for base support operations are set up and functioning;
- make sleeping area assignments;
- ensure strict compliance with applicable safety regulations;
- ensure that all facility maintenance services are provided;
- ensure that adequate security and access control measures are being applied; and
- demobilize when directed in accordance with the IAP.

### **Ground Support Unit**

The Ground Support Unit is responsible primarily 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.

#### Ground Support Unit Leader

The Ground Support Unit Leader is responsible for transportation of personnel, supplies, food, and equipment and for the fueling, service, maintenance, and repair of vehicles and other ground equipment. The Ground Support Unit Leader also is responsible for implementing a Traffic Plan for the incident.

#### Ground Support Unit Leader--Duties and Responsibilities

- participate in Logistic Section/Support Branch planning activities;
- notify the Resources Unit of all status changes of support and transportation vehicles;
- arrange for fueling, maintenance, and repair services for ground resources;
- provide transportation services;
- requisition maintenance and repair supplies as needed;
- submit required reports and documentation; and
- maintain an ICS 218, *Support Vehicle Inventory*.

## THE LOGISTICS SECTION

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An Equipment Manager, if assigned, reports to the Ground Support Unit Leader and is responsible for the service, repair, and fuel for all equipment, transportation, and support vehicle services, and maintains equipment use and service records.



<b>ICS Forms Completed by the Logistics Section</b>	
<b>ICS 205*</b>	<i>Incident Radio Communications Plan</i>
<b>ICS 206*</b>	<i>Medical Plan</i>
<b>ICS 213</b>	<i>General Message</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>
<b>ICS 218</b>	<i>Support Vehicle Inventory</i>
<b>ICS 260</b>	<i>Resource Order Form</i>

\*Included in the IAP.



## Activity 6.1

### Train Derailment Simulation

#### Purpose

To develop the functions of the Logistics Section.

#### Directions

1. The Message Log will reflect current incident situations and updates, along with requests for additional resources or incident considerations for Logistics Section Unit Leaders.
2. In your small groups, review the scenario, plot plan, and ICS forms.
3. Logistics is working during the first operational period.
4. You will develop ICS 205, *Incident Radio Communications Plan*, ICS 206, *Medical Plan*, and a Traffic Plan for the incident.

#### Scenario

The Great Atlantic and Pacific Railroad (GA&P) operates two lines within Liberty County. The line running east/west, paralleling State Highway 5 and U.S. 10, is both a passenger and a freight route. This line travels through Central City, the county seat. GA&P operates a railyard in Central City at M and 25th Streets. A second rail line that runs through Tower Beach to Fisherville and through the city of Jasper in Liberty County is dedicated to freight only.

Over the past week, Central City and Liberty County have been suffering through one of the worst heat waves in recent memory. Temperatures for the past 8 days have routinely hit the 100 °F (38 °C) mark. Lows during the evening hours have dropped only into the upper 70s. Continued hot and humid conditions have been forecast for the next several days. A couple of late afternoon thunderstorms in recent days have done nothing to cool off the area. Winds primarily have been out of the south/southwest at 5 mph.

On a Tuesday morning at approximately 1030 hours during the first week of May, a GA&P train was traveling west towards the railyard in Central City. The train was not scheduled to stop in Central City this morning. As the 60-car freight train was approaching the bridge over the Roaring River in Central City, the train derailed. The Liberty County Emergency Management Center located at Z and 40th Streets started to receive 9-1-1 calls about the derailment at 1031 hours. Fire, police, and ambulance units were dispatched to the scene immediately.







**Activity 6.1 (cont'd)**

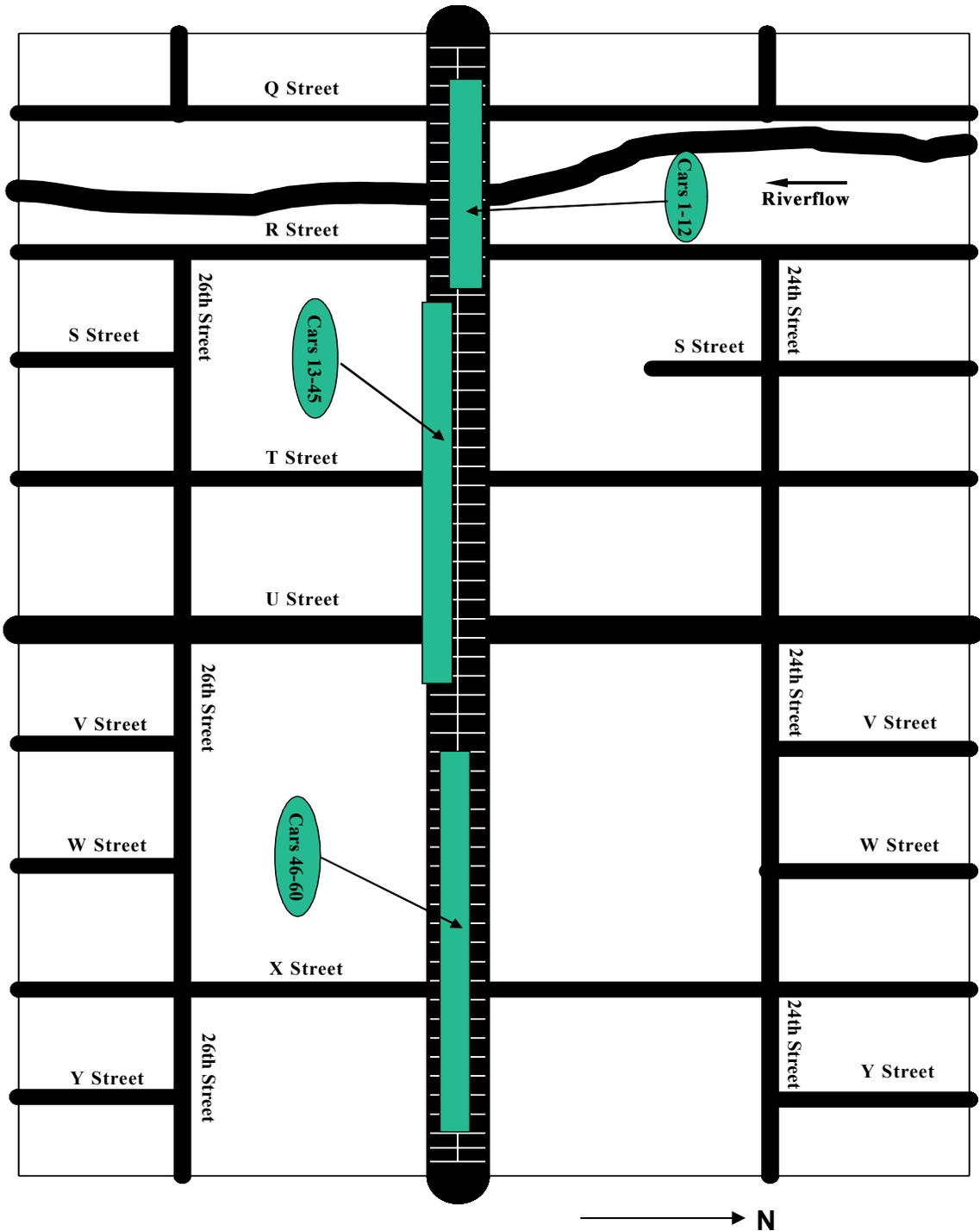
**Medical Plan**

<b>MEDICAL PLAN</b>	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD					
	5. INCIDENT MEDICAL AID STATIONS								
	MEDICAL AID STATIONS	LOCATION	PARAMEDICS						
			YES	NO					
6. TRANSPORTATION									
A. AMBULANCE SERVICES									
	NAME	ADDRESS	PHONE	PARAMEDICS					
				YES	NO				
B. INCIDENT AMBULANCES									
	NAME	LOCATION	PARAMEDICS						
			YES	NO					
7. HOSPITALS									
	NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
			AIR	GRND		YES	NO	YES	NO
8. MEDICAL EMERGENCY PROCEDURES									
206 ICS 8-78		9. PREPARED BY (MEDICAL UNIT LEADER)				10. REVIEWED BY (SAFETY OFFICER)			



Activity 6.1 (cont'd)

Plot Plan





**Activity 6.1 (cont'd)**

**Train Derailment Debrief**

**Purpose**

To debrief on activities carried out by Logistics in the train derailment simulation.

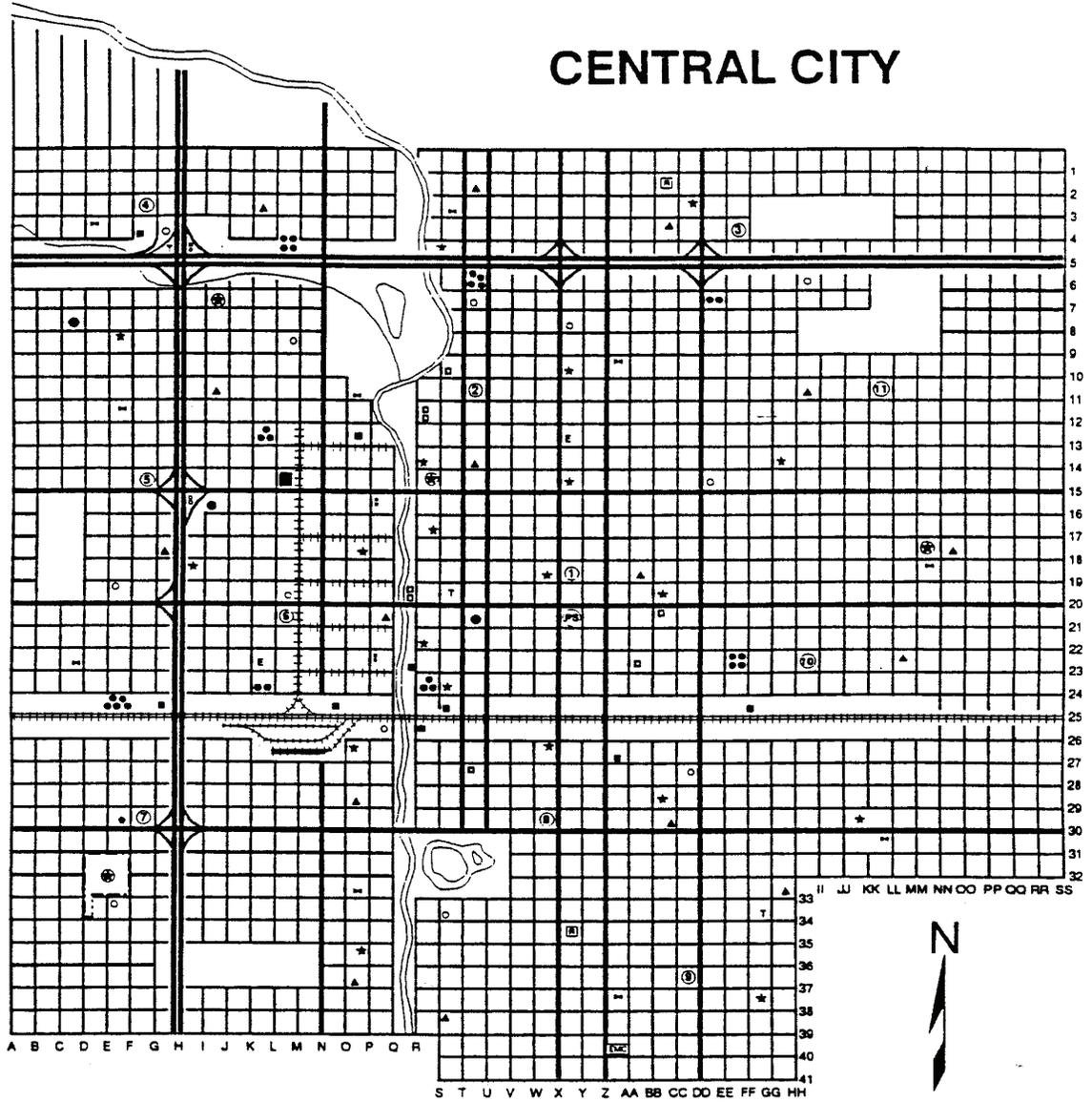
**Directions**

Be prepared to explain the following forms for the incident: ICS 205, *Incident Radio Communications Plan*, ICS 206, *Medical Plan*, and the Traffic Plan.



Activity 6.1 (cont'd)

Plot Plan



<ul style="list-style-type: none"> <li>☉ CENTRAL CITY POLICE STATION</li> <li>★ SHELTER COMPLEX HEADQUARTERS</li> <li>— RELOCATION CENTERS</li> <li>■ NATIONAL GUARD FACILITIES</li> <li>⊙ HOSPITALS</li> <li>● FOOD STORAGE FACILITIES</li> </ul>	<ul style="list-style-type: none"> <li>① FIRE STATIONS</li> <li>⊞ CITY EQUIPMENT YARD</li> <li>○ HEAVY EQUIPMENT AREAS</li> <li>● FUEL STORAGE TANKS</li> <li>□ CITY TRANSPORTATION CENTERS</li> <li>EMC EMERGENCY MANAGEMENT CENTER</li> </ul>	<ul style="list-style-type: none"> <li>▲ SCHOOLS</li> <li>† TELEPHONE SWITCHBOARDS</li> <li>⊞ ELECTRIC POWER STATIONS</li> <li>⊞ RESERVOIRS</li> <li>● RADIO AND TV STATIONS</li> </ul>
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SCALE: 7 BLOCKS = 1 MILE



## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 6-1

**UNIT 6:  
THE LOGISTICS SECTION**



Slide 6-1

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Slide 6-2

**TERMINAL OBJECTIVE**

**Given instructor-directed lecture and class discussion with interactive activities and simulations, the students will be able to explain the roles and responsibilities of the Logistics Section Chief.**

Slide 6-2

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Slide 6-3

**ENABLING OBJECTIVES**

**The students will:**

- **Describe the function of the Logistics Section.**
- **Explain the roles and responsibilities of the Logistics Section Chief.**
- **Complete appropriate Incident Command System (ICS) forms:**
  - *ICS 205, Incident Radio Communications Plan.*
  - *ICS 206, Medical Plan.*
  - *A Traffic Plan.*

Slide 6-3

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Slide 6-4

**What position manages all incident logistics, assists in the preparation of the Incident Action Plan (IAP), and briefs Branch Directors and Unit Leaders as necessary?**

Slide 6-4

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Slide 6-5

**What Units may be activated in the Logistics Section?**

Slide 6-5

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Slide 6-6

**Which Units are in the Service Branch?**

**Which Units are in the Support Branch?**

Slide 6-6

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Slide 6-7

**What Unit prepares and implements ICS 205, *Incident Radio Communications Plan*?**

Slide 6-7

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Slide 6-8

**What Unit prepares and implements ICS 206, *Medical Plan*?**

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Slide 6-9

**What Unit prepares and serves the meals?**

Slide 6-9

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Slide 6-10

**What Unit determines the type and amount of materials and resources en route to the incident?**

Slide 6-10

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Slide 6-11

**What Unit obtains and supervises personnel to manage facilities, including Base and Camp Managers?**

Slide 6-11

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Slide 6-12

**What Unit Leader arranges for fueling, maintenance, and repair services for ground resources, and the Traffic Plan?**

Slide 6-12

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Slide 6-13

INCIDENT COMMAND SYSTEM FORMS COMPLETED BY THE LOGISTICS SECTION	
ICS 205*	<i>Incident Radio Communications Plan</i>
ICS 206*	<i>Medical Plan</i>
ICS 213	<i>General Message</i> (also used to order supplies and resources)
ICS 214	<i>Unit/Activity Log</i>
ICS 218	<i>Support Vehicle Inventory</i>
ICS 260	<i>Resource Order Form</i> (used to order and track resources by the Ordering Manager in the Supply Unit)

Slide 6-13

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Slide 6-14

**Activity 6.1**  
**Train Derailment Simulation**

Slide 6-14

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Slide 6-15



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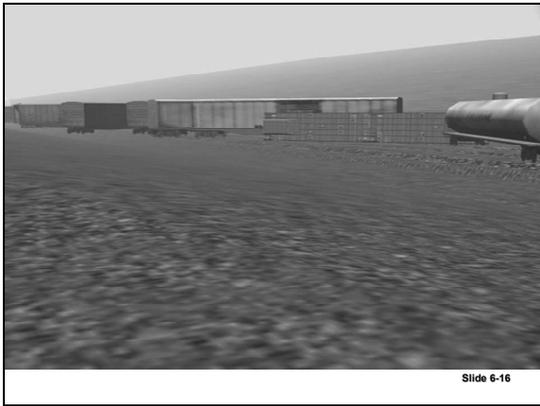
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Slide 6-16



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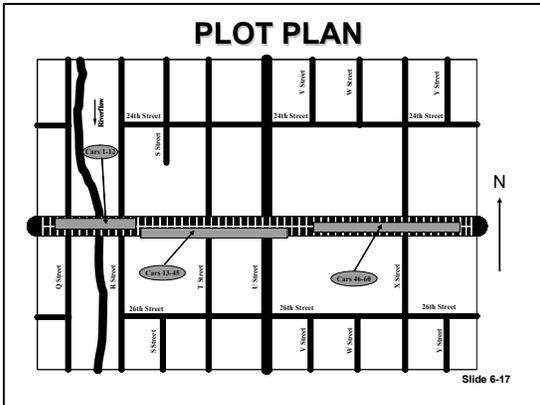
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Slide 6-17



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Slide 6-18

**TRAIN DERAILMENT  
DEBRIEF**

Report on ICS 205, *Incident Radio Communications Plan*, ICS 206, *Medical Plan*, and the *Traffic Plan*.

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Slide 6-19

**UNIT SUMMARY**

- **Logistics Section functions**
- **Logistic Section Chief roles and responsibilities**
- **ICS forms**
  - **ICS 205, *Incident Radio Communications Plan***
  - **ICS 206, *Medical Plan***
  - **Traffic Plan**

Slide 6-19

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# **UNIT 7: THE FINANCE/ADMINISTRATION SECTION**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities and simulations, you will be able to explain the roles and responsibilities of the Finance/Administration Section.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Describe the function of the Finance/Administration Section.*
  - 2. Explain the roles and responsibilities of the Finance/Administration Section Chief.*
  - 3. Develop a Finance/Administration Section for an incident.*
-



## **INTRODUCTION TO FINANCE/ADMINISTRATION**

The Finance/Administration Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. On some incidents only one Finance/Administration function may be required (e.g., cost analysis). Often, it is a Technical Specialist assigned to the Planning Section.

Four Units may be established within the Finance/Administration Section:

- Time Unit;
- Procurement Unit;
- Compensation/Claims Unit; and
- Cost Unit.

### **The Finance/Administration Section Chief**

The Finance/Administration Section 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/Administration function, the Finance/Administration Section Chief is usually a member of the jurisdictional agency requiring financial services.

The Section Chief may designate a deputy.

### **Responsibilities of the Finance/Administration Section Chief**

- manages all financial aspects of an incident;
- provides financial and cost analysis information as requested;
- gathers pertinent information from briefings with responsible agencies;
- develops an operating plan for the Finance/Administration Section;
- fills supply and support needs;
- determines need to set up and operate an incident commissary;
- meets with assisting and cooperating agency representatives as needed;
- maintains daily contact with agency's administrative headquarters on Finance/Administration matters;
- ensures that all personnel time records are completed accurately and transmitted to home agencies, according to policy;
- provides financial input to demobilization planning;
- ensures that all obligation documents initiated at the incident are prepared and completed properly; and
- briefs agency administrative personnel on all incident-related financial issues needing attention or followup.

## THE TIME UNIT

The Time Unit is responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency time-recording policies, and managing commissary operations if established at the incident. As applicable, personnel time records will be collected and processed for each operational period.

The Time Unit Leader may find it helpful to select assistants familiar with the various agency time-recording policies. Three positions 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.
- Commissary Manager: Establishes and demobilizes commissary. Also responsible for commissary security.
- Equipment Time Recorder: Oversees the recording of time for all equipment assigned to the incident. The Equipment Time Recorder also posts all charges or credits for fuel, parts, service, etc., used by equipment.

## THE PROCUREMENT UNIT

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

The Procurement Unit also 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.

The Procurement Unit Leader:

- ensures that goods and services are procured to meet the needs of the incident; and
- works closely with the Supply Unit Leader, who will implement the procurement plan and perform all incident ordering.

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

## THE COMPENSATION/CLAIMS UNIT

In Incident Command System (ICS) compensation for injury and claims are contained within one Unit. Separate personnel may perform each function, given their different activities. These functions are becoming increasingly important on many kinds of incidents.

The Compensation/Claims Unit Leader:

- prepares and processes all forms required in the event of injury or death to any person;
- gathers evidence and prepares claims documentation; and
- coordinates with the Medical Unit, Safety Officer, and Agency Representatives.

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

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

## THE COST UNIT

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

The Cost Unit Leader:

- prepares summaries of actual and estimated incident costs;
- prepares information on cost of resource use and provides cost effectiveness recommendations; and
- provides cost information for ICS 209, *Incident Status Summary*

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.

<b>ICS Forms Completed by the Finance/Administration Section</b>	
<b>ICS 209</b>	<i>Incident Status Summary (provide cost information)</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>
<b>ICS 226</b>	<i>Compensation for Injury Log</i>
<b>ICS 227</b>	<i>Claims Log</i>
<b>ICS 228</b>	<i>Incident Cost Worksheet</i>





**THE FINANCE/ADMINISTRATION SECTION**

INCIDENT STATUS SUMMARY (See reverse for general instructions.)																											
1. Date				Time				2. INITIAL <input type="checkbox"/> UPDATE <input type="checkbox"/> FINAL <input type="checkbox"/>				3. Incident Name						4. Incident Number									
(12)																		(8)									
5. Incident Commander				6. Jurisdictions				7. County				8. Type Incident				9. Location						10. Started Date _____ Time _____					
(12)				(5)				(14)				(20)				(64)						(6/4)					
11. Cause				12. Area Involved				13. % Contained				14. Expected Containment Date _____ Time _____				15. Ext. Control Date _____ Time _____				16. Declared Controlled Date _____ Time _____							
(28)				(28)				(4)				(6/4)				(6/4)				(6/4)							
17. Current Threat												18. Current Problems															
												(66)															
19. Est. Loss				20. Est. Savings				21. Injuries				Deaths				22. Line Built						23. Line to Build					
(12)				(12)				(4)				(4)				(6)						(6)					
24. Current Weather WS WD				Temp RH				25. Predicted Weather WS WD				Temp RH				26. Costs to Date						27. Est. Total Cost					
				(14)								(14)				(12)						(12)					
<b>28. AGENCIES</b>																											
<b>29. RESOURCES</b>																						<b>TOTALS</b>					
(4)																											
KIND OF RESOURCE				SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST				
ENGINES																											
DOZERS																											
CREWS																											
HELICOPTERS																											
AIR TANKERS																											
TRUCK COS.																											
RESCUE/MED.																											
WATER TENDERS																											
OTHER																											
OVERHEAD PERSONNEL																											
TOTAL PERSONNEL																											
30. Cooperating Agencies																											
(52)																											
31. Remarks																											
(8 Lines/80)																											
32. Prepared By												33. Approved By						34. Sent To									
(12)												(12)						Date                      Time                      By									

**Figure 7-3  
ICS 209, Incident Status Summary**

**THE FINANCE/ADMINISTRATION SECTION**

Incident Name \_\_\_\_\_

Date \_\_\_\_\_ Operational Period \_\_\_\_\_

I	Engine Costs (all agencies/all types)		
	Number engines _____	Est. Cost _____	
II	Hand Crew Costs (all agencies)		
	Number Agency Crews _____	Est. Cost _____	
	Number Pick-up Labor Crews _____	Est. Cost _____	
	Number Custodial Agency Personnel _____	Est. Cost _____	
		TOTAL _____	
III	Dozer Costs		
A.	Agency Owned (all agencies/all types)		
	Number Dozers _____	Est. Cost _____	
	Number Tenders _____	Est. Cost _____	
	Number Transports _____	Est. Cost _____	
		Subtotal _____	
B.	Rental Dozers _____	Est. Cost _____	
	Number Dozers _____	Est. Cost _____	
	Number Tenders _____	Est. Cost _____	
	Number Transports _____	Est. Cost _____	
		Subtotal _____	
		TOTAL _____	
IV	Aircraft Costs (all agencies/all types)		
	Number Air Attack/Airtanker Coord ships _____	Est. Cost _____	
	Number Airtankers _____	Est. Cost _____	
	Number Recon _____	Est. Cost _____	
	Number Helicopters (agency owned) _____	Est. Cost _____	
	Number Helicopters (hired) _____	Est. Cost _____	
	Gallons Retardant _____	Est. Cost _____	
		TOTAL _____	
V	Overhead/Staff Costs (all agencies)		
	Number Command Staff _____	Est. Cost _____	
	Number Operations Section _____	Est. Cost _____	
	Number Planning Section _____	Est. Cost _____	
	Number Logistics Section _____	Est. Cost _____	
	Number Finance Section _____	Est. Cost _____	
		TOTAL _____	
VI	Miscellaneous		
	Field Kitchen or Caterer (incl. reefer vans)	Est. Cost _____	
	Shower Units	Est. Cost: _____	
	Trash Collection	Est. Cost _____	
	Rental Support Vehicles	Est. Cost _____	
	IR Aircraft	Est. Cost _____	
	_____ Number _____	Est. Cost _____	
	_____ Number _____	Est. Cost _____	
	_____ Number _____	Est. Cost _____	
	_____ Number _____	Est. Cost _____	
	_____ Number _____	Est. Cost _____	

**Figure 7-4**  
**ICS 228, Incident Cost Worksheet**

## Activity 7.1

### Train Derailment Simulation

#### Purpose

To develop the functions of the Finance/Administration Section during a train derailment simulation.

#### Directions

1. On an easel pad, develop an organization chart of the Finance/Administration Section for this incident. Justify the reason for staffing each position.
2. Identify who needs to be contacted, both on and off the incident, to determine the costs of the incident.
3. Be prepared to report on the following during the activity debrief:
  - a. Justify the organization of the Finance/Administration Section.
  - b. Identify contacts necessary to determine incident costs.

#### Scenario

The Great Atlantic and Pacific Railroad (GA&P) operates two lines within Liberty County. The line running east/west, paralleling State Highway 5 and U.S. 10, is both a passenger and a freight route. This line travels through Central City, the county seat. GA&P operates a railyard in Central City at M and 25th Streets. A second rail line that runs through Tower Beach to Fisherville and through the city of Jasper in Liberty County is dedicated to freight only.

Over the past week, Central City and Liberty County have been suffering through one of the worst heat waves in recent memory. Temperatures for the past 8 days have routinely hit the 100 °F (38 °C) mark. Lows during the evening hours have dropped only into the upper 70s. Continued hot and humid conditions have been forecast for the next several days. A couple of late-afternoon thunderstorms in recent days have done nothing to cool off the area. Winds primarily have been out of the south/southwest at 5 mph.

On a Tuesday morning at approximately 1030 hours during the first week of May, a GA&P train was traveling west towards the railyard in Central City. The train was not scheduled to stop in Central City this morning. As the 60-car freight train was approaching the bridge over the Roaring River in Central City, the train derailed. The Liberty County Emergency Management Center located at Z and 40th Streets started to receive 9-1-1 calls about the derailment at 1031 hours. Fire, police, and ambulance units were dispatched to the scene immediately.



## **Activity 7.1 (cont'd)**

### **Train Derailment Debrief**

#### **Purpose**

To debrief the activities of the Finance/Administration Section in the train derailment simulation.

#### **Directions**

Each group will report on the following:

1. Justify the organization of the Finance/Administration Section.
2. Identify contacts necessary to determine incident costs.



## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 7-1

**UNIT 7:  
THE FINANCE/  
ADMINISTRATION SECTION**



Slide 7-1

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Slide 7-2

**TERMINAL OBJECTIVE**

**Given instructor-directed lecture and class discussion with interactive activities and simulations, the students will be able to explain the roles and responsibilities of the Finance/Administration Section.**

Slide 7-2

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Slide 7-3

**ENABLING OBJECTIVES**

**The students will:**

- **Describe the function of the Finance/Administration Section.**
- **Explain the roles and responsibilities of the Finance/Administration Section Chief.**
- **Develop a Finance/Administration Section for an incident.**

Slide 7-3

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Slide 7-4

**FINANCE/ADMINISTRATION SECTION**

- Responsible for all financial, administration, and cost analysis aspects of the incident
- Develops an operating plan for the Finance/Administration Section
- Function heavily tied to agency-specific policies and procedures

Slide 7-4

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Slide 7-5

**FINANCE/ADMINISTRATION SECTION CHIEF**

- Gathers information on overall strategy and resource planning use
- Determines the organization and level of staffing for the Section
- Orders equipment and supplies to support finance operations

Slide 7-5

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Slide 7-6

**FINANCE/ADMINISTRATION SECTION CHIEF (cont'd)**

**What are the other responsibilities of the Finance/Administration Section Chief?**

Slide 7-6

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Slide 7-7

**FINANCE/ADMINISTRATION SECTION (cont'd)**

**What Units are the responsibility of the Finance/Administration Section?**

Slide 7-7

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Slide 7-8

**FINANCE/ADMINISTRATION SECTION (cont'd)**

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

Slide 7-8

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Slide 7-9

**What are the responsibilities of the Time Unit Leader?**

Slide 7-9

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Slide 7-10

**What are the responsibilities of the Procurement Unit?**

**Which position has the ability to negotiate contracts?**

Slide 7-10

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Slide 7-11

**PROCUREMENT UNIT LEADER**

- Ensures that goods and services are procured to meet the needs of the incident
- Works closely with the Supply Unit Leader, who will implement the procurement plan and perform all incident ordering

Slide 7-11

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Slide 7-12

**What are the responsibilities of the Compensation/Claims Unit?**

Slide 7-12

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Slide 7-13

**COMPENSATION/CLAIMS  
UNIT LEADER**

- Prepares and processes all forms required in the event of injury or death to any person
- Gathers evidence and prepares claims documentation
- Coordinates with the Medical Unit, Safety Officer, and Agency Representatives

Slide 7-13

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Slide 7-14

**What are the responsibilities of  
the Cost Unit?**

Slide 7-14

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Slide 7-15

**COST UNIT LEADER**

- Prepares summaries of actual and estimated incident costs
- Prepares information on cost of resource use and provides cost effectiveness recommendations
- Provides cost information for ICS 209, *Incident Status Summary*

Slide 7-15

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Slide 7-16

**INCIDENT COMMAND SYSTEM  
FORMS COMPLETED BY THE  
FINANCE/ADMINISTRATION  
SECTION**

<b>ICS 209</b>	<i>Incident Status Summary (cost)</i>
<b>ICS 214</b>	<i>Unit/Activity Log</i>
<b>ICS 226</b>	<i>Compensation for Injury Log</i>
<b>ICS 227</b>	<i>Claims Log</i>
<b>ICS 228</b>	<i>Incident Cost Worksheet</i>

Slide 7-16

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Slide 7-17

**Activity 7.1  
Train Derailment Simulation**



Slide 7-17

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Slide 7-18



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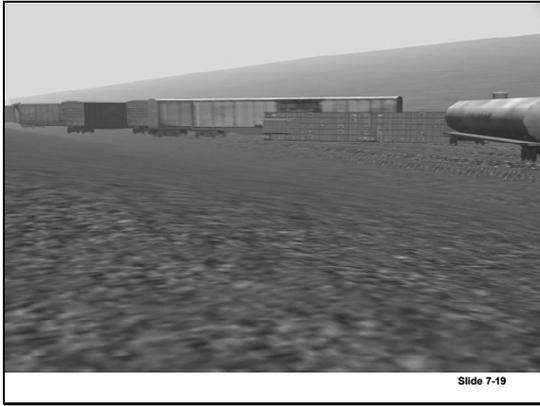
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Slide 7-19



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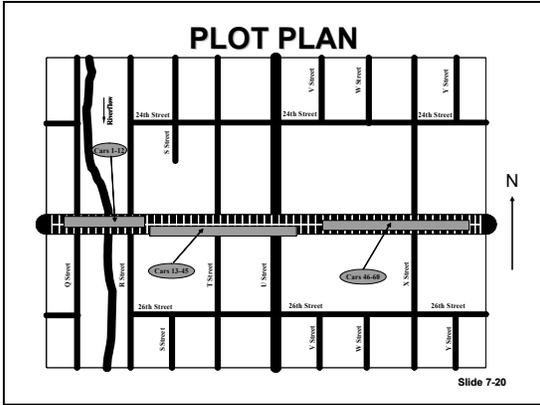
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Slide 7-20



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Slide 7-21

**TRAIN DERAILMENT  
DEBRIEF**

- **Justify Finance/Administration Section staffing**
- **Identify contacts necessary to determine incident costs.**

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Slide 7-22

**UNIT SUMMARY**

- Describe the function of the Finance/ Administration Section
- Explain the roles and responsibilities of the Finance/Administration Section Chief
- Develop a Finance/Administration Section for an incident

Slide 7-22

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# **UNIT 8: UNIFIED COMMAND**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities and simulations, you will be able to describe the roles and reporting relationships under a Unified Command that involves agencies with the same jurisdiction and under multijurisdiction conditions.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Describe the features of Unified Command.*
  - 2. List the advantages of Unified Command.*
  - 3. Explain and apply Unified Command functions on a multijurisdiction or multiagency incident.*
-



## **BACKGROUND ON UNIFIED COMMAND**

Unified Command involves applying the Incident Command System (ICS) in incidents involving multiple jurisdictions or multiple agencies. Early in the development of ICS, it was recognized that many incidents crossed jurisdictional boundaries or the limits of individual agency functional responsibility.

The standard ICS organizational framework with a single Incident Commander (IC) from one jurisdiction or agency did not lend itself to creating an effective organization for multi-jurisdictional incidents, or for incidents involving several agencies from the same political jurisdiction. In fact, the use of a single IC would, in some cases, not be legally possible or politically advisable. On the other hand, it was also recognized that every incident must have one person with the responsibility and the authority to direct tactical actions. Lacking a single authority, chaos easily prevails on multijurisdictional or multiagency incidents. Therefore, the following two options were considered.

1. Divide the incident either geographically or functionally so that each jurisdiction or agency can establish its own ICS organization in a well-defined geographical or functional area of responsibility. This was the simplest political solution, but issues related to safety, resource management, and cost, as well as the need to coordinate Incident Objectives and tactical operations, made Option 1 unacceptable.
2. Create a single ICS incident structure and process that has an effective and responsible multijurisdictional or multiagency approach. This solution became Unified Command. Presently, Unified Command is used commonly for incidents of all kinds and types regardless of size and complexity. Unified Command is a major feature of the ICS.

### **Definition**

The definition of Unified Command from the FIREScope *Field Operations Guide* (FOG):

Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. This participation is demonstrated by developing and implementing a common set of incident objectives and strategies that all can subscribe to, without losing or abdicating agency authority, responsibility, or accountability.

### **Advantages of Unified Command**

The advantages of using Unified Command include the following points:

- One set of objectives is developed for the entire incident.

- A collective approach is made to developing strategies to achieve Incident Objectives.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.
- 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 IAP.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

## **APPLYING UNIFIED COMMAND**

Unified Command:

- is a collaborative team-effort process;
- allows all responsible agencies to establish a common set of Incident Objectives that all can subscribe to;
- is accomplished without losing or abdicating agency authority, responsibility, or accountability; and
- is not a new process, or one that is unique to ICS.

The ICs within the Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the ICs within the Unified Command.

The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required).

Unified Command represents an important element in increasing the management effectiveness of multijurisdictional incidents or incidents involving multiple agencies from a single political jurisdiction. Unified Command is a key to managing such incidents in a safe, efficient, and cost-effective manner. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency/mutual-aid agreements.

## Organization

The Unified Command organization consists of the ICs from the various jurisdictions or agencies operating together to form a single Command structure. Unified Command:

- Enables all agencies with responsibility to manage an incident together by establishing a common set of Incident Objectives and strategies.
- Allows ICs to make joint decisions by establishing a single Command structure.
- Maintains unity of command. Each employee reports to only one supervisor.

The term "agency" is used to describe organizations that have a legal and functional responsibility at an incident. Agencies may be from the same jurisdiction or from other jurisdictions, or represent functional governmental authorities that do not necessarily have a geographical influence. Agencies also can represent industrial and commercial organizations from the private sector. Examples of agencies include the coroner's office, the Federal Aviation Administration (FAA), the XYZ Chemical Corporation, etc.

The term "jurisdictional" describes an authority or responsibility, and also can mean a geographic area, e.g., a city, county, State, Federal lands, etc.

The primary differences between the single Command structure and the Unified Command structure are that:

- In a single Command structure, the IC is solely responsible (within the confines of his or her authority) for establishing incident management objectives and strategies. The IC is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.
- In a Unified Command structure, the individuals designated by their jurisdictional authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

## Spokesperson Designation

One of the ICs may be designated as the spokesperson. He or she:

- serves as a designated channel of communications from Command and General Staff members into the Unified Command; and
- does **not** make independent Command decisions, but does provide a point-of-contact as necessary for the Command and General Staffs.

## Preparation

In order for Unified Command to be used successfully, it is important that agencies and jurisdictions **prepare** to use it. Preparation can be achieved in the following ways:

- Include Unified Command in local operations plans. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency/mutual-aid agreements.
- Train often as a team. It is important to conduct training and exercises routinely in Unified Command with adjacent jurisdictions and functional agencies. ICs who work and train together in all types of situations will adapt better to incidents managed under Unified Command, thus helping to ensure a successful outcome.
- Training includes being knowledgeable about ICS and Unified Command. It is essential to understand how ICS Unified Command functions. Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required. Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.

## Multijurisdictional Incidents

Unified Command may be used when incidents affect more than one political jurisdiction.

An example is a tornado starting in one jurisdiction and continuing into another jurisdiction. Responding agencies from each jurisdiction have the same mission (search and rescue), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.

## Multiagency Incidents

Unified Command also may be used when incidents involve multiple agencies or departments within the same political jurisdiction.

An example is a hazardous materials incident in which the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and the public health agencies and others have responsibility for site cleanup.

## **Adjacent Political Jurisdictions**

A third instance in which Unified Command may be used involves incidents that affect or involve several adjacent political jurisdictions and their functional agencies.

Examples are hazardous material incidents, severe weather, and major vehicle accidents on county or State highways.

In a Unified Command, roles, missions, and responsibilities are all intermixed. By using Unified Command, participating agencies can improve overall incident management and achieve goals in a timely and cost-effective manner.

## **Incidents that Affect Several Agencies**

A fourth instance in which Unified Command may be used involves incidents that affect or involve several political and functional agencies.

Examples are hazardous materials incidents, severe weather, earthquakes, wildfires, National Special Security Events, and terrorist threats that involve large numbers of local, State, and Federal agencies.

Although similar in structure to the previous example, the scope of the incident is larger, (Type 1 or 2) and this is reflected in the structure of the Unified Command.

Note that in a Unified Command, roles, missions, and responsibilities are all intermixed. By using Unified Command, participating agencies can improve overall incident management and achieve goals in a timely and cost-effective manner.

## **UNIFIED COMMAND EXAMPLES FOR ALL-RISK INCIDENTS**

Flood Incident Objectives:

- provide for responder and public safety for the duration of the incident;
- secure all utilities before nightfall to prevent gas leakage and electrical shock;
- construct sandbag diversion away from business area by midnight;
- evacuate all residents between 1st and 4th Streets by 1800 hours;
- develop perimeter control and provide security around evacuated area by nightfall; and
- continuously monitor waterways for possible contamination from hazardous materials.

School shooting Incident Objectives:

- provide for responder and public safety for the duration of the incident;
- establish secured perimeter in next 30 minutes;
- provide emergency medical services (EMS) service to casualties once responder safety is secured;

- isolate terrorists to cafeteria within the next 30 minutes; and
- as isolation area is established, evacuate hostages and casualties/victims immediately.

Tornado Incident Objectives:

- provide for responder and public safety for the duration of the incident;
- secure all utilities before nightfall to prevent gas leakage and electrical shock;
- complete preliminary damage assessments before nightfall;
- rescue all citizens by 1800 hours; and
- develop perimeter control and provide security around affected area by nightfall.

## **UNIFIED COMMAND ELEMENTS**

There are four elements to consider when applying Unified Command:

1. Authorities, Policies, Objectives, and Strategies.
2. Organization.
3. Resources.
4. Operations.

These elements are further explained below:

- Authorities, Policies, Incident Objectives, and Strategies are established jointly by each participating jurisdiction/agency.
- Organization consists of the various jurisdictional or agency onscene senior representatives (agency ICs) operating within a Unified Command structure.
- Resources are supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.
- Operations: In a Unified Command only **one person**, the Operations Section Chief, controls tactical resources and directs incident operations. Within the operations there is unity of command.

Resources (personnel and equipment) stay under the administrative and policy control of their agencies. Operationally, personnel respond to mission assignments under the coordination and direction of the Operations Section Chief.

There can be **Deputy** Operations Section Chiefs from agencies represented in the Unified Command.

Unified Command represents an important element in ensuring the management effectiveness of multijurisdictional incidents or incidents involving multiple agencies from a single political jurisdiction. Unified Command is a key to managing such incidents in a safe, efficient, and cost-effective manner. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency/mutual-aid agreements.

The following table summarizes the four elements to consider in applying Unified Command.

**Table 8-1  
Applying Unified Command**

<b>Element</b>	<b>Description</b>
<b>1. Authorities, Policies, Objectives, Strategies</b>	<ul style="list-style-type: none"> <li>• In single Command, authority and responsibility for an IC to manage an incident or event comes in the form of a delegation of authority from the agency executive or administrator of the jurisdiction of occurrence or is inherent in existing agency policies and procedures.</li> <li>• In Unified Command, the responsibility for delegating authority belongs to the various jurisdictional and agency executives or administrators who set policy and are accountable to their jurisdictions or agencies. They must delegate appropriately to the Unified ICs the authority to manage the incident.</li> <li>• Given this authority, the Unified ICs will develop collectively one comprehensive set of Incident Objectives, and use them to develop strategies.</li> </ul>
<b>2. Organization</b>	<ul style="list-style-type: none"> <li>• The Unified Command organization consists of the ICs from the various jurisdictions or agencies with statutory jurisdiction operating together to form a single Command structure. Typically, this will consist entirely of local ICs representing their respective jurisdictions or agencies.</li> <li>• On complex Type 1 or 2 incidents, the Unified Command may include IC(s) who have been mobilized through a Federal, tribal, State, or municipal mobilization system combined with the local ICs representing the local jurisdictions or functional agencies.</li> </ul>
<b>3. Resources</b>	<ul style="list-style-type: none"> <li>• For Type 3, 4, or 5 incidents, resources in the ICS Unified Command are generally the personnel and equipment supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.</li> <li>• In larger Type 1 or 2 incidents, local agency resources may be supplemented by additional resources mobilized for the incident through Federal, tribal, State, or municipal mobilization systems.</li> </ul>
<b>4. Operations</b>	<ul style="list-style-type: none"> <li>• Under Unified Command in ICS, a single Operations Section Chief is responsible for all tactical operations. The Unified ICs must agree as to who the Operations Section Chief will be.</li> <li>• The Operations Section Chief is selected by the Unified ICs and typically is the most qualified available person, or a member of the agency with the most operational involvement.</li> <li>• In either alternative, resources stay under the administrative and policy control of their agencies, but operationally they respond to mission assignments under the coordination and direction of the Operations Section Chief based on the requirements of the action plan.</li> <li>• As in single Command incidents, the use of Deputies or Branch Directors may be assigned as appropriate.</li> </ul>

## UNIFIED COMMAND FEATURES

There are five features of a Unified Command organization:

1. A single integrated incident organization.
2. Collocated (shared) facilities.
3. A single planning process and Incident Action Plan (IAP) with one set of objectives.
4. Integrated Operations, Planning, Logistics, and Finance/Administration Sections.
5. A coordinated process for resource ordering.

### Single Incident Organization

The first feature of Unified Command is a single, integrated incident organization. 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.

The proper mix may depend on:

- location of the incident, which often determines the jurisdictions that must be involved; and
- kind of incident, which dictates the functional agencies of the involved jurisdictions, as well as other agencies that may be involved.

In a multijurisdictional situation, a Unified Command structure could consist of one responsible official from each jurisdiction. In other cases, Unified Command may consist of several functional department managers or assigned representatives from within a single political jurisdiction.

Because of common ICS organization and terminology, personnel from other jurisdictions or agencies can be integrated easily into a single organization.

### Collocated Facilities

The second feature of Unified Command is collocated, or shared, facilities.

- Bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post (ICP) can promote coordination.

- Establishing one Base can serve the needs of multiple agencies.
- Using shared Staging Area(s) can be more efficient.

### **Incident Action Plan**

The third feature of Unified Command is a single planning process and IAP.

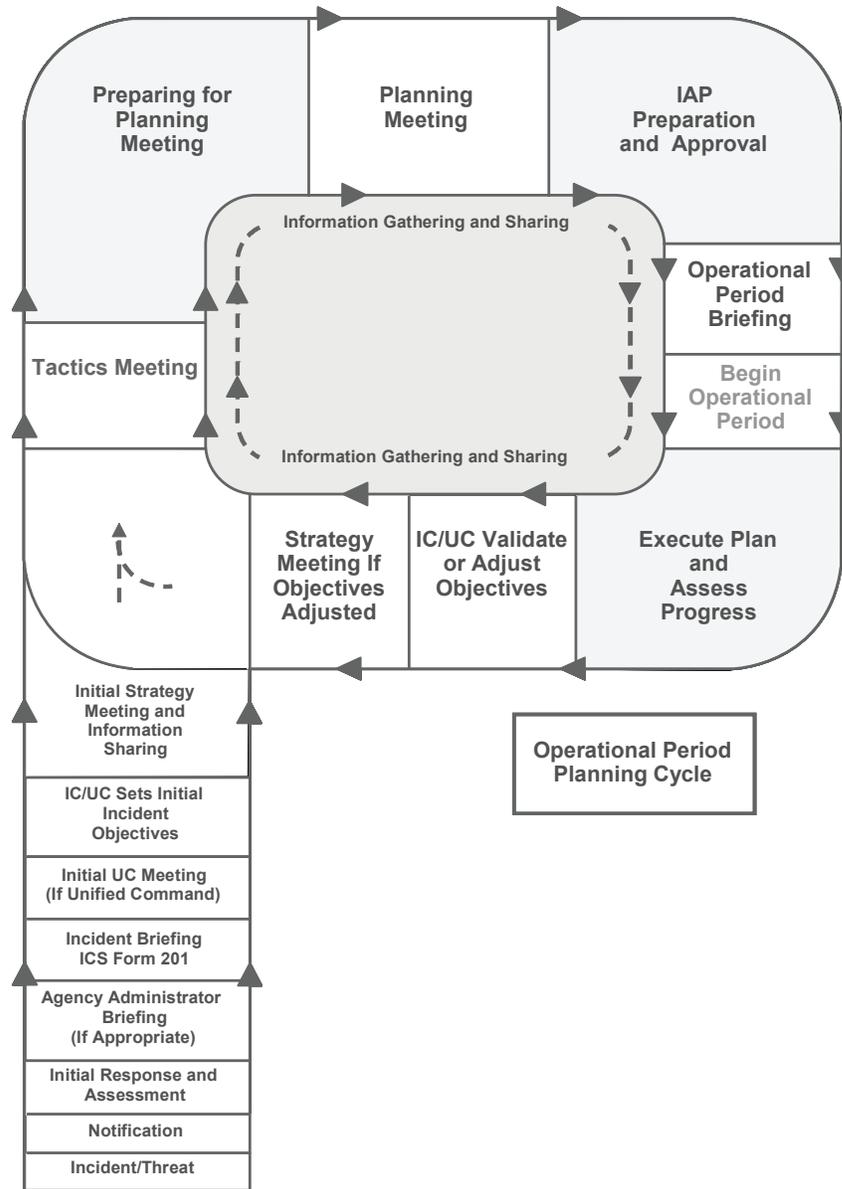
The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident, but the result is a single IAP that includes the tactical assignments of all participating agencies.

The Planning "P" illustrates the process and steps involved in planning for an incident, from the onset of the incident (shown in the "leg" of the "P") through preparations for the first operational period (shown in the "top" of the "P"). (Each step of the Planning "P" will be described in later units.) The planning cycle then continues for each successive operational period, as shown in the circular part of the "P." In some situations the Agency Administrator will conduct a briefing with the IC to establish the goals of the agency or jurisdiction as related to the incident. It is not required for day-to-day, routine incidents where these goals are addressed by policies, standard operating procedures (SOPs), etc.

The leg of the "P" describes the initial response: Once the incident/threat begins, the steps are Notification, Initial Response and Assessment, Agency Administrator Briefing (if appropriate), ICS 201, *Incident Briefing*, Initial Unified Command Meeting (if Unified Command), IC/Unified Command sets initial Incident Objectives, followed by the Initial Strategy Meeting and information sharing.

The cyclical planning process begins with the Tactics Meeting. This repeating sequence includes the Tactics Meeting, preparing for the Planning Meeting, the Planning Meeting, IAP preparation and approval, and the Operational Period Briefing.

At this point, a new operational period begins. The next step is to execute the plan and assess progress. This is followed by IC/UC validate or adjust Incident Objectives, and the Strategy Meeting (if Incident Objectives are adjusted), after which the planning cycle begins again.



**Figure 8-1**  
**The Planning "P" Illustrates the Incident Planning Process**

**Unified Command Meeting**

An important aspect of planning under Unified Command is the need for all jurisdictional or functional agency ICs assigned to the Unified Command to participate in a Command Meeting early in the incident response.

The Command Meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.

Requirements for the Command Meeting:

- The Command Meeting should include only agency ICs assigned to the Unified Command.
- The meeting should be brief, and important points should be documented.
- Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items and be prepared to discuss them.

The agenda for the Unified Command Meeting should include the following:

- statement of specific jurisdictional/agency goals, based on the following overarching priorities:
  - #1: Life Safety (responders and public),
  - #2: Incident Stabilization, and
  - #3: Property Conservation;
- presentation of jurisdictional limitations, concerns, and restrictions;
- development of a collective set of Incident Objectives;
- establishment of, and agreement on, acceptable priorities;
- agreement on the basic organization structure;
- designation of the best qualified and acceptable Operations Section Chief;
- agreement on General Staff personnel designations;
- agreement on planning, logistical, and finance procedures;
- agreement on the resource ordering process to be followed;
- agreement on cost-sharing procedures;
- agreement on informational matters; and
- designation of one of the ICs to act as the Unified Command spokesperson.

### **Integrated General Staff Sections**

The fourth feature of Unified Command is integrated Operations, Planning, Logistics, and Finance/Administration Sections.

The benefits of integrating these General Staff components:

- The Unified Command incident organization can benefit by integrating multi-jurisdictional and/or multiagency personnel into various other functional areas.
- Integrating other agency personnel into an organization can be equally beneficial in a single ICS situation.

Examples:

In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction, which may in future operational periods have the primary responsibility for these functions. By placing other agency's personnel in the Planning Section's Situation, Resources, and Demobilization Units, there can be significant savings in personnel, and increased communication and information sharing.

In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support as well as facilitate resource ordering activities. Placing other agencies' personnel into the Communications Unit helps in developing a single incident-wide communications plan.

Although the Finance/Administration Section often has detailed, agency-specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.

- ICs within the Unified Command must concur on the selection of the General Staff Section Chiefs.
- The Operations Section Chief must have full authority to implement the tactics within the IAP.
- Deputies from other agencies may be used to assist the Operations Section Chief, for example, to ensure effective communication and management of multidiscipline operations.

### **Coordinated Resource Ordering**

The fifth feature of Unified Command is coordinated resource ordering.

An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the Command Meeting.

The Planning Meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off-incident resource ordering process.

The resource requirements established at the Planning Meeting are given to the Logistics Section, which then creates a resource order that is transmitted to one agency's dispatch center to be filled.

Some situations may require that Logistics place resource orders with different agencies from the incident. Regardless of how resources are ordered, they must be coordinated through the Logistics Section.

If the incident is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be predesignated as a part of the resource order. This will depend on the prior commitments of the responsible agency officials in the Unified Command Meeting. If this information is not known in advance, then it will be up to the individual agency dispatch center receiving the resource order to fill the order based on closest available resources.

## **INCIDENT COMMANDER RESPONSIBILITIES**

Individually and collectively, the designated agency ICs functioning in a Unified Command must

- Be clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include
  - Ordering additional resources in support of the IAP.
  - The possible loaning or sharing of resources to other jurisdictions.
  - Agreeing to financial cost-sharing arrangements with participating agencies.

The Unified Command has the responsibility to manage the incident to the best of its abilities. These responsibilities include

- working closely with the other ICs in the Unified Command;
- providing sufficient qualified staff and resources;
- anticipating and resolving problems;
- delegating authority as needed;
- inspecting and evaluating performance; and
- communicating with their own agency on priorities, plans, problems, and progress.

The members of the Unified Command must function together as a team. They must ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command. There are two distinct levels of coordination:

- Coordination with other members of the Unified Command team. It is essential that all participants be kept mutually informed, involved, and consulted.
- Coordination with higher authorities, agency executives or administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being managed competently.

## UNIFIED COMMAND KEYS TO SUCCESS

- No agency authority is compromised or neglected.
- Only one IAP is developed.
- Participants empowered to speak for their agencies.
- Command speaks with one voice.
- Facilities shared among agencies.
- Use one resource ordering process.

## Activity 8.1

### School Bus Incident

#### Purpose

To apply the concepts of Unified Command to a simulated incident. The scenario involves a school bus incident on a highway that is the boundary between two political jurisdictions.

#### Directions

1. Working as a group, review the scenario, map, and resource list.
2. Identify the issues facing the development of the Unified Command structure.
3. Develop strategies to deal with these issues.
4. What are the critical issues facing responders?
5. Draw an organization chart down to the Section level.
6. You have 30 minutes to complete this activity.

#### Scenario

Exciting Days Amusement Park lies within a heavily-populated urban area. This park is located 1 mile south of a major interstate highway on State Route 537, a four-lane roadway that also serves as the border between Ocean and Monroe Counties. Millstone Township lies to the north (Monroe County), and Jackson and Plumsted Townships to the south (Ocean County). Ocean and Monroe Counties are heavily populated with single-family homes. Many of the residents commute long distances to a major city for employment.

It is late afternoon on a warm weekday in mid-May. Traffic on Route 537 is heavy in both directions due to commuter traffic traveling southbound returning home from work and northbound traffic exiting the amusement park.

A tanker carrying liquid sulfur, heading north on Route 537, suddenly loses control and crosses the center divider. It strikes headfirst into a southbound school bus containing grammar school students that has just exited the park. The driver of the tanker is killed instantly as is the bus driver. After the impact, the tanker swerves across the southbound lanes of Route 537 and overturns. The bus comes to rest in a ditch on the shoulder of the highway. Liquid sulfur begins leaking from the tanker.

Other vehicles are struck by the tanker as it swerves across the roadway. Several cars and another school bus cannot stop in time to avoid striking the damaged bus in the northbound lanes.

Children in the first six rows of the first school bus are injured, some critically, and numerous injuries are reported in the second bus and automobiles that are involved in the collision.

Traffic on Route 537 is brought to a standstill. The accident also affects the interstate highway, hindering traffic flow on that roadway and blocking the exits to Route 537.

The several thousand vehicles that remain inside the Exciting Days parking area are also trapped as exits from that facility are blocked as well.

The emergency operations plans indicate that a Unified Command structure will be established where county jurisdictions overlap.

**Activity 8.1 (cont'd)**

**Resource List**

**Weather:**

80 degrees and cloudy, heavy thunderstorms are predicted for late afternoon.

**Resources:**

Law Enforcement:

Jackson Police	10 units
Jackson Police Field Commander	
Plumsted Police	2 units
State Police	7 units
State Police Lieutenant	

Fire:

District 1 Battalion Chief	
Jackson District 1	2 engine companies
District 2 Battalion Chief	
Jackson District 2	1 rescue company 1 engine company
District 3 Battalion Chief	
Jackson District 3	1 engine company 2 brush trucks
Millstone Fire Deputy Chief	
Millstone Fire	1 engine company 1 truck
Plumsted	1 engine company
Monroe County Haz Mat Team	

EMS:

Monroe County	7 BLS units
Monroe County	2 ALS units
Ocean County	5 BLS units
Ocean County	5 ALS units (nontransport)
EMS Supervisor	1 Supervisor

School District:

Superintendent of Public Schools  
Transportation Manager  
Psychologist

State Police:

Medivac	1 Helicopter
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Public Works:

Ocean County Highway Engineer

2 commercial wreckers

6 light wreckers

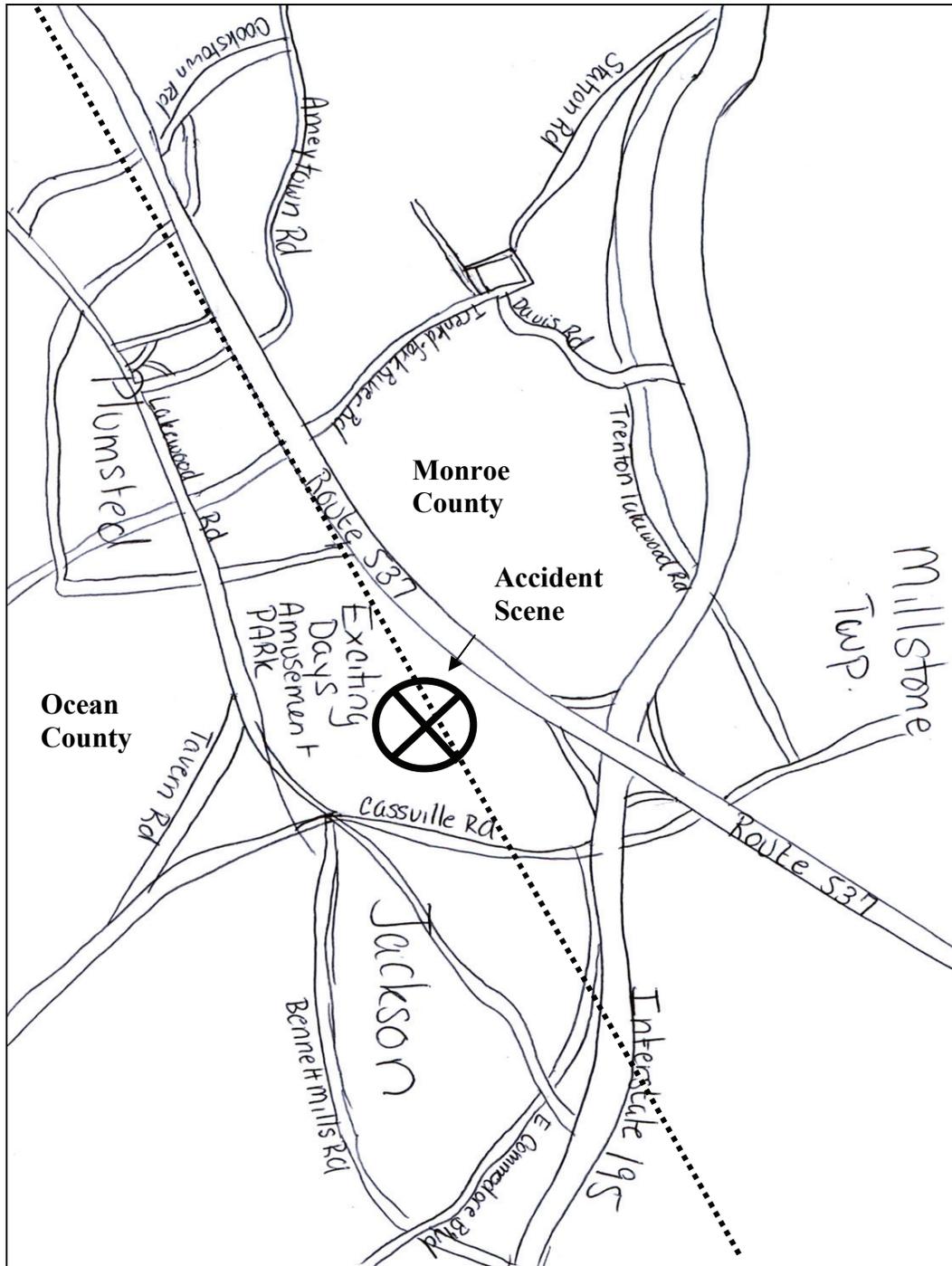
3 5-ton dump trucks

Sign boards

Public Works Supervisor

Activity 8.1 (cont'd)

Oncene Sketch Map





## Unit Summary

This unit taught me about...



# APPENDIX



### **Guidelines for the Use of Unified Command**

<b>Guideline</b>	<b>Description</b>
<b>Understand ICS Unified Command</b>	<ul style="list-style-type: none"> <li>• It is essential to understand how ICS Unified Command functions.</li> <li>• Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required.</li> <li>• Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization.</li> <li>• It is impossible to implement Unified Command unless agencies have agreed to participate in the process.</li> </ul>
<b>Collocate Essential Functions</b>	<ul style="list-style-type: none"> <li>• Establish a single ICP and, as needed, other facilities where all agencies can operate together.</li> <li>• Avoid the confusion created by separate Command, planning, and logistical setups.</li> </ul>
<b>Implement Early</b>	Implement Unified Command early in incidents that are multijurisdictional or involve multiple agencies within a single political jurisdiction.
<b>Joint Planning</b>	<ul style="list-style-type: none"> <li>• It is essential to begin joint planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident.</li> <li>• It is especially important on those incidents where there may be conflicting priorities based on agency responsibilities.</li> </ul>
<b>Concur on an Operations Section Chief and other General Staff Members</b>	<p>The Operations Section Chief normally will be from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential. The Operations Section Chief should be the most qualified and experienced person available.</p> <ul style="list-style-type: none"> <li>• The Unified Command must agree upon the selection of the Operations Section Chief, as the Operations Section Chief will have full authority to implement the operations portion of the IAP.</li> <li>• It also is necessary to agree on other General Staff personnel who will be implementing their portions of the IAP.</li> </ul>
<b>Designate one of the Incident Commanders to be a Spokesperson</b>	<ul style="list-style-type: none"> <li>• The ICs may see the need to identify one of them to act as a spokesperson for the Unified Command. This can provide a designated channel of communications from General and Command Staff members into the Unified Command.</li> <li>• That person does not make Unified Command decisions, but does provide a point of contact as necessary for the General and Command Staffs.</li> </ul>
<b>Train Often as a Team</b>	<ul style="list-style-type: none"> <li>• Finally, it is important to conduct training exercises in using Unified Command with adjacent jurisdictions and functional agencies routinely.</li> <li>• ICs who work and train together in all types of situations will adapt better to incidents managed under Unified Command, helping to ensure a successful outcome.</li> </ul>



## Best Practices for Functioning in Unified Command

Individually and collectively, the designated agency ICs functioning in a Unified Command must assume the following responsibilities at an incident. ICs must be

- Clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.
- Authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include
  - ordering of additional resources in support of the IAP,
  - the possible loaning or sharing of resources to other jurisdictions, and
  - agreeing to financial cost-sharing arrangements with participating agencies.
- The Unified Command has the responsibility to manage the incident to the best of its abilities. This includes
  - working closely with the other ICs in the Unified Command,
  - providing sufficient qualified staff and resources,
  - anticipating and resolving problems,
  - delegating authority as needed,
  - inspecting and evaluating performance, and
  - communicating with their own agency on priorities, plans, problems, and progress.
- The members of the Unified Command must
  - Function together as a team.
  - Ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command. There are two distinct levels of coordination:
    - Coordination with other members of the Unified Command team. It is essential that all participants be kept mutually informed, involved, and consulted.
    - Coordination with higher authorities, agency executive, or administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being managed competently.



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 8-1

**UNIT 8:  
UNIFIED COMMAND**



Slide 8-1

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Slide 8-2

**TERMINAL OBJECTIVE**

**Given instructor-directed lecture and class discussion with interactive activities and simulations, the students will be able to describe the roles and reporting relationships under a Unified Command that involves agencies with the same jurisdiction and under multijurisdiction conditions.**

Slide 8-2

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Slide 8-3

**ENABLING OBJECTIVES**

**The students will:**

- **Describe the features of Unified Command.**
- **List the advantages of Unified Command.**
- **Explain and apply Unified Command functions on a multijurisdiction or multiagency incident.**

Slide 8-3

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Slide 8-4

**How can you organize for incidents that cross jurisdictional boundaries or exceed individual agency responsibility?**

Slide 8-4

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Slide 8-5

**ADVANTAGES OF UNIFIED COMMAND**

- One set of Incident Objectives
- Collective approach to strategies
- Improved information flow
- Mutual understanding of priorities and restrictions
- Agency authority not compromised
- Awareness of others' tactics
- Combined efforts are optimized
- Duplicate efforts/resources reduced or eliminated

Slide 8-5

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Slide 8-6

**OPTIONS**

- Divide the incident geographically or functionally so that each jurisdiction or agency can establish its own Incident Command System (ICS) organization
- Create a single ICS incident structure and process that has an effective and responsible multijurisdictional or multiagency approach

Slide 8-6

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Slide 8-7

**DEFINITION OF UNIFIED  
COMMAND**

**"Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident ... to participate in the management of the incident."**

Slide 8-7

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Slide 8-8

**APPLYING UNIFIED  
COMMAND**

- Collaborative team-effort process
- Allows all responsible agencies to establish a common set of Incident Objectives
- Accomplished without losing agency authority, responsibility, or accountability
- Not a new process

Slide 8-8

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Slide 8-9

**NATIONAL INCIDENT MANAGEMENT  
SYSTEM AND UNIFIED COMMAND**

**"As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework."**



Slide 8-9

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Slide 8-10

**UNIFIED COMMAND**

- Enables all agencies to manage an incident together
- Allows Incident Commanders (ICs) to make joint decisions
- Maintains unity of command

The diagram illustrates the Unified Command structure. At the top, three boxes represent the 'Fire Agency', 'Law Agency', and 'EMS Agency'. Below these, a central box represents the 'Operations Section Chief'. At the bottom, three boxes represent 'Resources'. Arrows point from each of the three top agencies down to the Operations Section Chief, and from the Resources boxes up to the Operations Section Chief. The entire structure is labeled 'Unified Command' at the top.

Slide 8-10

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Slide 8-11

**DEFINITIONS**

- **Agency:** Organization that has a legal and functional responsibility at an incident.
- **Jurisdictional:** Describes an authority or responsibility and can also mean a geographic area, e.g., a city, county, State, Federal lands, etc.

Slide 8-11

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Slide 8-12

**DESIGNATED SPOKESPERSON**

- Channel of communications from Command and General Staff members into the Unified Command
- Does NOT make independent Command decisions
- Provides point-of-contact for the Command and General Staffs

Three small photographs of individuals wearing hard hats are arranged vertically on the right side of the slide. The top photo shows a person in profile wearing a white hard hat and a communication device. The middle photo shows a person wearing a white hard hat. The bottom photo shows a person wearing a white hard hat and a communication device.

Slide 8-12

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Slide 8-13

**UNIFIED COMMAND AND PREPAREDNESS**

- Include Unified Command delegations in local emergency operations plans and interagency/ mutual-aid agreements
- Conduct training exercises using Unified Command with adjacent jurisdictions and functional agencies



Slide 8-13

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Slide 8-14

**INCIDENT COMMAND SYSTEM UNIFIED COMMAND FUNCTIONS**

- Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command.
- Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command.

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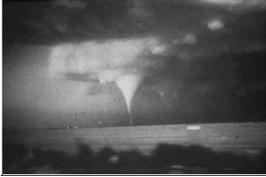
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Slide 8-15

**UNIFIED COMMAND: MULTIPLE JURISDICTIONS**

Incidents that affect more than one political jurisdiction



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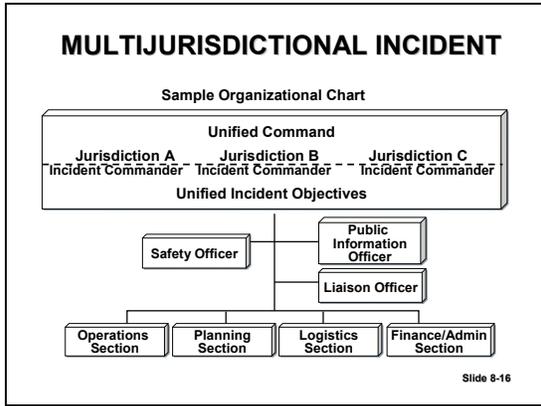
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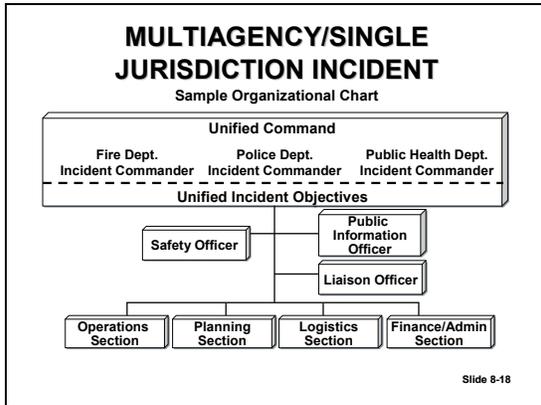
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Slide 8-18



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Slide 8-19

**UNIFIED COMMAND:  
MULTIAGENCY/  
MULTIJURISDICTION**

**Incidents that affect or involve several  
political and functional agencies**

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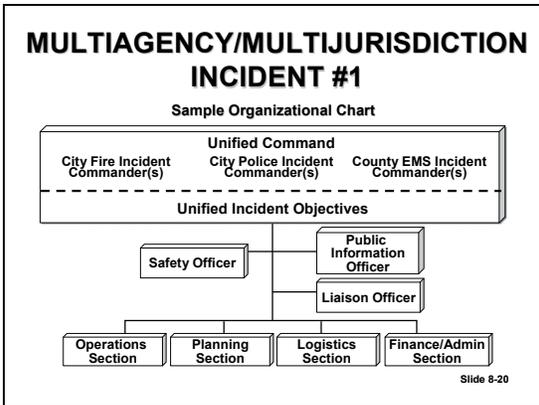
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Slide 8-21

**UNIFIED COMMAND:  
MULTIAGENCY/  
MULTIJURISDICTION (cont'd)**

**Incidents that affect or involve several political  
and functional agencies**

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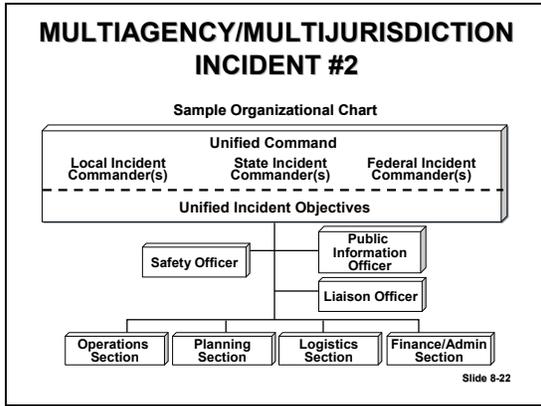
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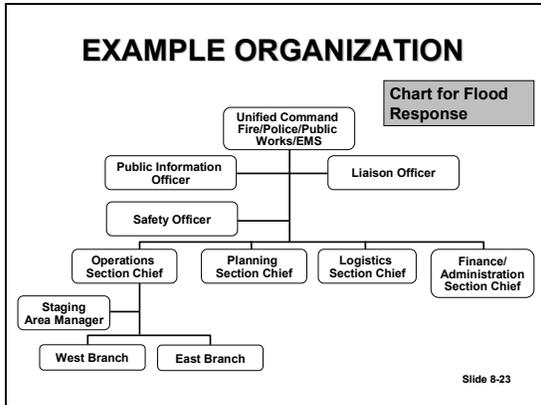
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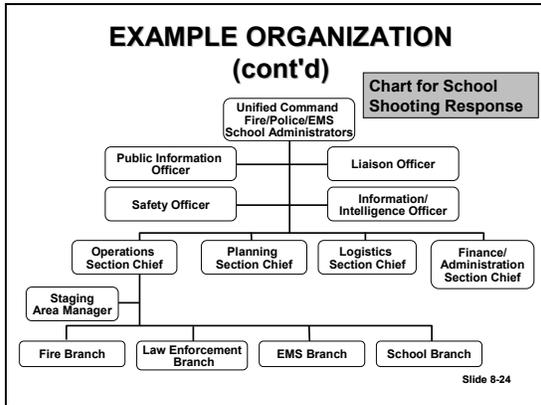
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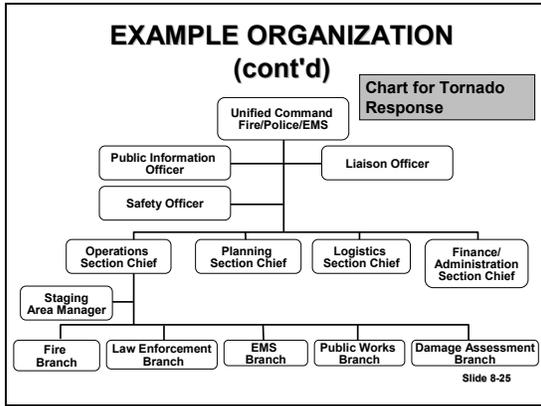
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Slide 8-26

- UNIFIED COMMAND ELEMENTS**
- **Authorities, Policies, Incident Objectives, and Strategies** are established jointly by each jurisdiction/agency.
  - **Organization** consists of the various jurisdictional or agency onscene senior representatives (agency ICs) operating within a Unified Command structure.
  - **Resources** are supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.
- Slide 8-26

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Slide 8-27

- UNIFIED COMMAND ELEMENTS (cont'd)**
- **Operations** are directed by one person, the Operations Section Chief, who controls tactical resources. There is still unity of command.
  - **Resources (personnel and equipment)** stay under the administrative and policy control of their agencies. Operationally, they respond to mission assignments under the coordination and direction of the Operations Section Chief.
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Slide 8-28

**UNIFIED COMMAND  
FEATURES: OVERVIEW**

- A single, integrated incident organization
- Collocated (shared) facilities
- A single planning process and Incident Action Plan (IAP) with one set of objectives
- Integrated General Staff
- Coordinated process for resource ordering



Slide 8-28

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Slide 8-29

**SINGLE, INTEGRATED INCIDENT  
ORGANIZATION**

- Jurisdictions and/or agencies blend into an integrated, unified team.
- Participants depend on location and kind of incident.
- Members must function together as a team.



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Slide 8-30

**BUILDING TEAMWORK**

**How can you build the teamwork  
necessary for Unified Command?**

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Slide 8-31

### COLLOCATED (SHARED) FACILITIES

- A single Incident Command Post (ICP)
- One incident Base
- Shared Staging Area(s)



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Slide 8-32

### SINGLE PLANNING PROCESS AND INCIDENT ACTION PLAN

- Joint planning is initiated as soon as two or more agencies form a Unified Command.
- Planning process results in single IAP that addresses multijurisdiction or multiagency priorities and specifies tactical operations and resource assignments.

Incident Action Plan

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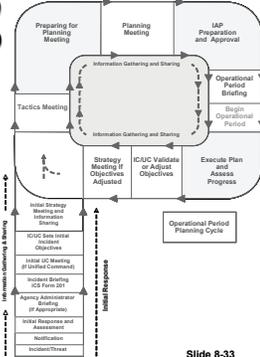
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Slide 8-33

### PLANNING "P" AND UNIFIED COMMAND

The Planning "P" illustrates the operational period planning process.

After the initial response and assessment, the Unified Command meets to set the Incident Objectives for the next operational period.



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Slide 8-34

**UNIFIED COMMAND MEETING**

- Includes only agency ICs
- Provides responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning

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Slide 8-35

**UNIFIED COMMAND MEETING AGENDA**

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
  - #1: Life Safety
  - #2: Incident Stabilization
  - #3: Property Conservation
- Presentation of jurisdictional limitations, concerns, and restrictions

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Slide 8-36

**UNIFIED COMMAND MEETING AGENDA (cont'd)**

- Development of collective set of Incident Objectives
- Establishment of, and agreement on, acceptable priorities
- Agreement on basic organization structure
- Designation of best-qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations

Slide 8-36

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Slide 8-37

**UNIFIED COMMAND  
MEETING AGENDA (cont'd)**

- Agreement on planning, logistical, and finance procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one IC to act as the Unified Command spokesperson

Slide 8-37

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Slide 8-38

**INTEGRATED GENERAL STAFF  
SECTIONS**

**Integrating multijurisdictional and/or multiagency personnel into various other functional areas may be beneficial. For example: in Operations, Logistics, and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction.**

Slide 8-38

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Slide 8-39

**INTEGRATED GENERAL  
STAFF**

**ICs within the Unified Command must concur on the selection of the General Staff Section Chiefs.**



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Slide 8-40

**INTEGRATED GENERAL STAFF (cont'd)**

- **Operations Section Chief must have full authority to implement the tactics within the IAP.**
- **Deputies from other agencies or disciplines may be assigned.**

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Slide 8-41

**SELECTION OF THE OPERATIONS SECTION CHIEF**

**What should be considered when selecting the Operations Section Chief in a Unified Command?**

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Slide 8-42

**COORDINATED RESOURCE ORDERING**

**The ICs work together to establish resource ordering procedures:**

- **Deployment of scarce resources to meet high-priority objectives**
- **Potential cost savings through agreements on cost sharing for essential services**



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Slide 8-43

**INCIDENT COMMANDER RESPONSIBILITIES**

- Act within jurisdictional or agency limitations
- Inform other ICs of any legal, political, jurisdictional, or safety restrictions
- Authorized to perform certain activities and actions on behalf of the jurisdiction or agency he/she represents
- Manage incident to the best of his/her abilities

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Slide 8-44

**UNIFIED COMMAND KEYS TO SUCCESS**

- No agency authority is compromised or neglected.
- Only one IAP is developed.
- Participants empowered to speak for their agencies.
- Command speaks with one voice.
- Facilities shared among agencies.
- Use one resource ordering process.

Slide 8-44

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Slide 8-45

**Activity 8.1  
School Bus Incident**

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Slide 8-46

**UNIT SUMMARY**

- **Unified Command features**
- **Unified Command advantages**
- **Multijurisdiction or multiagency incident and Unified Command**

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# **UNIT 9: MAJOR INCIDENT MANAGEMENT**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive activities and simulations, you will be able to recognize and apply various Incident Command System (ICS) management options related to major or complex incidents.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Identify the principal factors found in or related to major and/or complex incidents/events.*
  - 2. Describe the expansion options for incident/event organization, and the conditions under which they would be applied.*
  - 3. Explain the principal advantages of using Area Command.*
  - 4. Identify the components and responsibilities of a multiagency coordination (MAC) system.*
  - 5. Identify the major guidelines for establishing and using MAC groups and systems.*
  - 6. Identify differences among Area Command, Unified Command, and MAC entities.*
-



## WHAT ARE MAJOR/COMPLEX INCIDENTS?

Major/Complex incidents:

- Involve more than one agency and/or political jurisdiction.
- Involve complex management and communication issues.
- Require experienced, highly qualified supervisory personnel.
- Require numerous tactical and support resources.
- Involve multiple victims with injuries, fatalities, or illnesses.
- Include widespread damage to property/environment.
- Result in psychological threat/trauma.
- Span multiple operational periods (days, weeks).
- Are costly to control and mitigate.
- Require extensive recovery efforts.
- Draw national media interest.
- May be designated an incident of national significance.
- They may require management of donations and activities of nongovernmental organizations (NGOs).

**Table 9-1  
Incident Complexity Types**

<b>Type 5</b>	<ul style="list-style-type: none"> <li>• The incident can be handled with one or two single resources with up to six personnel.</li> <li>• Command and General Staff positions (other than the Incident Commander (IC)) are not activated.</li> <li>• No written Incident Action Plan (IAP) is required.</li> <li>• The incident typically is contained within an hour or two after resources arrive on scene.</li> <li>• Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>
<b>Type 4</b>	<ul style="list-style-type: none"> <li>• Command Staff and General Staff functions are activated only if needed.</li> <li>• Several resources are required to mitigate the incident, including a Task Force or Strike Team.</li> <li>• The incident typically is contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.</li> <li>• The Agency Administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</li> <li>• No written IAP is required, but a documented operational briefing will be completed for all incoming resources.</li> <li>• Examples may include a major structure fire, a multivehicle crash with multiple patients, an armed robbery, or a small haz mat spill.</li> </ul>
<b>Type 3</b>	<ul style="list-style-type: none"> <li>• When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li> <li>• Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>• An All-Hazards Incident Management Team (AHIMT) or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 AHIMT.</li> <li>• The incident typically extends into multiple operational periods.</li> <li>• A written IAP typically is required for each operational period.</li> <li>• Examples include a tornado touchdown, earthquake, flood, or multiday hostage/standoff situation.</li> </ul>
<b>Type 2</b>	<ul style="list-style-type: none"> <li>• When the incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of the area, including regional and/or national resources, to manage the operation's Command and General Staffing effectively.</li> <li>• Most or all of the Command and General Staff positions are filled.</li> <li>• A written IAP is required for each operational period.</li> <li>• Many of the functional units are needed and staffed.</li> <li>• Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only).</li> <li>• The Agency Administrator is responsible for the incident complexity analysis, Agency Administrator briefings, and the written delegation of authority.</li> <li>• Typically involve incidents of regional significance.</li> </ul>
<b>Type 1</b>	<ul style="list-style-type: none"> <li>• This type of incident is the most complex, requiring national resources to manage and operate it safely and effectively.</li> <li>• All Command and General Staff positions are activated.</li> <li>• Operations personnel often exceed 500 per operational period, and total personnel usually will exceed 1,000.</li> <li>• Branches may need to be established.</li> <li>• The Agency Administrator will have briefings and ensure that the complexity analysis and delegation of authority are updated.</li> <li>• Use of resource advisors at the incident Base is recommended.</li> <li>• There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> <li>• Typically involve incidents of national significance.</li> </ul>

Source: U.S. Fire Administration

## INCIDENT COMMAND SYSTEM ORGANIZATIONAL OPTIONS

While the standard Incident Command System (ICS) structure is adaptable to meet the needs of most major incidents, not all situations are alike. Other forms of ICS organization may be needed to meet extraordinary situations.

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

Options for managing major/complex incidents:

- expanding the planning capability;
- adding a second Operations or Logistics Section;
- combining several incidents into an incident complex; and
- dividing an incident into two or more single incidents.

Expanding the planning capability at an incident take several forms, including:

- branch tactical planning; and
- separating advanced incident planning from the day-to-day planning process.

### Branch Tactical Planning

The incident becomes so large that there is no single set of objectives that logically would pertain to the entire incident. Special technical expertise is needed for Planning. It is not feasible to prepare and distribute the IAP within the required timeframe.

#### Examples

In a mass fatalities incident, the Medical Examiner/Morgue Operations Branch may be best suited to establish its own incident tactical plans. In a structural collapse, the Search and Rescue Branch typically will include its own planning component.

#### Accomplishing Branch Planning

When branch tactical planning is used, both the Planning Section and the Operations Section participate in the process. When branch tactical planning is used, the Planning Section provides

- general Incident Objectives;
- strategy for the Branch for the next operational period;
- Branch resource summary for the next operational period;
- weather and safety information;

- changes to logistical support; and
- personnel to support planning.

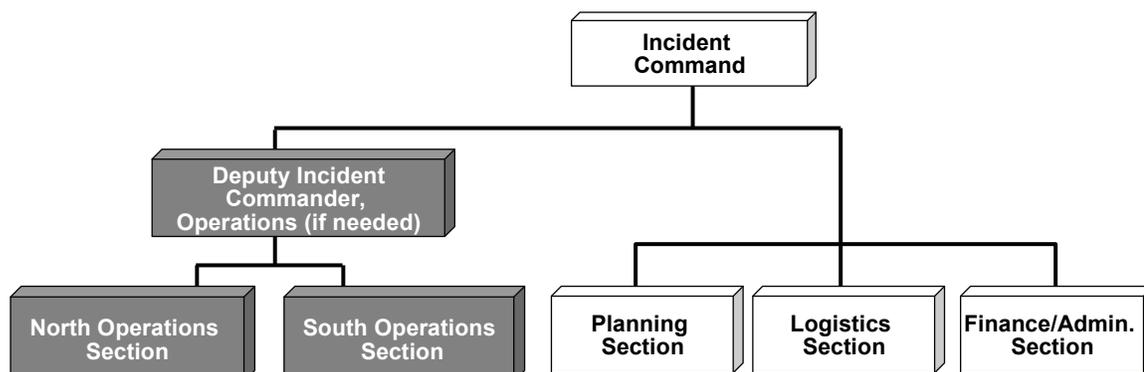
With this information, individual Branches can perform detailed action planning. The Planning Section must ensure that necessary inter-Branch coordination takes place. Once the general information has been received from the Planning Section, the Operations Branch fleshes out the tactical plan with the information required to complete ICS 215, *Operational Planning Worksheet*.

The "SALUTE" format can be useful in ensuring all necessary details have been identified:

- **Situation**--describe the Branch assignment (haz mat, explosive ordnance disposal (EOD), etc.).
- **Action**--describe the tactical operations assigned to the Branch. These must be in sufficient detail so that Branch Directors and Division/Group Supervisors can implement them.
- **Location**--include location where the tactical activity will be accomplished (Division or Group, plus specific geographical information). Also include locations for logistical support and Staging Areas, reporting and drop-off points, etc.
- **Unit**--what is the organizational structure within the Branch (Divisions/Groups, Strike Teams, etc.)?
- **Time**--what is the start/end time for the tactical assignment? What time do you want resources to report?
- **Equipment**--what resources are required (by Division/Group)?

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

## Adding an Operations Section



Examples of situations where two Operations Sections may be established:

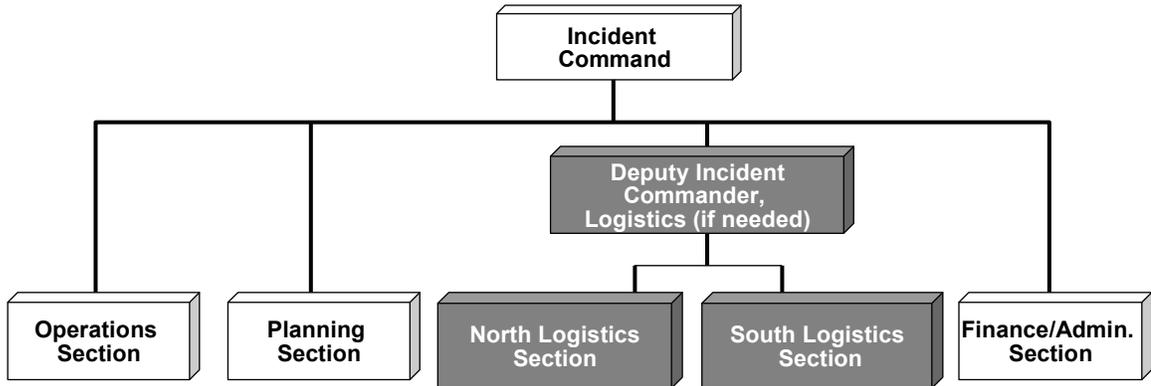
- earthquakes, hurricanes, tornadoes, and floods covering several political jurisdictions;
- major wildland fire that continues to expand; and
- major spill in a waterway.

### Considerations

- ensure that Command and General Staffs can support the expansion;
- ensure adequate Incident Action Planning;
- ensure adequate logistics support;
- establish the second Operations Section at the beginning of an operational period;
- ensure that all incident supervisory personnel are aware of the expanded organization; and
- add a Deputy IC for Operations, if necessary.

Deputy IC for Operations has the responsibility to ensure that all aspects of the original and the additional Operations Section are fully coordinated with each other and with other sections.

## Adding a Logistics Section



North and South Logistics Sections reporting to a Deputy IC for Logistics.

### Considerations

Ensure that Command and General Staff can support the expansion.

- ensure adequate Incident Action Planning;
- establish the second Logistics Section at the beginning of an operational period;
- ensure that all incident supervisory personnel are aware of the expanded organization; and
- add a Deputy IC for Logistics, if necessary.

Similar to the example with the Operations Section, a Deputy IC for Logistics could be added to the Command structure, if necessary, to ensure coordination of the two Logistics efforts.

The Deputy IC for Logistics normally would function from the Incident Command Post (ICP), while the two Logistics Section Chiefs could operate from separate incident Bases. The Deputy IC would ensure that all necessary coordination was taking place between the two Logistics Sections.

An incident Base for each Logistics Section could be established. Also, additional camps supported by that Base could be established.

## **INCIDENT COMMAND SYSTEM ORGANIZATIONAL COMPONENTS OF MAJOR/COMPLEX ORGANIZATIONS**

### **Incident Complex**

An incident complex is two or more individual incidents located in the same general proximity that are assigned to a single IC or Unified Command to facilitate.

When several incidents are organized into an incident complex, the general guideline is that the individual incidents become Branches within the Operations Section of the incident complex structure.

### **When Used**

There are many separate incidents occurring close together. One incident is underway and other, smaller incidents occur in proximity. Management can be facilitated by developing an incident complex.

### **Considerations**

- The incidents must be close enough to each other to be managed by the same IMT.
- Some staff and/or logistics support efficiency is enhanced by using one IMT.
- The number of overall incidents within the agency or jurisdiction requires consolidations wherever possible to conserve staff and reduce costs.
- Planning, Logistics, and Finance/Administration activities can be provided adequately by a single management team.

### **Structure**

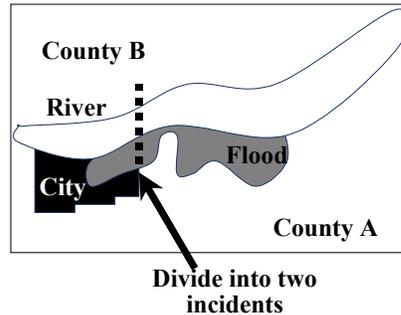
An incident complex may be managed under a Unified Command. Typically, each separate incident is organized as a Branch allowing for future expansion, if required.

Using Branches allows for more flexibility to establish Divisions or Groups if required later. Also, because Divisions and Groups already may have been established at each of the incidents, the same basic structure can be maintained below the Branch level within the incident complex.

## Dividing a Single Incident

### Spreads into Other Jurisdiction(s) and Unified Command is not Feasible

For example, a flooding situation that continues to expand into low-lying areas downstream. Although Unified Command still would be the first choice, it is not always feasible.



### Difficult to Manage from one Location due to Terrain and Access

For example, incidents such as earthquake and wildland fire where terrain and access affect operational or logistical mobility, and the ability to manage from one location.

### Has Objectives that are Naturally Separating into Two Operations

For example, a bioterrorism incident that includes immediate public health objectives and longer term investigation objectives. Again, Unified Command still would be the first choice.

### Example

The Planning Section, even with additional resources, can no longer provide adequate planning services because of:

- the size of the incident; and/or
- the varying objectives and strategies needed.

The Logistics Section can no longer, or soon will not be able to, serve the widespread facilities and operations from a single incident Base. The Operations Section cannot manage the number of resources required without exceeding span-of-control.

Steps Used to Divide an Incident

**Step 1:** determine how best to divide the incident. This division could be done in several ways, depending upon:

- terrain and access considerations;
- locations of future resource and logistical support;
- jurisdictional/administrative boundaries; and
- current Operations Section structure (Branches, Divisions, etc.).

**Step 2:** assign ICs and Command and General Staff for each incident.

**Step 3:** designate additional supporting organizational facilities, location, etc.

**Step 4:** designate an appropriate time for establishing two separate incidents (each with a unique name).

**Step 5:** coordinate planning strategies and use of critical resources for at least the next operational period.

**Step 6:** consider the need for Area Command. (Area Command is covered in the next section.)



## Activity 9.1

### Major/Complex Incidents

#### Purpose

To create an incident complex structure for a simulated incident.

#### Directions

1. Working in groups, review the scenario. As a group, answer the following questions:
  - a. How will the organization be structured? (Draw the major components.)
  - b. Will single or Unified Command be used?
  - c. Would splitting the Operations function be an advantage?
  - d. Would splitting the Logistics function be an advantage?
  - e. Would advance planning or branch tactical planning be used? Explain why or why not.
  - f. What are the top three management challenges you would face and how would you address them?
2. Choose a spokesperson.
3. Be prepared to present your organizational charts to the class in 40 minutes.

#### Scenario

A major portion of the county has been affected by sudden severe weather. Three incidents are reported within a 10-square-mile area. They are being managed as individual incidents.

- **Incident A:** Damage to a hospital requiring evacuation, search and rescue, and relocation of 50 persons.
- **Incident B:** Severe damage to a 50-unit mobile home park. Six residents are reported trapped inside two overturned mobile homes; other residents are unaccounted for.
- **Incident C:** Partial collapse of a roof in a supermarket. Persons trapped and injured inside. Numerous volunteers are rushing to the scene to help.



## **INCIDENT COMMAND SYSTEM ORGANIZATIONAL COMPONENTS OF MAJOR/ COMPLEX ORGANIZATIONS (cont'd)**

### **Area Command**

Area Command is used when there are a number of incidents generally in the same area and often of the same kind.

Examples include two or more hazardous materials spills, fires, etc. It is usually these kinds of incidents that may be vying for the same resources.

When an incident expands to a large geographic area, the agency officials may choose to divide the incident into smaller pieces, called zones, each of which will be managed by a local IMT.

When incidents are of different kinds and/or do not have similar resource demands, they would usually be handled as separate incidents or would be coordinated through an Emergency Operations Center (EOC).

### **Key Terms Review**

**IC:** performs primary tactical-level, onscene IC functions. The IC is located at an ICP at the incident scene.

**Area Command:** oversees the management of multiple incidents. Area Command may be unified, and works directly with ICs.

**EOC:** coordinates information and resources to support local incident management activities.

**Unified Command** is an application of ICS that is used when there is more than one agency with incident jurisdiction.

Agencies work together through their designated ICs at a single ICP to establish a common set of objectives and strategies and a single IAP.

### **Advantages of Area Command**

Much of the interincident coordination typically performed by each IC is accomplished at the Area Command level. Using an Area Command allows the ICs and their IMTs to focus their attention on their Incident Objectives, strategies, and tactics.

Area Command sets priorities among incidents and ensures efficient resource use. Critical resources are allocated by the overall priorities established by the agency officials. Competition among incidents for critical resources is avoided. Often, agency dispatchers will recognize inter-incident coordination problems first.

Area Command ensures that agency policies, priorities, constraints, and guidance are being made known to the ICs and implemented consistently across incidents. Area Command also reduces the workload of the agency officials, especially if there are multiple incidents going on at the same time.

### **Chain of Command and Reporting Relationships**

When Area Command is established, IC(s) will report to the Area Commander/Unified Command. The Area Commander is accountable to the agency or jurisdictional executive or administrator(s).

If one or more of the incidents within the Area Command are multijurisdictional, a Unified Area Command should be established. ICs would report to the Unified Area Commander for their jurisdiction.

ICs under the designated Area Commander are responsible to, and should be considered as part of, the overall Area Command organization. ICs must be provided adequate and clear delegation of authority.

### **Area Command Responsibilities**

- set overall objectives;
- ensure that Incident Objectives are met and do not conflict with each other or with Agency policy;
- establish incident-related priorities;
- allocate/reallocate critical resources based on incident priorities;
- ensure that IMTs are qualified and incidents are properly managed;
- coordinates **with incidents** for the demobilization of assigned resources; and
- coordinate with Agency Administrator, EOC, other multiagency coordination (MAC) entities, and the media.

### **When Should Area Command be Established?**

As soon as possible when:

- Several active incidents are in close proximity.
- Critical life-saving or property values are at risk due to incidents.
- Incidents will continue into the next operational period.
- Incidents are using similar and limited critical resources.
- Difficulties are encountered with interincident resource allocation and coordination.

## **Area Command: Location Considerations**

It may take some hours to establish the Area Command. If there are existing facilities and communication systems that can be used (e.g., at a jurisdictional EOC), then the time needed to set up the Area Command may be reduced.

**Close to incidents.** The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. The location should make it easy to have meetings and direct contact between the Area Commander and ICs.

**Not collocated with an ICP.** Area Command should **not** be collocated with one of the incidents. Doing so might cause confusion with that incident's operations, and it also could be seen by other incidents as adding status to that single incident. Area Command, however, could be collocated with a MAC center such as an EOC.

**Sufficient size.** The facility used to house the Area Command organization should be large enough to accommodate a full Area Command Staff and have the capability to accommodate meetings between the Area Command Staff, ICs, agency officials, and with news media representatives.

**Capable of continuous operation.** The facility used to house the Area Command organization should allow for continuous operations and 24-hour-per-day access.

### **Adequate communications capabilities:**

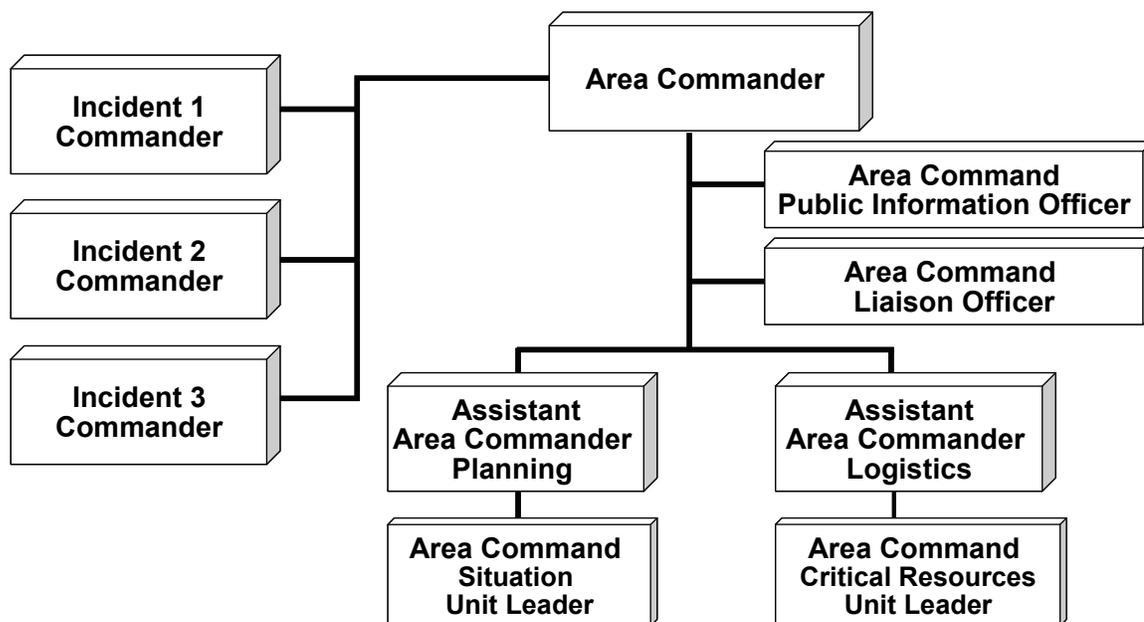
- Adequate communications facilities (telephones, fax, computer connections) are critical.
- If radios are a primary means of communication, the Area Command facility should have line of sight coverage to ICPs or to repeaters serving those incident facilities.
- The facility should allow for suitable locations to temporarily install rooftop radio antennas.

**Backup power.** Backup power may be required in order to maintain a continuous operation.

**Adequate and secure parking.** Transportation and parking issues should be considered when selecting the location.

**Near commercial sources of support for food and lodging.** A location with access to food and lodging for staff members can help reduce the logistics requirement for providing support services.

## Area Command Organization



## Area Commander Overall Responsibilities

- set overall objectives;
- ensure that Incident Objectives are met and do not conflict with each other or Agency policy;
- establish incident-related priorities;
- allocate/reallocate critical resources based on incident priorities;
- ensure that AHIMTs are qualified and incidents are properly managed;
- coordinate with demobilization of assigned resources; and
- coordinate with Agency Administrator, EOC, other MAC entities, and the media.

### Area Commander: Checklist of Actions

These actions will generally be conducted in the order listed:

- \_\_\_\_\_ Obtain briefing from the agency officials on agency expectations, concerns, and constraints.
- \_\_\_\_\_ Obtain and carry out delegation of authority from the agency officials for overall management and direction of the incidents within the designated Area Command.
- \_\_\_\_\_ If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.
- \_\_\_\_\_ Delegate authority to ICs based on agency expectations, concerns, and constraints.
- \_\_\_\_\_ Establish an Area Command schedule and timeline.
- \_\_\_\_\_ Resolve conflicts between incident "realities" and agency officials "wants."
- \_\_\_\_\_ Establish appropriate location for the Area Command facilities.
- \_\_\_\_\_ Determine and assign an appropriate Area Command organization. Keep it manageable.
- \_\_\_\_\_ Determine need for and assign Technical Specialists to support Area Command.
- \_\_\_\_\_ Obtain incident briefing and IAPs from ICs (as appropriate).
- \_\_\_\_\_ Assess incident situations prior to strategy meetings.
- \_\_\_\_\_ Conduct a joint meeting with all ICs.
- \_\_\_\_\_ Review objectives and strategies for each incident.
- \_\_\_\_\_ Periodically review critical resource needs.
- \_\_\_\_\_ Maintain close coordination with the agency officials, cooperating and assisting agencies, and other entities impacted by the Area Command.
- \_\_\_\_\_ Establish priorities for critical resources.
- \_\_\_\_\_ Review procedures for interaction with the Area Command.
- \_\_\_\_\_ Approve ICs requests for and release of critical resources.
- \_\_\_\_\_ Coordinate and approve Demobilization Plans.
- \_\_\_\_\_ Maintain log of major actions/decisions.

The Area Commander should establish the following guidelines and procedures for all ICs:

- incident and agency/jurisdictional priorities;
- priorities for assignments of critical resources;
- schedules of meetings and briefings;
- reports and IAP;
- points of contact with agency officials;
- media relations and contact procedures;
- unusual situation or emergency procedures reporting; and
- demobilization procedures.

### **Area Command Officers**

Public Information and Liaison Officers provide public information coordination between incident locations using the Joint Information System (JIS). This will be accomplished at the Joint Information Center (JIC) (if established) and serves as the contact point for media requests.

The JIS provides a structure and system for:

- developing and delivering coordinated interagency messages;
- developing, recommending, and executing public information plans and strategies on behalf of the IC(s);
- advising the IC(s) concerning public affairs issues that could affect a response effort; and
- controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort. Source: National Incident Management System (NIMS).

### **Assistant Area Commander--Planning**

- assemble information on individual incident objectives;
- recommend the priorities for resource allocation;
- maintain status on critical resources;
- ensure that advance planning is being accomplished;
- ensure demobilization plans are coordinated;
- prepare Area Command briefings, as requested; and
- review IAPs and completed ICS 209, *Incident Status Summary* that are submitted from assigned incidents.

The following position may be assigned to assist the Assistant Area Commander--Planning:

### Area Command Situation Unit Leader

The Situation Unit Leader monitors the status of objectives for each incident or AHIMT assigned to the Area Command.

### **Assistant Area Commander--Logistics**

- provide facilities, services, and materials for Area Command;
- designate and coordinating ordering process;
- ensure coordinated communications are in place;
- assist in the development of Area Command decisions; and
- ensure that critical resources are used effectively on a continuous basis.

The following position may be assigned to assist the Assistant Area Commander--Logistics:

### Area Command Critical Resource Unit Leader

The Critical Resource Unit Leader tracks and maintains the status and availability of critical resources assigned to each incident under the Area Command.

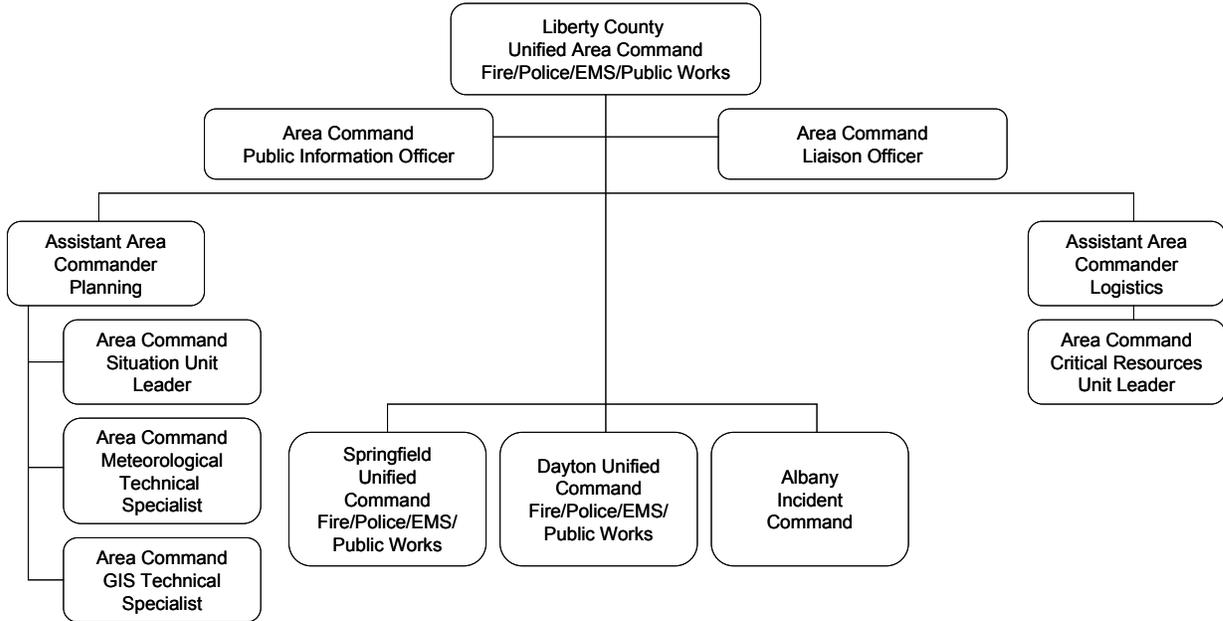
### **Area Command Technical Specialists**

Technical Specialists can be added to the Area Command organization. The addition of Technical Specialists will depend on the kinds of incidents involved. Technical Specialists at the Area Command provide specific information and expertise relating to their specialty.

For example, depending on the type of incidents involved, it may be useful to have the following specialists assigned to the Area Command team:

- aviation specialist;
- hazardous materials specialist;
- environmental specialist; and
- communications specialist.

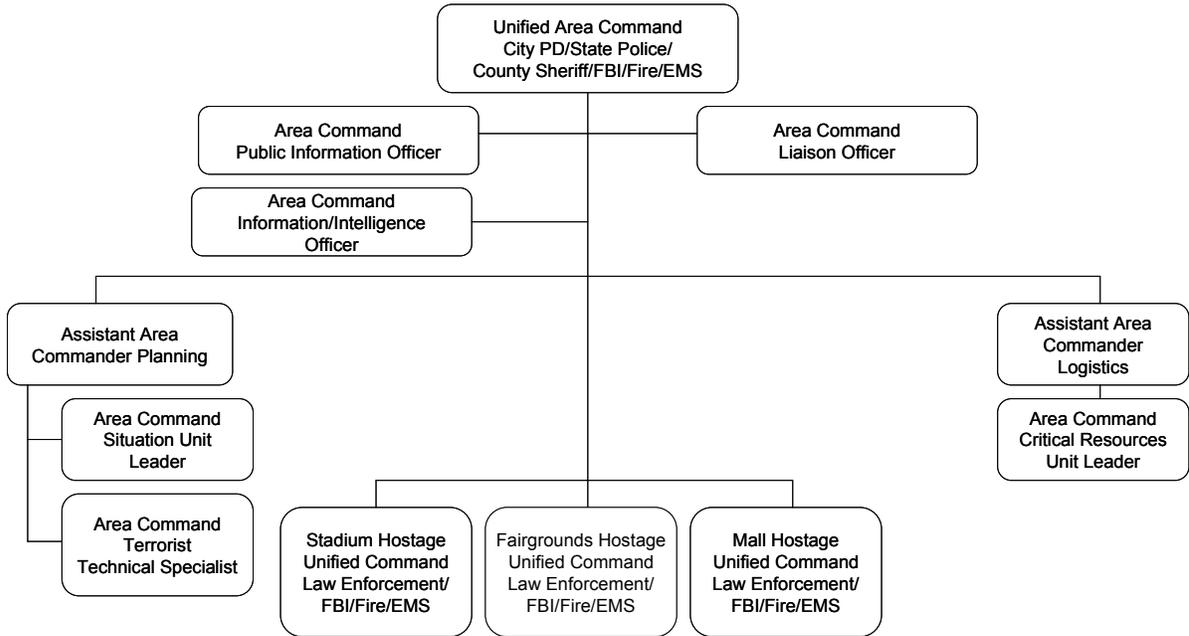
**Example Organization Chart for Multiple Tornado Touchdowns**



**Area Command Example Organization Chart for Multiple Tornado Touchdowns**

- A tornado has touched down in three separate communities over a 20-mile area.
- Rescue efforts are being conducted in all the communities.
- Law enforcement is addressing looting and civil unrest activity in the Springfield and Dayton communities.
- Multiple fires can be found in all incidents.
- Public works is trying to open roads for emergency vehicles.
- Shelters are needed for evacuees in the Albany community incident only.

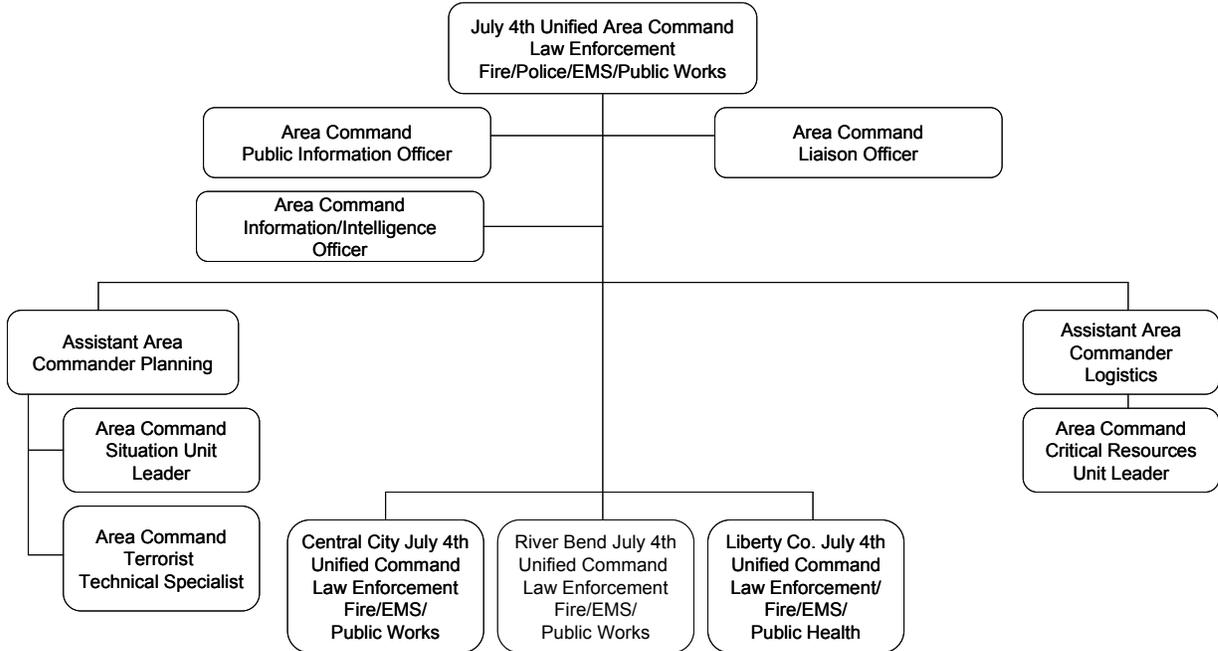
**Example Organization Chart for Multiple Hostage Incident**



**Area Command Example Organization Chart for Multiple Hostage Incidents**

- Three sequentially timed hostage takeovers (mall, stadium, and fairgrounds) occurred in highly populated parts of Metropolitan city.
- To date, no casualties have been identified.
- Special Weapons and Tactics (SWAT) teams from two local communities have responded, but all three incidents need a minimum of two SWAT teams each.
- The Federal Bureau of Investigation (FBI) is responding, but will not arrive for another hour.
- Terrorists are currently moving freely about the mall and stadium sites.

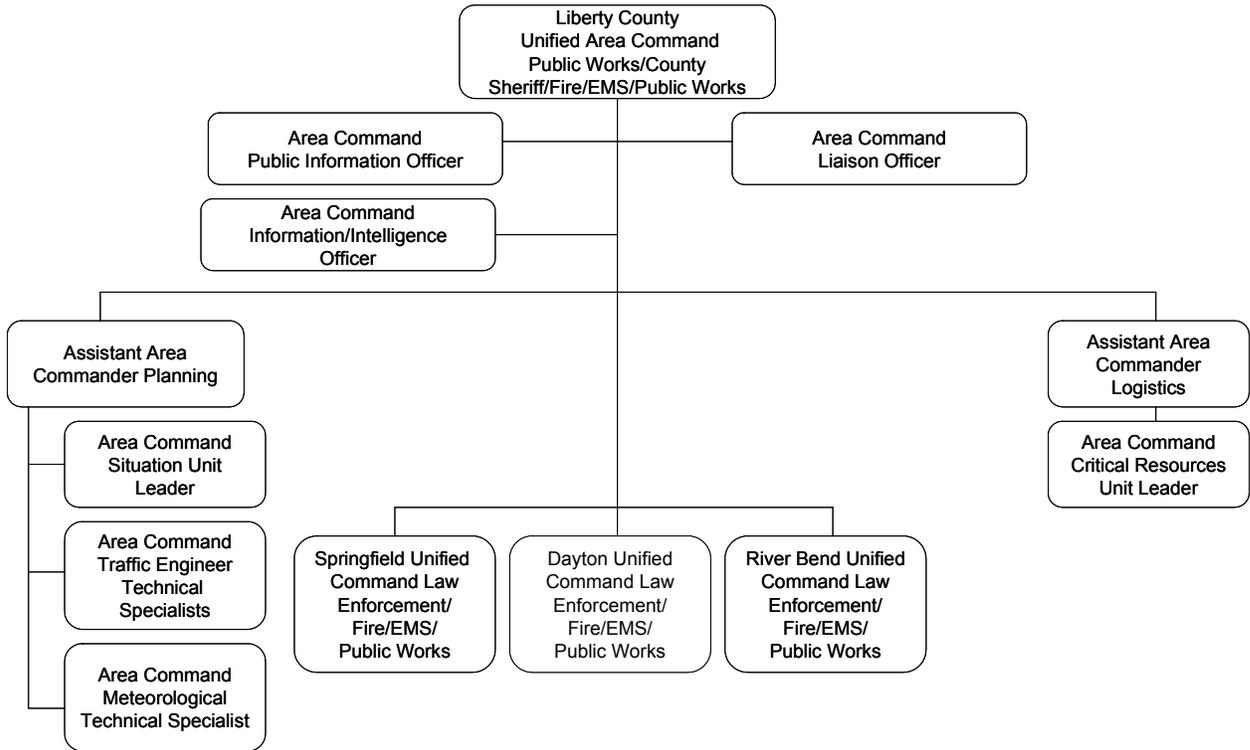
**Example Organization Chart for Multiple July 4th Celebrations**



**Area Command Example Organization Chart for Multiple July 4th Celebrations**

- Two adjacent communities (Central City and River Bend) and the county (Liberty) are all planning large July 4th celebrations that will include parades, fairs, and evening fireworks.
- All three are planning separate activities and are not coordinating with one another. Local government leaders are concerned about this lack of coordination and the need for tight security.
- Law enforcement has heard chatter indicating a high probability of civil unrest and potential weapons of mass destruction (WMD) activity.
- This region of the State has limited vendor resources and has experienced severe health problems when using fair vendors from outside the area.
- Traffic problems associated with each separate celebration will affect the other venues as well.

**Example Organization Chart for an Approaching Winter Storm**



**Area Command Example Organization Chart for an Approaching Winter Storm**

- County government officials have been briefed by the local weather service that is predicting a major snowfall of 3 feet within the next 36 hours.
- Officials are concerned about the large amount of snowfall in an area not used to receiving much snow. The current infrastructure will not be able to remove snow quickly enough.
- Officials will be shutting down businesses and all schools while maintaining operations of critical emergency response infrastructure.
- Three cities (Springfield, Dayton, and River Bend) will each have their own AHIMT, with the Area Command being located in the county courthouse.



## Activity 9.2

### Establishing Area Command

#### Purpose

To design an Area Command organization and process for a simulated incident.

#### Directions

1. Working as a group, review the scenario and map.
2. Complete the following steps:
  - a. Develop an Area Command organizational chart and staffing requirements.
  - b. Describe an Area Command facility and support needs.
  - c. Develop guidance and procedures to be given to ICs.
  - d. Establish resource priorities.
  - e. Develop a list of questions you would like to ask agency officials at the next briefing.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

#### Scenario

The Murkey River flows south through the Granite Mountain foothills and then through Prosperous Valley. Severe weather followed by flooding caused by the emergency release of water at a weakened upstream dam has caused several major incidents along the east bank of the river in Jackson County. More rain and wind is expected during the next several days.

- The county jail and juvenile detention facility have suffered extensive damage. All electrical power and water are out. Population is 450 adult males, 175 females, and 250 male juveniles. Relocation may be required. Only cold meals and limited water are available. A county sheriff's captain is the IC.
- A 10-block area of Baytown has had extensive flooding. Search and rescue and evacuations are underway. There is no electrical power, and the water and sewer systems have been damaged. An incident complex has been established to cover several incidents in this area. The Baytown Police Department has designated an IC from the department.

- A southbound train was derailed over the Murkey River due to a bridge being undermined. Several cars are overturned. A tank car with an unknown chemical is on its side in the river and leaking. This incident is operating under a Unified Command consisting now of the county fire and sheriff.

In Fryville the following incidents are active:

- A gas leak ignited causing a fire in a major grocery chain warehouse with several people suffering injuries, and there is danger of the fire spreading to adjacent buildings. Water pressure is low all over town.
- A partial building collapse has trapped some students at a local school while leaving the building due to flood waters encroaching the school grounds.
- A fire has erupted in a downtown business on the second floor. All employees have been evacuated, but the fire is threatening to breach onto the third floor.

There is currently a major problem with allocating limited resources among these incidents. Many volunteers have come forward, and the ICs and the County EOC are looking for ways to organize and use them effectively. Several news media representatives are on the scene at the various incidents.

**Activity 9.2 (cont'd)**

**Outstanding Resource Orders**

**Baytown Complex:**

20 law enforcement  
5 BLS Ambulances  
2 Trucks (fire Type I)  
2 Swiftwater/Flood Search and Rescue Teams (Type II and Type III)  
Type II Finance/Administration SC  
    Cost UL  
    Time UL

**Jail/Juvenile Center:**

20 law enforcement  
Generator capable of providing backup for facility  
1,500 gallons potable water per day  
Type II Planning SC  
    Resources UL  
    Situation UL  
    Information/Intelligence UL  
    Documentation UL  
Type II Logistics SC  
    Supply UL

**Train Derailment:**

1 Type II Haz mat Team  
4 Type I Engines  
10 law enforcement  
Type II Planning SC  
    Resources UL  
    Situation UL  
Type II Finance/Administration SC  
Type II Logistics SC  
    Supply UL  
    Communications UL

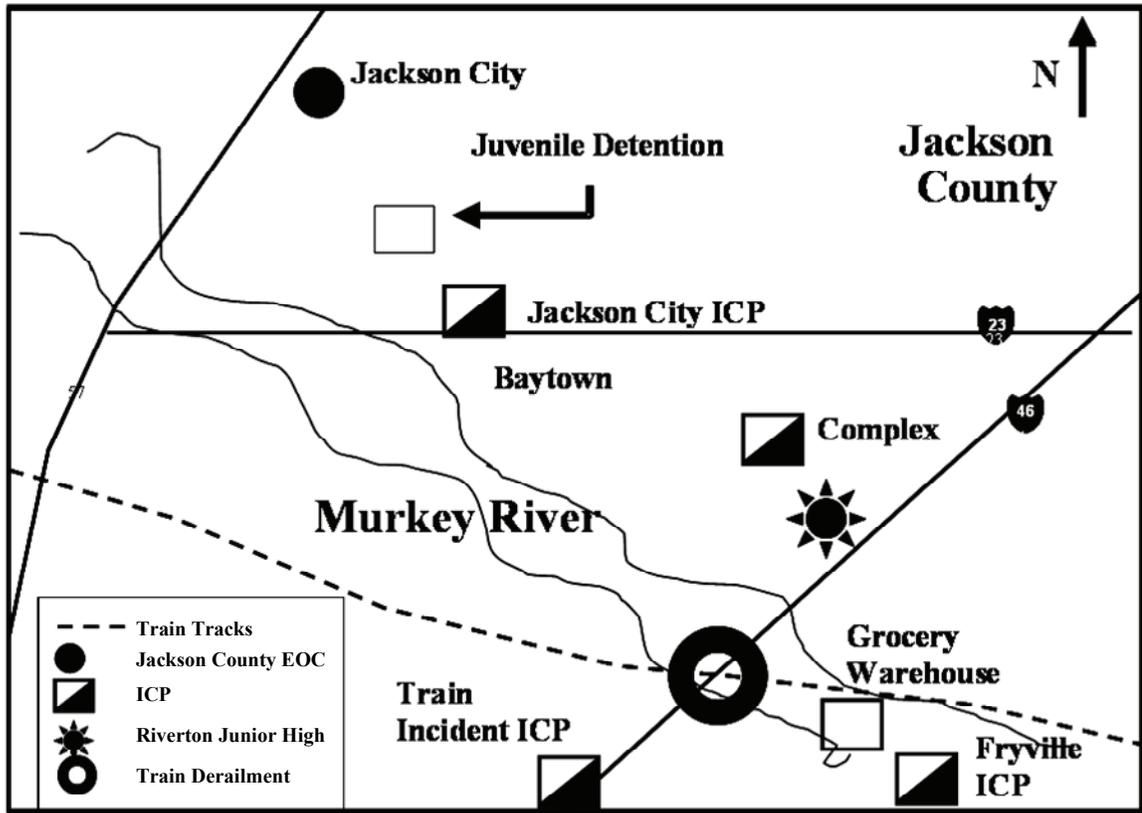
**Fryville Fire:**

10 law enforcement  
4 Type I Engines  
4 Type I Water Tenders  
Type II Planning SC  
    Resource UL  
    Situation UL  
Type II Logistics SC  
    Supply UL  
    Communications UL



Activity 9.2 (cont'd)

Scenario Map





**INCIDENT COMMAND SYSTEM ORGANIZATIONAL COMPONENTS OF MAJOR/COMPLEX ORGANIZATIONS (cont'd)**

**Multiagency Coordination**

<b>Incident Command System</b>	<b>Unified Command</b>	<b>Area Command (Unified Area Command)</b>	<b>Multiagency Coordination Entities</b>	<b>Emergency Operations Center</b>
The management system used to direct all operations at the incident scene. The IC is located at an ICP at or near the incident scene.	An application of ICS used when there is more than one agency with incident jurisdiction. Agencies work together through their designated ICs at a single ICP to establish a common set of objectives and strategies, and a single IAP.	Established as necessary to provide <b>command authority</b> and coordination for two or more incidents in close proximity. Area Command works directly with ICs.	Organizational structures used to <b>coordinate resources and support between or among organizations</b> . MAC entities interact with organizations, not with incidents. MAC entities include a variety of organizations at all levels of government, including EOCs, JFOs, and the "generic" MAC entity, the MAC Group.	EOCs are used in varying ways at all levels of government and within private industry to provide coordination, direction, and control during emergencies.

Foundation for multiagency coordination is laid at the local level. On a day-to-day basis, dispatch centers perform interagency coordination through the dispatch of mutual-aid agency response resources.

As this system becomes overloaded, the competition for resources and the coordination demands between and among incidents grow, so local jurisdictions open their EOC and convene their MAC entities and EOC staffs.

Once activated, the EOC takes over part or all of the multiagency coordination required to support its incidents. Local EOCs coordinate with the incidents, Area Commands, and incident complexes within their scope of authority. They also coordinate with other local EOCs. Finally, local EOCs coordinate up to the next level of government--the State EOC. State EOCs then coordinate with the Federal government through a Regional or National Response Center (NRC).

To work effectively, the MAC system at the local level requires the following legal foundation:

- mutual-aid agreements;
- local Emergency Operations Plans (EOPs);
- local and State statutes; and
- intergovernmental agreements.

Activation and implementation of the provisions of these agreements and plans may require the declaration of a state of emergency by the local jurisdiction. This does two things: activates procedures to access resources from the next level of government, and legally enables special powers as defined in the jurisdiction's code and EOP.

### Local Emergency Operations Centers and Incidents

Staffing patterns for EOCs vary, but regardless of organizational structure, all EOCs share the following core functions:

- coordination;
- communications;
- resource dispatch and tracking; and
- information collection, analysis, and dissemination.

If multiple EOCs are involved, representatives from each EOC may work together as a MAC group. This is discussed later in the unit. For incidents requiring local mutual-aid resources, local EOC typically uses local agreements already in place. For incidents requiring intrastate resources, local EOC usually goes to State EOC to fill resource requests. For incidents requiring interstate resources, local EOC normally reaches out to State EOC or State MAC to facilitate resource requests.

To acquire Federal resources, the local EOC uses the State EOC which then uses the Regional Response Coordination Center/Joint Field Office (RRCC/JFO) to facilitate resource requests.

The primary focus of the MAC system at the State level is the MAC entity and supporting staff operating out of the State EOC. The State EOC coordinates activities with local EOCs with the agencies and assets within the State. State assets vary from State to State, but generally include law enforcement, transportation, and firefighting resources. State resources also include the assets of the State National Guard, which can be activated only at the direction of the Governor. National Guard assets vary from State to State, depending on the kind of military force based there.

Many States have internal mobilization provisions that allow the Governor to dispatch the resources of unaffected local governments to disasters. This provision is used frequently by the fire services.

### Emergency Management Assistance Compact

Fifty States are members of this interstate disaster assistance agreement, which a State joins by enacting legislation enabling it to operate within the EMAC system.

EMAC offers member States the ability to request and receive resources across State lines after declaring a disaster or emergency, with or without a Federal disaster or emergency declaration.

The EMAC has certain inherent limitations:

- Provides a simple avenue for State-to-State resource procurement.
- Does not assist with identifying or prioritizing needs or providing required logistical and management support.
- Is a broker or a procurement tool; the requesting State identifies parameters (cost, distance, reporting time, etc.).
- The State EOC coordinates with other States through the EMAC.
- Establishes the legal authority for interstate assistance.
- Establishes procurement mechanisms required to implement such assistance.

Actual dispatch of resources under an EMAC activation takes place through normal agency dispatch channels. The State EOC also may coordinate with entities at the Federal level through a RRCC and, when established, JFO. This coordination may initially take place through an Emergency Response Team-Advance Element (ERT-A) that typically is deployed to the State EOC of an affected State during the early stages of a disaster.

### Multiagency Coordination System Components

During day-to-day operations, the MAC system at the Federal level maintains a "warm" response capability through the

- Federal Emergency Management Agency (FEMA) RRCC;
- National Response Coordination Center (NRCC); and
- National Operations Center (NOC), which serves as the information and operations coordination hub for the Federal government.

When an incident of national significance occurs, the MAC system at the Federal level also activates the ERT-A, which deploys as close as possible to the incidents and prepares a site for the expanded Federal support organization, the Joint Field Office (JFO).

The ERT-A is headed by a team leader from the Department of Homeland Security (DHS)/EPR/FEMA and includes staff from selected ESF agencies. Part of the ERT-A deploys to the affected State EOC(s). The rest deploy directly to or near the affected area to establish field communications, locate and establish field facilities, and set up support activities. The ERT-A works directly with the State to obtain information regarding the impact of the event and to identify specific State requests for Federal assistance.

When the JFO is fully functional, the ERT-A is absorbed into it, and the response role of the RRCC is taken over by the JFO. The Interagency Advisory Council (IAC) is the MAC entity

activated at Federal headquarters level that facilitates Federal domestic incident management for incidents of national significance.

FEMA deploys community relations, individual assistance, and public assistance specialists to assist citizens, businesses, and local and State governments with recovery efforts.

The National Response Framework (NRF) brings together all of the assets of the Federal government for response and recovery support to effected entities. This includes so-called "national resources" such as AHIMTs, and specialized tactical assets such as the Urban Search and Rescue (US&R) Task Forces. It also includes support from Small Business Administration (SBA), Department of Housing and Urban Development (HUD), and other agencies critical to disaster recovery.

The President also may choose to Federalize the National Guard in order to move Guard resources from one State to another. Certain resources of the active military also may be deployed for narrowly defined missions.

## **NATIONAL RESPONSE FRAMEWORK COORDINATING STRUCTURES**

The NIMS states that the primary functions of coordination include

- support incident management policies and priorities;
- facilitate logistics support and resource tracking;
- inform resource allocation decisions using incident management priorities;
- coordinate incident-related information; and
- coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Firefighting resources are managed through ESF-4, which may be staffed at the RRCC, JFO, and/or NRCC, if the incident is fire-related or involves major involvement of fire resources. Emergency Support Function-4 (ESF-4) may also be staffed as part of the ERT-A.

Under the NRF, ESF-4:

- manages and coordinates firefighting activities;
- provides personnel, equipment, and supplies in support of State, local, and tribal agencies involved in rural and urban firefighting operations;
- lead agency: U.S. Department of Agriculture (USDA) Forest Service; and
- support agency: U.S. Fire Administration (USFA).

ESF-4 wildland and structural representatives may be on ERT-A (at State EOC) and at RRCC/JFO and NRCC.

## **Federal Resource Requests**

Provide access to Federal resources and State/local resources through interagency agreements.

Provide assistance in identification and prioritization of needs, and ensure that request includes required logistical and management support. Start with closest resource first.

The last mechanism by which firefighting resources may move across State boundaries is through the provisions of the ESF procedures in the NRF.

Following is a complete list of the ESFs:

- ESF-1--Transportation;
- ESF-2--Communications;
- ESF-3--Public Works and Engineering;
- ESF-4--Firefighting;
- ESF-5--Emergency Management;
- ESF-6--Mass Care, Housing, and Human Services;
- ESF-7--Resource Support;
- ESF-8--Public Health and Medical Services;
- ESF-9--Urban Search and Rescue;
- ESF-10--Oil and Hazardous Materials Response;
- ESF-11--Agriculture and Natural Resources;
- ESF-12--Energy;
- ESF-13--Public Safety and Security;
- ESF-14--Long-Term Community Recovery; and
- ESP-15--External Affairs.

## **Multiagency Coordinating Group**

A MAC group is made up of organization, agency, or jurisdiction representatives who are authorized to commit agency resources and funds. The success of the MAC group depends on the membership. Sometimes membership is obvious--organizations that are directly affected, and whose resources are committed to the incident. Often, however, organizations that should be members of a MAC group are less obvious. These may include business organizations such as local Chambers of Commerce, volunteer organizations such as the American Red Cross (ARC), or other organizations with special expertise or knowledge. While these agencies may not have "hard" resources or funds to contribute, their contacts, political influence, or technical expertise may be key to the success of the MAC group.

The MAC group can be supported by a MAC group coordinator, who may supervise MAC group Situation Assessment and Resource Status Information Units that collect and assemble information through normal coordination channels. The MAC group Situation and Resources Units will gather, analyze, and present the MAC group with information needed to fulfill its mission.

The results of the MAC group's deliberation will be distributed by its members directly to their own organizations as well as through the normal chain of command (EOCs, dispatch centers, etc.). The MAC group also can be supported by a JIC.

The MAC group is to provide a structure and process for interorganizational decisionmaking in these areas:

- incident management policies and priorities;
- logistics support and critical resource tracking;
- resource allocation;
- coordinating incident-related information; and
- coordinating interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

### **Multiagency Coordination System Components**

The MAC entity consists of agency policy representatives with decisionmaking authority who facilitate strategic coordination by:

- prioritizing resource allocations;
- providing policy direction; and
- resolving interagency policy issues.

The implementing staff consists of agency representatives who provide **support and coordination** by:

- facilitating logistics support and resource tracking;
- gathering and providing information; and
- implementing multiagency coordination entity decisions.

The coordination center is a location from which to operate. It may consist of either permanent or temporary facilities including:

- dispatch centers;
- EOCs;
- JOCs;
- JFOs;
- JICs;
- RRCC;
- NRCC; and
- Homeland Security Operations Center (HSOC).

## Multiagency Coordination Challenges

ICS and the associated Area Command and multiagency coordination structures were developed during the 1970s to overcome some very serious interjurisdictional coordination problems.

These problems were evident even among agencies sharing the same mission, such as fire agencies on large urban interface fires, or law enforcement agencies during large civil disturbances.

- different policies and procedures;
- lack of a common response organizational structure;
- lack of coordinated incident planning;
- lack of interagency communications;
- differences in terminology;
- lack of resource information;
- unfamiliarity with other organizations;
- little previous interagency training;
- lack of procedures for including private and nongovernmental organizations;
- increasing incident complexity;
- complex and confusing legal authorities;
- increasing litigation;
- increasing response costs;
- high property losses;
- life, health, and safety issues;
- deteriorating public view of government;
- intense media and public scrutiny; and
- political, legislative, and budgetary ramifications.

## Joint Information System

The multiagency coordination system also includes the JIS. The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. Activities associated with the JIS may be accomplished from a JIC staffed by public information staff from all agencies and jurisdictions with responsibility for the incident.

A MAC group could be activated to support the following scenario: A wildfire covering 10,000 acres is burning across two counties and a national forest. The fire is threatening several small towns in both counties, as well as a large ranch with sensitive habitat belonging to the Nature Conservancy. It has **not** been declared a disaster. In this case, a MAC group has been set up to coordinate decisionmaking among the two counties, the Nature Conservancy, and the national forest. The MAC group is made up of senior representatives from the two counties, the USDA Forest Service, and the Nature Conservancy. They interface with the Unified Command AHIMT through the County EOCs, and the U.S. Forest Service's dispatch center. They also have

activated and staffed a JIC. The primary decisions that need to be made in the MAC group forum include

- developing a consistent approach to mandatory evacuation orders for the two counties;
- the use of County Sheriff's Deputies to support Federal law enforcement personnel on the national forest; and
- the expenditure of county and Federal funds and resources to protect private property (the Nature Conservancy ranch).

The MAC group also has identified an opportunity to coordinate a public education program involving the USDA Forest Service and the Nature Conservancy on the role of wildfire in the environment.

### **Multiagency Coordination and Preparedness**

Natural or manmade disasters can result in numerous incidents occurring simultaneously. These incidents may be managed using single Command, incident complex, Unified Command, Area Command, or Unified Area Command. The primary focus of the MAC system at the local level is the local EOC. The local EOC coordinates activities with the individual incidents or Area Command as well as with other local EOCs.

The State EOC coordinates with other States through the EMAC, which establishes the legal authority for interstate assistance, and the procurement mechanisms required to implement such assistance. Actual dispatch of resources under an EMAC activation takes place through normal agency dispatch channels.

The State EOC also may coordinate with entities at the Federal level through a RRCC and, when established, JFO. This coordination may take place initially through an ERT-A that typically is deployed to the State EOC of an affected State during the early stages of a disaster.

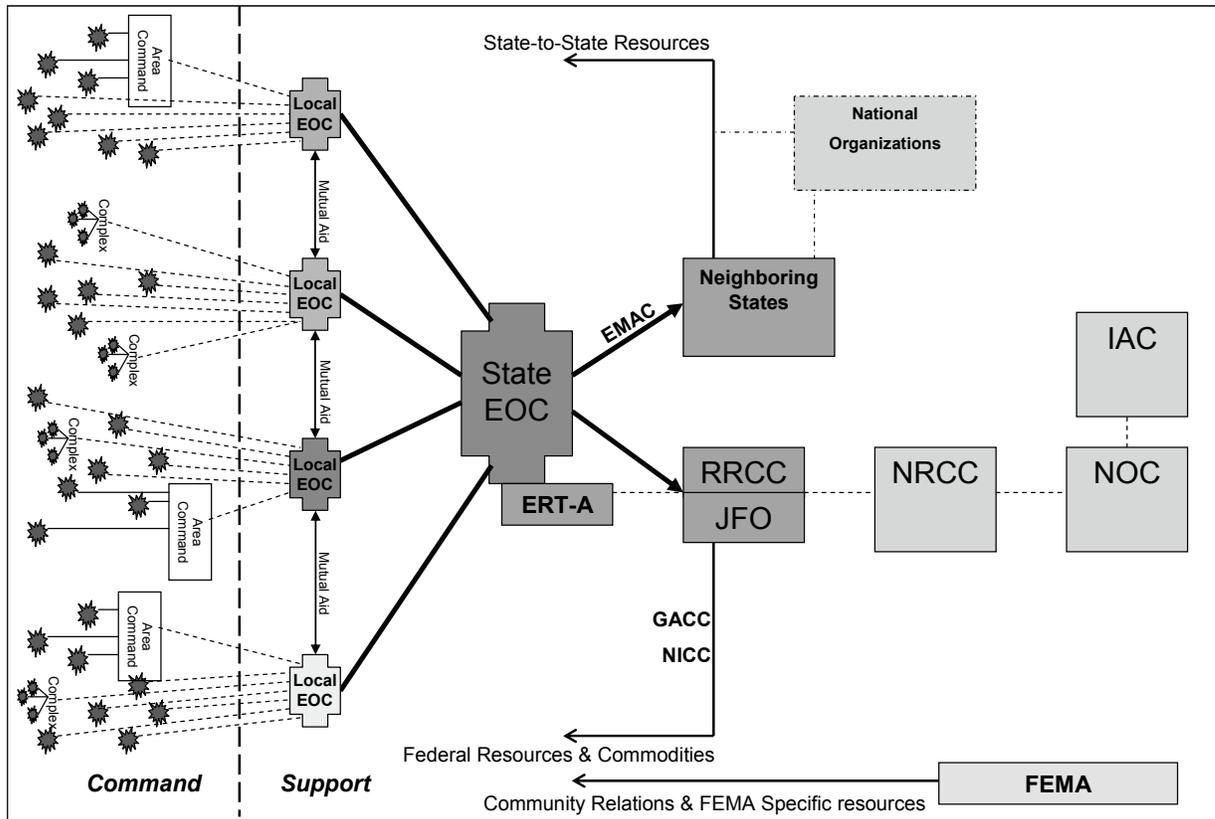
As occurred following hurricane Katrina, several national organizations played an ad hoc role in multiagency coordination. While not part of the formal State or National Response Plans, organizations such as the International Association of Fire Chiefs (IAFC), International Association of Fire Fighters (IAFF), and the International Association of Chiefs of Police assisted in coordinating State-to-State movement of fire and law enforcement resources.

The legal foundation for the MAC system at the State level includes

- State statute;
- State EOP;
- State Mobilization Plans (part of the EOP); and
- EMAC.

Activation and implementation of the provisions of these statutes and plans may require a disaster declaration on the part of the governor of the State.

# MAJOR INCIDENT MANAGEMENT



This graph will be explained in a build version during class. The graphic is provided for your reference.



### Activity 9.3

#### Multiagency Coordination

##### Purpose

To demonstrate the ability to use the full range of ICS Command, control, and coordination options to organize a disaster.

##### Directions

1. Review the objective, scenario, and instructions.
2. Each group will represent one of the following:
  - a. Central City complex.
  - b. Turtle River Area Command.
  - c. Liberty County EOC.
  - d. Columbia State EOC (MAC Group).
3. Review the problem statement for your group.
4. Develop strategies for dealing with the problem statement. Some of your strategies will depend on the input or actions of other groups. You should plan to contact them using ICS 213, *General Message*, to negotiate a strategy.

##### Scenario

On October 17, the State of Columbia was struck by hurricane Gordon, a Category 2 hurricane. Seven counties were hard hit (Stramford, Granite, Redstone, Liberty, Green, Mineral, and Kane Counties), with the most damage occurring in Liberty County.

Hurricane Gordon came ashore between the islands of Masland and Gish, and the eye tracked over Bayport, Fisherville, Deep River, and Central City. The hurricane track then took a slight turn to the east roughly following highway 19 to Brooksville before losing strength and being downgraded to a tropical storm. Forty-eight hours have passed, and basic services are beginning to be restored in Liberty County. Some of the areas in the county now have basic water and power, and attention is turning to long-term damage assessment, debris removal, and other efforts to restore the local economy.

**Liberty County:** Liberty County suffered a direct hit from Gordon, as the hurricane passed between Masland and Gish Islands. The communities of Bayport, Fisherville, and Deep River suffered severe wind damage and flooding. Coastal and upstream flooding was caused by the 8- to 12-foot storm surge and torrential rains. Central City received severe wind damage and river flooding due to 14 inches of rain within a 36-hour period.

Many roads within Liberty County have been washed out or are currently impassable due to downed trees and power lines. The Kingston Airport experienced severe damage to its main terminal and support facilities. The Columbia Bay Bridge between Bayport and Fisherville has been closed. Rail transportation within Liberty County has been suspended until inspections can be completed. The Central City Hospital is operating on its backup generator.

**State of Columbia:** The State EOC has been activated to address county EOC coordination needs between Stramford, Granite, Redstone, Liberty, Green, Mineral, and Kane Counties.





## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 9-1

**UNIT 9:  
MAJOR INCIDENT MANAGEMENT**



Slide 9-1

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Slide 9-2

**TERMINAL OBJECTIVE**

**Given instructor-directed lecture and class discussion with interactive activities and simulations, the students will be able to recognize and apply various Incident Command System (ICS) management options related to major or complex incidents.**

Slide 9-2

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Slide 9-3

**ENABLING OBJECTIVES**

**The students will:**

- **Identify the principal factors found in or related to major and/or complex incidents/events.**
- **Describe the expansion options for incident/event organization, and the conditions under which they would be applied.**
- **Explain the principal advantages of using Area Command.**

Slide 9-3

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Slide 9-4

**ENABLING OBJECTIVES (cont'd)**

- Identify the components and responsibilities of a multiagency coordination (MAC) system.
- Identify the major guidelines for establishing and using MAC groups and systems.
- Identify differences among Area Command, Unified Command, and MAC entities.

Slide 9-4

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Slide 9-5

**MAJOR/COMPLEX INCIDENTS**

- More than one agency and/or political jurisdiction
- Complex management and communication issues
- Experienced, highly qualified supervisory personnel
- Numerous tactical and support resources
- Multiple victims with injuries, fatalities, or illnesses

Slide 9-5

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Slide 9-6

**MAJOR/COMPLEX INCIDENTS (cont'd)**

- Widespread damage to property/environment
- Result in psychological threat/trauma
- Span multiple operational periods
- Costly to control and mitigate
- Require extensive recovery efforts
- Draw national media interest
- May be designated an incident of national significance
- May require management of donations and activities of nongovernmental organizations (NGOs)

Slide 9-6

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Slide 9-7

<b>INCIDENT COMPLEXITY</b>	
Type 5	One or two single resources; duration usually several hours
Type 4	Several resources--Task Force/Strike Team; usually one operational period
Type 3	Some Command & General Staff; AHMT extends into multiple operational periods
Type 2	Outside resources to manage Command and General staff; regional significance
Type 1	Extended operations; extensive resources; Incident of National Significance

Slide 9-7

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Slide 9-8

<b>INCIDENT COMMAND SYSTEM ORGANIZATIONAL OPTIONS</b>	
Expand the planning capability	
Add a second Operations or Logistics Section	
Combine several incidents into an incident complex	
Divide an incident into two or more single incidents	

Slide 9-8

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Slide 9-9

<b>INCIDENT COMMAND SYSTEM ORGANIZATIONAL OPTIONS (cont'd)</b>	
Expand the planning capability	
Add a second Operations or Logistics Section	
Combine several incidents into an incident complex	
Divide an incident into two or more single incidents	

Slide 9-9

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Slide 9-10

**BRANCH TACTICAL  
PLANNING: DESCRIPTION**

- Detailed action plans are developed within the Operations Section at the Branch level.
- The Planning Section provides support.



Slide 9-10

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Slide 9-11

**USES**

- No one set of objectives is pertinent to the entire incident.
- Special technical expertise is needed for planning.
- It is not feasible to prepare and distribute the Incident Action Plan (IAP).

Slide 9-11

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Slide 9-12

**EXAMPLES**



- In a mass fatalities incident, the Medical Examiner/Morgue Operations Branch may be best suited to establish its own incident tactical plans.



- In a structural collapse, the Search and Rescue Branch typically will include its own planning component.

Slide 9-12

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Slide 9-13

**ACCOMPLISHING BRANCH PLANNING**

- General Incident Objectives
- Strategy for the Branch for the next operational period
- Branch resource summary for the next operational period
- Weather and safety information
- Changes to logistical support
- Personnel to support planning

Slide 9-13

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Slide 9-14

**ACCOMPLISHING BRANCH PLANNING (cont'd)**

The "SALUTE" format can be useful in ensuring all necessary details have been identified in ICS 215, *Operational Planning Worksheet*.

Slide 9-14

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Slide 9-15

**ACCOMPLISHING BRANCH PLANNING (cont'd)**

- Situation--describe the Branch assignment (haz mat, explosive ordnance disposal (EOD), etc.)
- Action--describe the tactical operations assigned to the Branch
- Locations--location where the tactical or logistical activity will be accomplished
- Unit--organizational structure within the Branch
- Time--start/end time for the tactical assignment
- Equipment--resources required

Slide 9-15

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Slide 9-16

### DISCUSSION QUESTIONS

- Why is advance planning critical during a complex incident?
- What are the challenges to ensuring that advance planning occurs?

Slide 9-16

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Slide 9-17

### INCIDENT COMMAND SYSTEM ORGANIZATIONAL OPTIONS (cont'd)

- Expand the planning capability
- Add a second Operations or Logistics Section
- Combine several incidents into an incident complex
- Divide an incident into two or more single incidents

Slide 9-17

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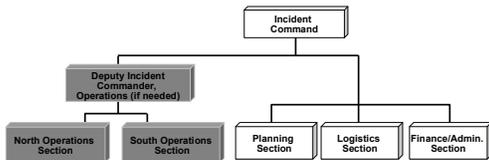
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Slide 9-18

### ADDING AN OPERATIONS SECTION



Designed to address issues related to span of control and geography, not function. This is an extremely rare occurrence.

Slide 9-18

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Slide 9-19

**CONSIDERATIONS**

- Ensure that Command and General Staffs can support the expansion
- Ensure adequate incident action planning
- Ensure adequate logistics support
- Establish the second Operations Section at the beginning of an operational period
- Ensure that all incident supervisory personnel are aware of the expanded organization
- Add a Deputy Incident Commander (IC) for Operations, if necessary

Slide 9-19

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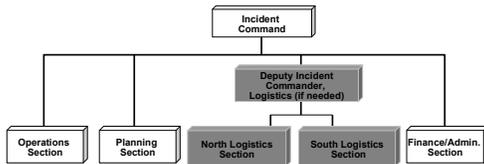
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Slide 9-20

**ADDING A LOGISTICS SECTION**



If an incident is so geographically dispersed that it is not feasible for the incident Base to support the incident logistical needs, it may be necessary to establish another Logistics Section. This is an extremely rare occurrence.

Slide 9-20

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Slide 9-21

**CONSIDERATIONS**

- Ensure that Command and General Staffs can support the expansion
- Ensure adequate incident action planning
- Establish the second Logistics Section at the beginning of an operational period
- Ensure that all incident supervisory personnel are aware of the expanded organization
- Add a Deputy IC for Logistics, if necessary

Slide 9-21

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Slide 9-22

**INCIDENT COMMAND SYSTEM  
ORGANIZATIONAL OPTIONS  
(cont'd)**

- Expand the planning capability
- Add a second Operations or Logistics Section
- Combine several incidents into an incident complex
- Divide an incident into two or more single incidents

Slide 9-22

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Slide 9-23

**INCIDENT COMPLEX  
DEFINITION**

**An incident complex is two or more individual incidents located in the same general proximity that are assigned to a single IC or Unified Command to facilitate management.**

Slide 9-23

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Slide 9-24

**WHEN USED**

- Many separate incidents occurring close together.
- One incident is underway and other, smaller, incidents occur in the same proximity.
- Management is facilitated by developing an incident complex.



Slide 9-24

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Slide 9-25

### CONSIDERATIONS

- Incidents close enough to be managed by the same local Incident Management Team (IMT).
- Some staff and/or logistics economies achieved by using one local IMT.
- Consolidation is required to conserve staff and reduce costs.
- Planning, Logistics, and Finance/Administration can be provided by a single management team.

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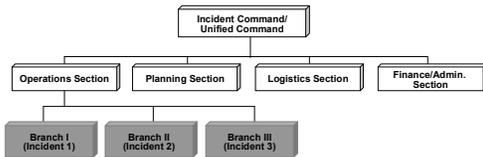
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Slide 9-26

### STRUCTURE



Typically, each separate incident is organized as a Branch, allowing for future expansion, if required.

Slide 9-26

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Slide 9-27

### DISCUSSION QUESTION

What are some examples of when it might be advantageous to establish an incident complex?

Slide 9-27

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Slide 9-28

**INCIDENT COMMAND SYSTEM ORGANIZATIONAL OPTIONS (cont'd)**

- Expand the planning capability
- Add a second Operations or Logistics Section
- Combine several incidents into an incident complex
- Divide an incident into two or more single incidents

Slide 9-28

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Slide 9-29

**DIVIDING A SINGLE INCIDENT**

- Spreads into other jurisdiction(s) and Unified Command is not feasible
- Difficult to manage from one location due to terrain and access
- Has objectives that are naturally separating into two operations

County B  
River  
City  
County A  
Flood  
Divide into two incidents

Slide 9-29

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Slide 9-30

**DIVIDING A SINGLE INCIDENT (cont'd)**

- Planning and/or Logistics Section can no longer provide support services adequately.
- Operations Section cannot manage the number of resources required without exceeding span-of-control.

Slide 9-30

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Slide 9-31

**STEPS**

1. Determine how best to divide the incident
2. Assign ICs and Command and General Staff for each incident
3. Designate additional supporting organizational facilities, locations, etc.
4. Designate an appropriate time for establishing two separate incidents
5. Coordinate planning strategies and use of critical resources
6. Consider the need for Area Command

Slide 9-31

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Slide 9-32

**Activity 9.1**  
**Major/Complex Incident**

Slide 9-32

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Slide 9-33

**DEFINITION OF AREA COMMAND**

Area Command is used to oversee the management of:

- Multiple incidents that are each being handled by an ICS organization
- A very large incident that has multiple incident management teams assigned to it

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graph TD; AC[Area Commander] --- IC1[Incident #1 Incident Commander]; AC --- IC2[Incident #2 Incident Commander]; AC --- IC3[Incident #3 Incident Commander];
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Slide 9-33

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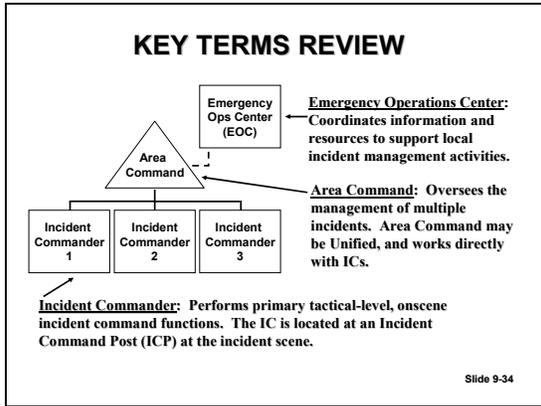
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Slide 9-34



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Slide 9-35

## UNIFIED COMMAND VERSUS AREA COMMAND

What is the difference between Unified Command and Area Command?

Slide 9-35

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Slide 9-36

- ### ADVANTAGES OF AREA COMMAND
- Assists in interagency coordination
  - Ensures efficient resource use
  - Ensures agency policies, priorities, constraints, and guidance are known to ICs and implemented consistently across incidents
  - Reduces workload for agency officials
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- Slide 9-36

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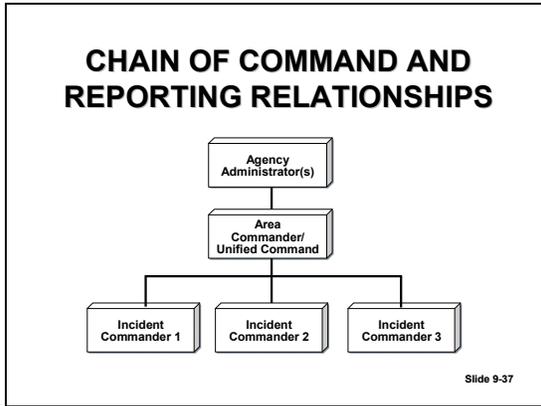
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Slide 9-37



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Slide 9-38

### AREA COMMAND RESPONSIBILITIES

- Set overall objectives
- Ensure Incident Objectives are met and do not conflict
- Establish incident-related priorities
- Allocate/Reallocate critical resources



Slide 9-38

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Slide 9-39

### AREA COMMAND RESPONSIBILITIES (cont'd)

- Ensure local IMTs are qualified, and incidents are properly managed
- Coordinate demobilization of assigned resources
- Coordinate with Agency Administrator, Emergency Operations Center (EOC), other MAC entities, and the media

Slide 9-39

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Slide 9-40

**WHEN SHOULD AREA COMMAND BE ESTABLISHED?**

- Several active incidents in close proximity.
- Critical life-saving, or property values at risk.
- Incidents will continue into next operational period.
- Incidents using similar and limited critical resources.
- Difficulties encountered with interincident resource allocation and coordination.

Slide 9-40

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Slide 9-41

**LOCATION CONSIDERATIONS**

- Close to incidents
- Not collocated with an ICP
- Sufficient size
- Capable of continuous operation
- Adequate communications capabilities
- Backup power
- Adequate and secure parking
- Near commercial food and lodging



Slide 9-41

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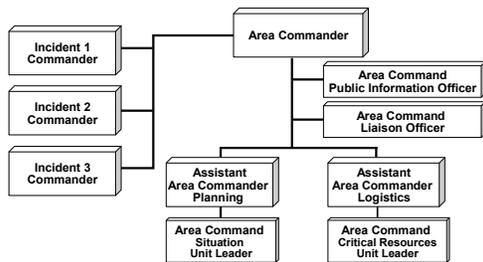
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Slide 9-42

**ORGANIZATION**



Slide 9-42

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Slide 9-43

### OVERALL RESPONSIBILITIES (REVIEW)

- Set overall objectives
- Ensure Incident Objectives are met and do not conflict with each other or agency policy
- Establish incident-related priorities
- Allocate/Reallocate critical resources
- Ensure local IMTs are qualified
- Coordinate demobilization of assigned resources
- Coordinate with Agency Administrator, EOC, other MAC entities, and the media

```
graph TD; AC[Area Commander] --- ACP[Assistant Area Commander Planning]; AC --- ACL[Assistant Area Commander Logistics]; AC --- ACO[Area Command Critical Resources Unit Leader]; AC --- ACSI[Area Command Situation Unit Leader]; AC --- ACPPIO[Area Command Public Information Officer]; AC --- ACOPIO[Area Command Liaison Officer]; ACP --- ACSI; ACL --- ACO; ACPPIO --- ACSI; ACOPIO --- ACSI; ACSI --- ACSI_CHK[Refer To Position Checklist];
```

Slide 9-43

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Slide 9-44

### AREA COMMANDER ACTIONS

- Incident and agency/jurisdictional priorities
- Priorities for assignments of critical resources
- Schedules of meetings and briefings
- Reports and IAPs
- Points of contact with agency officials
- Media relations and contact procedures
- Unusual situation or emergency procedures reporting
- Demobilization procedures

Slide 9-44

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Slide 9-45

### AREA COMMAND OFFICERS

```
graph TD; AC[Area Commander] --- ACPPIO[Area Command Public Information Officer]; AC --- ACOPIO[Area Command Liaison Officer]; ACPPIO --- ACSI_CHK[Refer To Position Checklist]; ACOPIO --- ACSI_CHK;
```

- Public Information Officer (PIO) provides public information coordination between incidents. Serves as the contact point for media.
- Liaison Officer maintains off-incident interagency contacts and coordination.

Slide 9-45

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Slide 9-46

### ASSISTANT AREA COMMANDER-- PLANNING

- Assembles information on individual incident objectives
- Recommends priorities for resource allocation
- Maintains status on critical resources
- Ensures advance planning is being accomplished
- Ensures demobilization plans are coordinated
- Prepares briefings
- Reviews IAPs and completes ICS 209, *Incident Status Summary*

Slide 9-46

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Slide 9-47

### ASSISTANT AREA COMMANDER-- LOGISTICS

- Provides facilities, services, and materials
- Designates and coordinates ordering process
- Ensures coordinated communications
- Assists in the development of Area Command decisions
- Ensures critical resources are used effectively on a continuous basis

Slide 9-47

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Slide 9-48

### AREA COMMAND TECHNICAL SPECIALISTS

- Aviation specialist
- Hazardous materials specialist
- Environmental specialist
- Communications specialist

Slide 9-48

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Slide 9-49

**INCIDENT COMMANDERS AND CRITICAL PRIORITIES**

Why must ICs accept the need for Area Command to establish critical priorities?

Slide 9-49

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Slide 9-50

**EXAMPLES OF AREA COMMAND**

- Tornado organization
- Multiple hostage situation organization
- July Fourth celebration event organization
- Approaching winter storm organization

Slide 9-50

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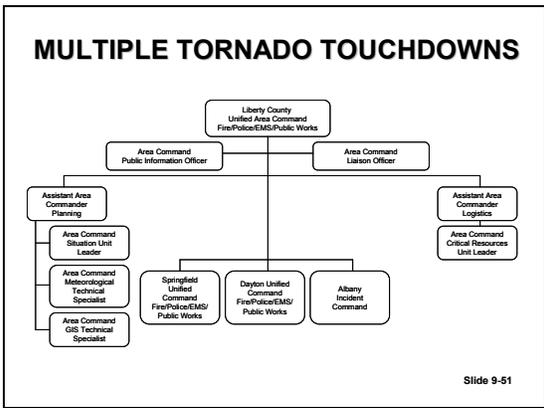
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Slide 9-51



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Slide 9-55

**Activity 9.2**  
**Establishing Area Command**

Slide 9-55

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Slide 9-56

**COMMAND VERSUS  
COORDINATION**

**What is the difference between Command  
and coordination?**

Slide 9-56

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Slide 9-57

**TERMINOLOGY REVIEW**

- ICS
- Unified Command
- Area Command (Unified Area Command)
- MAC entities
- EOC

Slide 9-57

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Slide 9-61

**LOCAL EMERGENCY OPERATIONS CENTER**

- **Coordination**
- **Communications**
- **Resource dispatch and tracking**
- **Information collection, analysis, and dissemination**

Slide 9-61

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Slide 9-62

**LOCAL EMERGENCY OPERATIONS CENTER (cont'd)**

<b>Local Mutual Aid</b>	➔	<b>Prior agreement/local EOC</b>
<b>Intrastate Mutual Aid</b>	➔	<b>Local EOC/State EOC</b>
<b>Interstate Mutual Aid</b>	➔	<b>Local EOC/State EOC/ MAC</b>
<b>Federal Resources</b>	➔	<b>Local EOC/State EOC/ Regional Response Coordination Center-Joint Field Office (RRCC-JFO)</b>

Slide 9-62

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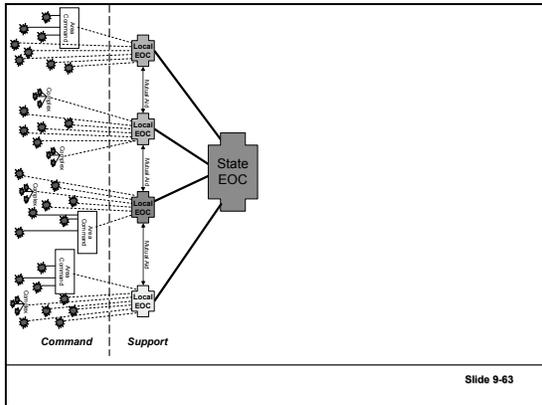
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Slide 9-63



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Slide 9-64

**EMERGENCY MANAGEMENT ASSISTANCE COMPACT**

- Basic State-to-State agreement
- Request assistance after declaring disaster or emergency, with or without Federal declaration
- Provides legal and fiscal framework for resource exchange across State boundaries
- Does not replace a mutual-aid plan
- Administrated by National Emergency Management Association (NEMA)
- Requesting State must authorize response

Slide 9-64

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Slide 9-65

**EMERGENCY MANAGEMENT ASSISTANCE COMPACT PROCESS**

- Governor issues State of Emergency.
- Representative from State alerts NEMA, requests deployment of EMAC team.
- EMAC team works with State to develop requests and send EMAC broadcast.
- EMAC team helps State determine costs and availability of resources.
- Member States complete requisitions and submit to requesting State.

Slide 9-65

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Slide 9-66

**EMERGENCY MANAGEMENT ASSISTANCE COMPACT PROCESS (cont'd)**

- Requesting State negotiates costs with selected States.
- Request is approved; response is authorized by requesting State.
- Resources are sent to affected State.
- Responding State requests reimbursement from requesting State.
- Responding State is reimbursed.

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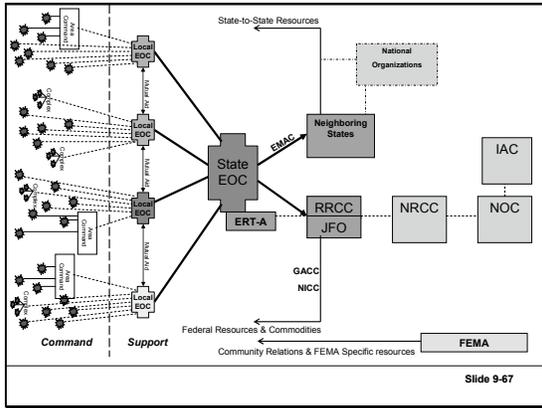
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Slide 9-67



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Slide 9-68

**NATIONAL INCIDENT MANAGEMENT SYSTEM  
FUNCTIONS OF COORDINATION**

- Support incident management policies and priorities
- Facilitate logistics support and resource tracking
- Inform resource allocation decisions using incident management priorities
- Coordinate incident-related information
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

Slide 9-68

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Slide 9-69

**EMERGENCY SUPPORT FUNCTION-4, FIREFIGHTING**

- Manages and coordinates firefighting activities.
- Provides personnel, equipment, and supplies in support of State, local, and tribal agencies involved in rural and urban firefighting operations.
- Lead agency: Department of Agriculture (USDA) Forest Service.
- Support agency: U.S. Fire Administration (USFA).
- ESF-4 wildland and structural representatives may be on ERT-A (at State EOC) and at RRCC/JFO and National Response Coordinating Center (NRCC).

Slide 9-69

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Slide 9-70

### FEDERAL RESOURCE REQUESTS

- Provide access to Federal resources and State/local resources through interagency agreements
- Provide assistance in identification and prioritization of needs, and ensure that request includes required logistical and management support
- Start with closest resource first

Slide 9-70

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Slide 9-71

### EMERGENCY SUPPORT FUNCTIONS

- Key component of the National Response Plan (NRP)
- Facilitate the delivery of Federal resources, assets, and assistance before, during, or after a disaster
- Staffed at RRCC/JFO and NRCC by function
  - ESF-4, Firefighting
  - ESF-8, Health and Medical
  - ESF-9, Search and Rescue
  - ESF-10, Oil and Haz Mat
  - ESF-13, Public Safety and Security
- May be included on ERT-A

Slide 9-71

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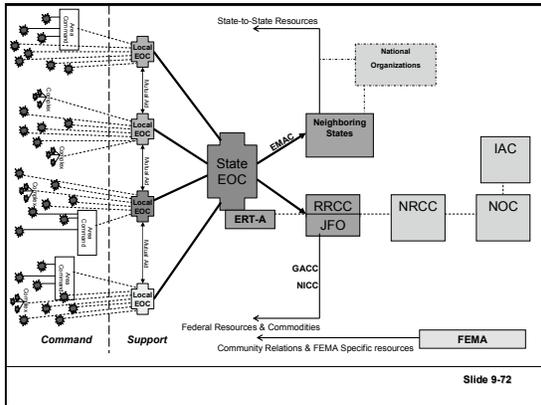
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Slide 9-72



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**MULTIAGENCY COORDINATION SYSTEM**

"... a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities."

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Slide 9-74

**A SYSTEM . . . NOT A FACILITY**

Dispatch

Onscene Command

Resource Coordination Centers

Multiagency Coordination System

Coordination Entities/Groups

Emergency Operations Centers

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Slide 9-75

**ACTIVATING THE MULTIAGENCY COORDINATION SYSTEM**

- When an emergency situation threatens, significantly affects, or involves multiple agencies and/or political subdivisions
- When preestablished threat levels are reached

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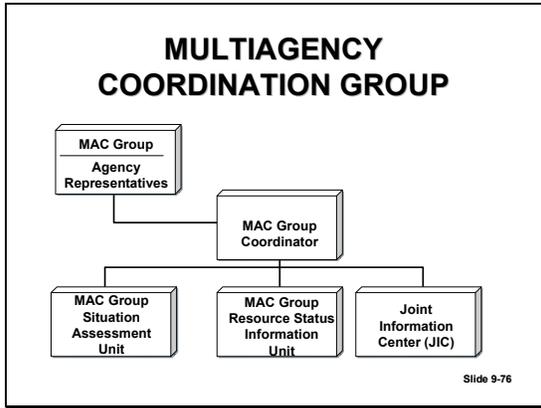
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Slide 9-77

**ROLE OF THE MULTIAGENCY COORDINATION GROUP**

Interagency decisionmaking related to:

- Incident management policies and priorities
- Logistics support and critical resource tracking
- Resource allocation
- Coordinating incident-related information
- Coordinating interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

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**MULTIAGENCY COORDINATION SYSTEM COMPONENTS**

<b>Policy-Level Decisionmakers (MAC Entity)</b>	<ul style="list-style-type: none"><li>• Consist of agency policy representatives with decisionmaking authority</li><li>• Prioritize resource allocations</li><li>• Provide policy direction</li></ul>
<b>Implementing Staff</b>	<ul style="list-style-type: none"><li>• Consists of agency representatives with functional or jurisdictional authority</li><li>• Implements multiagency coordination entity decisions</li></ul>
<b>Coordination Center</b>	<ul style="list-style-type: none"><li>• A location from which to operate</li><li>• May consist of permanent or temporary facilities including dispatch center, EOCs, etc.</li></ul>

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**MULTIAGENCY COORDINATION CHALLENGES**

- Different policies and procedures
- Lack of a common response organizational structure
- Lack of coordinated incident planning
- Lack of interagency communications
- Differences in terminology
- Lack of resource information
- Unfamiliarity with other organizations
- Little previous interagency training
- Lack of procedures for including private and nongovernmental organizations

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**MULTIAGENCY COORDINATION CHALLENGES (cont'd)**

- Increasing incident complexity
- Complex and confusing legal authorities
- Increasing litigation
- Increasing response costs
- High property losses
- Life, health, and safety issues
- Deteriorating public view of government
- Intense media and public scrutiny
- Political, legislative, and budgetary ramifications

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**JOINT INFORMATION SYSTEM**

- Ensure delivery of consistent information to the public in a crisis
- JIC staffed by public information staff from all agencies with responsibility for the incident



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### MULTIAGENCY COORDINATION GROUP EXAMPLE 1

- A wildfire covering 10,000 acres is burning across two counties and a national forest.
- The fire is threatening several small towns in both counties, as well as a large ranch with sensitive habitat belonging to the Nature Conservancy.
- It has NOT been declared a disaster.

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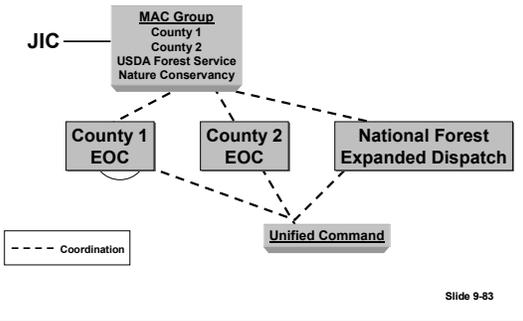
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### MULTIAGENCY COORDINATION GROUP EXAMPLE 1 (cont'd)



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### MULTIAGENCY COORDINATION GROUP EXAMPLE 2

- Developing consistent approach to mandatory evacuation orders for the two counties
- Use of County Sheriff's Deputies to support Federal law-enforcement personnel on the national forest
- Expenditure of county and Federal funds and resources to protect private property
- Opportunity to coordinate a public education program involving the USDA Forest Service and the Nature Conservancy on the role of wildfire in the environment

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**MULTIAGENCY COORDINATION AND PREPAREDNESS**

- Do you know where your agency and jurisdiction fit in?
- Do you know how coordination and information exchange is accomplished within the components of your multiagency coordination system?
- Do you know the names of key players and contact information?
- When is the last time you exercised your coordination system?

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**REVIEW OF INCIDENT COMMAND SYSTEM ORGANIZATIONAL COMPONENTS**

- Local IMTs
- Incident complexes
- Area Commands
- Local EOC
- State EOC
- MAC groups/entities

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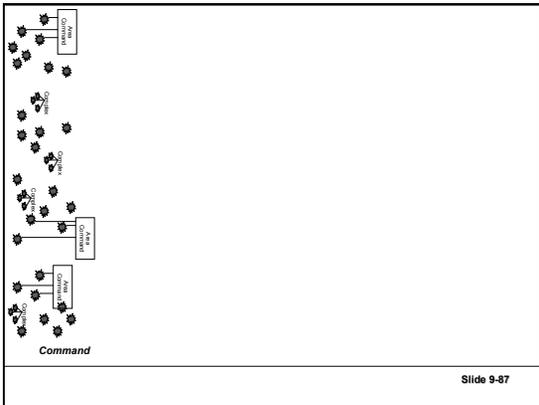
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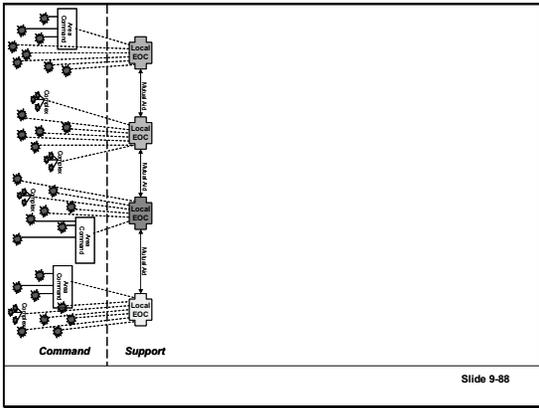
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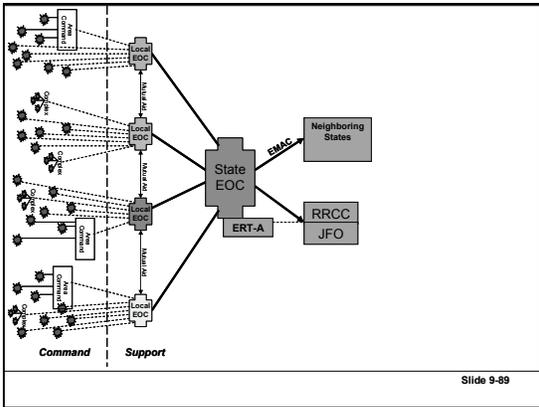
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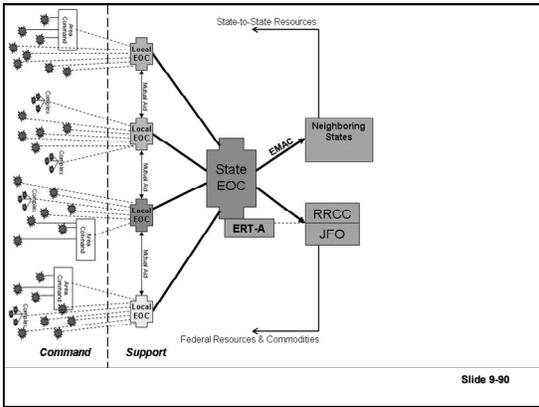
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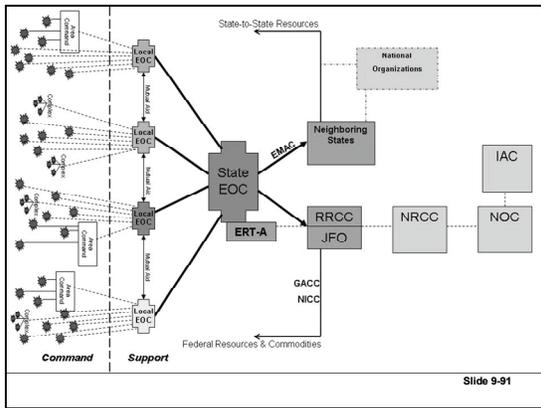
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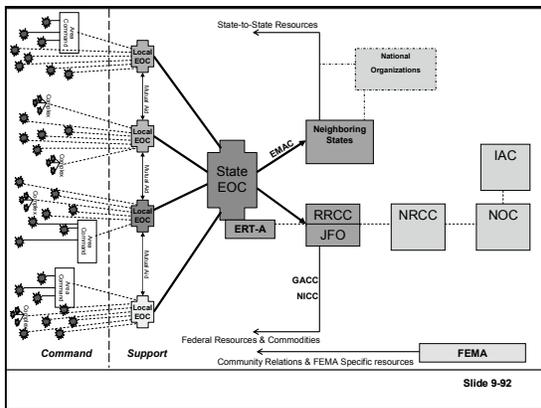
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**LEGAL FOUNDATION**

- State statute
- State Emergency Operations Plan
- State Mobilization Plans
- EMAC

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**Activity 9.3**  
**Multiagency Coordination**

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**UNIT SUMMARY**

- Major and/or complex incidents
- Expansion options for incident/event organization and conditions
- Principle advantages for using Area Command
- MAC system components and responsibilities
- Guidelines for establishing/using agency coordination groups and systems
- Differences among Area Command, Unified Command, and MAC

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# **UNIT 10: INCIDENT RESOURCE MANAGEMENT**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive exercises and simulations, you will be able to explain how to manage resources at an incident.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Describe the basic principles of resource management.*
  - 2. Identify the key considerations associated with resource management and the reasons for each.*
  - 3. Identify the organizational elements at the incident that can order resources.*
  - 4. Describe the differences between single-point and multipoint resource ordering and the reasons for each.*
  - 5. Identify the need for Transfer of Command or closeout.*
  - 6. Explain the process involved in a Closeout Meeting.*
-



## RESOURCE MANAGEMENT PRINCIPLES AND PROCESS

Resources must be organized, assigned, and directed to accomplish the Incident Objectives. Managing resources safely and effectively is the most important consideration at an incident.

The National Incident Management System (NIMS) includes the following principles related to resource management:

- **Advance planning:** Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Resource identification and ordering:** Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Resource categorization:** Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Use of agreements:** Mutual-aid agreements should be established for resource sharing.
- **Effective management:** Validated practices should be used to perform key resource management tasks.

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

### Key Considerations

**Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:

- responders to the incident;
- persons injured or threatened by the incident;
- volunteers assisting at the incident; and
- news media and the general public who are on scene observing the incident.

**Personnel accountability:** All resources will be fully accounted for at all times. The Incident Command System (ICS) provides a unity of Command structure that 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 ICS are maintained, personnel accountability can be maintained at all times. A personnel accountability system should be available and used to identify the location of every emergency responder within a small geographic work area within the hazard zone at any moment in time.

**Managerial control:** Performance and adequacy of the current Incident Action Plan (IAP) must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at

all levels to make a constant assessment of performance and the adequacy of current IAPs. If necessary, strategies and tactics used to achieve Incident Objectives can be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of Command.

**Adequate reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves always can be increased or decreased in Staging Areas to meet anticipated demands.

**Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs always must be a major consideration.

The Incident Commander (IC) must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

The Finance/Administration Section's Cost Unit has the responsibility to:

- obtain and record all cost information,
- prepare incident cost summaries,
- prepare resource use cost estimates for planning, and
- make recommendations for cost savings.

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

### Who Does What?

- **Command** develops Incident Objectives and approves resource orders and demobilization.
- **Operations** develops the tactical assignments, and identifies, assigns, and supervises the resources needed to accomplish the Incident Objectives.
- **Planning** tracks resources and identifies resource shortages.
- **Logistics** orders resources.
- **Finance/Administration** procures and pays for the resources and reports costs.

## Resource Management Process

The incident resource management process consists of the following:

- establishment of resource needs (kind/type/quantity);
- resource ordering (actually getting what you need);
- resource check-in process and tracking (knowing what resources you have and where they are);
- resource use and evaluation (using the resources effectively); and
- resource demobilization (releasing resources that are no longer needed).

Remember that the Planning "P" is used to illustrate the incident planning process, and that resource management is part of that process.

## ESTABLISHMENT OF RESOURCE NEEDS

- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.
- Sound planning to determine resource needs is essential throughout the incident.
- Resource needs are based on the Incident Objectives, strategy or strategies, and tactics.

ICS 215, *Operational Planning Worksheet*, documents results from the Tactics Meeting and serves the following functions:

- assists in establishing resource needs for an operational period;
- communicates the decisions made during the Strategy and Tactics Meetings; and
- provides information that is used for ordering resources for the incident.

ICS 215, *Operational Planning Worksheet* indicates the kind and type of resources needed to implement the recommended tactics to meet the Incident Objectives. The number of resources onsite, ordered, and needed is indicated.

This worksheet is designed to help link Incident Objectives and resource needs. If a less formal planning process is used, the IC still should ensure that resource needs are based on Incident Objectives.

## RESOURCE ORDERING

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, the ICS 201, *Incident Briefing* can be used as documentation. ICS 201, *Incident Briefing* form may serve as the vehicle for recording resources in most incidents. However, as incidents grow, it will be necessary to use some of the other ICS tools.

As incidents grow in size and/or complexity, more tactical resources may be required, and the IC may augment existing resources with additional personnel and equipment, which results in a need for more supervisory and support personnel to maintain adequate span of control. In addition, the planning for additional resources becomes more complex. As a consequence, a more formalized resource ordering process may be needed.

### **Authority to Order Resources**

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the IC. Ordinarily, it is not efficient use of the IC's time to review and approve all resource orders for routine supplies (e.g., food) on a major incident. The IC may delegate approval of certain orders while reviewing and approving any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

If the Logistics Section Chief position has been filled, then the Logistics Section Chief has the delegated authority to place the resource order after the order has been approved by the IC or his/her designee.

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

If the incident organization is small and General Staff positions have not been filled, then the IC personally will request the additional resources from the agency dispatch/ordering point. All incident-generated resource orders must be processed through a single ordering point on the incident, either the IC or one of the Logistics positions discussed above.

During smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order typically is prepared at the incident, approved by the IC, and transmitted from the incident to the jurisdiction or agency ordering point. Methods for placing orders may include

- voice (by telephone or radio);
- fax;
- computer modem or digital display terminal; and/or
- resource ordering can be accomplished by:
  - single-point resource ordering, or
  - multipoint resource ordering.

## Single-Point Ordering

The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/ordering point and not on the incident organization. Single-point resource ordering (i.e., ordering all resources through one dispatch or Emergency Operations Center (EOC)) is usually the preferred method. However, single-point resource ordering may not be feasible when:

- The dispatch or EOC becomes overloaded with other activity and is unable to handle new requests in a timely manner.
- Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/ordering points.
- Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an offsite agency or private sector provider.

If the Logistics Section were not activated, then the IC or designee would request resources.

## Multipoint Ordering

Multipoint ordering is when the incident orders resources from several different ordering points and/or the private sector. Multipoint off-incident resource ordering should be done only when necessary.

Multipoint ordering may be necessary when:

- A certain kind of resource must be ordered directly through the owner agency or supplier (which may not be the home agency). A common example of this is hazardous materials situations that may require specialized private-sector cleanup equipment.
- Agency policy requires the direct ordering process.
- 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.

Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders. A multiagency coordination entity, such as an EOC, may assist the resource ordering process. By involving the EOC:

- A wider range of sources can be accessed.

- Priorities can be established, especially in large-scale incidents that have multiple Incident Command Posts (ICPs).
- Onscene personnel can focus better on the response issues at hand.

Regardless of whether Logistics is using single or multipoint ordering, the rest of the incident staff must place their orders through Logistics.

### **Resource Orders: Information Elements**

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

- incident name;
- order and/or request number (if known or assigned);
- date and time of order,
- quantity, kind, and type (order resources by Task Forces or Strike Teams when appropriate, include special support needs as appropriate);
- reporting location (specific);
- requested time of delivery (specific, immediate versus planned, not ASAP);
- radio frequency to be used;
- person/title placing request; and
- callback phone number or radio designation for clarifications or additional information.

On a more complex incident, resource order forms may be used. Typically, the following information is included on resource order forms (ICS 260-1, *Resource Order*):

- sources or potential sources for the resource requests;
- source for the responding resource;
- identification of the responding resource (name, ID number, transporting company, etc.);
- estimated time of arrival; and
- requisition/order number.

### **RESOURCE CHECK-IN PROCESS AND TRACKING**

A secure incident perimeter allows the separation of responders from spectators, volunteers, and victims.

This perimeter allows the organization to:

- establish resource accountability;
- control access; and
- ensure the safety of the public.

Establish a working environment for responders that is as safe and secure as possible. Force protection must be a primary consideration in an environment where responders may be a primary or secondary target.

Incident security requires

- distinguishing agency personnel who have been dispatched from those who self-dispatched;
- identifying and credentialing (providing incident identification that allows access to the incident) officially dispatched mutual-aid resources; and
- establishing controlled points of access for authorized personnel.

The resource check-in process consists of the following:

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 remain with the IC or Planning Section Chief.

There are five incident locations where check-in can be done:

1. Incident Base.
2. Camp.
3. Staging Area.
4. Resources Unit at the ICP.
5. Helibase.

ICS 211, *Check-In List*, is used for resource check-in. A Check-In Recorder will be assigned to each location where resources will check in. Check-In Recorders must have an adequate supply of check-in forms and be briefed on the frequency for reporting check-in information to the Resources Unit.

### **Check-In Information**

Limiting the number of check-in locations will increase the reliability of resource information on the incident greatly, thus improving future planning efforts.

The following check-in information is used for tracking, resource assignment, and financial purposes:

- date and time of check-in;

- name of the resource;
- home base;
- departure point;
- order number and position filled (personnel only);
- Crew Leader name and personnel manifest (for crews);
- other qualifications;
- travel method; and
- mobilization authorization (if appropriate).

### Tracking Resources: Responsibilities

Tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared:

- **Planning Section** is responsible for tracking all resources assigned to the incident and their status (**assigned, available, out-of-service**).
- **Operations Section** is responsible for tracking the movement of resources within the Operations Section itself.

The more hazardous the tactics being implemented on the incident, the more important it is to maintain accurate resource status information.

### Change of Resource Status

The individual who makes a resource status change also is responsible for making sure the change is communicated to the person or Unit responsible for maintaining overall resource status at the incident (usually the Resources Unit). If established, the Resources Unit will maintain status on all resources assigned to the incident. The Resources Unit will not, on its own authority, change the status of resources.

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

- a single Resource Boss;
- a Task Force or Strike Team Leader;
- a Division or Group Supervisor;
- a Branch Director; or
- the Operations Section Chief or IC.

There are several status-keeping methods or systems that can be used to keep track of resources at incidents:

- **Manual recordkeeping on forms.** The following ICS forms can be used for resource tracking: the resources summary of the ICS 201, *Incident Briefing*, ICS 211, *Check-In List*, and ICS 204, *Assignment List*.

- **Card systems.** Several versions are available that allow for maintaining status of resources on cards. 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.
- **Magnetic symbols on maps or status boards.** Symbols can be prepared in different shapes, sizes, and colors with space to add a resource designator. The symbols are placed on maps or on boards indicating locations designated to match the incident.
- **Computer systems.** A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then are maintained to reflect current resource status.

## **RESOURCE USE AND EVALUATION**

In the ICS, there is both a chain of Command (the organization) and a unity of Command (each person reports to only one supervisor). 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. All positions have the delegated authority of the position.

Initially incoming resources will be assigned to the following locations at the incident:

- direct assignment to supervisor;
- assignment to Staging Area; or
- assignment to incident Base or Camp.

### **Assignment of Resources**

On fast-moving or rapidly expanding incidents, tactical resources often are assigned to report immediately to Divisions or Groups to support the current IAP. In these situations, the tactical resources always must report in with a designated Division or Group Supervisor (if assigned to a single resource, the tactical resource is reporting to his or her supervisor). These resources must complete formal check-in when they complete their initial assignment, report to Staging Areas, or are out-of-service. While a direct assignment to Supervisors often is necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.

### **Assignment to Staging Area**

Incoming tactical resources are assigned to Staging Areas and are on 3-minute availability. Resources are sent to the Staging Area when they:

- will be assigned during the current operational period;

- are needed to provide a reserve force for contingencies; and
- are single resources that need 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 quantity, kind, and type of resources to 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. 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 determine if additional resources are to be ordered. At times the Operations Section Chief will delegate the authority to place additional resource orders to maintain minimum levels to the Staging Area Manager.

The Operations Section Chief must brief the Staging Area Manager(s) on how the Staging Area should be managed. This briefing 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; and
- procedures for obtaining logistical support.

### **Assignment to Base or Camp**

Often assignment to the incident Base or Camp location is 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 usually will be the Resources Unit at the ICP, the incident Base, or another designated facility.

### **Resource Evaluation**

Evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives. The specified objectives to be achieved must be reviewed as a part of this process to ensure they continue to be realistic and valid.

Resources should be evaluated

- on an ongoing basis as part of resource monitoring;

- at demobilization, upon the achievement of the assigned tactical objectives; and
- during after-action reporting.

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

Performance standards may include job aids, position task books, policy and procedure guides, evaluation checklists, emergency operation plans, national standards, etc.

While some poor performance is due to the lack of motivation on the part of assigned personnel, it is more likely that management actions have produced or contributed to the problem.

Management actions that may cause poor performance include

- Incident Objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Failure at the tactical level is likely to reflect a failure to manage the resource appropriately during the planning process. Evaluation needs to go on constantly, and corrections made as necessary throughout the incident.

Depending on the nature of the performance problem and the resource assignment, it may be possible to retrain or mentor on the job. This works well if the issue is related to lack of training or experience, and the assignment is not hazardous or time-sensitive.

Reassignment is an option if safety and time are an issue, and the individual is trained and motivated to perform in the reassignment.

Unfortunately, sometimes it is necessary to release the resource and send it home. Reasons for this action must be documented, and should be conveyed to the resource's home agency for remediation. Reasons for release may include improper or illegal behavior, as well as poor job performance.

## **WINDING DOWN**

As an incident winds down, several interrelated activities may take place, depending on the needs of the incident and agency policy:

- demobilization of incident resources;
- Transfer of Command;
- agency closeout;
- team debriefing; and
- incident after-action review.

Stabilizing or de-escalating incidents:

- The need for incident management also may be reduced.
- A Transfer of Command should be considered.

## **Demobilization Plan**

The Demobilization Plan contains five essential parts:

1. General information.
2. Responsibilities.
3. Release priorities.
4. Release procedures.
5. Travel information.

## Transfer of Command and Closeout

**Table 10-1  
Steps in Assuming Command**

<b>Incoming IC (Assuming)</b>	<b>Outgoing IC (Transferring)</b>
Assess situation with current IC	Assess situation with incoming IC
Receive briefing	Deliver briefing
Determine appropriate time for Transfer of Command	Determine appropriate time for Transfer of Command
Notify others of change in Command	Notify others of change in Command
Reassign or demobilize current IC	Accept new assignment or demobilize

### Briefing Checklist

- current situation and prognosis;
- resources remaining and their status;
- particular areas of concern (political, community interest, etc.);
- logistical support needed or retained; and
- turnover of appropriate incident documentation.

The IC will stay with the incident until its absolute conclusion and the "closing out" of the incident. The person filling the position of IC may change.

At some point, onscene tactical operations will be completed, and the Command Staff will be demobilized. Team demobilization may include a formal "closeout" with the responsible agency or jurisdiction or jurisdictions, and should include an incident debriefing.

### Agency Closeout

Agency officials and staff receive a closeout briefing from the departing local Incident Management Team (IMT) that provides the following information:

- incident summary;
- discussion of significant issues within the incident that may have lasting ramifications;
- turnover of appropriate incident documentation, including components that are not finalized;

- opportunity for the agency officials to bring up concerns prior to the incident ending; and
- final evaluation of the local IMT by the agency executive/officials.

Situations when it would be important to conduct an agency briefing:

- major incidents that have attracted media interest;
- incident where there will be a need for longer term recovery efforts;
- situations where there were important lessons learned for future responses;
- incidents (such as those involving chemical or biological agents) that will require long-term tracking of exposed personnel; and/or
- incidents in which the local IMT is from outside the agency responsible for the incident.

### **Preparing the Agency Closeout**

The Planning Section Chief should develop an agenda and accompanying handouts. The IC approves the agenda. Minutes should be taken and provided to all parties, as per agency policy.

### **Team Debriefing**

In some cases, teams will have a Closeout Meeting either prior to or after the agency briefing to discuss team performance and future enhancements to their performance. These meetings usually are facilitated by the Planning Section Chief and result in a "lessons learned" listing. Type 1 and 2 incidents may result in a large amount of documentation. This documentation, along with a written incident summary and narrative, should be provided to the Agency Administrator.

### **Incident After-Action Review**

Most agencies have policies that capture lessons learned. Procedures include

- debriefing involved responders, the affected population, and other special interest groups;
- formal identification of lessons learned;
- necessary remedial actions; and
- implementation plans.

After-action review procedures are covered in detail in other courses, and will not be covered in depth here.

## Unit Summary

This unit taught me about...

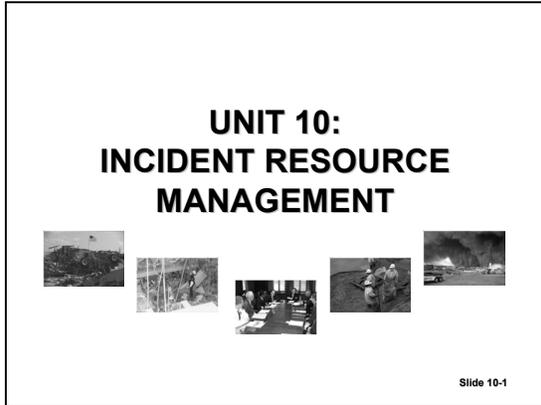


# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 10-1



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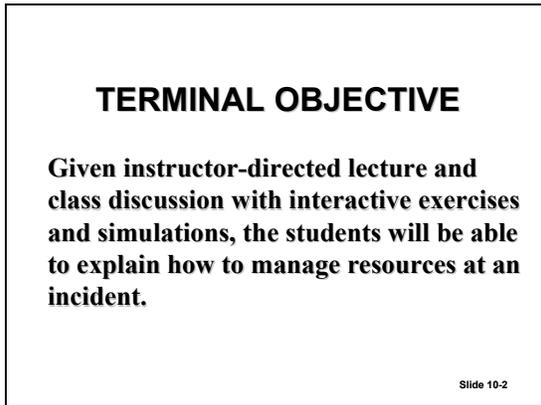
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Slide 10-2



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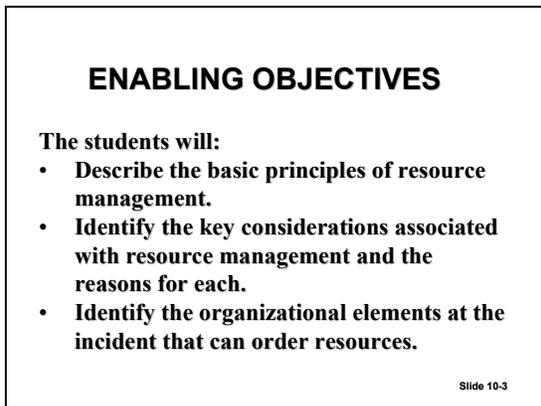
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Slide 10-3



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Slide 10-4

**ENABLING OBJECTIVES  
(cont'd)**

- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- Identify the need for Transfer of Command or closeout.
- Explain the process involved in a Closeout Meeting.

Slide 10-4

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Slide 10-5

**RESOURCE MANAGEMENT  
PRINCIPLES AND PROCESS**

- Advance planning
- Resource identification and ordering
- Resource categorization (kind-typing)
- Use of agreements
- Effective management

Slide 10-5

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Slide 10-6

**COMPLETE RESOURCE  
MANAGEMENT**

- Safety for all responders
- Personnel accountability by individuals and supervisors
- Managerial control of all resources
- Adequate reserves for contingencies
- Cost containment to ensure cost efficiency
- A coordinated effort between the Operations, Planning, Logistics, and Finance/Administration Sections

Slide 10-6

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Slide 10-10

**INCIDENT RESOURCE MANAGEMENT STEPS (cont'd)**

- Establishment of resource needs
- Resource ordering
- Resource check-in process and tracking
- Resource use and evaluation
- Resource demobilization

Slide 10-10

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Slide 10-11

**AUTHORITY TO ORDER RESOURCES**

-  • **Approving orders:** The Incident Commander (IC) approves all resource orders.
-  • **Placing orders:** The IC, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.

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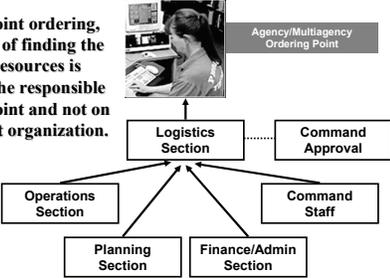
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Slide 10-12

**SINGLE-POINT ORDERING**

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.



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graph TD; Ops[Operations Section] --> Logistics[Logistics Section]; Planning[Planning Section] --> Logistics; Finance[Finance/Admin Section] --> Logistics; Logistics -.-> Approval[Command Approval]; Logistics -.-> Staff[Command Staff];
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Slide 10-12

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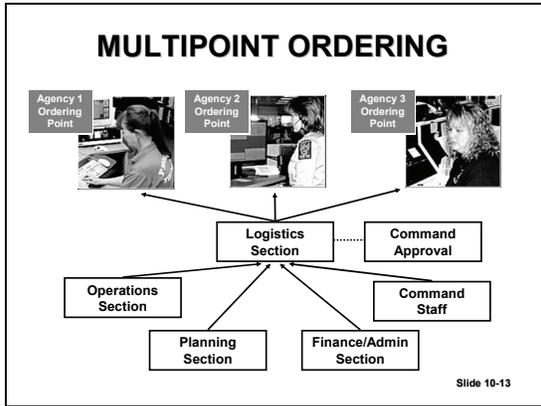
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Slide 10-13



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Slide 10-14

### RESOURCE ORDERS: INFORMATION ELEMENTS

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)
- Reporting location (specific)



Slide 10-14

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Slide 10-15

### RESOURCE ORDERS: INFORMATION ELEMENTS (cont'd)

- Requested time of delivery (specific, immediate versus planned, not ASAP)
- Radio frequency to be used
- Person/Title placing request
- Callback phone number or radio designation



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Slide 10-19

**TRACKING RESOURCES:  
RESPONSIBILITIES**

Resource tracking responsibilities are shared as follows:

- Planning Section is responsible for tracking all resources assigned to the incident and their status (assigned, available, out-of-service).
- Operations Section is responsible for tracking the movement of resources within the Operations Section itself.

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Slide 10-20

**REVIEW: TACTICAL  
RESOURCES STATUS**



- Currently working on an assignment under the direction of a Supervisor
- Ready for immediate assignment and has been issued all required equipment
- Not available or ready to be assigned (e.g., maintenance issues, rest periods)

Slide 10-20

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Slide 10-21

**RESOURCE STATUS  
CHANGE**

- Any status change of a resource must be communicated to the Resources Unit.
- The Resources Unit maintains status on all resources assigned to the incident.
- The Resources Unit will not, on its own authority, change the status of resources.



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Slide 10-22

**INCIDENT RESOURCE MANAGEMENT STEPS (cont'd)**

- Establishment of resource needs
- Resource ordering
- Resource check-in process and tracking
- Resource use and evaluation
- Resource demobilization

Slide 10-22

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Slide 10-23

**USING RESOURCES**

- Chain of Command and unity of Command 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.
- All positions have the delegated authority of the position.

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Slide 10-24

**ASSIGNMENT OF RESOURCES**

Incoming resources

Assigned directly to Supervisor   or   Assigned to Staging Area   or   Assigned to Base or Camp

Slide 10-24

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Slide 10-25

**DIRECT ASSIGNMENT TO SUPERVISOR**

- On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.
- In direct assignments, tactical resources report in with a designated Supervisor.
- These resources must complete formal check-in.



Slide 10-25

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Slide 10-26

**ASSIGNMENT TO STAGING AREA**

Assignments to Staging Areas occur when:

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



Slide 10-26

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Slide 10-27

**ASSIGNMENT TO BASE OR CAMP**

- Often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.
- Personnel resources ordered to fill specific organizational assignments will report to their designated check-in assignment.



Slide 10-27

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Slide 10-28

### RESOURCE EVALUATION

In addition to the ongoing resource assessment process, resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.

Slide 10-28

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Slide 10-29

### MANAGEMENT ACTIONS AND POOR PERFORMANCE

- Incident Objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

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Slide 10-30

### MANAGING POOR PERFORMANCE

- Retrain/Mentor
- Reassign
- Release



Slide 10-30

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Slide 10-31

**WINDING DOWN**

- Demobilization of incident resources
- Transfer of Command
- Agency closeout
- Team debriefing
- Incident after-action review

Slide 10-31

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Slide 10-32

**STABILIZING OR DE-ESCALATING INCIDENTS**

- The need for incident management also may be reduced.
- A Transfer of Command should be considered.



Slide 10-32

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Slide 10-33

**DEMOBILIZATION PLAN**

- General information
- Responsibilities
- Release priorities
- Release procedures
- Travel information



Slide 10-33

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Slide 10-34

**TRANSFER OF COMMAND  
AND CLOSEOUT**

Slide 10-34

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Slide 10-35

**REVIEW: TRANSFER OF  
COMMAND**

What steps must the IC  
take before transferring  
Command?



Slide 10-35

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Slide 10-36

**STEPS IN ASSUMING COMMAND**

<b>Incoming IC (assuming)</b> <ul style="list-style-type: none"><li>• Assess the situation with current IC</li><li>• Receive briefing</li><li>• Determine appropriate time for Transfer of Command</li><li>• Notify others of change in Command</li><li>• Reassign or demobilize current IC</li></ul>	<b>Outgoing IC (transferring)</b> <ul style="list-style-type: none"><li>• Assess situation with incoming IC</li><li>• Deliver briefing</li><li>• Determine appropriate time for Transfer of Command</li><li>• Notify others of change in Command</li><li>• Accept new assignment or demobilize</li></ul>
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Slide 10-36

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Slide 10-37

**BRIEFING CHECKLIST**



- Situation and prognosis
- Resources remaining and status
- Areas of concern (political, community interest, etc.)
- Logistical support needed or retained
- Turnover of appropriate incident documentation

Slide 10-37

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Slide 10-38

**INCIDENT COMMAND AND CLOSEOUT**

The IC position will remain staffed until the absolute conclusion of the incident and the "closing out."



Slide 10-38

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Slide 10-39

**AGENCY CLOSEOUT**

The agency officials and staff receive a closeout briefing with the following information:

- Incident summary
- Significant issues that may have lasting ramifications
- Turnover of documentation, including components that are not finalized
- Opportunity for the agency officials to bring up concerns
- Final evaluation of incident management by the agency executive/officials

Slide 10-39

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Slide 10-40

### PREPARING THE AGENCY CLOSEOUT

- Planning Section Chief prepares an agenda and accompanying handouts.
- IC approves the agenda.



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Slide 10-41

### TEAM DEBRIEFING

- Local Incident Management Teams (IMTs) or other teams may hold a Closeout Meeting to discuss team performance.
- These meetings may result in a "lessons learned" summary report.



Slide 10-41

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Slide 10-42

### INCIDENT AFTER-ACTION REVIEW

- Debriefings
- Identification of lessons learned
- Remedial actions
- Implementation plans

Slide 10-42

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Slide 10-43

**UNIT SUMMARY**

- **Basic principles of resource management**
- **Considerations for resource management and the reasons**
- **Organizational elements that can order**
- **Single-point and multipoint resource ordering**
- **Transfer of Command and closeout**
- **Closeout Meeting process**

Slide 10-43

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# **UNIT 11: TEAM DYNAMICS AND DECISIONMAKING**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive exercises and simulations, you will be able to demonstrate the behaviors that promote team effectiveness.*

## **ENABLING OBJECTIVES**

*You will:*

- 1. Identify leadership qualities that contribute to effective team dynamics.*
  - 2. Recognize and explain the benefits and drawbacks of different communication styles.*
  - 3. Identify team behaviors that promote effectiveness.*
-



## TEAMS

The definitions of teamwork provide a common theme of working together. The following are varied definitions of teamwork found in literature:

- A team is a group of agents with a common goal that can be achieved only by appropriate combinations of individual activities. Thus, teamwork is a species of cooperation.
- We define a team to be two or more people with different tasks who work together adaptively to achieve specified and shared goals. The central feature of teamwork is coordination.
- Work done by several associates, with each doing a part, but all subordinating personal prominence to the efficiency of the whole.
- Teamwork in its essence and at its best yields a whole, which is greater than the sum of its parts. It allows a group of people together to make decisions and/or carry out activities more effectively and with more confidence than any one team member could.

The United States Postal Service (USPS) has adopted an acronym for the word "team" with each letter representing letters in the sentence, "Together Everyone Accomplishes More." Although the definitions of teamwork are varied, the common theme is a group of individuals working together toward a common goal, which results in a force multiplier where the whole is greater than the sum of the parts.

### Team Interaction

Keep the following basic Incident Management Team (IMT) functions in mind as we discuss team interaction:

- deployment;
- Transfer of Command/transition;
- onscene operations;
- demobilization; and
- documentation.

### Good Team Behaviors Promote Team Effectiveness

Related areas to consider

- openly discuss the effect communications can have on your team's performance;
- agree on standard terminology;
- identify the types of information needed by each member of the IMT;
- determine when specific types of information are needed;

- encourage concise and frequent communications; and
- promote the communication of future plans to all members of the IMT.

At the most basic level, communication behaviors promote the efficient and effective transmission of information.

An accurate mental model of a complex incident that is shared among team members can allow individuals to anticipate the actions and needs of fellow team members.

- Situational awareness is the perception of the elements in the environment within a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future. This is simply staying ahead of the game.
- Monitoring feedback. It is important that the team members have the ability to give, see, and receive task-clarifying feedback. Feedback represents the "error" in "trial and error."
- Providing backup gives the team the ability to compensate for changes in the distribution of workload.
- Adaptability. As events change at an increasing rate, it is imperative that the IMT adapt in a dynamic manner. Just knowing is not doing. These behaviors must be demonstrated and practiced before they become part of the team. Remember always to seek feedback.

## Activity 11.1

### Define Team

#### **Purpose**

To define a team.

#### **Directions**

In your small group, use an easel pad to write your definition of a team.



## LEADERSHIP AND TEAMS

Leadership, whether in business, the military, or emergency management, is defined as:

The process of influencing the behavior of other people toward group goals in a way that fully encourages their freedom to act within an agreed-upon set of goals, objectives, and standards.

Although there are many items for discussion that affect team effectiveness, these are the more critical components. Effective management of all of these components will enhance the productivity and effectiveness of the team. Team performance and synergy can be accomplished if teams recognize the value of team dynamics as being equal to tactical effectiveness.

The subject of leadership is studied closely. The majority of the material was written for leaders who desire to build or maintain teams. The need for focused leadership within and outside teams is found to be the reoccurring theme. Some of those aspects include having people assigned to the IMT who have a basic knowledge of human interactions, organizational cultures, and leadership principles:

...[A] team leader's actions really **do** spell the difference between team success and failure....Anyone who clarifies a team's direction, improves its structure, secures organizational supports for it, or provides coaching that improves its performance processes is providing team leadership. (J. Richard Hackman, *Leading Teams*. Boston: Harvard Business School Press, 2002, p. 200.)

Leaders are ultimately responsible for building collaborative capacity...Another incentive to collaborate is strong leadership. A leader who clearly expresses commitment to a vision of collaboration with other agencies can provide important incentives...This is similar to the acknowledged role of leadership in effective change management. (Hocevar, et al., 2004, p. 94; and 2006, p. 8.)



## Activity 11.2

### Personal Experiences

#### Purpose

To identify the barriers to achieving teamwork.

#### Directions

1. Using an easel pad, answer the following questions.
  - a. What leadership qualities contributed to a good team or group experience?
  - b. What leadership qualities caused a poor team or group experience?
2. Be prepared to discuss your answers.



## **LEADERSHIP AND TEAMS (cont'd)**

**Trust and interpersonal skills versus technical skill--learned by example--**team members found that leaders who had solid interpersonal skills made great leaders who learned their technical skills. Interpersonal skills are needed to make a whole leader; technical ability alone is not enough.

### **Team Leadership**

A team must provide leadership by:

- being assertive/working with responders and affected public;
- not being aggressive;
- not being arrogant; and
- recognizing that all IMT members provide leadership.

The IMT must provide leadership for all levels of management for the response effort. Being professional and following a process familiar to the responders instills their trust and boosts your credibility. Leaders must remember that they have been invited to the incident. Local responders and the public may be leery of "outsiders," so the quicker an AHIMT (All-Hazards Incident Management Team) can gain credibility, the sooner it becomes most effective.

The IC needs to demonstrate leadership skills, but all members of the AHIMT must demonstrate to their staff and all emergency responders their leadership skills as well.

## **COMMUNICATIONS**

At the most basic level, communication behaviors promote the efficient and effective transmission of information--when we have spoken and have been understood.

How your IMT communicates greatly affects your team's success.

In the emergency response setting, much of our communication is verbal, so it is imperative that we be effective at sharing information on all levels of the organization. It is imperative that we validate all types of communication to ensure transfer of information.

### **Effective Team Communications**

An effective team (thus individuals):

- determines what and when specific types of information are needed;
- uses common terminology;
- ensures concise and frequent communications;

- communicates the future plans to all IMT members; and
- acknowledges each communication and seek clarification when necessary.

### Decisionmaking Processes

- a lot of information on a continual basis;
- under stressful situations;
- base decisions on trends that change exponentially versus linearly; and
- make decisions as a group with incomplete information.

Regardless of the process or model we choose, we still must deal with the human factors and how they affect our ability to make wise decisions.

Situational awareness (discussed earlier--**how well someone's perception matches reality**) is not just the here and now, but what **may** happen at some later time--how well your perception of likely events matches what will or could happen.

Tunneling: This is based to a large degree on what you recognize, based on past experiences, good or bad.

**The classic "tunnel-vision"--a person is able to perform only the simplest tasks, becoming narrowly focused.** Stress causes people to focus narrowly on the thing they consider most important, and it may be the wrong thing.

But to avoid "tunnel-vision" and danger of cognitive lock, **it is vital to consider the entire array of possibilities, not just the likely.**

**Display action tunneling**, the continuation of an inappropriate action or solution. **Doing the same thing over and over...expecting a different result (insanity).**

**Tunneling by function (Finance/Administration, Logistics, Operations, Planning)--Break this down (focusing attention on information from specific areas)** i.e., continuing a certain tactic that has not resulted in improved mitigation of the incident. Stick with your processes--they bring order to chaos.

### STRESS

When dealing with multiple pieces of information in a stressful environment, we tend to place greater emphasis on the order in which we receive the information. We place greater priority on the initial evidence, failing to prioritize subsequent information properly. We prefer one alternative based on the order we receive it, rather than extracting important information from subsequent data.

## Decisionmaking Under Stress

- engage in cognitive tunneling;
- ability to retrieve information from memory is reduced; and
- shift from a deliberate and accurate process to a fast and error-prone process.

Stress makes it more likely that we engage in cognitive tunneling. It greatly reduces our ability to retrieve information; consequently we act on known things, or information that we have experienced repetitively. Our ability to retrieve information about things we have seldom experienced is greatly limited. We also tend to have a knee-jerk reaction, making decisions without a deliberate process, and acting upon limited information. Sometimes this can be exacerbated also when we lose our calm and get excited.

## GROUPTHINK

### What is Groupthink?

Groupthink occurs when a group makes faulty decisions because group pressures lead to a deterioration of "mental efficiency, reality testing, and moral judgment." (Irving Janis, 1972, p. 9)

### Symptoms of Groupthink

- Illusion of invulnerability--we can do anything, even actions that are marginal.
- Collective rationalization--all members of the team start supporting an action that requires convincing as to its validity.
- Belief in inherent morality--team members believe they have the moral right to take a specific action; they are above the moral standards of others.
- Stereotyped views of out-groups--many times a team or group feels it is under attack from outside entities.
- Direct pressure on dissenters--team members will put pressure on individuals who do not support the team's point of view.
- Self-censorship--team members actually will quiet and rationalize dissenters.
- Illusion of unanimity--an illusion of team members that when they act as one, they are individually beyond reproach.
- Self-appointed "mind-guards"--some team members are recognized as being protectors of the group, and are sought out to provide direction for the team.

## Remedies for Groupthink

- The leader should assign the role of critical evaluator to each member, allowing for a more open discussion of the decision options. Anything that a leader can do to create a more open environment should be considered by the team members as well.
- The leader should avoid stating preferences and expectations at the outset. If the leader wants an open discussion, do not show your preference early in the analysis of options.
- Each member of the group should discuss the groups' deliberations routinely with a trusted associate and report back to the group on the associate's reactions. Getting outside input helps avoid an us-versus-them attitude.
- One or more experts should be invited to each meeting on a staggered basis and be encouraged to challenge views of the members.
- At least one member should be given the role of Devil's advocate (to question assumptions and plans).
- The leader should make sure that a sizeable block of time is set aside to survey warning signals.

## COMPONENTS OF TEAMWORK

- **Structure**--having a team structure or organization allows for deliberate proceedings for team operations.
- **Communication**--encouraging both formal and informal communications is a component of effective teams.
- **Collaboration**--processes and team procedures must encourage collaborative efforts among team members and others.
- **Commitment**--a very desirable trait in both team members and their leaders.
- **Trust**--trusting leaders and fellow team members allows for quicker and more effective decisions and actions.

## Teamwork Actions

Just knowing isn't doing, meaning we must pay close attention to team dynamics, as it has a big influence on successful team operation.

Behaviors that affect team dynamics positively must be demonstrated and practiced before they become second nature to team operations.

Remember always to seek feedback to ensure that all information about the effects of your actions and decisions is being analyzed and considered into future action.



## Unit Summary

This unit taught me about...



# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 11-1

**UNIT 11:  
TEAM DYNAMICS  
AND DECISIONMAKING**

Slide 11-1

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Slide 11-2

**TERMINAL OBJECTIVE**

**Given instructor-directed lecture and class discussion with interactive exercises and simulations, the students will be able to demonstrate the behaviors that promote team effectiveness.**

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Slide 11-3

**ENABLING OBJECTIVES**

**The students will:**

- **Identify leadership qualities that contribute to effective team dynamics.**
- **Recognize and explain the benefits and drawbacks of different communication styles.**
- **Identify team behaviors that promote effectiveness.**

Slide 11-3

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Slide 11-4

**TEAMS**

- The content of this unit revolves around team interaction.
- What do we mean by "TEAM?"

Slide 11-4

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Slide 11-5

**Activity 11.1  
Define Team**

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Slide 11-6

**The team we have been discussing in this class is the basic Incident Management Team (IMT).**

IC  
FSC      PIO  
OSC      SOF  
LSC      LOF  
PSC

Slide 11-6

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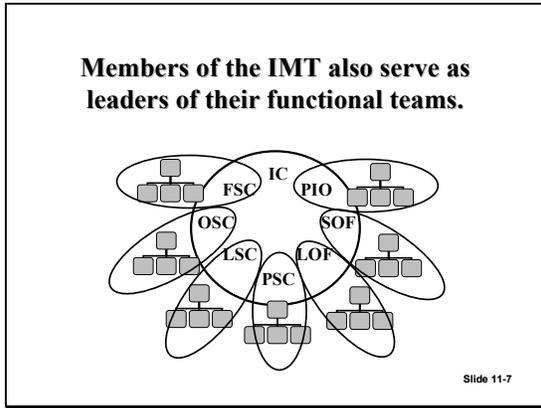
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Slide 11-7



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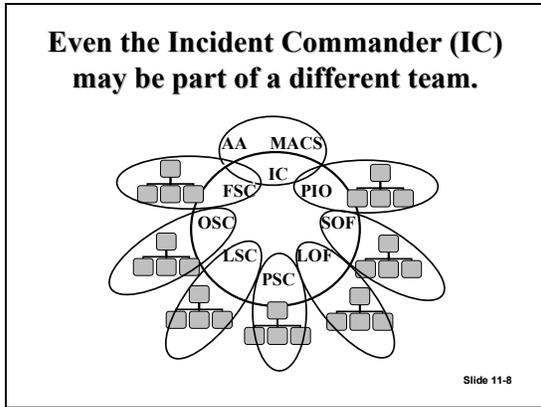
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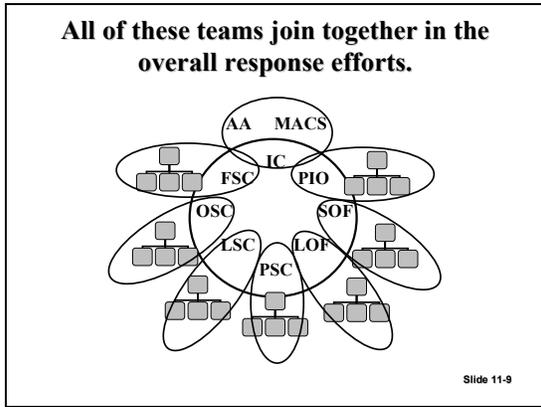
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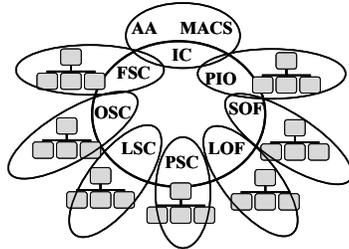
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Slide 11-10

The attitude and effectiveness of the local IMT will spread through the entire response organization.



Slide 11-10

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Slide 11-11

**LEADERSHIP DEFINITION**

Leadership, whether in business, the military, or emergency management, is defined as the process of influencing the behavior of other people toward group goals in a way that fully encourages their freedom to act within an agreed-upon set of goals, objectives, and standards.

Slide 11-11

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Slide 11-12

**Activity 11.2  
Personal Experiences**

Slide 11-12

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Slide 11-13

**LEADERSHIP AND TEAMS**

A team must provide leadership by:

- Being assertive/Working with responders and affected public
- Not being aggressive
- Not being arrogant
- Recognizing that all IMT members provide leadership

Slide 11-13

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Slide 11-14

**COMMUNICATIONS**

- At the most basic level, communication behaviors promote the efficient and effective transmission of information--when we have spoken and have been understood.
- How your IMT communicates greatly affects your team's success.

Slide 11-14

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Slide 11-15

**EFFECTIVE TEAM COMMUNICATIONS**

- Determines what and when specific types of information are needed
- Uses common terminology and clear text
- Ensures concise and frequent communications
- Communicates the future plans to all IMT members
- Acknowledges each communication and seeks clarification when necessary

Slide 11-15

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Slide 11-16

**DECISIONMAKING COMPONENT**

- Each IMT needs to develop a decisionmaking process based on agreed-upon decisionmaking models.
- In an emergency incident time is a major factor in challenging how well your team is able to follow its procedure. Effective teams employ a variety of models to meet the needs of the current situation.

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Slide 11-17



*Only 10-20% of people can remain calm and think clearly during an emergency*

(Gonzales, 2005)

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Slide 11-18



*Decision makers employ intuitive techniques over 90% of the time...*

How we decide, by Maj. John F. Schmitt, USMC

Slide 11-18

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Slide 11-19

**DECISIONMAKING UNDER STRESS**

- Engage in cognitive tunneling
- Ability to retrieve information from memory is reduced
- Shift from a deliberate and accurate process to a fast and error-prone process

Slide 11-19

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Slide 11-20

**WHAT IS GROUPTHINK?**

Groupthink occurs when a group makes faulty decisions because group pressures lead to a deterioration of "mental efficiency, reality testing, and moral judgment" (Irving Janis, 1972, p. 9).



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Slide 11-21

**SYMPTOMS OF GROUPTHINK**

- Illusion of invulnerability
- Collective rationalization
- Belief in inherent morality
- Stereotyped views of out-groups
- Direct pressure on dissenters
- Self-censorship
- Illusion of unanimity
- Self-appointed "mindguards"

Slide 11-21

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Slide 11-22

**REMEDIES FOR GROUPTHINK**

- The leader should assign the role of critical evaluator to each member.
- The leader should avoid stating preferences and expectations at the outset.
- Each member of the group should discuss the groups' deliberations routinely with a trusted associate and report back to the group on the associate's reactions.

Slide 11-22

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Slide 11-23

**REMEDIES FOR GROUPTHINK (cont'd)**

- One or more experts should be invited to each meeting on a staggered basis and encouraged to challenge views of the members.
- At least one member should be given the role of Devil's advocate (to question assumptions and plans).
- The leader should make sure that a sizeable block of time is set aside to survey warning signals.

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Slide 11-24

**COMPONENTS OF TEAMWORK**

- Structure
- Communication
- Collaboration
- Commitment
- Trust

Slide 11-24

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Slide 11-25

**UNIT SUMMARY**

- Team dynamics, effective leadership qualities
- Communication styles
- Team behaviors for effectiveness

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# **UNIT 12: PLANNING PROCESS**

## **TERMINAL OBJECTIVE**

*Given instructor-directed lecture and class discussion with interactive exercises and simulations, you will be able to demonstrate a clear understanding of the planning process and develop an Incident Action Plan (IAP).*

## **ENABLING OBJECTIVES**

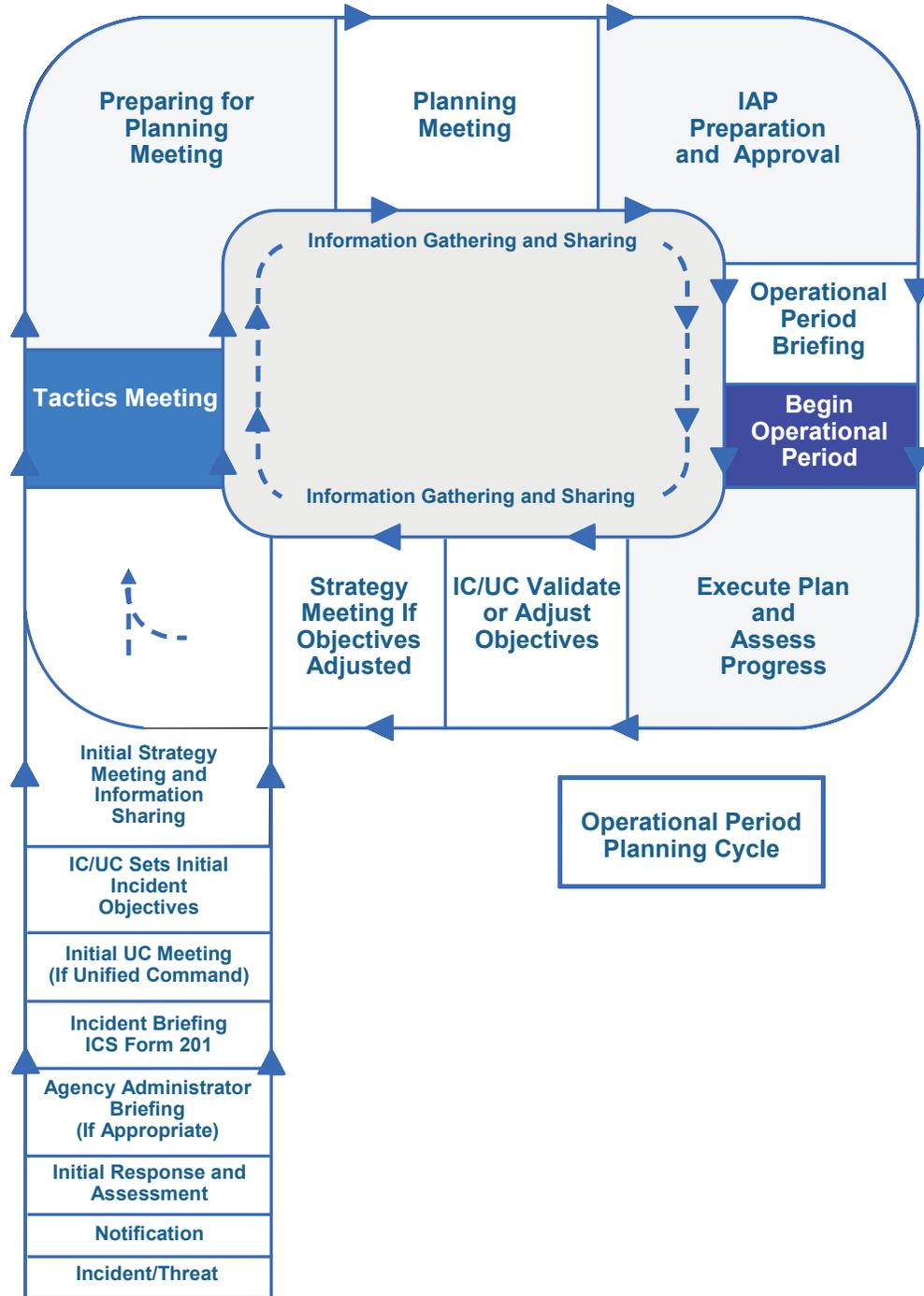
*You will:*

- 1. Explain how information and intelligence is gathered and formulated for the IAP.*
  - 2. Describe how local Incident Management Team (IMT) members contribute independently and collectively in developing an IAP.*
  - 3. Demonstrate the skills required of a local IMT member during the planning process.*
  - 4. Prepare the information needed for an Operational Briefing.*
  - 5. Conduct a structured Operational Briefing with an agenda.*
  - 6. Create the organization to meet the challenges of an incident safely and effectively.*
-



## THE PLANNING PROCESS

The foundation to the planning process is the Planning "P."



**PLANNING PROCESS**

**Incident Command System Meetings Required for Next Operational Period**

<b>Meeting/Briefing Order and Name</b>	<b>Recommended Attendance</b>	<b>Intended Audience</b>	<b>Meeting Objectives</b>	<b>Comments</b>
1. Strategy Meeting	IC, Command and General Staff	Command and General Staff	Develop Incident Objectives.	Convene when Incident Objectives change
2. Tactics Meeting	OSC, PSC, LSC, SOFR, RESL	OSC, PSC, LSC, SOFR, RESL	Develop draft ICS 215, <i>Operational Planning Worksheet</i> and 215A, <i>Incident Action Plan Safety Analysis</i> for next Operational Period.	Conduct in private to develop achievable tactical plan. Be sure it addresses the incident objectives.
3. Planning Meeting	Command and General Staff, selected Unit Leaders	Command and General Staff, political appointees.	Approval of the plan. Present draft ICS 215, <i>Operational Planning Worksheet</i> and 215A, <i>Incident Action Plan Safety Analysis</i> .	Require support from the Command and General Staff and approval of the IC.
After the Planning Meeting, the written IAP is prepared and duplicated				
4. Operational Period Briefing	Command and General Staff	Operational Resource Supervisors Leaders. Division/ Group Supervisors, TFLD, ST Leader, etc.)	Brief supervisors on work assignments and other important components of the plan.	Distribute copies of IAP to Supervisors. Brief on assignments, work location, resources, etc.
5. Command and General Staff Meeting	Command and General Staff only.	Command and General Staff only	Monitoring of the local IMT performance and adjustments as necessary. Team maintenance time. Sharing information.	Can be held any time, usually informal over lunch or similar.

## Information Gathering

Members of the team will gather information en route to the incident, upon arrival at the incident, at the initial Incident Commander (IC) Briefing, and at the Agency Administrator Briefing. This information is shared with other members of the Command and General Staff, most particularly at the Initial Strategy Meeting, Tactics Meeting, and the Planning Meeting:

- Agency Administrator;
- Initial IC;
- local Incident Management Team (IMT) IC;
- Operations Section Chief;
- Logistics Section Chief;
- Finance/Administration Section Chief;
- Public Information Officer (PIO);
- Liaison Officer; and
- Safety Officer.

## Incident Objectives and Strategy

**Incident Objectives** are statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident Objectives are based on realistic expectations of what can be accomplished when all allocated resources have been deployed effectively. Incident Objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**Strategy** is the general plan or direction selected to accomplish Incident Objectives. Strategies are broad goals. In structural firefighting they are **R**escue, **E**xposures, **C**onfinement, **E**xtinguishment, **O**verhaul, **V**entilation, and **S**alvage (RECEO VS). At hazardous materials incidents strategies are general considered to be Isolation, Notification, Identification, Protection, Spill Control, Leak Control, Fire Control, and Recovery/Termination.

## How Information is Gathered

Let's look at the "when, where, and how" information is gathered and applied.

First, the Command and General Staff of the local IMT meets with the Agency Administrator. This is the person for whom the local IMT will be working. The local IMT should be briefed by the Agency Administrator as to the parameters of the situation, the desired result of control efforts, and the team's authority.

Next the Command and General Staff of the local IMT meet with the initial IC. A common tool used for this briefing is ICS 201, *Incident Briefing*. Regardless of the tool used for this briefing it needs to cover the current actions taking place, makeup of the current organization, and resources at the incident.

## Examples

**Agency direction**--Example: remove people from the 100-year floodplain.

**Incident Objectives**--Example: provide evacuation and transportation for people in the floodplain area.

**Strategy**--Example: evacuate all areas of the floodplain.

**Tactics**--Example: divide the floodplain into manageable areas. Use fire and police personnel and support vehicles for removal. Establish medical care and shelters for victims.

## Initial Strategy Meeting

The IC will meet with the Command and General Staff personnel and share the Incident Objectives and strategies. This is the Initial Strategy Meeting.

This meeting should be held as soon as possible after the completion of the Agency Administrator and IC Briefing.

At a minimum, the following items should be covered at the Initial Strategy Meeting:

- define the Incident Objectives;
- establish meeting schedules;
- clarify any issues or concerns;
- set operational period timeframe;
- have functions review; and
- gather additional information.

Consider the following:

- share information relevant to Incident Objectives;
- consolidate any additional resource orders;
- set time constraints for meetings;
- IC to identify mandatory attendance for all planning sessions;
- identify the need for additional information;
- share any concerns; and
- identify any necessary support for other functional areas.

Unless the Incident Objectives change, or there is a need, the Initial Strategy Meeting is all that may be required. You may schedule additional meetings if necessary. Most teams will schedule a daily Command and General Staff Meeting to take the pulse of the team and the incident.

## **Strategy Meetings and Command and General Staff Meetings**

Allow only team members to attend the meetings. This is your time to resolve or identify problems. Consider this team maintenance time. Hold these meetings only when all can attend. Don't publish or broadcast the meeting. It is not a secret, but it is not necessary for the rest of the world to be a part of it.

## **Tactics Meeting**

The Tactics Meeting is an informal meeting. The attendees include the Operations Section Chief, Logistics Section Chief, Safety Officer, Planning Section Chief, and, if staffed, the Resources Unit Leader. The Tactics Meeting location should be away from distractions and traffic flow. It should be well-lighted and away from noisy areas.

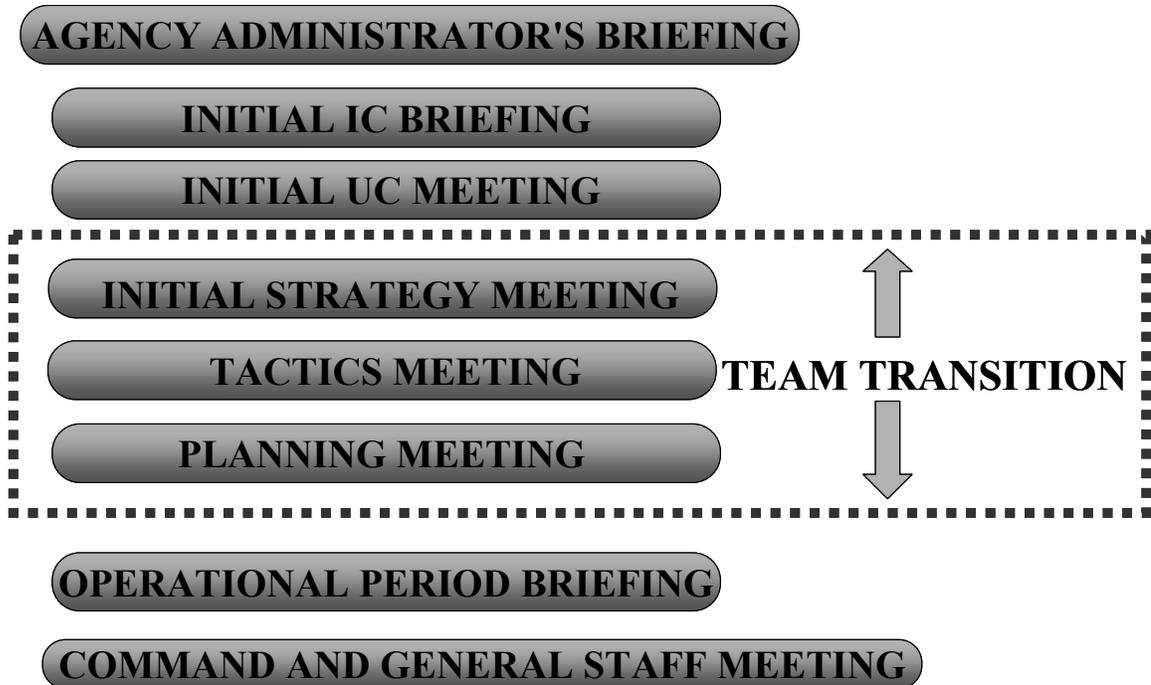
This meeting must produce a completed ICS 215, *Operational Planning Worksheet* and ICS 215A, *Incident Safety Analysis* for each Division and Group on the incident. The Operations Section Chief develops the Operations Section organization, work assignments, and required resources. The Safety Officer is responsible to complete the safety analysis of the incident, identifying hazards and the mitigation of those hazards. The Resource Unit Leader identifies the resources available and determines the needed resources (shortage). The Logistics Section Chief is responsible to acquire the needed resources and supplies to support the incident.

## **Planning Meeting**

This is the first opportunity to share information. The information shared by team members is acquired from what you have learned since mobilization to assemble an Incident Action Plan (IAP) for the next operational period.

## **Information Sharing--Do's and Don'ts**

- Share what is relevant to the plan.
- Share other information, one on one, prior to or after the meeting, with those who need to know.
- Share important information as soon as possible.
- Avoid open discussions on tactics. Operations and Safety have the responsibility to develop the tactics.
- Do share information that might prevent the tactics from being successful.



**Figure 12-1  
Meeting Chart**

**Planning Section Chief Preparation for the Planning Meeting**

The Planning Section Chief should have the subordinate functions in the Planning Section perform the following tasks:

- prepare incident map(s), as necessary;
- develop situation status and predictions; and
- acquire information and ICS forms needed to create the IAP.

**Operations Section Chief Preparation for the Planning Meeting**

The Operations Section Chief should accomplish the following:

- obtain information and intelligence;
- communicate current intelligence;
- determine probable tactics;
- calculate resource requirements; and
- prepare draft ICS 215, *Operational Planning Worksheet*.

### **Logistics Section Chief Preparation for the Planning Meeting**

- inventory service and support needs for the incident;
- determine what might be needed;
- determine local medical capability; and
- determine communications needs.

### **Finance/Administration Section Chief Preparation for the Planning Meeting**

- gather pertinent information from briefings with responsible agencies;
- collect information on rental agreements and contracts; and
- determine potential and actual claims.

### **Public Information Officer Preparation for the Planning Meeting**

- determine methods to be used for information flow;
- determine politically sensitive issues;
- determine which agencies may assist in the preparation of media releases; and
- determine restrictions on information releases.

### **Safety Officer Preparation for the Planning Meeting**

- identify risks and hazards;
- provide safety information on the establishment of the incident base; and
- work with the Operations Section Chief on safety issues related to operations (ICS 215A, *Incident Safety Analysis*).

### **Liaison Officer Preparation for the Planning Meeting**

- identify cooperating and assisting agencies;
- identify special agency needs;
- determine capabilities of cooperating and assisting agencies; and
- confirm names and contact location of agency representatives.

### **Incident Commander Preparation for the Planning Meeting**

- give direction;
- communicate;
- be a manager; and
- do not get involved in details.

## THE PLANNING MEETING

### Definition

The Planning Meeting is where the information on the ICS 215, *Operational Planning Worksheet* and 215A, *Incident Safety Analysis* is presented to the Command and General Staff for their support and approval. The information is shared by the Command and General Staff member to determine viability of the proposed plan for the next operational period.

### Planning Meeting Preparation

The following props are needed at the Planning Meeting:

- the meeting agenda;
- Incident Objectives;
- large wall-sized ICS 215, *Operational Planning Worksheet* covering each Division and Group on the incident;
- large wall-sized ICS 215A, *Incident Safety Analysis* covering each Division and Group on the incident;
- incident map(s), as necessary;
- room setup; and
- ICS 420-1, *Field Operations Guide* (FOG) planning process.

### The Meeting

The Planning Meeting should accomplish the following:

- information sharing;
- alternative plans discussion;
- presentation of the tactical assignment using the ICS 215, *Operational Planning Worksheet* and 215A, *Incident Safety Analysis*;
- support for the plan from the members of the Command and General Staff; and
- approval of the plan by the IC.

### The Meeting Product

An IAP is the end product of the Planning Meeting. It commonly includes the following:

- Cover;
- ICS 202, *Incident Objectives*;
- ICS 203, *Organization Assignment List*;
- ICS 204, *Assignment List*;

- ICS 205, *Incident Radio Communications Plan*;
- ICS 206, *Medical Plan*; and
- optional items:
  - Traffic Plan,
  - Safety Message,
  - fire behavior forecast, and
  - weather forecast.

**Planning Meeting Agenda**

- |     |   |          |
|-----|---|----------|
| 1.  | Briefing on situation and resource status   | OSC      |
| 2.  | Set/Review Incident Objectives  | PSC, IC  |
| 3.  | Plot control lines, establish Branch/Division boundaries, and identify Group assignments    | OSC      |
| 4.  | Specify tactics for each Division/Group   | OSC      |
| 5.  | Specify resources needed by Division/Group (use ICS 215)                                    | OSC, PSC |
| 6.  | Specify safety mitigation measures for identified hazards in Division/Groups (use ICS 215A) | SOFR     |
| 7.  | Specify Operations facilities and reporting locations on map                                | OSC, LSC |
| 8.  | Develop resource and personnel order  | LSC      |
| 9.  | Consider communications, medical, and traffic plan requirements                             | LSC      |
| 10. | Specify finance issues and matters  | FSC      |
| 11. | Outline issues related to assisting and cooperating agencies                                | LOFR     |
| 12. | Consider information issues internal and external to the incident                           | PIO      |
| 13. | Finalize and approve the IAP  | PSC, IC  |

IC = Incident Commander  
 SOFR = Safety Officer  
 LOFR = Liaison Officer  
 PIO = Public Information Officer  
 PSC = Planning Section Chief  
 OSC = Operations Section Chief  
 LSC = Logistics Section Chief  
 FSC = Finance/Administration Section Chief

## Operational Period Briefing

The Operational Period Briefing is the next step in the incident planning process.

- Conducted at the beginning of each operational period and attended by the Command and General Staff and other key incident personnel as well as Supervisors assigned to the Operations Section. In some cases, all of the tactical personnel should attend if they can be accommodated.
- The main purpose is to present the IAP to Supervisors of tactical resources. Staff members are briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished.
- In addition, staff members have a chance to ask questions regarding the plan, are briefed on any critical safety issues, and are informed regarding specific logistical information.
- Copies of the IAP normally are handed out at the beginning of the Operational Period Briefing.
- The Planning Section Chief facilitates the briefing following a specific agenda. The meeting should be concise.

**Operational Period Briefing Agenda**

- |     |  |                |
|-----|--|----------------|
| 1.  | Introduction and welcome   | PSC, IC        |
| 2.  | Review of Incident Objectives, ICS 202, <i>Incident Objectives</i> | PSC, IC        |
| 3.  | Review of current incident status/control objectives               | OSC            |
| 4.  | Review of work assignments, ICS 204, <i>Assignment List</i>        | OSC            |
| 5.  | Review of hazard mitigation, Safety Message                        | SOFR           |
| 6.  | Logistical issues--supply, facilities, and ground support          | LSC            |
|     | • ICS 206, <i>Medical Plan</i>                                     | MEDL           |
|     | • ICS 205, <i>Incident Radio Communications Plan</i>               | COML           |
|     | • Review of ICS 220, <i>Air Operations Summary</i> (as necessary)  | AOBD           |
| 7.  | Incident finance issues  | FASC           |
| 8.  | Agency representative's issues                                     | LOFR           |
| 9.  | Media and incident information                                     | PIO            |
| 10. | Other issues (as necessary)  |                |
|     | a. Fire/Incident information                                       | PIO            |
|     | b. Training Specialist   | TNSP/PSC       |
|     | c. Demobilization  | DMOB/PSC       |
| 11. | Closing remarks local rep.   | State rep., IC |
| 12. | Conclusion, breakout assignments                                   |                |

## Activity 12.1

### Flood Incident Action Plan

#### Purpose

To participate as a member of the local IMT to produce an IAP for a large-scale incident.

#### Directions

1. You will be assigned roles within the Command and General Staff.
2. Review and familiarize yourself with the simulation messages.
3. Review the Agency Administrator's direction that follows.
4. The Unified Commanders should convene the initial Unified Command Meeting.
5. Follow the planning process and develop an IAP for the next operational period. Conduct all meetings. The Unified Commanders will develop the Incident Objectives.
6. Gather information and begin to formulate the elements of the IAP.
  - a. The Operations Section Chief will develop the Operations Section organization to address the Incident Objectives.
  - b. The Operations Organization should be developed to the Division/Group level and placed on an easel pad.
  - c. Select **one Branch of the organization with at least five Divisions or Groups** and, using an ICS 215, *Operational Planning Worksheet*, the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Safety Officer will determine the tactical operations for the incident.
  - d. The Safety Officer will conduct a safety analysis of the selected Branch and complete ICS 215A, *Incident Safety Analysis* and the safety message for ICS 202, *Incident Objectives*.
  - e. The Liaison Officer will evaluate the possible cooperating and assisting agencies and produce a list of each on an easel pad. Liaison should advise the IC of agencies responding.
  - f. The PIO will evaluate how media releases will occur and write the methodology on an easel pad. The PIO also will determine which other agency may need to be involved in the media releases.

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**PLANNING PROCESS**

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- g. The Planning Section will complete ICS 202, *Incident Objectives*, ICS 203, *Organization Assignment List*, and ICS 204, *Assignment List*. All ICS forms should be completed by the appropriate Section and/or Units and given to the Planning Section.
  - h. The Logistics Section will complete an ICS 205, *Incident Radio Communications Plan*, ICS 206, *Medical Plan*, Incident Map, Traffic Plan, and request the needed resources on a Resource Order Form.
  - i. The Finance/Administration Section will calculate cost of the incident from the resources assigned to the incident, as well as a cost projection based on the additional resources ordered on the Resource Order Forms.
- 7. Refer to the Central City resource information in your SM.
  - 8. When the IAP is complete conduct an Operational Briefing.

**Activity 12.1 (cont'd)**

**Delegation of Authority**

\_\_\_\_\_ are assigned as Unified Incident Commanders on the Central City Flood Incident. You have full authority and responsibility for managing the incident activities within the framework of Pennsylvania law, fire, EMS, haz-mat, agency policy and direction provided in the Incident Management Team Briefing and/or Incident Situation Analysis.

Your primary responsibility is to organize and direct your assigned and ordered resources for efficient and effective control and mitigation of the incident. You are accountable to the City Manager, Don Scamberger or his designated representative listed below. Financial limitations will be consistent with the best approach to the values at risk. (The parameters under which you will operate are noted in expenditures set currently at \$25,000/item.)

Specific direction for the Central City Flood Incident covering management and environment concerns are listed:

Resource limitations:

1. Resources exceeding the \$25,000 limit are to be requested to Central City, City Mgr.
2. State resources are approved per the Governor's disaster delegation, which was approved 0830 hours on 2/8/08
3. Coordinate water release through the Dam Operator, Gary Swinedell.
4. You are to manage the incident to the best of your ability: ensuring life safety, property conservation, environmental protection, city infrastructure protection and civil obedience.
5. Resources ordered will be a single point ordering system. You have the authority to order resources locally, regionally and state (per the disaster delegation for the state which was approved at 0830 hours on 2/8/08) to mitigate this incident.

Yo Daryl Mickey Dees, will represent me on any occasion that I am not immediately available. This authority is effective 2/8/08, at 0830 hours.

Don Scamberger	2/8/2008	0830
Central City City Manager	Date	Time
_____	2/8/2008	0830
Incident Commander	Date	Time



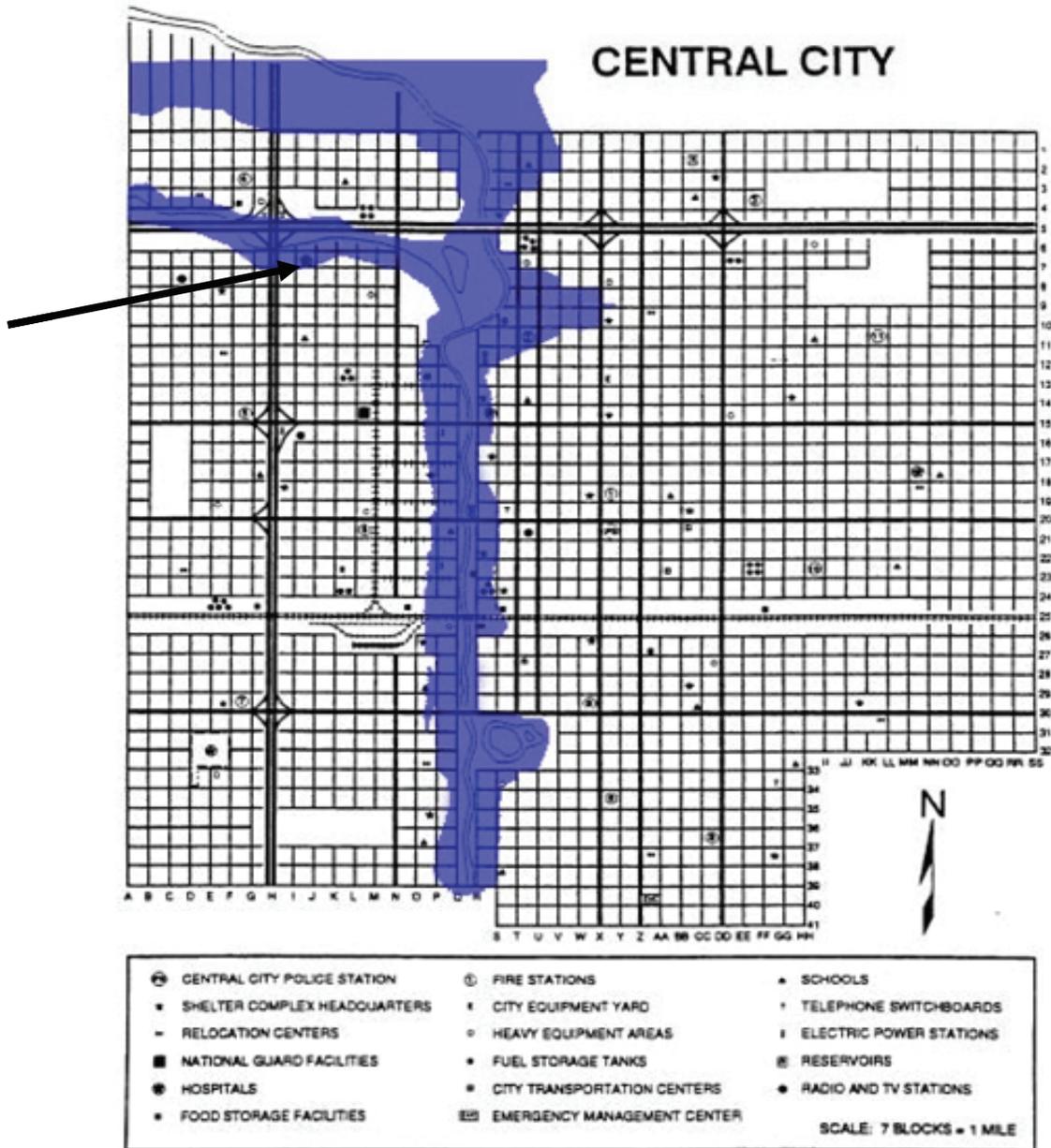
**Activity 12.1 (cont'd)**

**Agency Direction Received From the Agency Administrator**

1. Columbia Vets Hospital is in serious trouble due to flooding. This incident must be handled efficiently.
2. Protect property where possible; use sandbagging operations as much as possible.
3. Established evacuation routes and shelters will be opened as necessary. City schools are closed, and those buildings can be used as shelter. Assist the American Red Cross (ARC) in this endeavor.
4. ARC has opened two shelters, one on each side of the river.
5. Evaluate bridges over the Roaring River and Swatera Creek.
6. Provide emergency medical services (EMS) to the public on both sides of the river.
7. You have the authority to place personnel on 12-hour shifts.
8. Use the Liberty County Mutual-Aid Plan as much as possible.
9. The Mayor has declared a local emergency.
10. The Mayor has requested a State declaration from the Governor.
11. Cost containment is critical due to our budget deficit.
12. Weather forecast for the next 2 days is more rain.
13. County flood control personnel on 24-hour duty.
14. Colonial Heights near Columbia Vets Hospital needs special attention; it is the most threatened by the flooding.
15. Central City Emergency Operations Center (EOC) is open.
16. Keep my office informed on the progress of the incident.



Activity 12.1 (cont'd)





**Activity 12.1 (cont'd)**

**Planning Process Activity Message Summary**

<b>Time</b>	<b>To</b>	<b>From</b>	<b>Content</b>
1045	CC IMT	CC Fire Dispatch	<p>Extremely heavy rains currently are falling in Central City. The city has received 3 inches of rain in the past hour. Heavy rainfall the past few days already has swollen creeks and rivers in Liberty County. The forecast is for continued heavy rain for the next several hours. Present temperature 65 °F (18.3 °C), humidity 100 percent, wind 12 mph from the northeast. It is anticipated that the water level behind the East Lake Dam might have to be reduced.</p> <p>You have arrived on scene at the National Guard Armory and are about to receive several briefings:</p> <ul style="list-style-type: none"> <li>• The Agency Administrator--City Manager Jeff Excellent, will provide you with an Agency Administrator Briefing.</li> <li>• The onscene Incident Commander--Battalion Chief Red Adair, will provide you with an ICS 201, <i>Incident Briefing</i> as to scope of incident, ICS organization, resources, and actions taken.</li> </ul>
1100	CC IMT	Battalion Chief	<p>The Central City IMT has arrived at Station 4, and received their agency briefing as well as IC briefing and is now in command of the Central City flood.</p> <p><b>Battalion 1 Briefing</b></p> <p>A full first-alarm assignment has been dispatched for severe flooding along the Swatera Creek in the northeast quadrant of the city. The creek has spilled over its banks and many homes near the creek have been severely flooded. First-alarm units are on scene and have been deployed by Engine 4. Engine 4's station is being used as the Incident Command Post (ICP) and Staging Area.</p> <p>Residents are reported to be having trouble evacuating their homes on the south side of the creek along 6th Street, I Street, and J Street. Some areas are without power.</p>

**PLANNING PROCESS**

<b>Time</b>	<b>To</b>	<b>From</b>	<b>Content</b>
1100	CC IMT	Battalion Chief	<p>Engine 4 and Engine 1 have been deployed as a search and rescue group along 6th Street.</p> <p>Engine 3 has been deployed as a search and rescue group along I Street.</p> <p>Truck 1 has been deployed to the Columbia Veterans Hospital as a reconnaissance group.</p> <p>Squad 1 has been deployed as a search and rescue group along J Street.</p> <p>Rescue 3 has been deployed to the north side of the Swatera creek as a reconnaissance group.</p> <p>Ambulance 7 has established a Medical Group at Station 4.</p> <p>Police resources have responded and are evacuating residents in the threatened area on 6th and 7th Streets between H Street and N Street. Those resources are</p> <ul style="list-style-type: none"> <li>• CS 110 Sgt.;</li> <li>• CC 111;</li> <li>• CC 112; and</li> <li>• CC 113.</li> </ul> <p>The Public Works Department Street Maintenance Division has been requested and is responding from the yard to assist in the delivery of sand and bags for the sandbagging operations. Their resources are</p> <ul style="list-style-type: none"> <li>• Dump Truck 7;</li> <li>• Dump Truck 69;</li> <li>• Dump Truck 71;</li> <li>• Supervisor 3; and</li> <li>• Backhoe 41.</li> </ul> <p>Water is continuing to spread south and east into the residential areas. The Roaring River also is approaching flood stage.</p> <p>Engine 4 has requested a second alarm. The Central City IMT has been activated and is responding.</p>

**PLANNING PROCESS**

<b>Time</b>	<b>To</b>	<b>From</b>	<b>Content</b>
			Battalion 1 has arrived at Station 4, and is assuming Command.
1105	OSC	Search/Rescue Group Supervisor	<p>Sixth Street Search/Rescue Group Supervisor reports rapidly rising water along 6th Street. Water is approaching the 2-foot level.</p> <p>Sixth Street between H and N Streets is now impassable.</p> <p>I need boats to access the 6th Street area. There are approximately 15 people trapped on rooftops along 6th Street. Many are elderly.</p>
1110	OSC	Search/Rescue Group Supervisor	<p>I Street Search/Rescue Group Supervisor reports water level along I Street is increasing. Estimated water level along I Street from 6th to 7th is approximately 1-1/2 feet and rising. Six people are trapped on rooftops along I Street. We will need boats to begin the rescue effort. Three trapped occupants are young children.</p> <p>We are also having difficulty keeping the citizens out of the area, and are afraid that we may experience some looting as time passes. We need six police officers with patrol vehicles for assistance with security.</p> <p>CCPD Units: CS 120, CC 121, CC 122, CC 123, CC 133, and CC 143 are to be assigned.</p>
1115	OSC	Columbia Veterans Hospital Director	<p>Columbia Veterans Hospital Director reports water around the hospital is rising quickly.</p> <p>Approximately 1 foot of water is surrounding the Columbia Veterans Hospital at J and 7th Streets and the hospital is beginning to take in water.</p> <p>The hospital administrator is greatly concerned. He has 125 patients in the hospital. Seventy-five patients are infirm and are not ambulatory. Twelve patients are on life support.</p> <p>The administrator is requesting sandbags and equipment to protect the hospital.</p>

**PLANNING PROCESS**

<b>Time</b>	<b>To</b>	<b>From</b>	<b>Content</b>
			The hospital has lost power and is on limited backup power, only 12-hour duration.
1120	OSC	J Street Search/Rescue Group Sup.	J Street Search/Rescue Supervisor reports approximately 1-1/2 feet of water on J Street and 6th Street. Homes on the west side of J Street need to be evacuated. There are two infirm occupants in two of the homes. We need two shallow-bottom boats to begin the rescue.
1132	OSC	Perimeter Group Supervisor	<p>Advise the IMT that they will have to evacuate Columbia Veterans Hospital when they assume responsibility for the incident.</p> <p>Perimeter Group Supervisor CL 10, the Watch Commander, is reporting water levels on the north side of the creek are increasing. They report the ESSO™ bulk storage facility at L and 4th Streets is surrounded with approximately 2 feet of water.</p> <p>Fourth Street between J and N Streets is now receiving heavy flooding.</p>
1136	OSC	Rescue 3	<p>Rescue 3 reports that reconnaissance on the north side of the creek reveals water overflowing the banks of the Swatera Creek. Fourth Street from J to N Streets has approximately 2 feet of water, and the level is rising. They will need four aluminum boats to evacuate homes along 4th Street. Third Street also is receiving heavy flooding, and has about 6 inches of water. In an effort to keep civilians out we will need 12 police units to establish a secure perimeter.</p> <p>Rescue 3 is establishing the 4th Street Search/Rescue Group.</p>
1138	OSC	Columbia Veterans Hospital Director	Columbia Veterans Hospital Director reports that water levels in the hospital are now approaching 2 feet. The backup generator is located in the basement in a separate room. Water is entering the generator room from the outside door and from the flooding occurring in the basement.

**PLANNING PROCESS**

<b>Time</b>	<b>To</b>	<b>From</b>	<b>Content</b>
			<p>Hospital maintenance is having difficulty keeping the water out of the generator room. The hospital is now on temporary power. The maintenance foreman is going to shut down the backup generator. The hospital administrator is requesting that we begin an evacuation.</p> <p>Patients and relatives are starting to become panicky. We are requesting six police officers for security and to maintain order.</p>
1140	OSC	J Street Search/Rescue Group Supervisor	<p>J Street Search/Rescue Group Supervisor reports flooding has reached 9th Street.</p> <p>Approximately 6 inches of water is along 8th and 9th Streets.</p> <p>Voluntary evacuation does not seem to be working.</p>
1142	LOFR	Dam Manager	<p>East Lake Dam Waterway Manager Donald Tillman reports that, given the condition of the dam and the excessive water buildup, they are going to release water down the spillway as a precaution.</p> <p>There will be some inundation downstream. Approximately 3 to 4 acre-feet of water will be released. Water levels in the river could rise approximately 2 to 3 inches.</p> <p>Expected time of release is 1215 hours.</p>
1145	OSC	4th Street Search/Rescue Group Supervisor	<p>Fourth Street Search/Rescue Group Supervisor is at the Hill Top Nursing Home at P and 8th Streets. The home is beginning to take on water. Presently, the home is on limited backup power, 12-hour duration.</p> <p>If water levels continue to rise the nursing home will need to be evacuated. Approximately 250 residents reside here; many are nonambulatory.</p> <p>Gang activity is occurring at H and 5th Streets. We are observing sporadic looting of businesses and stores. Traffic for the evacuees has become snarled. We also have two commercial buildings on fire.</p>

**PLANNING PROCESS**

<b>Time</b>	<b>To</b>	<b>From</b>	<b>Content</b>
1148	OSC	Columbia Veterans Hospital Group Supervisor	<p>Columbia Veterans Hospital Group Supervisor reports that they need two 50-passenger buses and 15 ambulances to relocate the patients. The staff at the hospital is limited at this time. The hospital administrator is requesting additional help to carry the nonambulatory patients to the vehicles.</p> <p>Distribution of patients may require long transports out of the county.</p>
1152	OSC	I Street Search/Rescue Group Supervisor	<p>I Street Search/Rescue Group Supervisor reports that they were able to rescue the trapped occupants from the rooftops along I Street. They have retrieved the three young children and three adults.</p> <p>What is the location of the closest shelters? Need transportation to take these folks to a shelter.</p> <p>Many occupants still remaining in their homes along I Street. Water level along I Street has just reached 7th Street.</p> <p>Be aware that the Highland Senior Citizen Home located at T and 7th Streets is beginning to take in water. It is limited at this time, but may be a problem if water continues to rise.</p> <p>We need 400 sandbags, 6 yards of sand, and shovels to limit water spread in senior citizen home. Also have DPW Street Division provide a bobcat loader to this location.</p>
1155	OSC	6th Street Search/Rescue Group Supervisor	<p>Sixth Street Search/Rescue Group Supervisor reports that they have removed 10 trapped occupants from the rooftops of homes along 6th Street.</p> <p>Many are elderly and very scared. Need transportation to a shelter for them. Still have five more to rescue. Some occupants still have not evacuated. Water is continuing to rise at a very rapid rate of 2 feet per hour.</p> <p>We need four six-person swift water teams to assist with in-water rescue.</p>

PLANNING PROCESS

<b>Time</b>	<b>To</b>	<b>From</b>	<b>Content</b>
1157	OSC	J Street Search/Rescue Group Supervisor	<p>J Street Search/Rescue Group Supervisor reports that they have removed two infirm occupants from two homes at 6th and J Streets. They are requesting the nearest shelter location.</p> <p>Water is still rising in the area. The water is now down to 10th Street along J Street.</p> <p>Be aware Faith Hospital is located at 14th and H Streets.</p>
1200	OSC	4th Street Search/Rescue Group Supervisor	<p>Fourth Street Search/Rescue Group Supervisor reports that water levels at the ESSO™ tank farm L and 4th Streets are now approaching 3 feet. The dike wall surrounding the facility is 3 feet high.</p>



**Activity 12.1 (cont'd)**

**Incident Objectives**

INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED									
4. OPERATIONAL PERIOD (DATE/TIME)												
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)												
6. WEATHER FORECAST FOR OPERATIONAL PERIOD												
7. GENERAL SAFETY MESSAGE												
8. ATTACHMENTS (✓ IF ATTACHED) <table border="0" style="width: 100%;"> <tr> <td><input type="checkbox"/> ORGANIZATION LIST (ICS 203)</td> <td><input type="checkbox"/> MEDICAL PLAN (ICS 206)</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> ASSIGNMENT LIST (ICS 204)</td> <td><input type="checkbox"/> INCIDENT MAP</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> COMMUNICATIONS PLAN (ICS 205)</td> <td><input type="checkbox"/> TRAFFIC PLAN</td> <td><input type="checkbox"/> _____</td> </tr> </table>				<input type="checkbox"/> ORGANIZATION LIST (ICS 203)	<input type="checkbox"/> MEDICAL PLAN (ICS 206)	<input type="checkbox"/> _____	<input type="checkbox"/> ASSIGNMENT LIST (ICS 204)	<input type="checkbox"/> INCIDENT MAP	<input type="checkbox"/> _____	<input type="checkbox"/> COMMUNICATIONS PLAN (ICS 205)	<input type="checkbox"/> TRAFFIC PLAN	<input type="checkbox"/> _____
<input type="checkbox"/> ORGANIZATION LIST (ICS 203)	<input type="checkbox"/> MEDICAL PLAN (ICS 206)	<input type="checkbox"/> _____										
<input type="checkbox"/> ASSIGNMENT LIST (ICS 204)	<input type="checkbox"/> INCIDENT MAP	<input type="checkbox"/> _____										
<input type="checkbox"/> COMMUNICATIONS PLAN (ICS 205)	<input type="checkbox"/> TRAFFIC PLAN	<input type="checkbox"/> _____										
202 ICS 3-80	9. PREPARED BY (PLANNING SECTION CHIEF)		10. APPROVED BY (INCIDENT COMMANDER)									



Activity 12.1 (cont'd)

Organization Assignment List

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
<b>POSITION</b> <b>NAME</b> <b>4. INCIDENT COMMANDER AND STAFF</b>		OPERATIONAL PERIOD (DATE/TIME)		
INCIDENT COMMANDER		<b>8. OPERATIONS SECTION</b>		
DEPUTY		CHIEF		
SAFETY OFFICER		DEPUTY		
INFORMATION OFFICER		<b>a. BRANCH I - DIVISION/GROUPS</b>		
LIAISON OFFICER		BRANCH DIRECTOR		
<b>5. AGENCY REPRESENTATIVES</b>		DEPUTY		
<b>AGENCY</b>	<b>NAME</b>	DIVISION/GROUP		
		<b>b. BRANCH II - DIVISION/GROUPS</b>		
<b>6. PLANNING SECTION</b>		BRANCH DIRECTOR		
CHIEF		DEPUTY		
DEPUTY		DIVISION/GROUP		
RESOURCES UNIT		DIVISION/GROUP		
SITUATION UNIT		DIVISION/GROUP		
DOCUMENTATION UNIT		DIVISION/GROUP		
DEMOBILIZATION UNIT		<b>c. BRANCH III - DIVISION/GROUPS</b>		
TECHNICAL SPECIALISTS		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
<b>7. LOGISTICS SECTION</b>		DIVISION/GROUP		
CHIEF		<b>d. AIR OPERATIONS BRANCH</b>		
DEPUTY		AIR OPERATIONS BR. DIR.		
<b>a. SUPPORT BRANCH</b>		AIR TACTICAL GROUP SUP.		
DIRECTOR		AIR SUPPORT GROUP SUP.		
SUPPLY UNIT		HELICOPTER COORDINATOR		
FACILITIES UNIT		AIR TANKER/FIXED-WING CRD.		
GROUND SUPPORT UNIT		<b>e. FINANCE SECTION</b>		
<b>b. SERVICE BRANCH</b>		CHIEF		
DIRECTOR		DEPUTY		
COMMUNICATIONS UNIT		TIME UNIT		
MEDICAL UNIT		PROCUREMENT UNIT		
FOOD UNIT		COMPENSATION/CLAIMS UNIT		
		COST UNIT		
203 ICS 1-82		9. PREPARED BY (RESOURCES UNIT)		NFES 1327







Activity 12.1 (cont'd)

Incident Radio Communications Plan

<b>INCIDENT RADIO COMMUNICATIONS PLAN</b>						1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
4. BASIC RADIO CHANNEL UTILIZATION								
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS			
						5. PREPARED BY (COMMUNICATIONS UNIT)		
						205 ICS 9/86		

NFES 1330











Activity 12.1 (cont'd)

Incident Action Plan Safety Analysis

INCIDENT ACTION PLAN SAFETY ANALYSIS	1. Incident Name:	2. Date:	3. Time:
LCES* Analysis of Tactical Applications Lookouts Communications Escape Routes Safety Zones	LCES Mitigations	Other Risk Analysis	Other Risk Mitigations

ICS 215A







## Unit Summary

This unit taught me about...

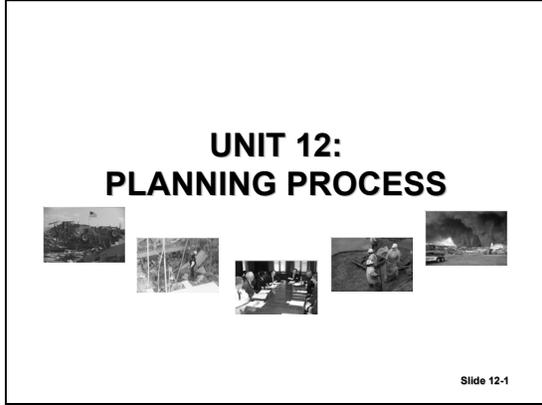


# NOTE-TAKING GUIDE



NOTE-TAKING GUIDE

Slide 12-1



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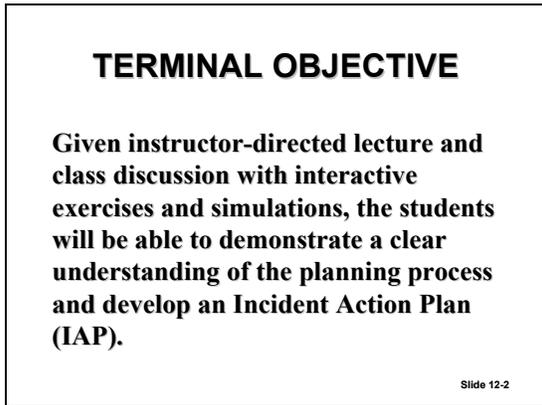
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Slide 12-2



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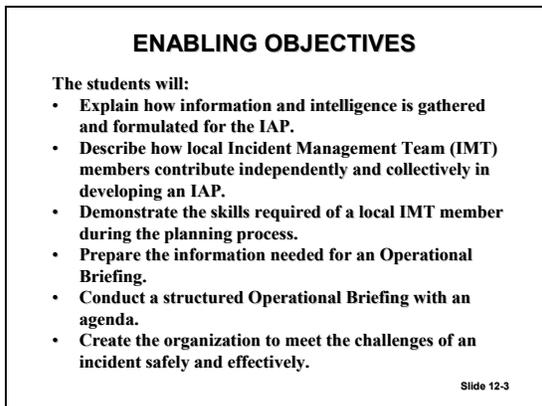
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Slide 12-3



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Slide 12-4

### THE PLANNING PROCESS

- Opportunity to share information
- Information shared by team members, acquired from what you have learned since mobilization
- To assemble an IAP for the next operational period
- Develop contingency plans as needed



Slide 12-4

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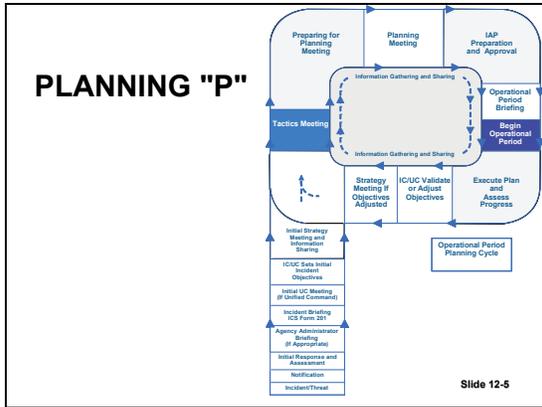
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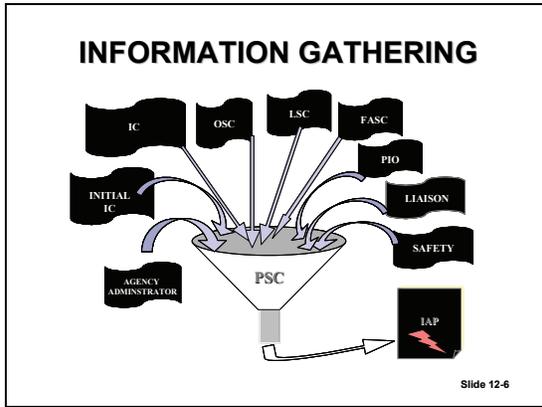
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Slide 12-6



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Slide 12-7

**WHEN, WHERE, AND HOW**

Let's look at *WHERE* and *HOW* all this information is acquired.

*WHEN* and *WHERE* it is collected and shared.

Slide 12-7

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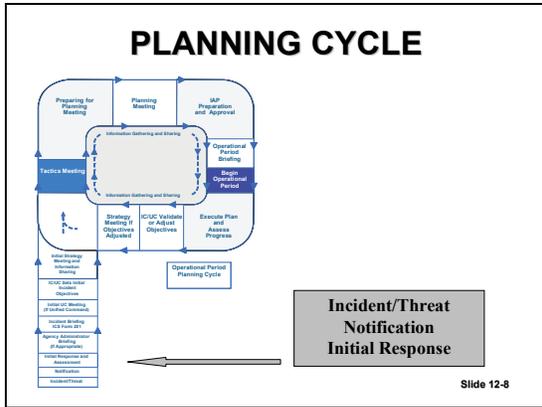
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Slide 12-8



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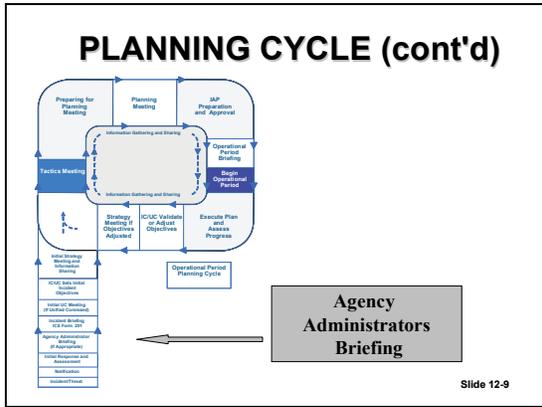
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Slide 12-9



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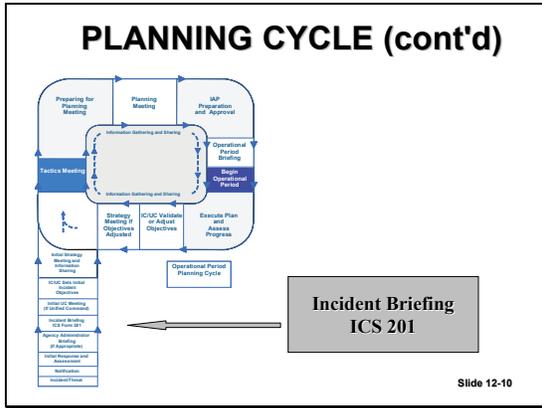
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Slide 12-10



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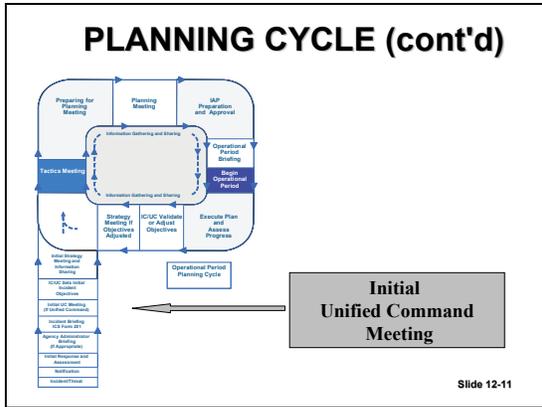
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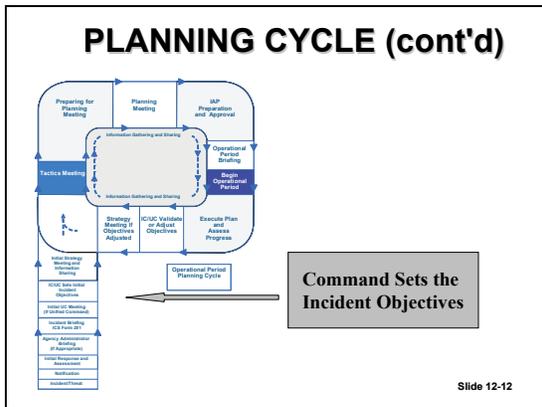
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Slide 12-12



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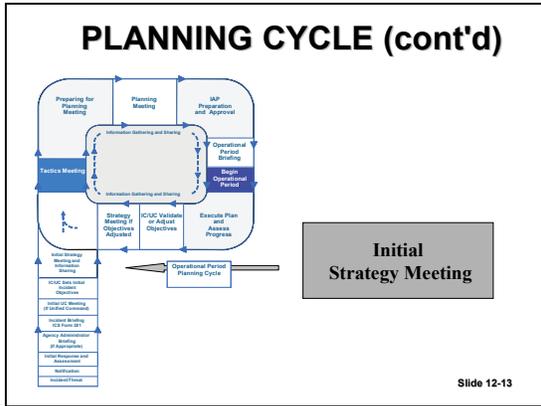
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Slide 12-13




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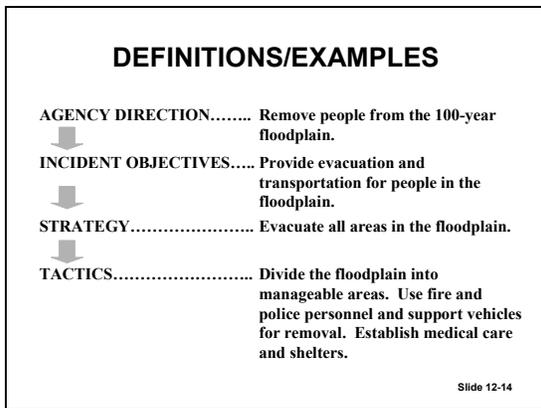
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Slide 12-14




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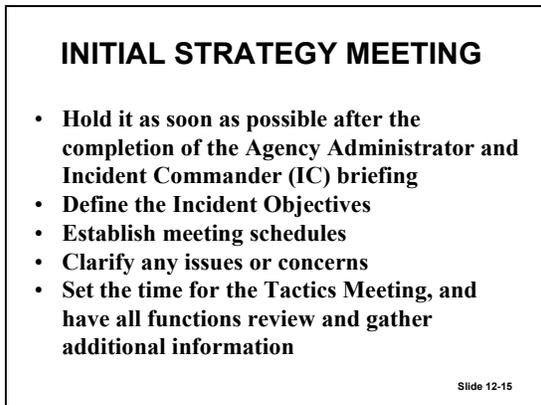
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Slide 12-15




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Slide 12-16

**INITIAL STRATEGY MEETING  
(cont'd)**

- Share information relevant to the Incident Objectives
- Consolidate any additional resource orders
- Set the operational periods for the incident

Slide 12-16

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Slide 12-17

**INITIAL STRATEGY MEETING  
(cont'd)**

- Set schedule: identify times for the Planning Meeting, Operational Briefing, and other Team Meetings for the duration of the incident
- Set time for other meetings
- IC identifies mandatory attendance for all meetings

Slide 12-17

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Slide 12-18

**INITIAL STRATEGY MEETING  
(cont'd)**

- Identify the need for any additional intelligence or information
- Identify the support needed for other functional areas

Slide 12-18

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Slide 12-19

**INITIAL STRATEGY MEETING  
(cont'd)**

- Unless the Incident Objectives for the incident change, or there is a need, the Initial Strategy Meeting is only held once.
- As necessary, schedule additional Team Meetings.
- Most IC's will schedule a daily Team Meeting to take the pulse of team members and the incident.

Slide 12-19

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Slide 12-20

**STRATEGY AND COMMAND  
AND GENERAL STAFF  
MEETINGS**

- Team members only!
- This is your time to resolve or identify problems.
- Consider this team maintenance time.

Slide 12-20

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Slide 12-21

**STRATEGY AND COMMAND AND  
GENERAL STAFF MEETINGS (cont'd)**

**CAUTION**

Hold these meetings when all can make it, and don't publish or broadcast it. It's not a secret, but not necessary for the rest of the world to be a part of it.

Slide 12-21

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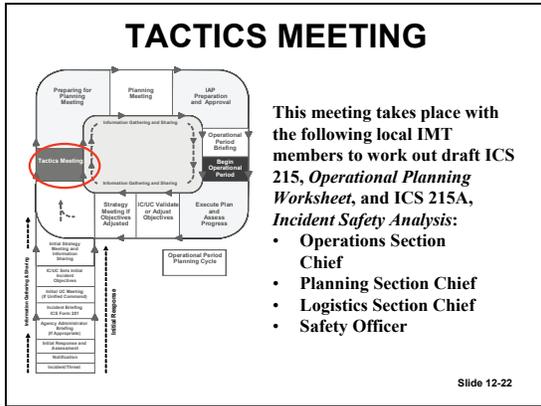
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Slide 12-22




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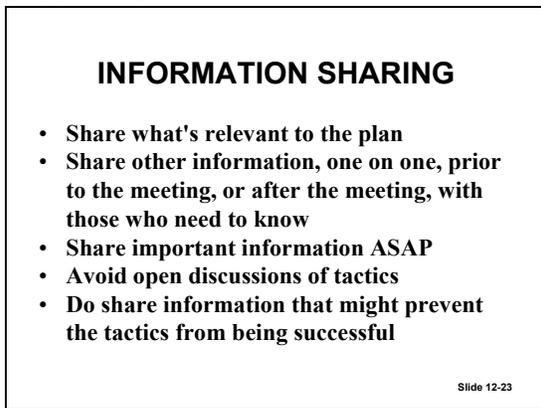
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Slide 12-23




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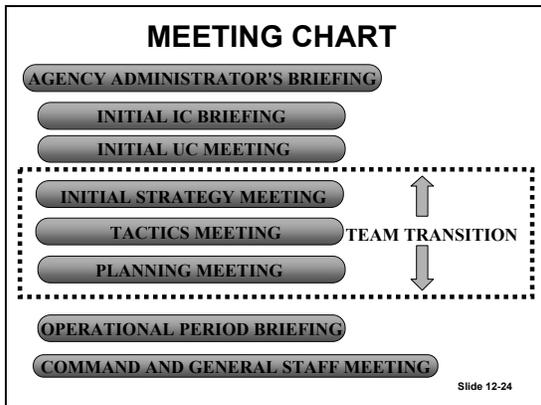
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Slide 12-24




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Slide 12-28

**LOGISTICS SECTION CHIEF**

- Inventory service and support items on hand at the incident
- Determine what may be needed
- Determine communication needs
- Determine local medical capability

Slide 12-28

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Slide 12-29

**FINANCE/ADMINISTRATION SECTION CHIEF**

- Collect information on rental agreements and contracts
- Gather pertinent information from briefings with responsible agencies
- Determine potential or actual claims

Slide 12-29

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Slide 12-30

**PUBLIC INFORMATION OFFICER**

- Determine methods to be used for information flow
- Determine politically sensitive issues
- Determine which agencies may assist in the preparation of information releases
- Determine restrictions on information releases

Slide 12-30

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Slide 12-31

**SAFETY OFFICER**

- Identify risks and hazards
- Provide safety information on the establishment of the incident base
- Work with the Operations Section Chief on safety issues related to tactical operations (ICS 215A, *Incident Safety Analysis*)

Slide 12-31

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Slide 12-32

**LIAISON OFFICER**

- Identify cooperating and assisting agencies
- Identify special agency needs
- Determine capabilities of cooperating and assisting agencies
- Confirm names and contact location of agency representatives

Slide 12-32

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Slide 12-33

**INCIDENT COMMANDER**

The IC will

- Give direction
- Communicate
- Be a manager
- Not get too involved in details

Slide 12-33

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Slide 12-34

**DON'T LEAVE A TEAM MEMBER  
LOOKING LIKE THIS!**



Slide 12-34

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Slide 12-35

**PLANNING MEETING**

**The meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning**

Slide 12-35

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Slide 12-36

**PLANNING MEETING AGENDA**

- Briefing on SITSTAT and RESTAT
- Incident Objectives
- Control lines, boundaries, and group assignments
- Division/Group tactics
- Division/Group resources
- Hazard identification
- Facilities and reporting locations
- OSC
- PSC, IC
- OSC
- OSC
- OSC, PSC
- SOFR
- OSC, LSC

Slide 12-36

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Slide 12-37

**PLANNING MEETING AGENDA  
(cont'd)**

- Resource and personnel order
- Communications, Medical, and Traffic Plans
- Financial issues
- Assisting/Cooperating agencies (issues)
- Information issues
- Finalize and approve IAP

- LSC
- LSC
- FSC
- LOFR
- PIO
- PSC, IC

Slide 12-37

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Slide 12-38

**THE PLANNING MEETING**

The IC sets the:

- Time
- Attendance
- Time for conclusion of the meeting
- The completion time of the IAP

Slide 12-38

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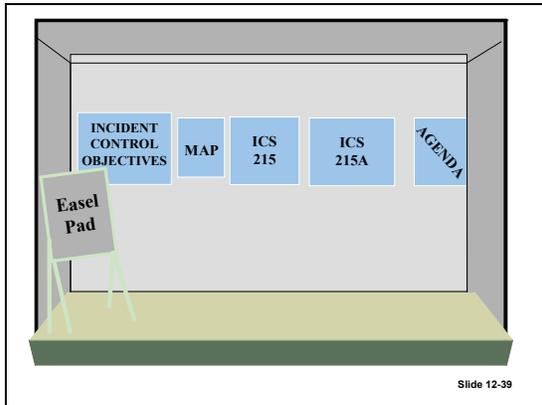
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Slide 12-39



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Slide 12-40

**OUTPUT OF THE PLANNING MEETING**

- Set the time IAP products are due
- The IAP generally includes
  - ICS 202, *Incident Objectives*
  - ICS 203, *Organization Assignment List*
  - ICS 204, *Assignment List*
  - ICS 205, *Incident Radio Communications Plan*
  - ICS 206, *Medical Plan*
  - The Incident Map
  - Traffic Plan
  - Incident and Base plan
  - Safety message
  - Weather forecast

Slide 12-40

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Slide 12-41

**OPERATIONAL BRIEFING**

- Conducted at beginning of each operational period.
- IAP is presented to Supervisors of tactical resources.
- Planning Section Chief facilitates briefing by following a concise agenda.
- Following the briefing, Supervisors may meet with their assigned resources for a detailed briefing on their respective assignments.

Slide 12-41

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Slide 12-42

**OPERATIONAL PERIOD BRIEFING AGENDA**

1. Review Incident Objectives	PSC/IC
2. Current incident status	OSC
3. Technical Specialist reports	PSC
4. Hazard mitigation	SOFR
5. Logistical issues	LSC
6. Finance issues	FASC
7. Other issues	PIO/LOFR
8. Closing remarks	IC/PSC
9. Conclusions/Breakout assignments	

Slide 12-42

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Slide 12-46

**UNIT SUMMARY**

- **How to gather information and intelligence in the IAP**
- **How local IMT members contribute to the development of the IAP**
- **IMT members skills during the planning process**
- **Operational Briefing information needed**
- **Operational Meeting, how to conduct a meeting (with agenda)**
- **Organizational challenges of an incident**

Slide 12-46

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# APPENDIX A

## SAMPLE INCIDENT ACTION PLAN (IAP)

\*The ICS Forms may have been modified by an individual agency for their use.



COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS

<b>INCIDENT BRIEFING</b>	1. Incident Name Central Auto Parts	2. Date 6-4-03	3. Time 0830																						
<b>4. Map Sketch</b>																									
<b>5. Command Organization</b>																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Incident Commander <b>L. SMITH</b></td> <td style="text-align: center;">Safety Officer: <b>M. KERNS</b></td> </tr> <tr> <td style="text-align: center;">Planning</td> <td style="text-align: center;">Liaison Officer or Agency Rep:</td> </tr> <tr> <td style="text-align: center;">Operations <b>F. SHARP</b></td> <td style="text-align: center;">Information Officer:</td> </tr> <tr> <td style="text-align: center;">Logistics</td> <td></td> </tr> <tr> <td style="text-align: center;">Finance</td> <td></td> </tr> <tr> <td style="text-align: center;">Div. <b>WEST</b> <b>JONES</b></td> <td style="text-align: center;">Div. <b>EAST</b> <b>PECK</b></td> </tr> <tr> <td style="text-align: center;">Div.</td> <td style="text-align: center;">Div.</td> </tr> <tr> <td colspan="2" style="text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Air</td> </tr> <tr> <td>Air Operations _____</td> </tr> <tr> <td>Air Support _____</td> </tr> <tr> <td>Air Attack _____</td> </tr> <tr> <td>Air Tanker Coord _____</td> </tr> <tr> <td>Helicopter Coord _____</td> </tr> </table> </td> </tr> </table>				Incident Commander <b>L. SMITH</b>	Safety Officer: <b>M. KERNS</b>	Planning	Liaison Officer or Agency Rep:	Operations <b>F. SHARP</b>	Information Officer:	Logistics		Finance		Div. <b>WEST</b> <b>JONES</b>	Div. <b>EAST</b> <b>PECK</b>	Div.	Div.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Air</td> </tr> <tr> <td>Air Operations _____</td> </tr> <tr> <td>Air Support _____</td> </tr> <tr> <td>Air Attack _____</td> </tr> <tr> <td>Air Tanker Coord _____</td> </tr> <tr> <td>Helicopter Coord _____</td> </tr> </table>		Air	Air Operations _____	Air Support _____	Air Attack _____	Air Tanker Coord _____	Helicopter Coord _____
Incident Commander <b>L. SMITH</b>	Safety Officer: <b>M. KERNS</b>																								
Planning	Liaison Officer or Agency Rep:																								
Operations <b>F. SHARP</b>	Information Officer:																								
Logistics																									
Finance																									
Div. <b>WEST</b> <b>JONES</b>	Div. <b>EAST</b> <b>PECK</b>																								
Div.	Div.																								
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Air																									
Air Operations _____																									
Air Support _____																									
Air Attack _____																									
Air Tanker Coord _____																									
Helicopter Coord _____																									
Page 1 of 2	6. Prepared by (Name and Position) B.C. L. Smith Incident Commander																								

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
<b>1st alarm</b>				
CCFD B1	IC		X	Command Post 21 <sup>st</sup> & L
CCFD E1	Engine 1		X	West Division - Fire Suppression
CCFD E2	Engine 2		X	West Division - Fire Suppression
CCFD E3	Engine 3		X	West Division - Fire Suppression
CCFD T3	Truck 3		X	West Division - Fire Suppression
CCFD S1	Squad 1		X	West Division - Search & Rescue
CCFD MU1	Mask Unit 1		X	Staging Manger - 21 <sup>st</sup> & J
CCFD RA1	Ambulance 1		X	West Division - Medical Treatment
<b>2nd alarm</b>				
CCFD B2	Operations		X	Command Post - Operations Section Chief
CCFD E4, E5, E6	Engine 4, 5, 6		X	East Division - Exposure protection
CCFD T6	Truck 6		X	East Division - Exposure protection
CCFD S2	Squad 2		X	West Division - Search & Rescue
CCFD RA2	Ambulance 2		X	West Division - Medical Treatment
CCFD DC1	Deputy Chief 1	0850		
7. Summary of Current Actions				
<p>West Division attacking fire in warehouse, providing medical treatment for injured civilians and initiating search operation for missing employees.</p> <p>East Division protecting exposures at Grant Lumber.</p>				
Page 2 of				

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>INCIDENT OBJECTIVES</b>	1. Incident Name CENTRAL AUTO PARTS	2. Date 6-4-03	3. Time 0900									
4. Operational Period 6-4-03 0930-1330												
5. General Control Objectives for the Incident (include alternatives) 1. Extinguish fire in warehouse.  2. Conduct Search & rescue operation in collapsed portion of warehouse.  3. Provide necessary medical treatment/transportation for injured persons.  4. Protect surrounding exposures.												
6. Weather Forecast for Period Winds continuing from W/NW @ 8-10 mph. Temp. increasing to max. of 85 degrees.												
7. General Safety Message • Use extreme caution when operating in or near collapsed portion of warehouse structure.  • All personnel shall wear scba at all times when operating inside warehouse.  • Be aware that toxic materials may be present in some areas of the warehouse and in smoke/water run-off.  • Schedule appropriate rehab breaks.												
8. Attachments (mark if attached)												
<table border="0"> <tr> <td><input checked="" type="checkbox"/> Organization List - ICS 203</td> <td><input checked="" type="checkbox"/> Medical Plan - ICS 206</td> <td><input type="checkbox"/> (Other)</td> </tr> <tr> <td><input checked="" type="checkbox"/> Div. Assignment Lists - ICS 204</td> <td><input checked="" type="checkbox"/> Incident Map</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input checked="" type="checkbox"/> Communications Plan - ICS 205</td> <td><input checked="" type="checkbox"/> Traffic Plan</td> <td><input type="checkbox"/></td> </tr> </table>				<input checked="" type="checkbox"/> Organization List - ICS 203	<input checked="" type="checkbox"/> Medical Plan - ICS 206	<input type="checkbox"/> (Other)	<input checked="" type="checkbox"/> Div. Assignment Lists - ICS 204	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/>	<input checked="" type="checkbox"/> Communications Plan - ICS 205	<input checked="" type="checkbox"/> Traffic Plan	<input type="checkbox"/>
<input checked="" type="checkbox"/> Organization List - ICS 203	<input checked="" type="checkbox"/> Medical Plan - ICS 206	<input type="checkbox"/> (Other)										
<input checked="" type="checkbox"/> Div. Assignment Lists - ICS 204	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/>										
<input checked="" type="checkbox"/> Communications Plan - ICS 205	<input checked="" type="checkbox"/> Traffic Plan	<input type="checkbox"/>										
9. Prepared by (Planning Section Chief) B.C. F. SHARP		10. Approved by (Incident Commander) D.C. W. GATES										











**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

INCIDENT RADIO COMMUNICATIONS PLAN			1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
			CENTRAL AUTO	6-4-03 0900	6-4-03 0930-1330
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
	1	TACTICAL	103.8	TACTICAL OPERATIONS	
	2	COMMAND	103.2	COMMAND	
ICS 205		2-95	4. PREPARED BY (COMMUNICATIONS UNIT) FF. S. BROWN		

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>MEDICAL PLAN</b>	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period						
	Central Auto Whse	6-4-03	0900	0930-1330						
<b>5. Incident Medical Aid Station</b>										
Medical Aid Stations		Location			Paramedics Yes No					
Central Auto Staging Area		21 <sup>st</sup> & K.			X					
Central City Fire station 6		20 <sup>th</sup> & M			X					
<b>6. Transportation</b>										
<b>A. Ambulance Services</b>										
Name		Address		Phone		Paramedics Yes No				
Central City Hospital		1555 S St.		552-6262		X				
Liberty Cty. Medical Center		3200 D St.		552-1000		X				
Valley Medical center		700 W. 5 <sup>th</sup> St.		567-8900		X				
<b>B. Incident Ambulances</b>										
Name		Location			Paramedics Yes No					
CCFD RA 1		@ Central Auto Parts Incident			x					
CCFD RA 2		@ Central Auto Parts Incident			x					
<b>7. Hospitals</b>										
Name	Address		Travel Time Air Ground		Phone		Helipad Yes No		Burn Center Yes No	
CC Hospital	1555 S. St.		2		552-6262		X		X	
Lib. Cty. Med. Ctr.	3200 D. St.		5		552-1000		x		x	
Valley Med. Ctr.	700 w. 5 <sup>th</sup> St.		10		567-8900		X		x	
<b>8. Medical Emergency Procedures</b>										
Respiratory problems & non-burn injuries transport to CC Hospital or Liberty County Med Center.										
Burns injuries transport to Liberty County Med Center only.										
Use Valley Med Center for overflow of non-burn injuries only.										
Prepared by (Medical Unit Leader)						10. Reviewed by (Safety Officer)				
LT. J. Gordon						Lt. T. Scott				

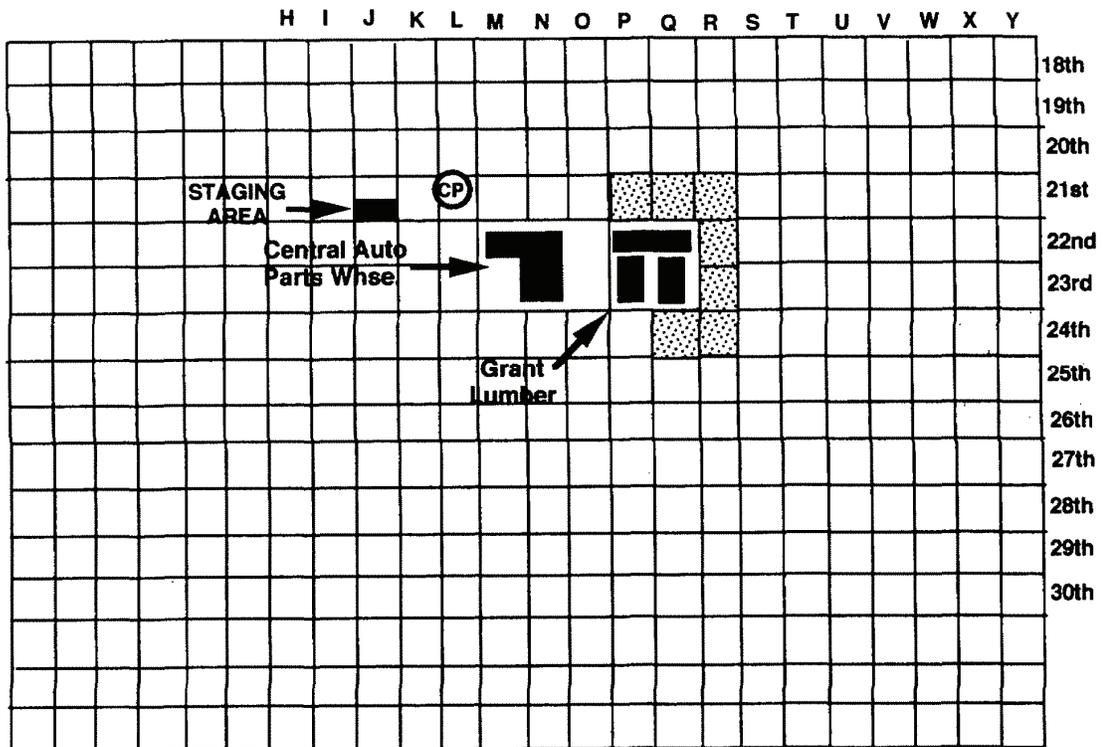
ICS 206

IAP Central Auto Parts

# INCIDENT MAP

## CENTRAL AUTO PARTS INCIDENT

INCIDENT LOCATION: 21ST. & M ST.  
WEATHER @ 0800: TEMP. 72 WIND 8-10 W/NW



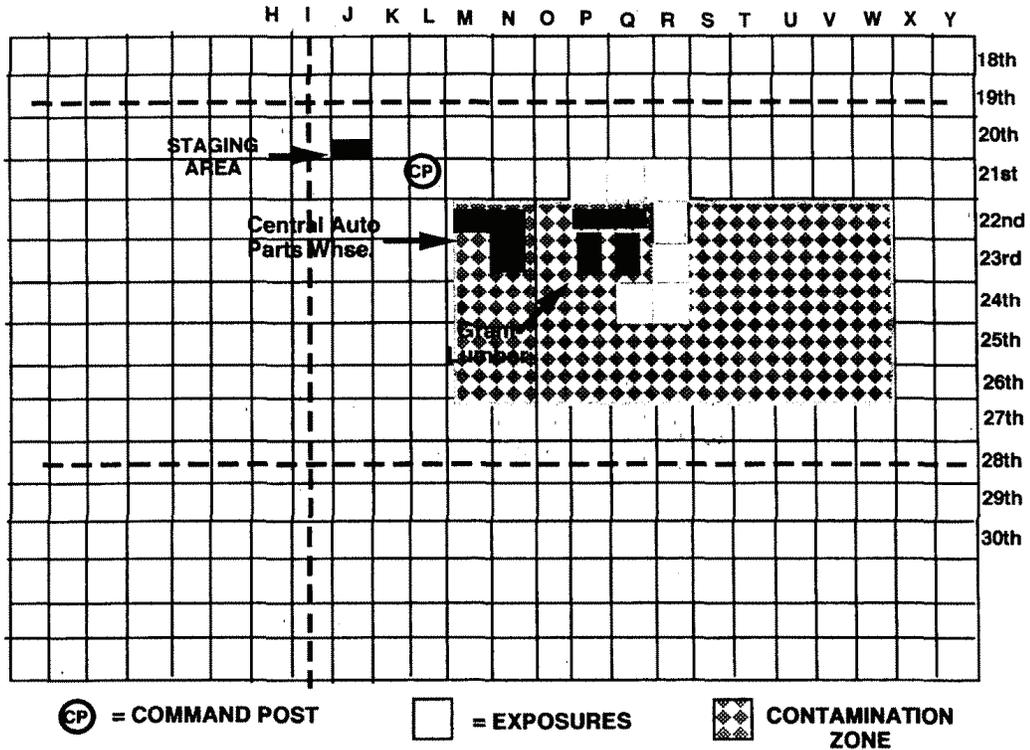
Ⓢ = COMMAND POST

▨ = EXPOSURES

IAP Central Auto Parts

# INCIDENT TRAFFIC PLAN

## CENTRAL AUTO PARTS INCIDENT INCIDENT LOCATION: 21ST. & M ST.



Primary route to Incident Area/Staging Area is East/West on 19th St. or 28th St. and North or South on I St.

Avoid potential contamination area between 22nd - 27th & M -W.

# APPENDIX B

## BLANK FORMS REFERENCED IN THIS COURSE

- ICS Form 201, *Incident Debriefing*
- ICS Form 202, *Incident Objectives*
- ICS Form 203, *Organization Assignment List*
- ICS Form 204, *Division Assignment List*
- ICS Form 205, *Incident Radio Communications Plan*
- ICS Form 206, *Medical Plan*
- ICS Form 207, *Incident Organization Chart*
- ICS Form 208HM, *Site Safety and Control Plan*
- ICS Form 209, *Incident Status Summary*
- ICS Form 211, *Check-In List*
- ICS Form 213, *General Message*
- ICS Form 214, *Unit/Activity Log*
- ICS Form 215, *Operational Planning Worksheet*
- ICS Form 215A, *Incident Action Plan Safety Analysis*
- ICS Form 218, *Support Vehicle Inventory*
- ICS Form 226, *Compensation for Injury Log*
- ICS Form 227, *Claims Log*
- ICS Form 228, *Incident Cost Worksheet*
- ICS Form 260, *Resource Order*



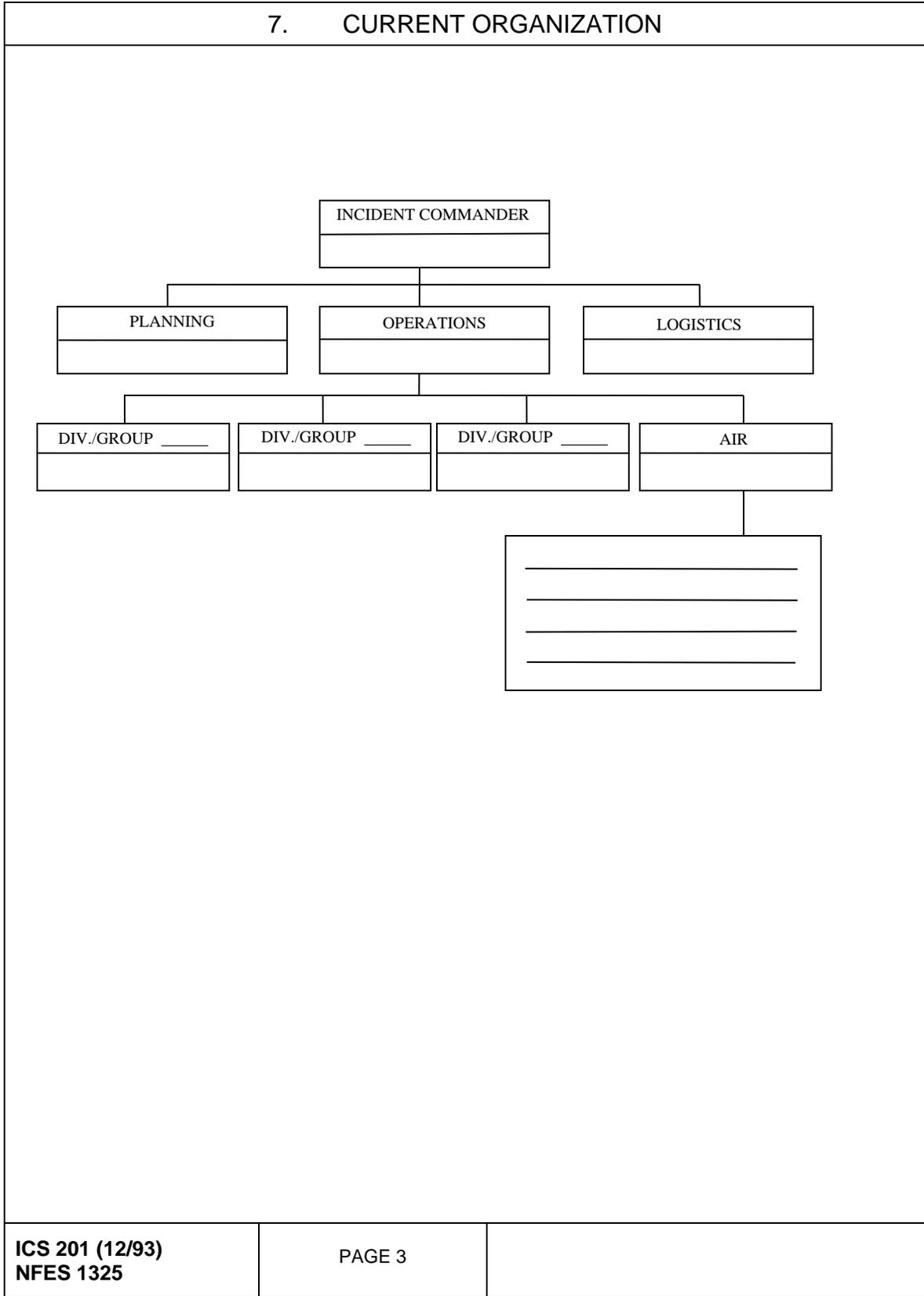
**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

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<b>INCIDENT DEBRIEFING</b>	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. MAP SKETCH			
<b>ICS 201 (12/93) NFES 1325</b>	PAGE 1	5. PREPARED BY (NAME AND POSITION)	



7. CURRENT ORGANIZATION









**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>ORGANIZATION ASSIGNMENT LIST</b>		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED																				
<b>4. POSITION NAME INCIDENT COMMANDER AND STAFF</b> INCIDENT COMMANDER DEPUTY SAFETY OFFICER INFORMATION OFFICER LIAISON OFFICER		OPERATIONAL PERIOD (DATE/TIME)																						
<b>5. AGENCY REPRESENTATIVES</b> <table border="1"> <thead> <tr> <th>AGENCY</th> <th>NAME</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> </tbody> </table>		AGENCY	NAME																			<b>8. OPERATIONS SECTION</b> CHIEF DEPUTY <b>BRANCH I - DIVISION/GROUPS</b> a. BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP <b>BRANCH II - DIVISION/GROUPS</b> b. BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP <b>BRANCH III - DIVISION/GROUPS</b> c. BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP <b>d. AIR OPERATIONS BRANCH</b> AIR OPERATIONS BR. DIR. AIR TACTICAL GROUP SUP. AIR SUPPORT GROUP SUP. HELICOPTER COORDINATOR AIR TANKER/FIXED-WING CRD.		
AGENCY	NAME																							
<b>6. PLANNING SECTION</b> CHIEF DEPUTY RESOURCES UNIT SITUATION UNIT DOCUMENTATION UNIT DEMOBILIZATION UNIT TECHNICAL SPECIALISTS		<b>FINANCE SECTION</b> CHIEF DEPUTY TIME UNIT PROCUREMENT UNIT COMPENSATION/CLAIMS UNIT COST UNIT																						
<b>7. LOGISTICS SECTION</b> CHIEF DEPUTY <b>a. SUPPORT BRANCH</b> DIRECTOR SUPPLY UNIT FACILITIES UNIT GROUND SUPPORT UNIT <b>b. SERVICE BRANCH</b> DIRECTOR COMMUNICATIONS UNIT MEDICAL UNIT FOOD UNIT		<b>9. PREPARED BY (RESOURCES UNIT)</b>																						
203 ICS 1-82																								











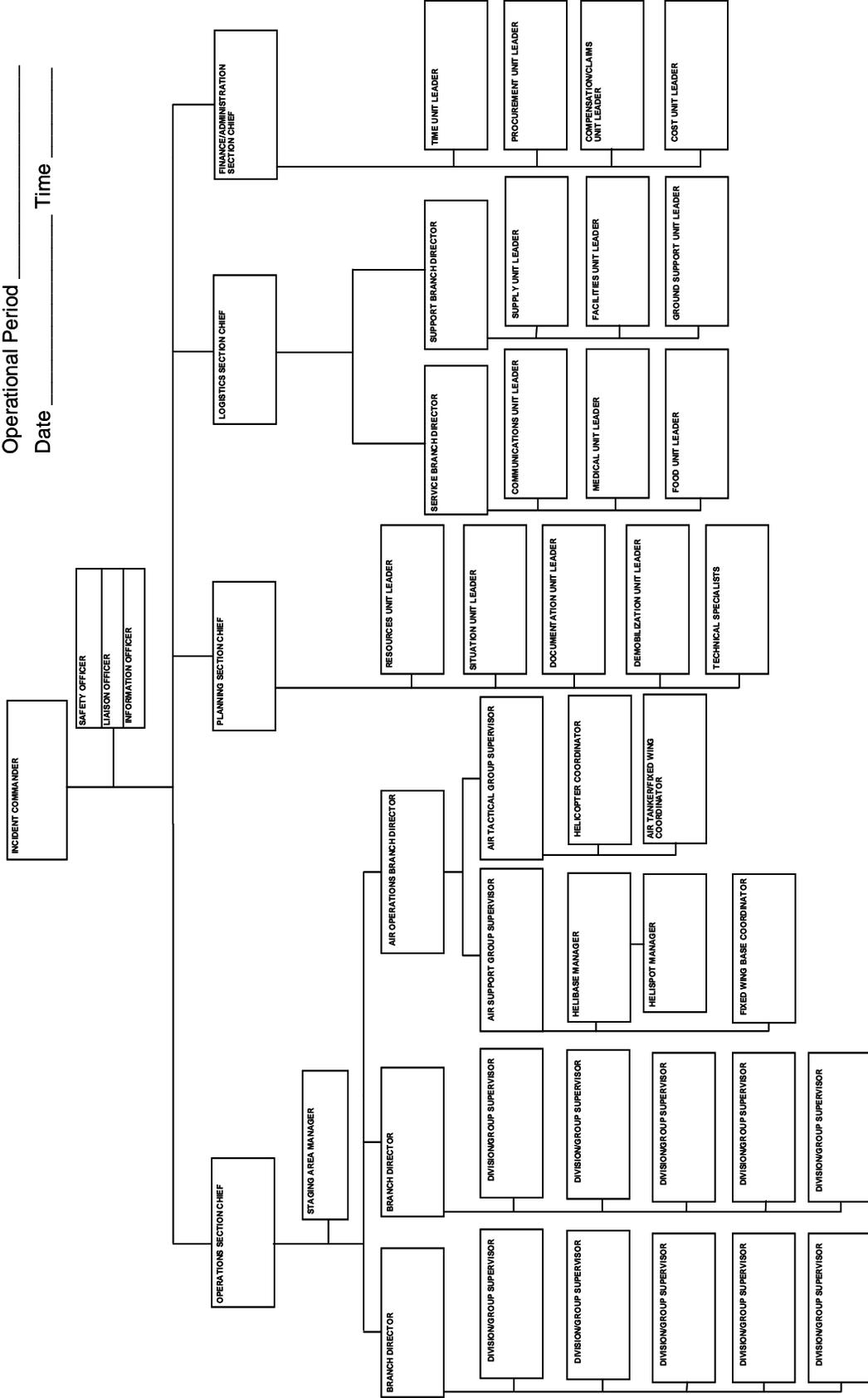
**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>MEDICAL PLAN</b>	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period							
	<b>5. Incident Medical Aid Station</b>										
Medical Aid Stations	Location			Paramedics Yes No							
<b>6. Transportation</b>											
<b>A. Ambulance Services</b>											
Name	Address		Phone		Paramedics Yes No						
<b>B. Incident Ambulances</b>											
Name	Location			Paramedics Yes No							
<b>7. Hospitals</b>											
Name	Address		Travel Time Air Ground		Phone		Helipad Yes No		Burn Center Yes No		
<b>8. Medical Emergency Procedures</b>											
Prepared by (Medical Unit Leader)						10. Reviewed by (Safety Officer)					



COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS

Incident Name \_\_\_\_\_  
 Operational Period \_\_\_\_\_  
 Date \_\_\_\_\_ Time \_\_\_\_\_



207 ICS

NFES 1332



**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>SITE SAFETY AND CONTROL PLAN</b> ICS 208 HM	1. Incident Name:		2. Date Prepared:		3. Operational Period: Time:							
	<b>Section I. Site Information</b>											
4. Incident Location:												
<b>Section II. Organization</b>												
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)			18. Decontamination Element:									
Name:		PPE Level	Name:		PPE Level							
Entry 1			Decon 1									
Entry 2			Decon 2									
Entry 3			Decon 3									
Entry 4			Decon 4									
<b>Section III. Hazard/Risk Analysis</b>												
19. Material:	Container type	Qty.	Phys. State	pH	IDLH	F.P.	I.T.	V.P.	V.D.	S.G.	LEL	UEL
Comment:												
<b>Section IV. Hazard Monitoring</b>												
20. LEL Instrument(s):				21. O <sub>2</sub> Instrument(s):								
22. Toxicity/PPM Instrument(s):				23. Radiological Instrument(s):								
Comment:												
<b>Section V. Decontamination Procedures</b>												
24. Standard Decontamination Procedures:								YES:	NO:			
Comment:												
<b>Section VI. Site Communications</b>												
25. Command Frequency:		26. Tactical Frequency:		27. Entry Frequency:								
<b>Section VII. Medical Assistance</b>												
28. Medical Monitoring:		YES:	NO:	29. Medical Treatment and Transport In-place:		YES:	NO:					
Comment:												

<b>Section VIII. Site Map</b>		
30. Site Map:		
<div style="text-align: right; margin-right: 20px;">↑</div>		
Weather <input type="checkbox"/> Command Post <input type="checkbox"/> Zones <input type="checkbox"/> Assembly Areas <input type="checkbox"/> Escape Routes <input type="checkbox"/> Other <input type="checkbox"/>		
<b>Section IX. Entry Objectives</b>		
31. Entry Objectives:		
<b>Section X. SOP S and Safe Work Practices</b>		
32. Modifications to Documented SOP s or Work Practices:		YES: <input type="checkbox"/>
Comment:		NO: <input type="checkbox"/>
<b>Section XI. Emergency Procedures</b>		
33. Emergency Procedures:		
<b>Section XII. Safety Briefing</b>		
34. Asst. Safety Officer - HM Signature:		Safety Briefing Completed (Time):
35. HM Group Supervisor Signature:		36. Incident Commander Signature:





















**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

INCIDENT ACTION PLAN SAFETY ANALYSIS		1. Incident Name		2. Date		3. Time	
		Potential Hazards		Mitigations (e.g. PPE, buddy system, escape routes)			
Division or Group	Type of Hazard:						
	:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						
	Type of Hazard:						

Prepared by (Name and Position)















**INCIDENT COST WORKSHEET**

Incident Name: \_\_\_\_\_

Date: \_\_\_\_\_ Operational Period: \_\_\_\_\_

I.	Engine Costs (all agencies/all types) Number Engines _____	Est. Cost _____
II.	Hand Crew Costs (all agencies) Number Agency Crews _____	Est. Cost _____
	Number Pick-up Labor Crews _____	Est. Cost _____
	Number Custodial Agency Personnel _____	Est. Cost _____
		<b>TOTAL</b> _____
III.	Dozer Costs	
	1. Agency Owned (all agencies/all types)	
	Number Dozers _____	Est. Cost _____
	Number Tenders _____	Est. Cost _____
	Number Transports _____	Est. Cost _____
		<b>TOTAL</b> _____
	2. Rental Dozers	
	Number Dozers _____	Est. Cost _____
	Number Tenders _____	Est. Cost _____
	Number Transports _____	Est. Cost _____
	<b>TOTAL</b> _____	
IV.	Aircraft Costs (all agencies/all types)	
	Number Air Attack/Airtanker Coord Ships _____	Est. Cost _____
	Number Airtankers _____	Est. Cost _____
	Number Recon _____	Est. Cost _____
	Number Helicopters (agency owned) _____	Est. Cost _____
	Number Helicopters (hired) _____	Est. Cost _____
	Gallons Retardant _____	Est. Cost _____
	<b>TOTAL</b> _____	
V.	Overhead/Staff Costs (all agencies/all types)	
	Number Command Staff _____	Est. Cost _____
	Number Operations Section _____	Est. Cost _____
	Number Planning Section _____	Est. Cost _____
	Number Logistics Section _____	Est. Cost _____
	Number Finance Section _____	Est. Cost _____
	<b>TOTAL</b> _____	
VI.	Miscellaneous	
	Field Kitchen or Caterer (inc. reefer vans)	Est. Cost _____
	Shower Units	Est. Cost _____
	Trash Collection	Est. Cost _____
	Rental Support Vehicles	Est. Cost _____
	IR Aircraft	Est. Cost _____
	_____ Number _____	Est. Cost _____
	_____ Number _____	Est. Cost _____
	_____ Number _____	Est. Cost _____
	_____ Number _____	Est. Cost _____
	<b>TOTAL</b> _____	

ICS FORM 228  
(12/88)



**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>RESOURCE ORDER</b>		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									
		7. MAP REFERENCE		L.A.T.		F.R.E.Q.U.E.N.C.Y.		G.R.O.U.N.D C.O.N.T.A.C.T		F.R.E.Q.U.E.N.C.Y.		R.E.L.O.A.D B.A.S.E		10. ORDERING OFFICE									
11. AIRCRAFT INFORMATION		BASE OR OMNI		AIR CONTACT		F.R.E.Q.U.E.N.C.Y.		G.R.O.U.N.D C.O.N.T.A.C.T		F.R.E.Q.U.E.N.C.Y.		R.E.L.O.A.D B.A.S.E		O.T.H.E.R A.I.R.C.R.A.F.T/H.A.Z.A.R.D.S									
BEARING		D.I.S.T.A.N.C.E		R.E.S.O.U.R.C.E R.E.Q.U.E.S.T.E.D		N.E.E.D.E.D D.A.T.E/T.I.M.E		D.E.L.I.V.E.R T.O		A.G.E.N.C.Y I.D		R.E.S.O.U.R.C.E A.S.S.I.G.N.E.D		E.T.D		R.E.L.E.A.S.E.D		E.T.A					
12. Request Number		Q T Y		From		To		From		To		Date		Date		Time		Time					
13. ORDER RELAYED		Req. No.		Date		Time		To/From		ACTION TAKEN		ORDER RELAYED		Req. No.		Date		Time		To/From		ACTION TAKEN	

ICS 280-1 (7/87) NFES 1470



## APPENDIX C

# SAMPLE COMPLETED ICS FORMS

- ICS Form 201, *Incident Debriefing*
- ICS Form 202, *Incident Objectives*
- ICS Form 203, *Organization Assignment List*
- ICS Form 204, *Division Assignment List*
- ICS Form 205, *Incident Radio Communications Plan*
- ICS Form 206, *Medical Plan*
- ICS Form 207, *Incident Organization Chart*
- ICS Form 208HM, *Site Safety and Control Plan*
- ICS Form 209, *Incident Status Summary*
- ICS Form 211, *Check-In List*
- ICS Form 213, *General Message*
- ICS Form 214, *Unit/Activity Log*
- ICS Form 215, *Operational Planning Worksheet*
- ICS Form 215A, *Incident Action Plan Safety Analysis*
- ICS Form 218, *Support Vehicle Inventory*
- ICS Form 221, *Demobilization Checkout*
- ICS Form 226, *Compensation for Injury Log*
- ICS Form 227, *Claims Log*
- ICS Form 228, *Incident Cost Worksheet*
- ICS Form 260, *Resource Order*



**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>INCIDENT BRIEFING</b>	1. Incident Name Tonna Blvd.	2. Date 4/17/2003	3. Time 10:12:07 AM
<b>4. Map Sketch</b>			
Division A: Eng 1 Eng 3 Eng 7 Trk 2 Haz Mat 1 BC-2	Division B: Eng 2 Eng 6 Eng 5 Trk 6 A-2 A-4 A-6 A-7 BC-1	Division C: Eng 4 Eng 8 Eng 9 Trk 8	
<b>5. Current Organization</b>			
Page 1 of 2	6. Prepared by (Name and Position)		

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Eng	Eng 1		<input checked="" type="checkbox"/>	Div A
Eng	Eng 3		<input checked="" type="checkbox"/>	Div A
Eng	Eng 7		<input checked="" type="checkbox"/>	Div A
Truck	Trk 2		<input checked="" type="checkbox"/>	Div A
Haz Mat Unit	HM 1		<input checked="" type="checkbox"/>	Div A
Eng	Eng 2		<input checked="" type="checkbox"/>	Div B
Eng	Eng 6		<input checked="" type="checkbox"/>	Div B
Eng	Eng 5		<input checked="" type="checkbox"/>	Div B
Truck	Trk 6		<input checked="" type="checkbox"/>	Div B
Ambulance	A-2		<input checked="" type="checkbox"/>	Div B
Ambulance	A-4		<input checked="" type="checkbox"/>	Div B
Ambulance	A-6		<input checked="" type="checkbox"/>	Div B
Ambulance	A-7		<input checked="" type="checkbox"/>	Div B
Eng	Eng 4		<input checked="" type="checkbox"/>	Div C
Eng	Eng 8		<input checked="" type="checkbox"/>	Div C
Eng	Eng 9		<input checked="" type="checkbox"/>	Div C
Truck	TRK8		<input checked="" type="checkbox"/>	Div C
Battalion Chief	BC-1 Preslipsky		<input checked="" type="checkbox"/>	Div B
Battalion Chief	BC-2 Edwards		<input checked="" type="checkbox"/>	Div A
Division Chief	Div Ch Cornwell		<input checked="" type="checkbox"/>	Planning Section Chief
Division Chief	Div Ch Lester		<input checked="" type="checkbox"/>	Operations Section Chief
Information Officer	LT. Carpenter		<input checked="" type="checkbox"/>	Information Officer
Deputy Chief	D/C Johnson		<input checked="" type="checkbox"/>	Incident Commander
Division Chief	BC-4 Nyler		<input checked="" type="checkbox"/>	Evacuation Branch Director
Med BC	Med BC Gayle		<input checked="" type="checkbox"/>	Medical Branch Director
Police Supervisor	PD Lt. Ames		<input checked="" type="checkbox"/>	Perimeter Branch
7. Summary of Current Actions				
Evacuating civilians from exposed homes Providing medical care and transportation Identified chemical as chlorotetrafluoroethane ERG Guide 126 Three Divisions established A, B, C 9 Patients taken to hospitals Haz Mat evaluating leak control procedure				
Page 2 of 2				

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>INCIDENT OBJECTIVES</b>	1. Incident Name Tonna Blvd.	2. Date 4/17/2003	3. Time 10:49:48 AM
4. Operational Period First Operational Period			
5. General Control Objectives for the Incident (include alternatives) Protect all civilians from injury Treat and transport injured victims Protect all FF's with proper PPE Stop the leaking material Evacuate area for 1/2 mile in all directions Isolating immediate danger area			
6. Weather Forecast for Period Continued clear and sunny with 5-10 mph winds from the southeast			
7. General Safety Message			
8. Attachments (mark if attached)			
<input checked="" type="checkbox"/> Incident Objectives - ICS 202 <input checked="" type="checkbox"/> Organization List - ICS 203 <input checked="" type="checkbox"/> Div. Assignment List - ICS 204 <input checked="" type="checkbox"/> Communications Plan - ICS 205 <input checked="" type="checkbox"/> Medical Plan - ICS 206 <input type="checkbox"/> Air Operations Plan - ICS 220		<input checked="" type="checkbox"/> Safety Plan <input type="checkbox"/> Weather Forecast <input type="checkbox"/> Incident Map <input type="checkbox"/> Incident Base Map <input type="checkbox"/> Transportation Plan/Map <input type="checkbox"/> Other	
9. Prepared by (Planning Section Chief) Div. Ch. Cornwell		10. Approved by (Incident Commander) D/C Johnson	

ICS 202

### ICS-203 Organization Assignment List

<b>Incident Name</b> Tonna Blvd	<b>Date/Time Prepared:</b> 4/17/2003 10:55:06 AM
<b>Ops. Period</b>	<b>Operations Section</b>
<b>Incident Command and Staff</b>	<b>Ops Sect. Chief</b> Div. Ch Lester
<b>Incident Commander</b> D/C Johnson	<b>Ops Chief / Deputy</b>
I.C. / Deputy	<b>Branch I Director</b> Evac Br - BC 4 Nyler
I.C. / Deputy	<b>Branch I Deputy</b>
<b>Safety Officer</b> Capt. Rogers	<b>Division / Group</b> Div A BC 2 Edwards
<b>Information Officer</b> Lt. Carpenter	<b>Division / Group</b> Div B BC 1 Preslipsky
<b>Liaison Officer</b> Lt. Smithson	<b>Division / Group</b> Div C Capt. Stevens
Agency: Rep Name:	<b>Division / Group</b>
	<b>Branch I Director</b> Med Br - Med BC Gayle
	<b>Branch I Director</b>
	<b>Division / Group</b>
	<b>Branch I Director</b> Perimter Br - PDLt Ames
	<b>Branch I Director</b>
	<b>Division / Group</b>
	<b>Air Operations Branch</b>
	<b>Air Ops Branch Dir</b>
	<b>Air Attack Grp Supv</b>
	<b>Air Support Grp Supv</b>
	<b>Helicopter Coord.</b>
	<b>Air Tanker Coord.</b>
	<b>Finance Section</b>
	<b>Finance Sect. Chief</b>
	<b>Deputy FSC</b>
	<b>Time Unit</b>
	<b>Procurement Unit:</b>
	<b>Comp / Claim Unit</b>
	<b>Cost Unit</b>
<b>Planning Section</b>	
<b>Planning Sect. Chief</b> Div. Ch Cornwell	
<b>Deputy PSC</b>	
<b>Resource Unit</b> FF Jones	
<b>Situation Unit</b>	
<b>Documentation Unit</b> FF Devilbiss	
<b>Demobilization Unit</b>	
<b>Technical Specialists:</b>	
<b>Logistics Section</b>	
<b>Logistic Section Chief</b>	
<b>Deputy LSC</b>	
<b>Support Branch Director</b>	
<b>Supply Unit</b>	
<b>Facilities Unit</b>	
<b>Ground Support Unit</b>	
<b>Service Branch Director</b>	
<b>Communications Unit</b>	
<b>Medical Unit</b>	
<b>Food Unit</b>	
<b>Prepared by Res. Unit:</b> FF Jones	

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>DIVISION ASSIGNMENT LIST</b>		1. Branch Evacuation Branch		2. Division/Group Division A			
3. Incident Name Tonna Blvd.		4. Operational Period First Date: _____ Time: _____					
5. Operations Personnel							
Operations Chief	Div. Ch. Lester	Division/Group Supervisor	BC-2 Edwards				
Branch Director	BC-4 Nyler	Air Attack Supervisor No.					
6. Resources Assigned this Period							
Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time		
E-1	Capt. Dawson	4					
E-3	Lt. Jonas	4					
E-7	Lt. David	4					
T-2	Capt. Darnell	4					
Haz Mat-1	Capt. Albertson	6					
7. Control Operations Evacuating homes exposed to chemical Haz Mat attempting to seal the leak							
8. Special Instructions All personnel in full protective clothing and PPE Limit number of personnel in hot area							
9. Division/Group Communication Summary							
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.280	AA	1	Logistics			
Div/Group	Tactical			Air to Ground			
Prepared by (Resource Unit Leader) FF Jones		Approved by (Planning Section Chief) Div. Ch. Cornwell		Date		Time	

<b>INCIDENT RADIO COMMUNICATIONS PLAN</b>		1. Incident Name Tonna St.	2. Date/Time Prepared 4/17/2003 12:02:49 PM	3. Operational Period Date/Time	
4. Basic Radio Channel Utilization					
Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
AA	1	Command	154.010	Command	IC, Ops, Plans, Logs
AA	2	Tactical	154.360	Tactical	Ops
AA	10	Perimeter Branch	168.050	Police Perimeter	Perimeter Branch
5. Prepared by (Communications Unit) Lt. Zlotowski					

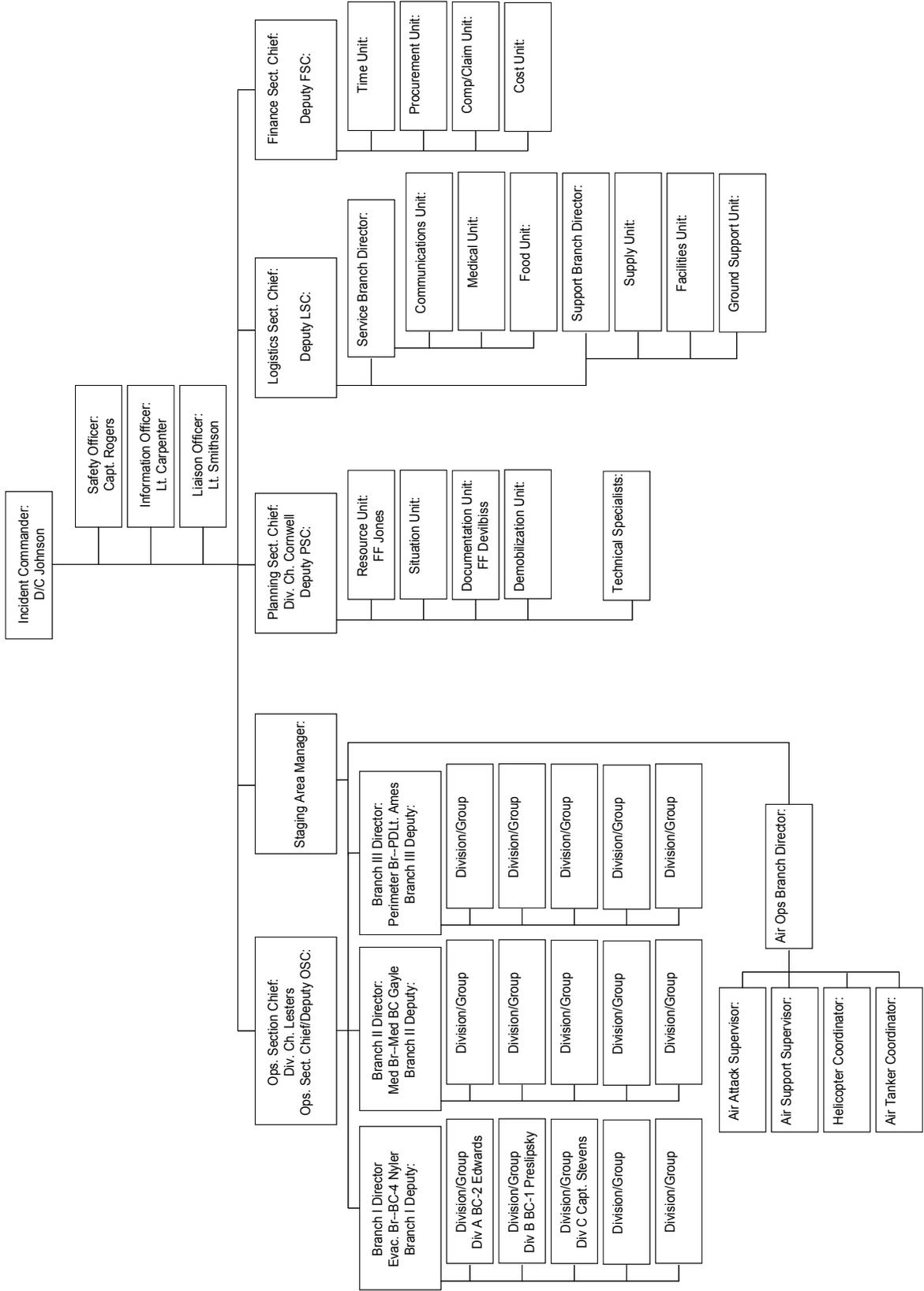
**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>MEDICAL PLAN</b>	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period						
	Tonna St.	4/17/2003	12:06:54 PM							
<b>5. Incident Medical Aid Station</b>										
Medical Aid Stations		Location			Paramedics Yes No					
Aid Station 1		Rose St. and Burton St.			<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Aid Station 2		Tonna Blvd. and First St.			<input checked="" type="checkbox"/>	<input type="checkbox"/>				
					<input type="checkbox"/>	<input type="checkbox"/>				
					<input type="checkbox"/>	<input type="checkbox"/>				
					<input type="checkbox"/>	<input type="checkbox"/>				
<b>6. Transportation</b>										
<b>A. Ambulance Services</b>										
Name		Address		Phone		Paramedics Yes No				
AA County		446 E. Pacific Coast Hwy., Long Beach		(213) 591-3371		<input checked="" type="checkbox"/>	<input type="checkbox"/>			
						<input type="checkbox"/>	<input type="checkbox"/>			
						<input type="checkbox"/>	<input type="checkbox"/>			
						<input type="checkbox"/>	<input type="checkbox"/>			
						<input type="checkbox"/>	<input type="checkbox"/>			
<b>B. Incident Ambulances</b>										
Name		Location			Paramedics Yes No					
A-2		Aid Station 1			<input checked="" type="checkbox"/>	<input type="checkbox"/>				
A-4		Aid Station 1			<input checked="" type="checkbox"/>	<input type="checkbox"/>				
A-6		Aid Station 2			<input checked="" type="checkbox"/>	<input type="checkbox"/>				
A-7		Aid Station 2			<input checked="" type="checkbox"/>	<input type="checkbox"/>				
					<input type="checkbox"/>	<input type="checkbox"/>				
<b>7. Hospitals</b>										
Name	Address		Travel Time Air Ground		Phone		Helipad Yes No		Burn Center Yes No	
Fountain Valley Regional	17100 Euclid F.V.				(949) 966-5100		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
South Coast M.C.	31872 Coast Highway, L.B.				(949) 499-7193		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8. Medical Emergency Procedures</b>										
Treat and transport all injured responders										
Provide O <sub>2</sub> as necessary										
Decon all patients before transporting										
Prepared by (Medical Unit Leader)						10. Reviewed by (Safety Officer)				
Capt. Grimm						Capt. Rogers				

ICS Form 207, Organizational Chart

Incident Name: Tomna Blvd.  
Operational Period: First

Date/Time Prepared: 4/17/2003 10:55:06 AM



FF Jones

Prepared by Resource Unit:

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>SITE SAFETY AND CONTROL PLAN</b> ICS 208 HM		1. Incident Name: <b>TONNA BLVD</b>			2. Date Prepared: <b>4/17/03</b>			3. Operational Period: Time: <b>1035</b> <b>FURST</b>					
<b>Section I. Site Information</b>													
4. Incident Location: <b>TONNA BLVD &amp; ROSE ST.</b>													
<b>Section II. Organization</b>													
5. Incident Commander: <b>D/C JOHNSON</b>				6. HM Group Supervisor: <b>CAPT. RAWLINSON</b>				7. Tech. Specialist - HM Reference: <b>FF YOHAN</b>					
8. Safety Officer: <b>CAPT. ROGERS</b>				9. Entry Leader: <b>FF EVERETT</b>				10. Site Access Control Leader: <b>FF WILLIAMS</b>					
11. Asst. Safety Officer - HM: <b>LT. WOMACK</b>				12. Decontamination Leader: <b>FF ELLISON</b>				13. Safe Refuge Area Mgr: <b>FF DONGE</b>					
14. Environmental Health:				15.				16.					
17. Entry Team: (Buddy System)						18. Decontamination Element:							
Name:			PPE Level			Name:			PPE Level				
Entry 1 <b>FF WOODSTOCK</b>			<b>LEVEL 1</b>			Decon 1 <b>FF ELSWORTH</b>			<b>LEVEL 3</b>				
Entry 2 <b>FF ELMER</b>			<b>LEVEL 1</b>			Decon 2 <b>FF MITTEN</b>			<b>LEVEL 3</b>				
Entry 3 <b>FF SUIT</b>			<b>LEVEL 1</b>			Decon 3							
Entry 4 <b>FF CHIN</b>			<b>LEVEL 1</b>			Decon 4							
<b>Section III. Hazard/Risk Analysis</b>													
19. Material:		Container type	Qty.	Phys. State	pH	IDLH	F.P.	I.T.	V.P.	V.D.	S.G.	LEL	UEL
<b>CHLORTETRAFLUOROETHANE</b>		<b>TRC</b>	<b>3000</b>	<b>LIQUID</b>	<b>N</b>	<b>1010</b>	<b>NONE</b>		<b>.386</b>	<b>.565</b>	<b>—</b>	<b>—</b>	<b>—</b>
Comment:													
<b>Section IV. Hazard Monitoring</b>													
20. LEL Instrument(s):						21. O <sub>2</sub> Instrument(s):							
22. Toxicity/PPM Instrument(s): <b>RPM-60</b>						23. Radiological Instrument(s):							
Comment:													
<b>Section V. Decontamination Procedures</b>													
24. Standard Decontamination Procedures:										YES: <input checked="" type="checkbox"/>	NO:		
Comment: <b>GAS WILL DISIPATE NATURALLY</b>													
<b>Section VI. Site Communications</b>													
25. Command Frequency: <b>154.280</b>				26. Tactical Frequency: <b>154.360</b>				27. Entry Frequency: <b>154.010</b>					
<b>Section VII. Medical Assistance</b>													
28. Medical Monitoring:		YES:	NO: <input checked="" type="checkbox"/>	29. Medical Treatment and Transport In-place:				YES: <input checked="" type="checkbox"/>	NO:				
Comment:													

Section VIII. Site Map		
30. Site Map: <span style="float: right;">↑</span>		
Weather <input type="checkbox"/> Command Post <input type="checkbox"/> Zones <input type="checkbox"/> Assembly Areas <input type="checkbox"/> Escape Routes <input type="checkbox"/> Other <input type="checkbox"/>		
Section IX. Entry Objectives		
31. Entry Objectives: <b>STOP LEAK</b>		
Section X. SOP S and Safe Work Practices		
32. Modifications to Documented SOP s or Work Practices:		YES: <input type="checkbox"/> NO: <input checked="" type="checkbox"/>
Comment:		
Section XI. Emergency Procedures		
33. Emergency Procedures: <b>FROST BITE - SLOWLY WARM EXPOSED SKIN</b> <b>ASPHXIAATION - O<sub>2</sub></b>		
Section XII. Safety Briefing		
34. Asst. Safety Officer - HM Signature: <b>LT. WOHACK</b> <i>[Signature]</i>		Safety Briefing Completed (Time): <b>1130</b>
35. HM Group Supervisor Signature: <b>CAPT. BJ Rawlerson</b>		36. Incident Commander Signature: <b>DIC Tom Johnson</b>

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

INCIDENT STATUS SUMMARY																									
1. Date/Time Prepared 4/17/2003 12:13:07 PM				2. Initial <input checked="" type="checkbox"/> Update <input type="checkbox"/> Final <input type="checkbox"/>		3. Incident Name Tonna Blvd.						4. Incident Number													
5. Incident Commander D/C Johnson				6. Section/Township 1, CC		7. County AA		8. Type Incident Haz Mat		9. Location Tonna Blvd. and Rose St.		10. Started Date/Time 11:00 AM													
11. Cause Over-turned Truck		12. Area Involved .5 sq. miles		13. % Controlled 50%		14. Expected Containment: 1800		15. % Controlled 50%		16. Expected Controlled: 1800															
17. Current Threat Toxic by inhalation chemical						18. Control Problems Irregular rupture of the tank																			
19. Est. Loss \$0.00		20. Est Savings \$0.00		21. Injuries 9		Deaths 0		22. Line Built		23. Line to Build															
24. Current Weather WS 5-10 Temp 75 WD To NW RH 22				25. Predicted Weather WS Temp WD RH				26. Cost to Date \$0.00				27. Est. Total Cost \$0.00													
28. Agencies																									
29. Resources																						TOTALS			
Kind of Resource	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	
ENGINES																									
DOZERS																									
CREWS	Number of Crews:																								
	Number of Crew Personnel:																								
HELICOPTERS																									
AIR TANKERS																									
TRUCK COS.																									
RESCUE/MED.																									
WATER TENDERS																									
OVERHEAD PERSONNL																									
TOTAL PERSONNEL																									
30. Cooperating Agencies Red Cross																									
31. Remarks																									
32. Prepared by Lt. Wilson						33. Approved by D/C Johnson						34. Sent to: Date Time By													

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

GENERAL MESSAGE		
INCIDENT NAME: Tonna Blvd.		INCIDENT NUMBER:
TO: Div. Ch. Cornwell	TO POSITION: PSC	
FROM: D/CJohnson	FROM POSITION: IC	
SUBJECT: Plan B for Evacuation	DATE: 4/17/2003	TIME: 12:23:48 PM
MESSAGE:		
I need a Plan 'B' for an increased evacuation area should we be unable to stop the leak of this material.		
SIGNATURE:		POSITION:
REPLY:		
DATE:	TIME:	SIGNATURE/POSITION:

# ICS-211 Check-In List

Thursday, April 17, 2003 12:50:10 PM

Incident Name: Tonna Blvd

Incident Number:

Check In Location:

AGENCY	SR/STTF	KIND	TYPE	IDENTIFYING NO / NAME	ORDER NUMBER	REQUEST NUMBER	DATE / TIME CHECK IN	LEADER NAME	PERSONNEL MANIFEST	PERSON / CREW WEIGHT	HOME BASE	DEPART POINT	METHOD OF TRAVEL	INCIDENT ASSIGNMENT	NOTE
									0	No	0				
SR				BC-2			4/17/2003		0	No	1			Div A	Gasoline
SR				HM-1			4/17/2003		0	No	1			Div A	Diesel
SR				T-2			4/17/2003		0	No	1			Div A	Diesel
SR				E-7			4/17/2003		0	Yes	0			Div A	Diesel
SR	Eng			E-3			4/17/2003		0	Yes	0			Div A	Diesel
SR	Eng			E-2			4/17/2003		0	Yes	0			Div A	Diesel

***ICS-214 Unit Log***

1. Incident Name <b>Tonna Blvd</b>		2./3. Date/ Time Prepared: <b>4/17/2003 12:26:48 PM</b>	
4. Unit Name/Designators: <b>Eng 3</b>		5. Unit Leader Name/Position: <b>Lt. Jonas</b>	
		6. Operational Period: <b>First</b>	
7. Personnel Roster Assigned			
	Name:	ICS Position:	Home Base:
	<b>Lt. Keith Jonas</b>	<b>E-2 Unit Leader</b>	<b>Station2</b>
	<b>FF. Larry Miller</b>	<b>FF</b>	<b>Station 2</b>
	<b>FF. Robert Murgallis</b>	<b>FF</b>	<b>Station 2</b>
	<b>FF. Hugh Wood</b>	<b>FF</b>	<b>Station 2</b>
Activity Log			
Time	Major Events		
<b>0935</b>	<b>Arrived location Tonna Blvd incident</b>		
<b>0938</b>	<b>Laid supply line from Tonna Blvd &amp; First St.</b>		
<b>0940</b>	<b>Assumed Command</b>		
<b>0942</b>	<b>Started evacuation of houses along Rose Street</b>		
<b>0951</b>	<b>Relieved of Command by BC 2</b>		
<b>1025</b>	<b>Completed search of houses on Rose Street</b>		
<b>1040</b>	<b>Assisted HM 1 with decon</b>		
<b>1800</b>	<b>Relieved from scene and demobilized</b>		

# ICS-215 Operational Planning Worksheet

INCIDENT NAME: Thursday, April 17, 2003  
 12:45:24 PM  
 Operational Period:

DIV / GRP OR OTHER LOCATION	WORK ASSIGNMENTS	Resource Type		ENGINES	TRUCKS	HAZMAT	PARAMEDICS	REPORTING LOCATION	REQUESTED ARRIVAL TIME
		REQ:	HAVE:						
Div A	Evacuation and spill control	4	3	1	1	2	10	STAGING	1400
			1				4		
			1				6		
Div B	Evaluation	3	3	1	1	4	4	STAGING	1400
			1				0		
			0				4		
Div C	Evacuation	5	3	1	1	4	4	STAGING	1400
			1				0		
			2				4		
TOTAL RESOURCES REQUIRED:				12	3	2	18		
TOTAL RESOURCES ON-HAND:				9	3	1	4		
TOTAL RESOURCES NEEDED:				3	0	1	14		

PREPARED BY (Name and Position):

**ICS-215**

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

INCIDENT ACTION PLAN SAFETY ANALYSIS	1. Incident Name	2. Date	3. Time	Mitigations (e.g. PPE, buddy system, escape routes)																		
Division or Group	Potential Hazards	Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
		Type of Hazard:																				
				Prepared by (Name and Position)																		



**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

DEMobilIZATION CHECKOUT	
1. Incident Name/Number TONNA BLVD Date/Time	3. Demob. No. 1
4. Unit/Personnel Released E-2/Lt. Jonas, FF Miller, FF Murgallis, FF Wood	
5. Transportation Type/No. E-2	
6. Actual Release Date/Time 4/17/03 1800	7. Manifest? <input type="checkbox"/> Yes <input type="checkbox"/> No Number
8. Destination Station 2	9. Notified: <input type="checkbox"/> Agency <input type="checkbox"/> Region <input type="checkbox"/> Area <input type="checkbox"/> Dispatch Name: Date:
10. Unit Leader Responsible for Collecting Performance Rating	
11. Unit/Personnel	
You and your resources have been released subject to sign off from the following: <i>Demob. Unit Leader check the appropriate box</i>	
Logistics Section	
<input type="checkbox"/> Supply Unit	_____
<input checked="" type="checkbox"/> Communications Unit	_____
<input type="checkbox"/> Facilities Unit	_____
<input type="checkbox"/> Ground Support Unit Leader	_____
Planning Section	
<input checked="" type="checkbox"/> Documentation Unit	_____
Finance Section	
<input type="checkbox"/> Time Unit	_____
Other	
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____
12. Remarks	
13. Prepared by (include Date and Time) Capt. Ron Howard	





INCIDENT COST WORKSHEET

Incident Name: Bald Mountain

Date: 7/22/03 Operational Period: 1900-0700

ALL COSTS ARE BASED ON 14hr -

I. Engine Costs (all agencies/all types)		Est. Cost
Number Engines	<u>25 X 160</u>	<u>\$56,000</u>
II. Hand Crew Costs (all agencies)		Est. Cost
Number Agency Crews	<u>2 X 2752</u>	<u>5,504</u>
Number Pick-up Labor Crews	<u>                    </u>	<u>                    </u>
Number Custodial Agency Personnel	<u>1 X 1162</u>	<u>1,162</u>
		TOTAL
		<u>6,666</u>
III. Dozer Costs		
1. Agency Owned (all agencies/all types)		
Number Dozers	<u>3 X 125</u>	Est. Cost <u>5,250</u>
Number Tenders	<u>                    </u>	Est. Cost <u>                    </u>
Number Transports	<u>3 X 588</u>	Est. Cost <u>                    </u>
		Subtotal
		<u>1,764</u>
2. Rental Dozers		
Number Dozers	<u>                    </u>	Est. Cost <u>                    </u>
Number Tenders	<u>                    </u>	Est. Cost <u>                    </u>
Number Transports	<u>                    </u>	Est. Cost <u>                    </u>
		TOTAL
		<u>7,014</u>
IV. Aircraft Costs (all agencies/all types)		
Number Air Attack/Airtanker Coord Ships	<u>                    </u>	Est. Cost <u>                    </u>
Number Airtankers	<u>2 X 2240 X 14</u>	Est. Cost <u>62,720</u>
Number Recon	<u>1 X 375 X 14</u>	Est. Cost <u>5,250</u>
Number Helicopters (agency owned)	<u>1 X 1000 X 6</u>	Est. Cost <u>6,000</u>
Number Helicopters (hired)	<u>                    </u>	Est. Cost <u>                    </u>
Gallons Retardant	<u>12 X 6000</u>	Est. Cost <u>72,000</u>
		TOTAL
		<u>145,970</u>
V. Overhead/Staff Costs (all agencies/all types)		
Number Command Staff	<u>TOTAL</u>	Est. Cost <u>                    </u>
Number Operations Section	<u>120 X</u>	Est. Cost <u>                    </u>
Number Planning Section	<u>30</u>	Est. Cost <u>                    </u>
Number Logistics Section	<u>                    </u>	Est. Cost <u>                    </u>
Number Finance Section	<u>                    </u>	Est. Cost <u>                    </u>
		TOTAL
		<u>3600 -</u>
VI. Miscellaneous		
Field Kitchen or Caterer (inc. reefer vans)		Est. Cost <u>                    </u>
Shower Units		Est. Cost <u>                    </u>
Trash Collection		Est. Cost <u>                    </u>
Rental Support Vehicles		Est. Cost <u>                    </u>
IR Aircraft		Est. Cost <u>                    </u>
<u>Kitchen</u>	Number <u>45 X 450</u>	Est. Cost <u>20,250</u>
<u>Shower</u>	Number <u>175 X 10</u>	Est. Cost <u>1,750</u>
<u>Trash</u>	Number <u>125</u>	Est. Cost <u>125</u>
<u>Support</u>	Number <u>TOTAL 1875</u>	Est. Cost <u>1,875</u>
	Number <u>                    </u>	Est. Cost <u>                    </u>
		TOTAL
		<u>24,000</u>

**Form 228--Incident Cost Worksheet**

<b>Private Resources</b>	<b>Capability</b>	<b>Equipment Cost Per Hour (Includes fuel)</b>	<b>Operator Cost Per Hour Rate (Includes Fringe benefits)</b>	<b>Other</b>
<b>Back Hoe (Tracks)</b>	1.75 Cubic Yard Bucket	142.00	50.00	
<b>Back Hoe Loader 4-wheel Drive</b>	1.0 Cubic Yard Loader	35.00	50.00	
<b>Front-End Loader 4-wheel Drive</b>	5.50 Cubic Yard	115.00	50.00	
<b>Bull Dozer (Tracks)</b>	71 HP	45.00	50.00	
<b>Bull Dozer Mid Size</b>	140 HP	75.00	50.00	
<b>Dump Truck 10 Wheeler</b>	15 Cubic Yards	60.00	45.00	
<b>Dump Trucks 6 Wheeler</b>	7 Cubic Yards	35.00	45.00	
<b>Crane</b>	15 Ton Lift 60' Extension Boom	100.00	50.00	
<b>Crane</b>	113 Ton Lift 50" Extension Boom	250.00	100.00	
<b>Crane</b>	450 Ton Lift 80' Extension Boom	800.00	100.00	
<b>Recycled Concrete (Fine)</b>		10.00 Cubic Yard (Includes loading & delivery)		1 ½ Hour Roundtrip Time
<b>Sand (Fine or Lumpy)</b>		10.00 Cubic Yard (Includes loading & delivery)		1 ½ Hour Roundtrip Time
<b>Sand Bags - Filled</b>		30.00 Cubic Yard (Includes loading & delivery)		1 ½ Hour Roundtrip Time
<b>Broken Concrete</b>		10.00 Cubic Yard (Includes loading & delivery)		1 ½ Hour Roundtrip Time
<b>Salt/Cinders</b>		10.00 Cubic Yard (includes loading and delivery)		1 ½ Hour Roundtrip Time
<b>Foam – All Purpose</b>		500.00 (per 55 gallon drum)		
<b>Containment Boom</b>		100.00 (includes delivery)		
<b>Laborers</b>			40.00	
<b>Portable Lights</b>	30' Tower (6 lights)		17.00 (includes fuel)	
<b>Centrifugal Pumps</b>	4" Diesel Heavy Duty 40,000 GPH		25.00	
<b>Chain Saws</b>	Wood/Metal		2.00	

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

<b>Local Government Resource</b>	<b>Capability</b>	<b>Equipment Cost Per Hour (Includes fuel)</b>	<b>Operator Cost Per Hour Rate (Includes Fringe Benefits)</b>	<b>Other</b>
<b>Firefighters</b>			35.00	14% Difference between ranks
<b>Pumpers</b>	1500 GPM	125.00	See Firefighter Rate	
<b>Ladder Truck</b>	100' Aerial	150.00	See Firefighter Rate	
<b>Tower Ladder</b>	85' Bucket	160.00	See Firefighter Rate	
<b>Command Cars/Vans</b>		50.00	See Firefighter Rate	
<b>Bunker Gear</b>	Per Set	400.00		
<b>Tyvex Suit</b>	Per Set	40.00		
<b>Dispatchers</b>			30.00	14% Difference between ranks
<b>Police Officers</b>			35.00	14% Difference between ranks
<b>Police Cruiser</b>		50.00	See Police Officer Rate	
<b>EMS Personnel</b>		35.00	See EMS Personnel Rate	14% Difference between ranks
<b>EMS Ambulance</b>		20.00	75.00	
<b>Health Department Personnel</b>		20.00	40.00	
<b>Gas Company Resources</b>		100.00	35.00	
<b>Power Company Resources</b>		100.00	35.00	
<b>Public Works Resources</b>		See Private Resources	35.00	See Private Resources
<b>Public Health Resources</b>		100.00	40.00	
<b>Medical Teams</b>			1500.00 (includes two surgeons-three nurses)	
<b>Engineers</b>			100.00	
<b>Chemist</b>			100.00	

**COMMAND AND GENERAL STAFF FUNCTIONS FOR LOCAL INCIDENT MANAGEMENT TEAMS**

---

<b>Chain Saws</b>	Concrete		6.00	
<b>Buses</b>	Regular	70.00	40.00	
<b>Buses</b>	Handicapped equipped	75.00	40.00	
<b>Vans (Paratrans)</b>	Eight passenger Handicapped equipped	50.00	30.00	
<b>Tow Trucks</b>	Light Duty	75.00	40.00	
<b>Tow Trucks</b>	Heavy Duty	90.00	40.00	
<b>Porta Potties</b>		5.00 (includes pick-up and delivery)		
<b>Potable Water</b>	5 Gallon Containers	5.00 Per Container (includes delivery)		
<b>Generators</b>	10 K	5.00 (includes pick-up, delivery and fuel)		
<b>Portable Heaters</b>		5.00 (includes pick-up, delivery and fuel)		
<b>Cooled Zone</b>	Portable Air Condition	50.00 (includes pick-up, delivery and fuel)		
<b>Boats</b>	Boston whaler 16'	50.00		
<b>Canoes</b>	12'	20.00		
<b>Rafts</b>	6'	15.00		
<b>Jet Ski/with Trailer</b>		40.00	25.00	

ROCKY MOUNTAIN/GREAT BASIN COORDINATING GROUPS  
SUPPLEMENT RM/GBCG 2003-1  
EFFECTIVE DATE: 04/18/2003  
DURATION: This supplement is effective until superseded or removed.

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Page 2 of 4

**INTERAGENCY INCIDENT BUSINESS MANAGEMENT HANDBOOK  
(NATIONAL WILDFIRE COORDINATING GROUP (NWCG) HANDBOOK 2)  
CHAPTER 80 – COST ACCOUNTING AND REPORTING**

### **83.1 - Automated Cost System**

1. Great Basin and Rocky Mountain geographic areas use the Incident Cost Accounting and Reporting System (ICARS). ICARS provides current cost information for the Incident Commander and upward reporting, allowing cost and economic considerations to be included in management decisions. The ICARS process may be used as a cost basis for billing states in cost apportionment situations (when there is a multi-jurisdictional incident) but not for billing normal reimbursable or trespass incidents.

Order Cost Specialists (COSP) with training in ICARS through the normal dispatch system.

### **88 – EXHIBITS**

Great Basin and Rocky Mountain area unit cost factors are listed in exhibit 01.

ROCKY MOUNTAIN/GREAT BASIN COORDINATING GROUPS SUPPLEMENT RM/GBCG 2003-1 EFFECTIVE DATE: 04/18/2003 DURATION: This supplement is effective until superseded or removed.	NWCG HB2_80 Page 3 of 4
<b>INTERAGENCY INCIDENT BUSINESS MANAGEMENT HANDBOOK                  (NATIONAL WILDFIRE COORDINATING GROUP (NWCG) HANDBOOK 2)                  CHAPTER 80 – COST ACCOUNTING AND REPORTING</b>	

88 - Exhibit 01

DATE: x/xx/2003

RM/GBCG INCIDENT STANDARD ESTIMATE RATES – 2003

RESOURCE DESCRIPTION	DAILY \$ COST			# OF UNITS	TOTAL COST
	HAZARD	NON-HZ	GUAR		
<b>CREWS (20 PERSONS, 14 HOURS)</b>					
FS HANDCREWS (Regulars)	6,210	5,225	2,752	_____	_____
FS HOTSHOTS	5,341	4,528	2,328	_____	_____
AD HANDCREWS	XXXX	4,064	2,635	_____	_____
STATE INMATE CREWS	XXXX	1,162	1,162	_____	_____
FS HELITACK CREW (7 Person)	2,013	1,673	958	_____	_____
<b>TOTAL COST OF CREWS</b>				\$ _____	

OTHER PERSONNEL	HAZARD	NON-HZ	GUAR	UNITS	COST
CASUALS/PICKUP LABOR (12hr/day)				_____	_____
CAMP CREW (Crew of 10 @ 12 Hrs)	XXXXX	1,509	958	_____	_____
DISPATCH (Expanded for incident)	XXXXX			_____	_____
NATIONAL GUARD (Per Person)				_____	_____
BUYING TEAM (6 members @ 12hr/day)	XXXXX	2,289		_____	_____
ADO TEAM	XXXXX			_____	_____
<b>TOTAL COST OF OTHER PERSONNEL</b>				\$ _____	

PERSONNEL SUPPORT COSTS*	DAILY ESTIMATE			TOTAL COST
	DAILY	GUAR	UNITS	
AIR TRANSPORTATION TO & FROM INCIDENT				
BUSES (Between station & incident)	800		_____	_____
CATERERS (Approx \$45 per person)			_____	_____
COMMISSARY CONTRACTOR			_____	_____
EQUIP REPAIRS (Not covered by contractor)			_____	_____
FUEL TRUCK W/OPERATOR (Daily Rate)	1,300	1,300	_____	_____
GARBAGE COLLECTION			_____	_____
LAND USE AGREEMENTS			_____	_____
GENERATORS/ELECTRICITY	125		_____	_____
LUBERS W/OPERATOR	888	888	_____	_____
MECHANIC SERVICE TRUCK W/OPERATOR	1,248	1,248	_____	_____
MEDI-VAC AMBULANCE			_____	_____
MINOR MEDICAL TREATMENT (AMPC)			_____	_____
MOBILE OFFICE UNITS			_____	_____
MOTOR GRADERS (w/operator) (12 Hrs)	1,230	820	_____	_____
PICKUP TRUCK-AGENCY (station/incident)	20		_____	_____
PICKUP TRUCKS-PRIVATE W/Driver (12hrs)	64	64	_____	_____
PORTABLE PUMPS	80	80	_____	_____
PORTABLE SHOWERS (Approx \$175/shwr head)			_____	_____
PORTABLE TOILETS INCLUDING SERVICE			_____	_____
POTABLE WATER TRUCK (Daily rate)	1,188	N/A	_____	_____
REFRIGERATOR TRUCKS/TRAILER (No operator)	80	80	_____	_____
SKIDDER (12 Hrs)	960	640	_____	_____
SUPPLIES FROM FIRE CACHE (\$50/pers.day)	50		_____	_____
TELEPHONE SERVICE			_____	_____
WELDER TRUCK WITH OPERATOR	814	814	_____	_____
OTHER			_____	_____
<b>TOTAL PERSONNEL SUPPORT COSTS</b>				\$ _____

\*Personnel Support Surcharge (\$120 X total number of personnel) should be used in place of personnel support costs only when the support costs are not available.





# **APPENDIX D**

# **EMERGENCY SUPPORT FUNCTIONS**



## **Emergency Support Functions**

1. Transportation
2. Communications
3. Public Works and Engineering
4. Firefighting
5. Emergency Management
6. Mass Care, Emergency Assistance, Housing, and Human Services
7. Logistics Management and Resource Support
8. Public Health and Medical Service
9. Search and Rescue
10. Oil and Haz Mat Response
11. Agriculture and Natural Resources
12. Energy
13. Public Safety and Security
14. Long Term Community Recovery
15. External Affairs



# APPENDIX E

# TEAM TRANSITION PLAN





**Incident Command:**

Initials \_\_\_\_\_

- WFSA
- Letter of Delegation
- Incident Update
- History of Incident
- Human Resource Issues
- Safety Issues
- Incident Injuries
- Incident Objectives
- Planning Cycle

**Planning:**

Initials \_\_\_\_\_

- Planning Cycle
- IRSS
- Resource Status
- Situation Status
- Demobilization Situation
- Documentation
- Training
- Fire Behavior
- Weather
- ICS 209
- Maps
- Personnel

**Operations:**

Initials \_\_\_\_\_

- Situation
- Divisions
- Resources--ICS 215
- Maps
- Personnel

**Safety:**

Initials \_\_\_\_\_

- Safety Issues
- Investigations
- ICS 215A
- Bear Training
- Personnel

**Medical:**

Initials \_\_\_\_\_

- Inventory Status
- Injuries/Illnesses
- Orders outstanding
- Personnel

**Communications:**

- Communications plan
- Equipment
- Repeaters
- Personnel

Initials \_\_\_\_\_

**Logistics:**

- Facilities
- Ordering
  - Outstanding issues
- Ground Support
  - Rental vehicles
  - Drivers
- Supply
- Security
- Food Unit
- Contracts
- Personnel

Initials \_\_\_\_\_

**Finance:**

- Cost
- Time
- Claims
- Procurement
- Contracts
- Personnel

Initials \_\_\_\_\_

**Air Operations:**

- Resources Available
- Personnel
- Outstanding Orders
- Helo/Tanker-Base, Helo-Spots
- Demobilization Issues
- Comm. Plan
- Logistical Issues

Initials \_\_\_\_\_

**Information:**

- Community Relations
- Press Releases
- Information Flow
- Contacts

Initials \_\_\_\_\_



**APPENDIX F  
FIELD OPERATIONS GUIDE  
(ICS 420-1)**





# FIELD OPERATIONS GUIDE

ICS 420-1

INCIDENT COMMAND SYSTEM PUBLICATION

JULY 2007



## **Ten Standard Fire Orders**

### **FIRE BEHAVIOR**

1. Keep informed on fire weather conditions and forecasts.
2. Know what your fire is doing at all times.
3. Base all actions on current and expected behavior of the fire.

### **FIRELINE SAFETY**

4. Identify escape routes and safety zones and make them known.
5. Post lookouts when there is possible danger.
6. Be alert. Keep calm. Think clearly. Act decisively.

### **ORGANIZATIONAL CONTROL**

7. Maintain prompt communication with your forces, your supervisor, and adjoining forces.
8. Give clear instructions and ensure they are understood.
9. Maintain control of your forces at all times.

### **IF YOU CONSIDERED 1 THROUGH 9, THEN**

10. Fight fire aggressively, having provided for safety first.

### **Common Denominators of Fire Behavior on Tragedy Fires**

- Most incidents happen on the smaller fires or on isolated portions of larger fires.
- Most fires are innocent in appearance before the "flare-ups" or "blow-ups." In some cases, tragedies occur in the mop-up stage.
- Flare-ups generally occur in deceptively light fuels.
- Fires run uphill surprisingly fast in chimneys, gullies, and on steep slopes.
- Some suppression tools, such as helicopters or air tankers, can adversely affect fire behavior. The blasts of air from low flying helicopters and air tankers have been known to cause flare-ups.



## **FIRESCOPE PROGRAM Mission and Intent**

### **MISSION STATEMENT**

The mission of FIRESCOPE is to provide recommendations and technical assistance to the Office of Emergency Services (OES), to maintain the FIRESCOPE “Decision Process,” and to continue the operation, development, and maintenance of the FIRESCOPE Incident Command System (ICS) and the Multi-Agency Coordination System (MACS).

### **VISION STATEMENT**

The FIRESCOPE vision is to continue national leadership in the development of all-risk incident management and multi-agency coordination systems, to enhance and encourage full participation by the California fire service in the statewide Fire and Rescue Mutual Aid System, and to provide a common voice for the California fire service relating to these issues.

### **STATEMENT OF INTENT**

The content of the Field Operations Guide (FOG) is intended to provide guidance for the application of the Incident Command System (ICS) to any planned or unplanned event. Position descriptions, checklists, and diagrams are provided to facilitate that guidance. The information contained in this document is intended to enhance the user’s experience, training, and knowledge in the application of the Incident Command System. All users must obtain proper ICS training at the level necessary to effectively utilize the system.

This document complies with the intent and tenets of the National Incident Management System (NIMS).

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**CHAPTER 1**  
**COMMON RESPONSIBILITIES**

Contents..... 1-1  
Common Responsibilities..... 1-2  
Unit Leader Responsibilities..... 1-2

## COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

- a. Receive assignment from your agency, including:
  1. Job assignment, e.g., Strike Team designation, overhead position, etc.
  2. Resource order number and request number
  3. Reporting location
  4. Reporting time
  5. Travel instructions
  6. Any special communications instructions, e.g., travel frequency
- b. Upon arrival at the incident, check in at designated Check-in location. Check-in may be found at:
  1. Incident Command Post
  2. Base or Camps
  3. Staging Areas
  4. Helibases
  5. If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.
- c. Receive briefing from immediate supervisor.
- d. Acquire work materials.
- e. Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers utilizing accepted risk analysis methods.
- f. Organize and brief subordinates.
- g. Know the assigned frequency (ies) for your area of responsibility and ensure that communication equipment is operating properly.
- h. Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications," e.g., "Webb Communications".
- i. Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
- j. Respond to demobilization orders and brief subordinates regarding demobilization.

## UNIT LEADER RESPONSIBILITIES

A number of the Unit Leader 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 Leader Position Checklists in subsequent chapters:

- a. Participate in incident planning meetings as required.
- b. Determine current status of unit activities.
- c. Confirm dispatch and estimated time of arrival of staff and supplies.
- d. Assign specific duties to staff and supervise staff.
- e. Develop and implement accountability, safety, security, and risk management measures for personnel and resources.
- f. Supervise demobilization of unit, including storage of supplies.
- g. Provide Supply Unit Leader with a list of supplies to be replenished.
- h. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**CHAPTER 2**  
**MULTI-AGENCY COORDINATION SYSTEM**  
**(MACS)**

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    Information Unit ..... 2-3

## MULTI-AGENCY COORDINATION SYSTEM (MACS)

A Multi-Agency Coordination System (MACS) is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

### MACS FUNCTIONS

- a. Evaluate new incidents.
- b. Prioritize incidents:
  - Life threatening situation
  - Real property threatened
  - High damage potential
  - Incident complexity
- c. Ensure agency resource situation status is current.
- d. Determine specific incident and agency resource requirements.
- e. Determine agency resource availability for out-of-jurisdiction assignment at this time.
- f. Determine need and designate regional mobilization centers.
- g. Allocate resources to incidents based on priorities.
- h. Anticipate future agency/regional resource needs.
- i. Communicate MACS "decisions" back to agencies/incidents.
- j. Review policies/agreements for regional resource allocations.
- k. Review need for other agencies involvement in MACS.
- l. Provide necessary liaison with other coordinating facilities and agencies as appropriate.

### POSITION CHECKLISTS

**MAC GROUP COORDINATOR** - The MCCO serves as a facilitator in organizing and accomplishing the mission, goals and direction of the MAC Group. The Coordinator will:

- a. Facilitate the MAC Group decision process by obtaining, developing and displaying situation information.
- b. Activate and supervise necessary unit and support positions within the MAC Group.
- c. Acquire and manage facilities and equipment necessary to carry out the MAC Group functions.
- d. Implement the decisions made by the MAC Group.

**MAC GROUP AGENCY REPRESENTATIVES** - The MAC Group is made up of top management personnel from responsible agencies/jurisdictions, those organizations heavily supporting the effort or those that are significantly impacted by use of local resources. MACS Agency Representatives involved in a MAC Group must be fully authorized to represent their agency. Their functions can include the following:

- a. Ensure that current situation and resource status is provided by their agency.
- b. Prioritize incidents by an agreed upon set of criteria.
- c. Determine specific resource requirements by agency.

- d. Determine resource availability for out-of-jurisdiction assignments and the need to provide resources in Mobilization Centers.
- e. As needed, designate area or regional mobilization and demobilization centers within their jurisdictions.
- f. Collectively allocate scarce, limited resources to incidents based on priorities.
- g. Anticipate and identify future resource needs.
- h. Review and coordinate policies, procedures and agreements as necessary.
- i. Consider legal/fiscal implications.
- j. Review need for participation by other agencies.
- k. Provide liaison with other coordinating facilities and agencies as appropriate.
- l. Critique and recommend improvements to MACS and MAC Group operations.
- m. Provide personnel cadre and transition to emergency or disaster recovery as necessary.

**SITUATION ASSESSMENT UNIT** - The Situation Assessment Unit (this is also referred to in some agencies and EOC's as the Intelligence Unit) in a Multi-Agency Coordination Center is responsible for the collection and organization of incident status and situation information. They evaluate, analyze and display information for use by the MAC Group. Functions include the following:

- a. Maintain incident situation status including locations, kinds and sizes of incidents, potential for damage, control problems, and any other significant information regarding each incident.
- b. Maintain information on environmental issues, status of cultural and historic resources, and condition of sensitive populations and areas.
- c. Maintain information on meteorological conditions and forecast conditions that may have an effect on incident operations.
- d. Request/obtain resource status information from the Resources Unit or agency dispatch sources.
- e. Combine, summarize and display data for all incidents according to established criteria.
- f. Collect information on accidents, injuries, deaths and any other significant occurrences.
- g. Develop projections of future incident activity.

**RESOURCES UNIT** - The Resources Unit, if activated in a Multi-Agency Coordination Center, maintains summary information by agency on critical equipment and personnel committed and available within the MACS area of responsibility. Status is kept on the overall numbers of critical resources rather than on individual units:

- a. Maintain current information on the numbers of personnel and major items of equipment committed and/or available for assignment.
- b. Identify both essential and excess resources.
- c. Provide resource summary information to the Situation Assessment Unit as requested.

**INFORMATION UNIT** - The Information Unit is designed to provide information regarding the MACS function. The unit will operate an information center to serve the print and broadcast media and other governmental agencies. It may provide summary information from agency/incident information officers and identify local agency sources for additional information to the media and other government agencies. Functions include:

- a. Prepare and release summary information to the news media and participating agencies.
- b. Assist news media visiting the MACS facility and provide information on its function.  
Promote inter-agency involvement.
- c. Assist in scheduling press conferences and media briefings.
- d. Assist in preparing information, materials, etc., when requested by the MAC Group Coordinator.
- e. Coordinate with Joint Information Center (JIC) if established.
- f. Coordinate all matters related to public affairs (VIP tours, etc.).
- g. Act as escort for facilitated agency tours of incident areas, as appropriate.

**CHAPTER 3**  
**AREA COMMAND**

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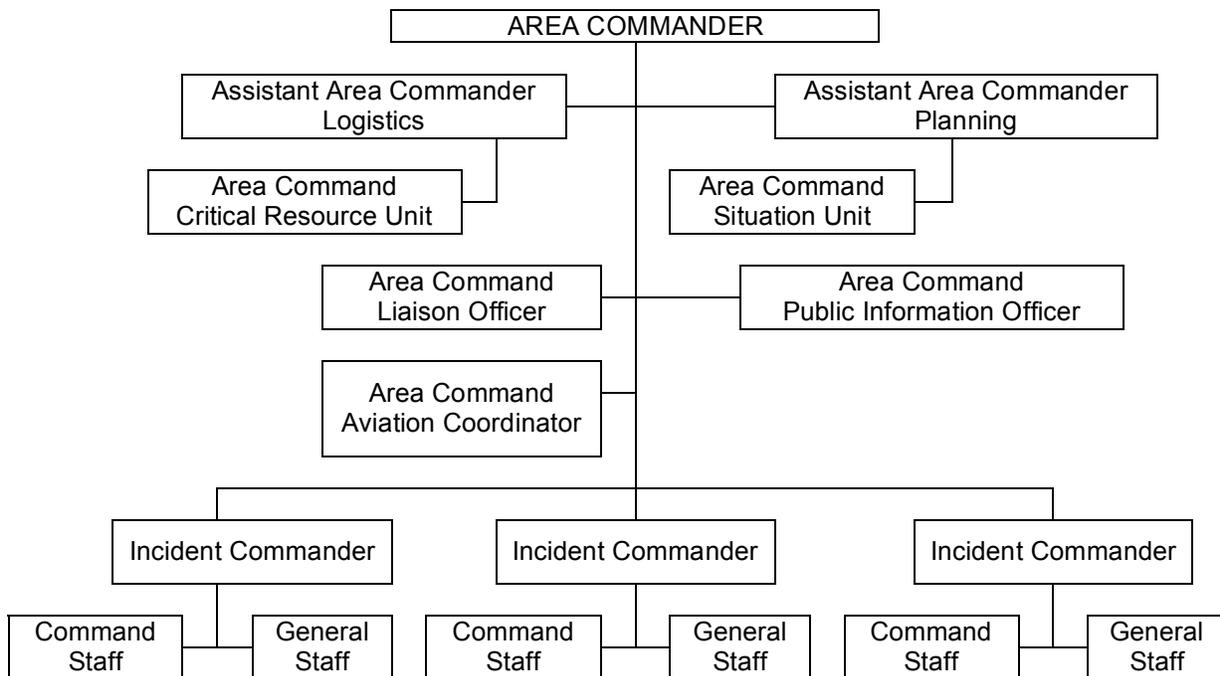
## AREA COMMAND

Area Command is an expansion of the incident command function primarily designed to manage a complex or large incident/event or an area that has multiple incident management organizations assigned. An Area Command may be established at any time that incidents are close enough that oversight is required among incident management organizations to ensure conflicts do not arise.

The function of Area Command is to develop broad objectives for the impacted area and coordinate the development of individual incident objectives and strategies. Additionally, the Area Command will set priorities for the use of critical resources allocated to the incidents assigned.

The organization is normally small with personnel assigned to Command, Planning and Logistics functions. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation, hazardous materials, the environment, and finance may also be assigned to Area Command.

### AREA COMMAND ORGANIZATION FOR THREE INCIDENT MANAGEMENT TEAMS



## POSITION CHECKLISTS

**AREA COMMANDER** (Single or Unified Area Command) - The ACDR is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, compatible incident objectives are established and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal and volunteer organizations and agencies that are operating within the Area:

- a. Obtain briefing from the agency executive(s) on agency expectations, concerns and constraints.
- b. Obtain and carry out delegation of authority from the agency executive for overall management and direction of the incidents within the designated Area Command.
- c. If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.
- d. Delegate authority to Incident Commanders based on agency expectations, concerns and constraints.
- e. Establish an Area Command schedule and timeline.
- f. Resolve conflicts between incident "realities" and agency executive "wants."
- g. Establish appropriate location for the Area Command facilities.
- h. Determine and implement an appropriate Area Command organization.
- i. Determine need for Technical Specialists to support Area Command.
- j. Obtain incident briefing and Incident Action Plans from Incident Commanders.
- k. Assess incident situations prior to strategy meetings.
- l. Conduct a joint meeting with all Incident Commanders.
- m. Review objectives and strategies for each incident.
- n. Periodically review critical resource needs.
- o. Maintain a close coordination with the agency executive.
- p. Establish priorities for use of critical resources.
- q. Review procedures for interaction within the Area Command.
- r. Approve Incident Commanders' requests for and release of critical resources.
- s. Coordinate and approve Demobilization Plans.
- t. Maintain log of major actions/decisions.

**ASSISTANT AREA COMMANDER, PLANNING** - The ACPC is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts in establishing incident objectives, strategies and the priority use of critical resources:

- a. Obtain briefing from Area Commander.
- b. Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.
- c. Recommend the priorities for allocation of critical resources to incidents.
- d. Maintain status on critical resource totals (not detailed status).
- e. Ensure that advance planning beyond the next operational period is being accomplished.
- f. Prepare and distribute Area Commander's decisions or orders.
- g. Prepare recommendations for the reassignment of critical resources as they become available.
- h. Ensure Demobilization Plans are coordinated between incident management teams and agency dispatchers.
- i. Schedule strategy meeting with Incident Commanders to conform to their planning processes.
- j. Prepare Area Command briefings as requested or needed.
- k. Maintain log of major actions/decisions.

**ASSISTANT AREA COMMANDER, LOGISTICS** - The ACLC is responsible for providing facilities, services and material at the Area Command level, and for ensuring effective use of critical resources and supplies among the incident management teams:

- a. Obtain briefing from the Area Commander.
- b. Provide facilities, services and materials for the Area Command organization.
- c. In the absence of the Area Commander Aviation Coordinator, ensure coordinated airspace temporary flight restrictions are in place and understood.
- d. Ensure coordinated communication links and frequencies are in place.
- e. Assist in the preparation of Area Command decisions.
- f. Ensure the continued effective and priority use of critical resources among the incident management teams.
- g. Maintain log of major actions/decisions.

**AREA COMMAND AVIATION COORDINATOR** - Technical Specialist responsible for ensuring effective use of critical aviation resources among multiple management teams:

- a. Obtains briefing from Area Commander.
- b. Coordinates with local unit(s) aviation managers, dispatch centers, and aviation facility managers.
- c. Monitors incident(s) aviation cost, efficiency, and safety. Ensures agency rules, regulations, and safety procedures are followed.
- d. Provide to incidents local initial attack forces and other interested parties with an area aviation plan that outlines Area Command aviation procedures and specifics of the area aviation operation.
- e. Allocates air and ground based aviation resources according to Area Command priorities and objectives.
- f. Ensures inter-incident movement of aircraft is planned and coordinated.
- g. Coordinates with local and adjacent initial attack aircraft bases and local dispatch to ensure that procedures for transiting incident area and corridors are in place. Ensures flight following procedures, entry/exit routes and corridors, hazards, frequencies and incident air space are known to all affected.
- h. Coordinates with Incident Air Operations Branch Directors, dispatch, FAA, DOD, and local aviation authorities and administrators to ensure that Temporary Flight Restrictions are in place, coordinated, and do not overlap. Ensures that potential risks of operating on, near, or within Military Training Routes and Special-Use Airspace have been mitigated.
- i. Ensures that a process is in place for timely transmittal of incident reports and oversees the process to ensure corrective action is taken.
- j. Coordinates with incident, dispatch, and coordination centers to determine availability and status of committed and uncommitted of aviation resources, and to give status reports and situation appraisals for aviation assets and resources.
- k. Coordinate with Incident Air Operations Branch Directors, Communications Unit Leaders, frequency coordinators, coordination centers and initial attack dispatch to establish coordinated aviation communications plans to ensure aviation frequency management.
- l. Coordinates and manages aviation program and operations if aviation assets are assigned to Area Command.
- m. Coordinates the scheduling and movement of aviation safety assistance teams among incidents.

- n. Assists incidents by coordinating with Contracting Officers, local aviation managers, and vendors concerning a variety of issues (fueling, contract modifications, contract extensions, etc.).
- o. Coordinates with military officials and agency representatives concerning the assignments, utilization, status, and disposition of military aviation assets.

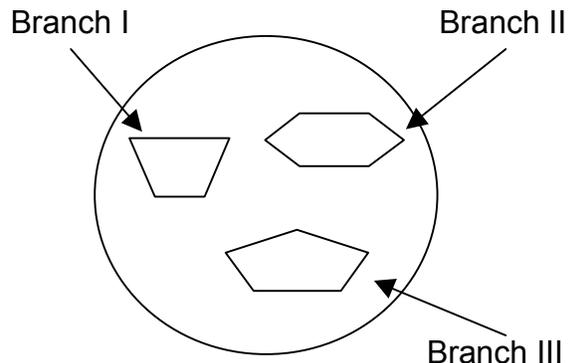


**CHAPTER 4**

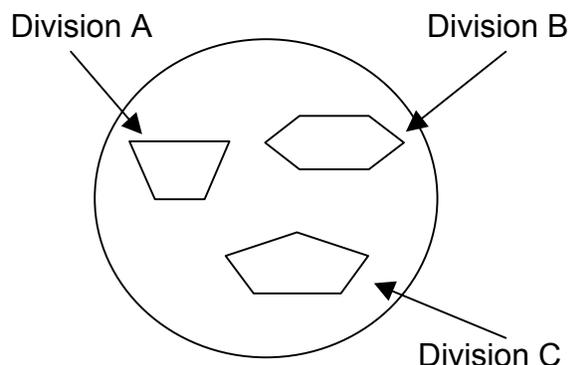
**COMPLEX**

A complex is two or more individual incidents located in the same general proximity assigned to a single Incident Commander or Unified Command to facilitate management. These incidents are typically limited in scope and complexity and can be managed by a single entity.

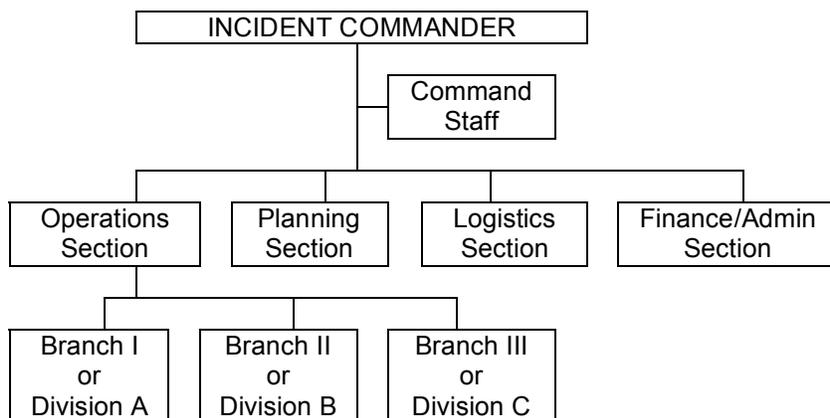
These diagrams at the right illustrate a number of incidents in the same general proximity. These incidents may be identified as Branches or Divisions within the Operations Section.



Management responsibility for all of these incidents has been assigned to a single incident management team. A single incident may be complex, but it is not referred to as a “Complex.” A complex may be in place with or without the use of Unified and/or Area Command.



A typical organization would be as follows:

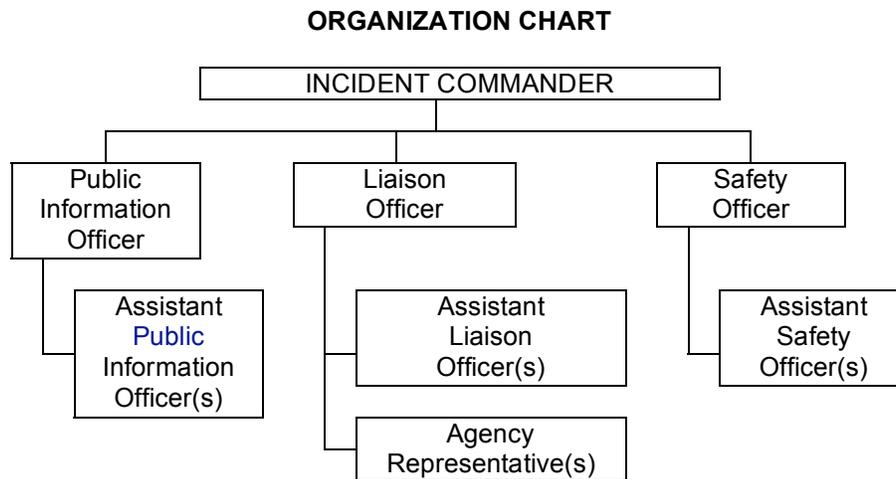




**CHAPTER 5**

**COMMAND**

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### **ESTABLISHMENT AND TRANSFER OF COMMAND**

The highest-ranking official of the jurisdictional agency (ies) at the scene of the incident initially establishes Command. The Incident Commander is responsible for overall management of the incident. It is his/her responsibility to prepare the Incident Objectives that, in turn, will be the foundation upon which subsequent incident action planning will be based. Incident Objectives will be based on the requirements of the agency and the incident. They should be broad, measurable and follow an ordered sequence of events.

The Transfer of Command checklist below provides a basic guideline that can be used in almost any incident situation. This information may be captured on the Incident Briefing (ICS Form 201). However, agency policies and incident specific issues may require alterations to the transfer of command process.

When it is determined that a Transfer of Command (face-to-face) briefing needs to take place, the minimum essential information should include the following:

- a. Situation Status
- b. Objectives and Priorities
- c. Current Organization
- d. Resource Assignments
- e. Resources En Route and/or Ordered
- f. Facilities Established
- g. Communications Plan
- h. Prognosis, Concerns – Related Issues

As incidents grow in size or complexity, most agencies will transfer command one or more times. Whenever the transfer of command briefing takes place, the information conveyed should be recorded and displayed for easy retrieval and subsequent briefings.

## POSITION CHECKLISTS

**INCIDENT COMMANDER** - The ICT1-5's responsibility is the overall management of the incident. On most incidents, a single ICT1-5 carries out the command activity. However, Unified Command may be appropriate. The ICT1-5 is selected by qualifications and experience.

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

- a. Review Common Responsibilities (Page 1-2).
- b. Assess the situation and/or obtain a briefing from the prior Incident Commander.
- c. Determine Incident Objectives and strategy.
- d. Establish the immediate priorities.
- e. Establish an Incident Command Post.
- f. Consider the need for Unified Command.
- g. Establish an appropriate organization.
- h. Ensure planning meetings are scheduled as required.
- i. Approve and authorize the implementation of an Incident Action Plan.
- j. Ensure that adequate safety and personnel accountability measures are in place.
- k. Coordinate activity for all Command and General Staff.
- l. Coordinate with key people and officials.
- m. Approve requests for additional resources or for the release of resources.
- n. Keep agency administrator informed of incident status.
- o. Approve the use of trainees, volunteers, and auxiliary personnel.
- p. Authorize release of information to the news media.
- q. Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority.
- r. Order the demobilization of the incident when appropriate.
- s. Maintain Unit/Activity Log (ICS Form 214).

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**PUBLIC INFORMATION OFFICER** - The PIO1-2, PIOF 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 Public Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Public Information Officer may have Assistant Public Information Officers as necessary, and the Assistant Public Information Officers may also represent assisting agencies or jurisdictions.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Public Information Officer that would generally apply on any incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine from the Incident Commander if there are any limits on information release.
- c. Develop material for use in media briefings.
- d. Obtain Incident Commander's approval of media releases.
- e. Coordinate with Joint Information Center (JIC) if established.
- f. Inform media and conduct media briefings.
- g. Arrange for tours and other interviews or briefings that may be required.
- h. Obtain media information that may be useful to incident planning.
- i. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- j. Assign Assistant Public Information Officers as appropriate.
- k. Maintain Unit/Activity Log (ICS Form 214).

**LIAISON OFFICER** - Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the LOFR position on the Command Staff.

Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The Liaison Officer is the point of contact for the Agency Representatives assigned to the incident by assisting or cooperating agencies.

- a. Review Common Responsibilities (Page 1-2).
- b. Be a contact point for Agency Representatives.
- c. Maintain a list of assisting and cooperating agencies and Agency Representatives.
- d. Assist in establishing and coordinating interagency contacts.
- e. Keep agencies supporting the incident aware of incident status.
- f. Monitor incident operations to identify current or potential inter-organizational problems.
- g. Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- h. Assign Assistant Liaison Officer(s) as appropriate.
- i. Maintain Unit/Activity Log (ICS Form 214).

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

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

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

- a. Review Common Responsibilities (Page 1-2).
- b. Ensure that all agency resources are properly checked in at the incident.

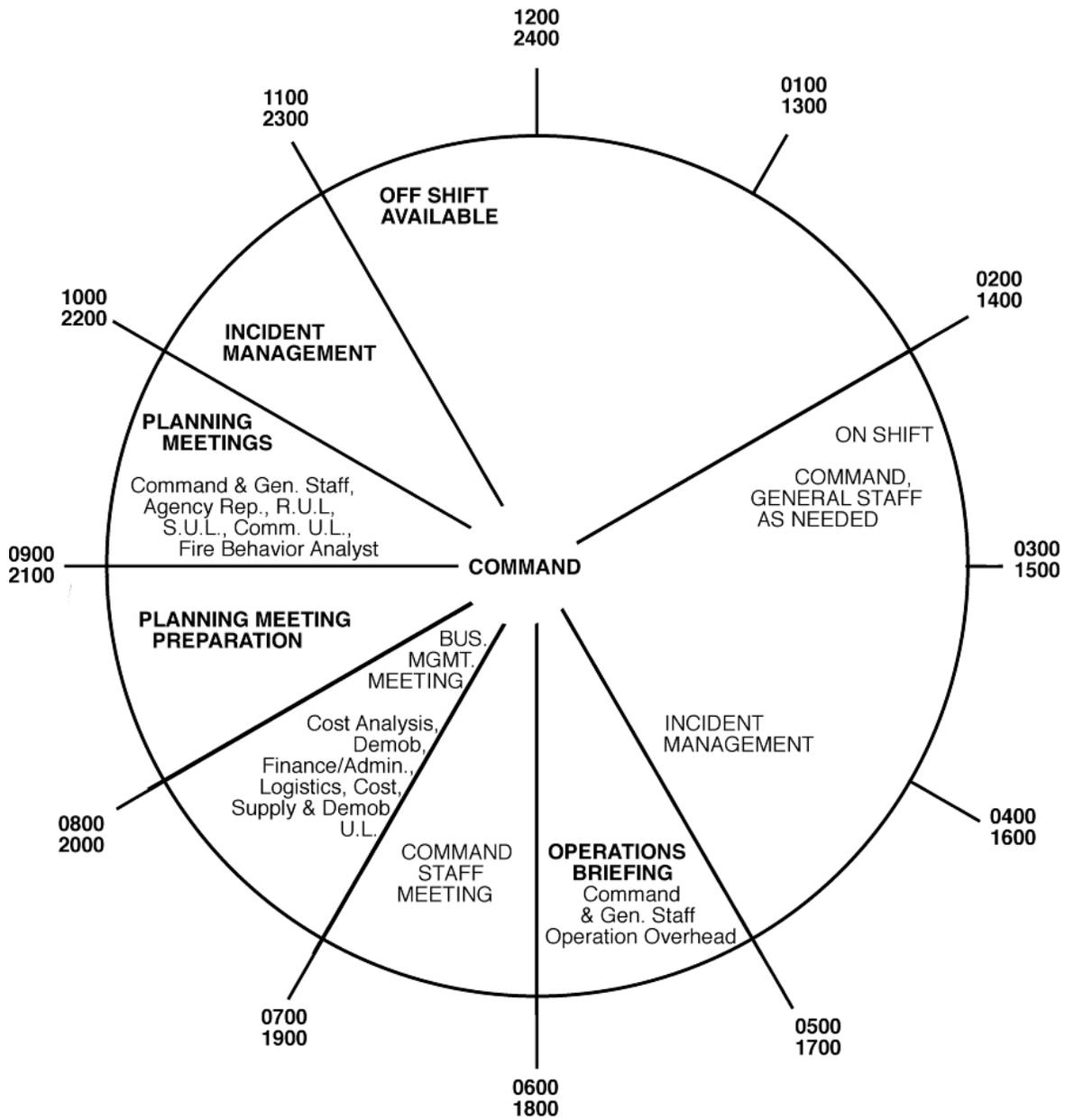
- c. Obtain briefing from the Liaison Officer or Incident Commander.
- d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- e. Attend briefings and planning meetings as required.
- f. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- g. Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- h. Ensure the well being of agency personnel assigned to the incident.
- i. Advise the Liaison Officer of any special agency needs or requirements.
- j. Report to home agency dispatch or headquarters on a prearranged schedule.
- k. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- l. Ensure that all required agency forms, reports and documents are complete prior to departure.
- m. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.
- n. Maintain Unit/Activity Log (ICS Form 214).

**SAFETY OFFICER** - The SOF1-2's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Having full authority of the Incident Commander, the SOF1-2 can exercise emergency authority to stop or prevent unsafe acts.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have Assistant Safety Officers as necessary, and the Assistant Safety Officers may also come from assisting agencies or jurisdictions as appropriate. Assistant Safety Officers may have specific responsibilities such as air operations, urban search and rescue, hazardous materials, or for specific geographic or functional areas of the incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in planning meetings, and advocate effective risk management.
- c. Identify hazardous situations associated with the incident.
- d. Review the Incident Action Plan for safety implications.
- e. Exercise emergency authority to stop or prevent unsafe acts and communicate such exercise of authority to the Incident Command.
- f. Investigate accidents that have occurred within the incident area.
- g. Assign Assistant Safety Officers as needed.
- h. Conduct and prepare an Incident Safety Analysis (ICS Form 215-AG/AW) as appropriate.
- i. Initiate appropriate mitigation measures, i.e., Personnel Accountability, Fireline EMT's, Rapid Intervention Crew/Company, etc.
- j. Develop and communicate an incident safety message as appropriate.
- k. Review and approve the Medical Plan (ICS Form 206).
- l. Review and approve the Site Safety and Control Plan (ICS Form 208) as required.
- m. Maintain Unit/Activity Log (ICS Form 214).

### Command and General Staff Planning Cycle Guide



Example Based on 12-Hour Operational Period

**CHAPTER 6**

**UNIFIED COMMAND**

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## UNIFIED COMMAND

Experience has proven that at incidents involving multi-agencies, there is a critical need for integrating management of resources into one operational organization that is managed and supported by one command structure. This is best established through an integrated, multi-disciplined organization. In the ICS, employing what is known as Unified Command fills this critical need.

Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. Developing and implementing a common set of incident objectives and strategies demonstrate this participation that all can subscribe to, without losing or abdicating agency authority, responsibility or accountability. Those organizations that participate in Unified Command should have statutory responsibility for some portion of the incident or event. Assisting and cooperating agencies with no statutory responsibility that nonetheless contribute resources to the incident should not function at the Unified Command level. These agencies should instead, assign Agency Representative to effectively represent their agencies and resources through the Liaison Officer. In these ways, the principles that define Unified Command provide all of the necessary mechanisms for organizational representation and interagency management within a multi-agency incident response.

At a local level, frequent training and realistic exercises involving those agencies that may be represented at actual incidents should be considered a prerequisite for successful management of multi-agency incidents. These activities serve to familiarize each participating agency of their respective roles and responsibilities and clarify the capabilities and limitations of each agency. For example, a planned event such as a parade or air show may provide an opportunity for local, state and federal agencies to operate in a Unified Command structure.

A successfully managed multi-agency incident will occur only when the participating agencies' personnel have confidence in each other's competencies, authorities, responsibilities, and limitations as they relate to the incident. Beyond the associated processes, guidelines, and exercises, is the requirement for an attitude of cooperation. Coordinated strategy, tactics, and resource utilization to accomplish incident control must be the focus of all agencies at the scene.

Within a Unified Command, one person is selected as spokesperson for the groups. Typically, the person representing the agency with the highest resource commitment or most visible activity on the incident is selected. In some cases, this task may simply be assigned to the person with the most experience.

Unified Command incorporates the following principles:

- a. One set of objectives is developed for the entire incident.
- b. A collective approach to developing strategies to achieve incident goals.
- c. Improved information flow and coordination between all jurisdictions and agencies involved in the incident.
- d. All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.

- e. No agency's authority or legal requirements will be compromised or neglected.
- f. Each agency is fully aware of the plans, actions and constraints of all others.
- g. The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- h. Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

### **INITIAL UNIFIED COMMAND MEETING CHECKLIST**

It is essential to begin unified planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be competing priorities based on agency responsibilities.

All of the jurisdictional agencies Incident Commanders need to get together before the first operational period planning meeting in an Initial Unified Command Meeting. This meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The agenda for the command meeting should include the following:

- a. State jurisdictional/agency priorities and objectives.
- b. Present jurisdictional limitations, concerns, and restrictions.
- c. Develop a collective set of incident objectives.
- d. Establish and agree on acceptable priorities.
- e. Adopt an overall strategy or strategies to accomplish objectives.
- f. Agree on the basic organization structure.
- g. Designate the most qualified and acceptable Operations Section Chief.
- h. The Operations Section Chief will normally be from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential.
- i. Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.
- j. Agree on the resource ordering process to be followed.
- k. Agree on cost-sharing procedures.
- l. Agree on informational matters.
- m. Designate one agency official to act as the Unified Command spokesperson.

The members of the Unified Command must be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. Such activities include, ordering of additional resources in support of the Incident Action Plan, possible loaning or sharing of resources to other jurisdictions, and agree to financial cost-sharing arrangements with participating agencies.

### **COMMAND MEETING REQUIREMENTS**

Unified Incident Commanders should meet prior to the Incident Planning Meeting to discuss a number of key items. This meeting will serve to clarify issues and provide direction to other incident personnel who will develop the formal Incident Action Plan.

The following checklist provides a series of items to be addressed during the meeting between Incident Commanders where the development of incident strategy and objectives is done:

- a. The Command Meeting should include only agency Incident Commanders.
- b. The meeting should be brief, and important points should be documented. The important points should include agency capabilities and limitations, functional and jurisdictional responsibilities and the individual agency's objectives.
- c. Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items described above, and are prepared to discuss them.

The end result of the planning process will be a single Incident Action Plan that addresses multi-jurisdiction or multi-agency priorities and objectives, and provides an appropriate level of tactical direction and resource assignments for the unified effort.

**CHAPTER 7**  
**PLANNING PROCESS**

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### PLANNING PROCESS

The checklist below provides basic steps appropriate for use in almost any incident situation. However, not all incidents require written plans and the need for written plans and attachments is based on incident requirements and the decision of the Incident Commander.

The Planning Checklist is to be used with the Operational Planning Worksheet (ICS Form 215-G/W). For more detailed instructions, see Planning Section Chief Position Manual (ICS 221-1). The Operations Section Chief should have a draft Operational Planning Worksheet (ICS Form 215-G/W) and the Safety Officer should have a draft Incident Safety Analysis (ICS Form 215-AG/AW) completed prior to the planning meeting.

Incident Objectives and strategy should be established before the planning meeting. For this purpose it may be necessary to hold a strategy meeting prior to the planning meeting.

The Planning Process works best when the incident is divided into logical geographical and/or functional units. The tactics and resources are then determined for each of the planning units and then the planning units are combined into divisions/groups utilizing span-of-control guidelines.

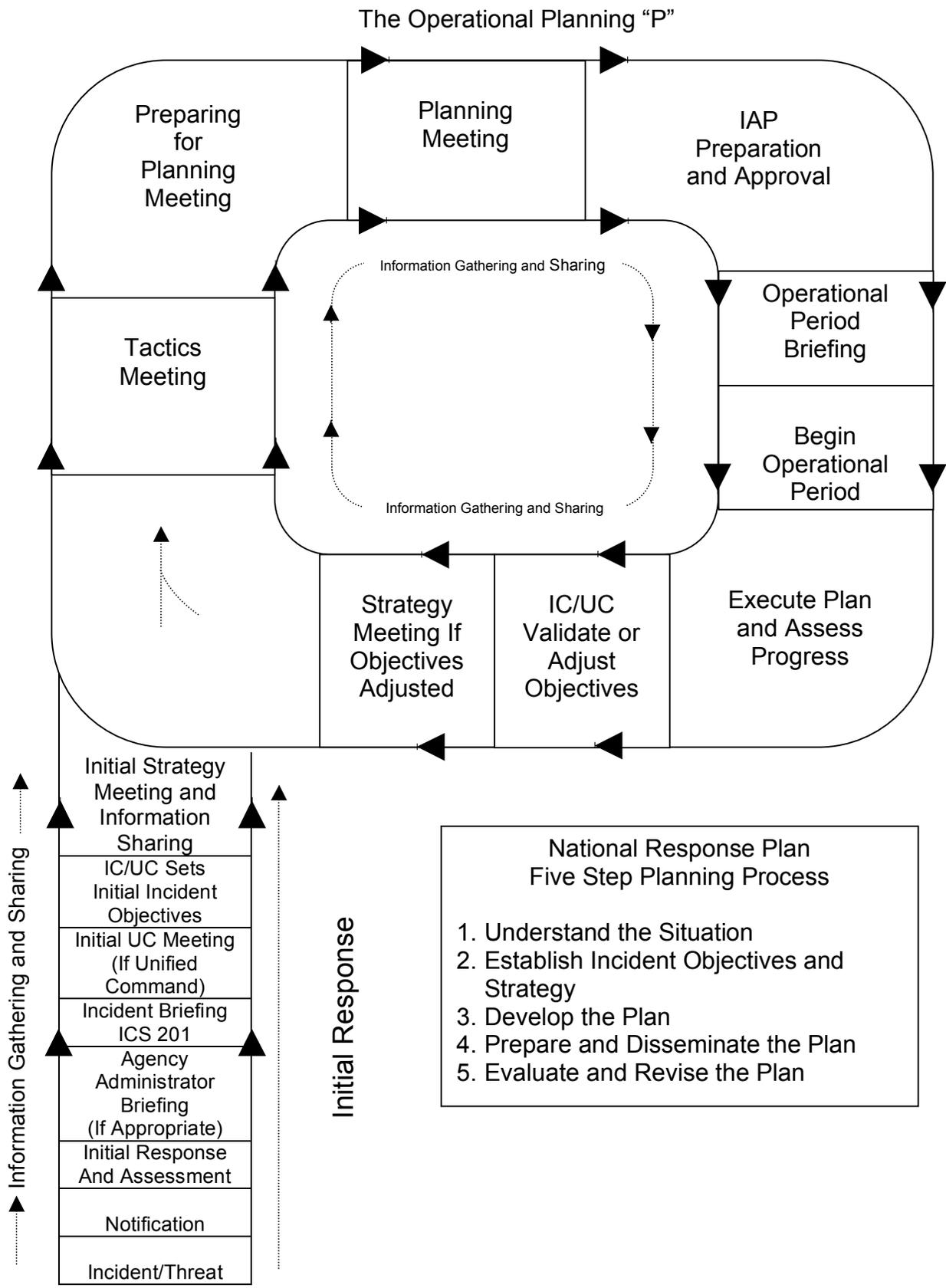
The ICS Form 215-G/W (Operational Planning Worksheet -Generic and Wildland) and the ICS Form 215-AG/AW (Incident Safety Analysis – Generic and Wildland) are used to support the incident’s planning process. They provide the Incident Commander, Command and General Staff with the means to identify Division or Group assignments, develop specific tactics, identify available and needed resources, and address safety considerations. During this process, safety issues identified must be mitigated or new tactics developed which adequately address safety concerns.

**CHECKLIST**

**PRIMARY RESPONSIBILITY**

- |  |               |
|--|---------------|
| 1. Briefing on situation and resource status .....   | PSC           |
| 2. Set/review incident objectives .....  | IC            |
| 3. Plot control lines, establish Branch and Division boundaries,<br>identify Group assignments ..... | OSC           |
| 4. Specify tactics for each Division/Group.....  | OSC           |
| 5. Specify safety mitigation measures for identified hazards in<br>Divisions/Groups.....             | SOF           |
| 6. Specify resources needed by Division/Group .....  | OSC, PSC      |
| 7. Specify Operations facilities and reporting locations –<br>Plot on map.....                       | OSC, PSC, LSC |
| 8. Develop resource and personnel order.....   | LSC           |
| 9. Consider Communications, Medical, and Traffic Plan<br>requirements.....                           | PSC, LSC      |
| 10. Finalize, approve and implement Incident Action Plan.....  | PSC, IC, OSC  |

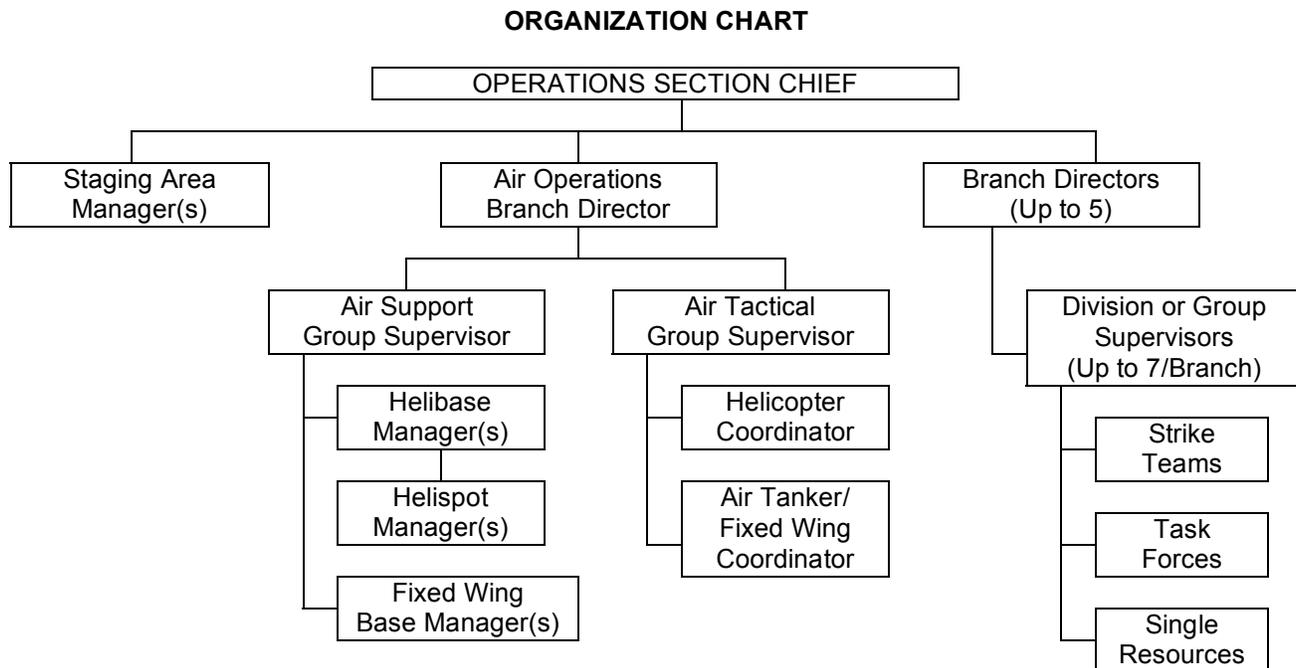
- IC = Incident Commander
- PSC = Planning Section Chief
- OSC = Operations Section Chief
- LSC = Logistics Section Chief
- SOF = Safety Officer





**CHAPTER 8**  
**OPERATIONS SECTION**

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### POSITION CHECKLISTS

**OPERATIONS SECTION CHIEF** - The OSC1-2, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission ensuring the overall safety and welfare of all Section personnel. The OSC1-2 activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The OSC1-2 also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander. The Deputy Operations Section Chief may be assigned for specific tasks, i.e., planning operations, day/night operations, evacuation or contingency planning, etc.:

- a. Review Common Responsibilities (Page 1-2).
- b. Develop the operations portion of the Incident Action Plan and complete the appropriate ICS Form 215 (G/W) as appropriate.
- c. Brief and assign Operations Section personnel in accordance with Incident Action Plan.
- d. Supervise Operations Section ensuring safety and welfare of all personnel.
- e. Determine need and request additional resources.
- f. Review suggested list of resources to be released and initiate recommendation for release of resources.
- g. Assemble and disassemble Strike Teams and Task Forces assigned to Operations Section.
- h. Report information about special activities, events, and occurrences to Incident Commander.
- i. Maintain Unit/Activity Log (ICS Form 214).

**OPERATIONS BRANCH DIRECTOR**– OPBD's are under the direction of the Operations Section Chief, and are responsible for the implementation of the portion of the Incident Action Plan appropriate to the geographical and functional Branches:

- a. Review Common Responsibilities (Page 1-2).
- b. Develop with subordinates, alternatives for Branch control operations.
- c. Attend planning meetings at the request of the Operations Section Chief.
- d. Review Division/Group Assignment Lists (ICS Form 204) for Divisions or Groups within Branch. Modify lists based on effectiveness of current operations.
- e. Assign specific work tasks to Division and Group Supervisors.
- f. Supervise Branch operations.
- g. Resolve logistical problems reported by subordinates.
- h. Report to the Operations Section Chief when the Incident Action Plan is to be modified, or additional resources are needed, or surplus resources are available, or when hazardous situations or significant events occur.
- i. Approve accident and medical reports (home agency forms) originating within the Branch.
- j. Maintain Unit/Activity Log (ICS Form 214).

**DIVISION OR GROUP SUPERVISOR**– DIVS's report to the Operations Section Chief (or Operations Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan. They are also responsible for the assignment of resources within the Division or Group, reporting on the progress of control operations, and the status of resources within the Division or Group. Division Supervisors are assigned to a specific geographical area of an incident. Group Supervisors are assigned to accomplish specific functions within the incident (i.e. Hazardous Material, Medical):

- a. Review Common Responsibilities (Page 1-2).
- b. Implement Incident Action Plan for Division or Group.
- c. Provide Incident Action Plan to Strike Team Leaders, when available.
- d. Identify increments assigned to the Division or Group.
- e. Review assignments and incident activities with subordinates and assign tasks.
- f. Ensure that Incident Communications and/or Resources Unit are advised of all changes in status of resources assigned to the Division or Group.
- g. Coordinate activities with adjacent Divisions or Groups.
- h. Determine need for assistance on assigned tasks.
- i. Submit situation and resources status information to Operations Branch Directors or Operations Section Chief.
- j. Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to immediate supervisor.
- k. Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- l. Resolve logistics problems within the Division or Group.
- m. Participate in the development of tactical plans for next operational period.
- n. Maintain Unit/Activity Log (ICS Form 214).

**STRIKE TEAM or TASK FORCE LEADER** The Strike Team Leader or Task Force Leader reports to a Division Supervisor or Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress and status of resources, maintains work records on assigned personnel, and relays other important information to their supervisor:

- a. Review Common Responsibilities (Page 1-2).
- b. Review assignments with subordinates and assign tasks.
- c. Monitor work progress and make changes when necessary.
- d. Coordinate activities with adjacent strike teams, task forces and single resources.
- e. Travel to and from active assignment area with assigned resources.
- f. Retain control of assigned resources while in available or out-of-service status.
- g. Submit situation and resource status information to Division/Group Supervisor.
- h. Maintain Unit/Activity Log (ICS Form 214).

**STRUCTURE PROTECTION SPECIALIST** – The STPS is a technical advisor to the Operations Section Chief or the Planning Section Chief. The recommendations of the STPS will be based on the incident objectives outlined in the IAP and identify the major components required to complete a Structure Protection Plan for threatened structures due to wildfire. The STPS will organize and implement this plan utilizing the recommended resources:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain reporting criteria and briefing from Operations Section Chief or Planning Section Chief.
- c. Identify structure threat based on expected fire behavior.
- d. Identify needed components to prepare Structure Protection Plan.
- e. Develop LCES Plan related to structure protection.
- f. Identify resource needs to carry out the plan.
- g. Coordinate with local law enforcement agencies to carry out evacuation plan.
- h. Brief all resources assigned to Branch/Division.
- i. Ensure personnel safety.
- j. Maintain Unit/Activity Log (ICS Form 214).

**SINGLE RESOURCE** - The person in charge of a single tactical resource will carry the unit designation of the resource:

- a. Review Common Responsibilities (Page 1-2).
- b. Review assignments.
- c. Obtain necessary equipment/supplies.
- d. Review weather/environmental conditions for assignment area.
- e. Brief subordinates on safety measures.
- f. Monitor work progress.
- g. Ensure adequate communications with supervisor and subordinates.
- h. Keep supervisor informed of progress and any changes.
- i. Inform supervisor of problems with assigned resources.
- j. Brief relief personnel, and advise them of any change in conditions.
- k. Return equipment and supplies to appropriate unit.
- l. Complete and turn in all time and use records on personnel and equipment.
- m. Maintain Unit/Activity Log (ICS Form 214).

**STAGING AREA MANAGER** - The STAM is responsible for managing all activities within a Staging Area:

- a. Review Common Responsibilities (Page 1-2).
- b. Proceed to Staging Area.
- c. Establish Staging Area layout.
- d. Determine any support needs for equipment, feeding, sanitation and security.
- e. Establish check-in function as appropriate.
- f. Post areas for identification and traffic control.
- g. Request maintenance service for equipment at Staging Area as appropriate.
- h. Respond to request for resource assignments. (Note: This may be direct from Operations Section or via the Incident Communications Center).
- i. Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- j. Determine required resource levels from the Operations Section Chief.
- k. Advise the Operations Section Chief when reserve levels reach minimums.
- l. Maintain and provide status to Resources Unit of all resources in Staging Area.
- m. Maintain Staging Area in orderly condition.
- n. Demobilize Staging Area in accordance with Incident Demobilization Plan.
- o. Maintain Unit/Activity Log (ICS Form 214).

**AIR OPERATIONS BRANCH DIRECTOR** -The AOBD, who is ground based, is primarily responsible for preparing the air operations portion of the Incident Action Plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, Air Operations is responsible for implementing its strategic aspects--those that relate to the overall incident strategy as opposed to those that pertain to tactical operations (specific target selection).

Additionally, the Air Operations Branch Director is responsible for providing logistical support to helicopters operating on the incident. The Air Tactical Group Supervisor working with ground and air resources normally performs specific tactical activities (such as target selection and suggested modifications to specific tactical actions in the Incident Action Plan):

- a. Review Common Responsibilities (Page 1-2).
- b. Organize preliminary air operations.
- c. Request declaration (or cancellation) of restricted air space area, (FAA Regulation 91.137).
- d. Participate in preparation of the Incident Action Plan through Operations Section Chief. Insure that the Air Operations portion of the Incident Action Plan takes into consideration the Air Traffic Control requirements of assigned aircraft.
- e. Perform operational planning for air operations.
- f. Prepare and provide Air Operations Summary (ICS Form 220) to the Air Support Group and Fixed-Wing Bases.
- g. Determine coordination procedures for use by air organization with ground Branches, Divisions or Groups.
- h. Coordinate with appropriate Operations Section personnel.
- i. Supervise all Air Operations activities associated with the incident.
- j. Evaluate Helibase locations.
- k. Establish procedures for emergency reassignment of aircraft.
- l. Schedule approved flights of non-incident aircraft in the restricted air space area.

- m. Coordinate and schedule infrared aircraft flights.
- n. Coordinate with Operations Coordination Center (OCC) through normal channels on incident air operations activities.
- o. Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
- p. Consider requests for non-tactical use of incident aircraft.
- q. Resolve conflicts concerning non-incident aircraft.
- r. Coordinate with Federal Aviation Administration (FAA).
- s. Update air operations plans.
- t. Report to the Operations Section Chief on air operations activities.
- u. Report special incidents/accidents.
- v. Arrange for an accident investigation team when warranted.
- w. Maintain Unit/Activity Log (ICS Form 214).

**AIR TACTICAL GROUP SUPERVISOR** -The ATGS is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. The ATGS performs these coordination activities while airborne. The ATGS reports to the Air Operations Branch Director:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine what aircraft (air tankers and helicopters) are operating within area of assignment.
- c. Manage air tactical activities based upon Incident Action Plan.
- d. Establish and maintain communications and Air Traffic Control with pilots, Air Operations, Helicopter Coordinator, Air Tanker/Fixed Wing Coordinator, Air Support Group (usually Helibase Manager), and fixed wing support bases.
- e. Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.
- f. Obtain information about air traffic external to the incident.
- g. Receive reports of non-incident aircraft violating restricted air space area.
- h. Make tactical recommendations to approved ground contact (Operations Section Chief, Operations Branch Director, or Division/Group Supervisor).
- i. Inform Air Operations Branch Director of tactical recommendations affecting the air operations portion of the Incident Action Plan.
- j. Report on Air Operations activities to the Air Operations Branch Director. Advise Air Operations immediately if aircraft mission assignments are causing conflicts in the Air Traffic Control System.
- k. Report on incidents/accidents.
- l. Maintain Unit/Activity Log (ICS Form 214).

**HELICOPTER COORDINATOR** -The HLCO is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The HLCO can be airborne or on the ground operating from a high vantage point. The HLCO reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the complexity of the incident and the number of helicopters assigned. There may be more than one HLCO assigned to an incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine what aircraft (air tankers and helicopters) are operating within incident area of assignment.

- c. Survey assigned incident area to determine situation, aircraft hazards and other potential problems.
- d. Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Air Tanker/Fixed Wing Coordinator and the Air Support Group (usually Helibase Manager) as the situation dictates.
- e. Coordinate the use of assigned ground-to-air and air-to-air communications frequencies with the Air Tactical Group Supervisor, Communications Unit, or local agency dispatch center.
- f. Ensure that all assigned helicopters know appropriate operating frequencies.
- g. Coordinate geographical areas for helicopter operations with Air Tactical Group Supervisor and make assignments.
- h. Determine and implement air safety requirements and procedures.
- i. Ensure that approved night flying procedures are in operation.
- j. Receive assignments, brief pilots, assign missions, and supervise helicopter activities.
- k. Coordinate activities with Air Tactical Group Supervisor, Air Tanker/Fixed Wing Coordinator, Air Support Group and ground personnel.
- l. Maintain continuous observation of assigned helicopter-operating area and inform Air Tactical Group Supervisor of incident conditions including any aircraft malfunction or maintenance difficulties, and anything that may affect the incident.
- m. Inform Air Tactical Group Supervisor when mission is completed and reassign helicopter as directed.
- n. Request assistance or equipment as required.
- o. Report incidents or accidents to Air Operations Branch Director and Air Tactical Group Supervisor immediately.
- p. Maintain Unit/Activity Log (ICS Form 214).

**AIR TANKER/FIXED WING COORDINATOR** - The ATCO is primarily responsible for coordinating assigned air tanker operations at the incident. The Coordinator, who is always airborne, reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the need or upon complexity of the incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine all aircraft including air tankers and helicopters operating within incident area of assignment.
- c. Survey incident area to determine situation, aircraft hazards and other potential problems.
- d. Coordinate the use of assigned ground-to-air and air-to-air communication frequencies with Air Tactical Group Supervisor, Communications Unit or local agency dispatch center and establish air tanker air-to-air radio frequencies.
- e. Ensure air tankers know appropriate operating frequencies.
- f. Determine incident air tanker capabilities and limitations for specific assignments.
- g. Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Helicopter Coordinator, and Air Support Group (usually Helibase Manager) as the situation dictates.
- h. Determine and implement air safety requirement procedures.
- i. Receive assignments, brief pilots, assign missions, and supervise fixed-wing activities.
- j. Coordinate activities with Air Tactical Group Supervisor, Helicopter Coordinator and ground operations personnel.
- k. Maintain continuous observation of air tanker operating areas.
- l. Provide information to ground resources, if necessary.

- m. Inform Air Tactical Group Supervisor of overall incident conditions including aircraft malfunction or maintenance difficulties.
- n. Inform Air Tactical Group Supervisor when mission is completed and reassign air tankers as directed.
- o. Request assistance or equipment as necessary.
- p. Report incidents or accidents immediately to Air Operations Branch Director.
- q. Maintain Unit/Activity Log (ICS Form 214).

**AIR SUPPORT GROUP SUPERVISOR** - The ASGS is primarily responsible for supporting and managing Helibase and Helispot operations and maintaining liaison with fixed-wing air bases. This includes providing: 1) fuel and other supplies, 2) maintenance and repair of helicopters, 3) retardant mixing and loading, 4) keeping records of helicopter activity, and 5) providing enforcement of safety regulations. These major functions are performed at Helibases and Helispots. Helicopters during landing and take-off and while on the ground are under the control of the Air Support Group's Helibase Manager or Helispot Manager. The ASGS reports to the Air Operations Branch Director:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain copy of the Incident Action Plan from the Air Operations Branch Director including Air Operations Summary (ICS Form 220).
- c. Participate in Air Operations Branch Director planning activities.
- d. Inform Air Operations Branch Director of group activities.
- e. Identify resources/supplies dispatched for Air Support Group.
- f. Request special air support items from appropriate sources through Logistics Section.
- g. Identify Helibase and Helispot locations (from Incident Action Plan) or from Air Operations Branch Director.
- h. Determine need for assignment of personnel and equipment at each Helibase and Helispot.
- i. Coordinate special requests for air logistics.
- j. Maintain coordination with airbases supporting the incident.
- k. Coordinate activities with Air Operations Branch Director.
- l. Obtain assigned ground-to-air frequency for Helibase operations from Communications Unit Leader or Incident Radio Communications Plan (ICS Form 205).
- m. Inform Air Operations Branch Director of capability to provide night-flying service.
- n. Ensure compliance with each agency's operations checklist for day and night operations.
- o. Ensure dust abatement procedures are implemented at Helibase and Helispots.
- p. Provide aircraft rescue firefighting service for Helibases and Helispots.
- q. Ensure that Air Traffic Control procedures are established between Helibase and Helispots and the Air Tactical Group Supervisor, Helicopter Coordinator or Air Tanker/Fixed Wing Coordinator.
- r. Maintain Unit/Activity Log (ICS Form 214).

**HELIBASE MANAGER** - The HEB1-2 has primary responsibility for managing all activities at the assigned Helibase:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
- c. Participate in Air Support Group planning activities.
- d. Inform Air Support Supervisor of Helibase activities.
- e. Report to assigned Helibase. Brief pilots and other assigned personnel.

- f. Manage resources/supplies dispatched to Helibase.
- g. Ensure Helibase is posted and cordoned.
- h. Coordinate Helibase Air Traffic control with pilots, Air Support Group Supervisor, Air Tactical Group Supervisor, Helicopter Coordinator and the Takeoff and Landing Coordinator.
- i. Manage retardant mixing and loading operations.
- j. Ensure helicopter fueling, maintenance and repair services are provided.
- k. Supervise manifesting and loading of personnel and cargo.
- l. Ensure dust abatement techniques are provided and used at Helibases and Helispots.
- m. Ensure security is provided at each Helibase and Helispot.
- n. Ensure aircraft rescue firefighting services are provided for the Helibase.
- o. Request special air support items from the Air Support Group Supervisor.
- p. Receive and respond to special requests for air logistics.
- q. Supervise personnel responsible to maintain agency records, reports of helicopter activities, and Check-In List (ICS Form 211).
- r. Coordinate activities with Air Support Group Supervisor.
- s. Display organization and work schedule at each Helibase, including Helispot organization and assigned radio frequencies.
- t. Solicit pilot input concerning selection and adequacy of Helispots, communications, Air Traffic Control, operational difficulties, and safety problems.
- u. Maintain Unit/Activity Log (ICS Form 214).

**HELISPOT MANAGER** – The HESM is supervised by the Helibase Manager and is responsible for providing safe and efficient management of all activities at the assigned Helispot:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
- c. Report to assigned Helispot.
- d. Coordinate activities with Helibase Manager.
- e. Inform Helibase Manager of Helispot activities.
- f. Manage resources/supplies dispatch to Helispot.
- g. Request special air support items from Helibase Manager.
- h. Coordinate Air Traffic Control and Communications with pilots, Helibase Manager, Helicopter Coordinator, Air Tanker/Fixed Wing Coordinator and Air Tactical Group Supervisor when appropriate.
- i. Ensure aircraft rescue firefighting services are available.
- j. Ensure that dust control is adequate, debris cannot blow into rotor system, touchdown zone slope is not excessive and rotor clearance is sufficient.
- k. Supervise or perform retardant loading at Helispot.
- l. Perform manifesting and loading of personnel and cargo.
- m. Coordinate with pilots for proper loading and unloading and safety problems.
- n. Maintain agency records and reports of helicopter activities.
- o. Maintain Unit/Activity Log (ICS Form 214).

**MIXMASTER** - The MXMS is responsible for providing fire retardant to helicopters at the rate specified and for the expected duration of job. The MXMS reports to the Helibase Manager:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Check accessory equipment, such as valves, hoses and storage tanks.
- d. Take immediate steps to get any items and personnel to do the job.
- e. Plan the specific layout to conduct operations.
- f. Determine if water or retardant is to be used and which helicopters may have load restrictions.
- g. Maintain communication with Helibase Manager.
- h. Supervise the crew in setting up operations.
- i. Supervise crew in loading retardant into helicopters.
- j. Make sure supply of retardants is kept ahead of demand.
- k. Attend to the safety and welfare of crew.
- l. See that the base is cleaned up before leaving.
- m. Keep necessary agency records.
- n. Maintain Unit/Activity Log (ICS Form 214).

**DECK COORDINATOR** - The DECK is responsible for providing coordination of a Helibase landing area for personnel and cargo movement. The DECK reports to the Helibase Manager:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Establish emergency landing areas.
- d. Ensure deck personnel understand aircraft rescue firefighting procedures.
- e. Establish and mark landing pads.
- f. Ensure sufficient personnel are available to load and unload personnel and cargo safely.
- g. Ensure deck area is properly posted.
- h. Provide for vehicle control.
- i. Supervise deck management personnel (Loadmasters and Parking Tenders).
- j. Ensure dust abatement measures are met.
- k. Ensure that all assigned personnel are posted to the daily organization chart.
- l. Ensure proper manifesting and load calculations are done.
- m. Ensure Air Traffic Control operation is coordinated with Takeoff and Landing Coordinator.
- n. Maintain agency records.
- o. Maintain Unit/Activity Log (ICS Form 214).

**LOADMASTER (PERSONNEL/CARGO)** - The LOAD is responsible for the safe operation of loading and unloading of cargo and personnel at a Helibase. The LOAD reports to the Deck Coordinator:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Ensure proper posting of loading and unloading areas.
- d. Perform manifesting and loading of personnel and cargo.
- e. Ensure sling load equipment is safe.
- f. Know aircraft rescue firefighting procedures.
- g. Supervise loading and unloading crews.
- h. Coordinate with Take Off and Landing Coordinator.
- i. Maintain Unit/Activity Log (ICS Form 214).

**PARKING TENDER** - The PARK is responsible for the takeoff and landing of helicopters at an assigned helicopter pad. The PARK reports to the DECK. A PARK should be assigned for each helicopter pad:

- a. Review Common Responsibilities (Page 1-2).
- b. Supervise activities at the landing pad (personnel and helicopter movement, vehicle traffic, etc.).
- c. Know and understand the aircraft rescue firefighting procedures.
- d. Ensure agency checklist is followed.
- e. Ensure helicopter pilot needs are met at the landing pad.
- f. Ensure landing pad is properly maintained (dust abatement, marking, etc.).
- g. Ensure landing pad is properly marked.
- h. Check personnel seatbelts, cargo restraints and helicopter doors.
- i. Maintain Unit/Activity Log (ICS Form 214).

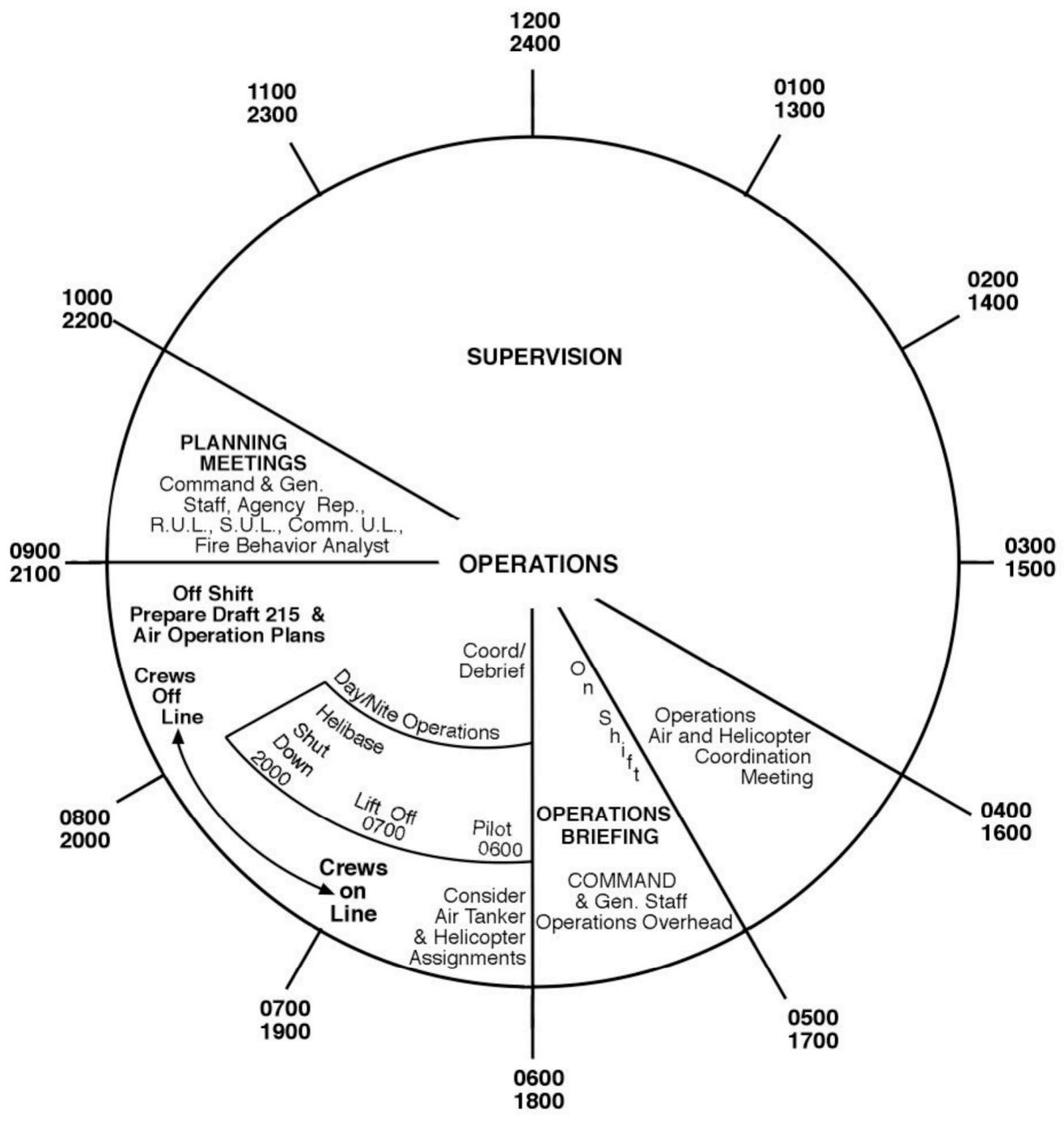
**TAKEOFF AND LANDING COORDINATOR** - The TOLC is responsible for providing coordination of arriving and departing helicopters at a Helibase and all helicopter movement on and around the Helibase. The TOLC reports to the Helibase Manager:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Check radio system before commencing operation.
- d. Coordinate with radio operation on helicopter flight routes and patterns.
- e. Maintain communications with all incoming and outgoing helicopters.
- f. Maintain constant communications with radio operator.
- g. Coordinate with Deck Coordinator and Parking Tender before commencing operation and during operation.
- h. Maintain Unit/Activity Log (ICS Form 214).

**HELICOPTER TIMEKEEPER** - The HETM is responsible for keeping time on all helicopters assigned to the Helibase. HETM reports to the Radio Operator:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Determine number of helicopters by agency.
- d. Determine helicopter time needed by agency.
- e. Record operation time of helicopters.
- f. Fill out necessary agency time reports.
- g. Obtain necessary timekeeping forms.
- h. Maintain Unit/Activity Log (ICS Form 214).

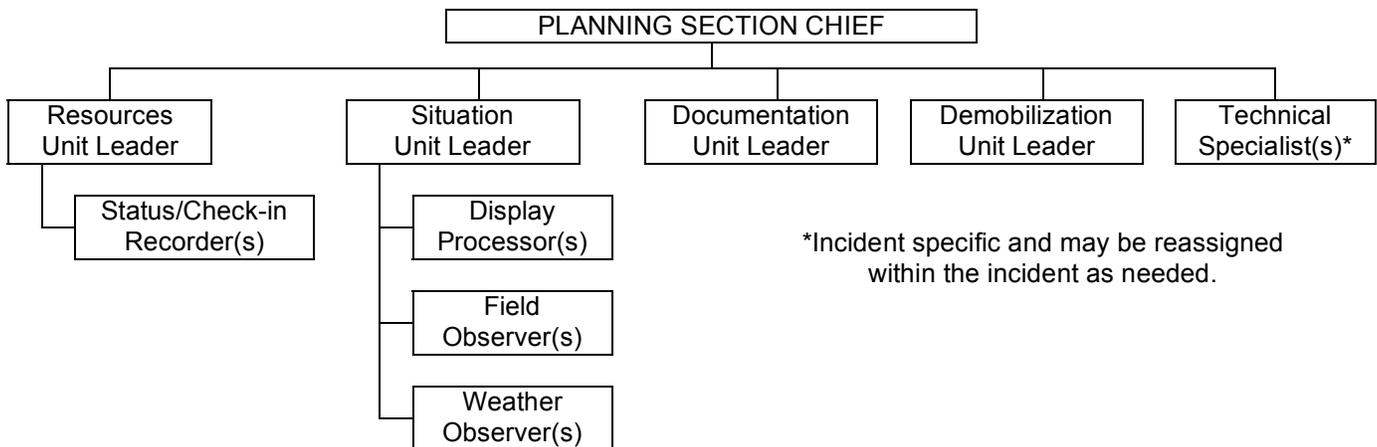
# Operations Section Planning Cycle Guide



Example Based on 12-Hour Operational Period

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**PLANNING SECTION**

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**ORGANIZATION CHART****POSITION CHECKLISTS**

**PLANNING SECTION CHIEF** - The PSC1-2, a member of the Incident Commander's General Staff, is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources. The PSC1-2 is responsible for facilitating the Planning Process as described in Chapter 7. The PSC1-2 is also responsible for ensuring the safety and welfare of all Section personnel. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Collect and process situation information about the incident.
- c. Supervise preparation of the Incident Action Plan.
- d. Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- e. Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- f. Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources Unit and Situation Unit).
- g. Determine need for any specialized resources in support of the incident.
- h. If requested, assemble and disassemble strike teams and task forces not assigned to Operations.
- i. Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc.
- j. Assemble information on alternative strategies.
- k. Provide periodic predictions on incident potential.
- l. Report any significant changes in incident status.
- m. Compile and display incident status information.
- n. Oversee preparation and implementation of Incident Demobilization Plan.
- o. Incorporate plans, (e.g., Traffic, Medical, Communications, Site Safety) into the Incident Action Plan.
- p. Maintain Unit/Activity Log (ICS Form 214).

**RESOURCES UNIT LEADER** - The RESL is responsible for maintaining the status of all assigned resources (primary and support) at an incident. This is achieved by overseeing the

check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Establish check-in function at incident locations.
- d. Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
- e. Prepare appropriate parts of Assignment Lists (ICS Form 204).
- f. Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
- g. Maintain and post the current status and location of all resources.
- h. Maintain master roster of all resources checked in at the incident.
- i. A Status/Check-In Recorder reports to the Resources Unit Leader and assists with the accounting of all incident-assigned resources.
- j. Maintain Unit/Activity Log (ICS Form 214).

**STATUS/CHECK-IN RECORDER** – SCKN's are needed at each check-in location to ensure that all resources assigned to an incident are accounted for:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS Form 219), and status display boards.
- c. Establish communications with the Communication Center and Ground Support Unit.
- d. Post signs so that arriving resources can easily find incident check-in location(s).
- e. Record check-in information on Check-in Lists (ICS Form 211).
- f. Transmit check-in information to Resources Unit on regular prearranged schedule or as needed.
- g. Forward completed Check-in Lists (ICS Form 211) to the Resources Unit.
- h. Receive, record, and maintain resource status information on Resource Status Cards (ICS Form 219) for incident assigned Single Resources, Strike Teams, Task Forces, and Overhead personnel.
- i. Maintain files of Check-in Lists (ICS Form 211).

**SITUATION UNIT LEADER** - 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:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Begin collection and analysis of incident data as soon as possible.
- d. Prepare, post, or disseminate resource and situation status information as required, including special requests.
- e. Prepare periodic predictions or as requested.
- f. Prepare the Incident Status Summary (ICS Form 209).
- g. Provide photographic services and maps if required.
- h. Maintain Unit/Activity Log (ICS Form 214).

**DISPLAY PROCESSOR** - The DPRO is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerial and orthography photographs and infrared data:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine location of work assignment.
- c. Determine numbers, types and locations of displays required.
- d. Determine map requirements for Incident Action Plans.
- e. Determine time limits for completion.
- f. Obtain information from Situation Unit.
- g. Obtain necessary equipment and supplies.
- h. Obtain copy of Incident Action Plan for each operational period.
- i. Assist Situation Unit Leader in analyzing and evaluating field reports.
- j. Develop required displays in accordance with time limits for completion.
- k. Maintain Unit/Activity Log (ICS Form 214).

**FIELD OBSERVER** - The FOBS is responsible to collect situation information from personal observations at the incident and provide this information to the Situation Unit Leader:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain copy of Incident Action Plan for the Operational Period.
- c. Obtain necessary equipment and supplies.
- d. Identify all facility locations (e.g., Helispots, Division and Branch boundaries).
- e. Report information to Situation Unit by established procedure.
- f. Report immediately any condition observed that may cause danger and safety hazard to personnel.
- g. Gather intelligence that will lead to accurate predictions.
- h. Maintain Unit/Activity Log (ICS Form 214).

**WEATHER OBSERVER** - The WOBS is responsible to collect current incident weather information and provide the information to an assigned meteorologist, Fire Behavior Analyst or Situation Unit Leader:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain weather data collection equipment.
- c. Obtain appropriate transportation to collection site(s).
- d. Record and report weather observations at assigned locations on schedule.
- e. Turn in equipment at completion of assignment.
- f. Demobilize according to Incident Demobilization Plan.
- g. Demobilize incident displays in accordance with Incident Demobilization Plan.
- h. Maintain Unit/Activity Log (ICS Form 214).

**DOCUMENTATION UNIT LEADER** - The DOCL is responsible for the maintenance of accurate, up-to-date incident files. The Documentation Unit will also provide duplication services. Incident files will be stored for legal, analytical, and historical purposes:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).

- c. Set up work area and begin organization of incident files.
- d. Establish duplication service; respond to requests.
- e. File all official forms and reports.
- f. Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- g. Provide incident documentation as requested.
- h. Store files for post-incident use.
- i. Maintain Unit/Activity Log (ICS Form 214).

**DEMOBILIZATION UNIT LEADER** - The DMOB 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:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Review incident resource records to determine the likely size and extent of demobilization effort.
- d. Based on above analysis, add additional personnel, workspace and supplies as needed.
- e. Coordinate demobilization with Agency Representatives.
- f. Monitor ongoing Operations Section resource needs.
- g. Identify surplus resources and probable release time.
- h. Develop incident checkout function for all units.
- i. Evaluate logistics and transportation capabilities to support demobilization.
- j. Establish communications with off-incident facilities, as necessary.
- k. Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
- l. Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the Demobilization Plan.
- m. Distribute Demobilization Plan (on and off-site).
- n. Ensure that all Sections/Units understand their specific demobilization responsibilities.
- o. Supervise execution of the Incident Demobilization Plan.
- p. Brief Planning Section Chief on demobilization progress.
- q. Maintain Unit/Activity Log (ICS Form 214).

**TECHNICAL SPECIALISTS** - Certain incidents or events may require the use of THSP who have specialized knowledge and expertise. THSP may function within the Planning Section, or be assigned wherever their services are required. Specific THSP have been identified (i.e. weather, fire behavior, etc.) and specific checklists are listed below or in the specific Operational System Description (i.e. US&R). For all other THSP not otherwise specified, use the checklist at the end of this section.

**DAMAGE INSPECTION TECHNICAL SPECIALIST** - The DINS is primarily responsible for inspecting damage and/or potential "at-risk" property, and natural resources. The DINS usually function within the Planning Section and may be assigned to the Situation Unit or can be reassigned wherever their services are required. Damage inspection includes loss of environmental resources, infrastructure, transportation, structures, and other real/personal property:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish communications with local government representatives of effective jurisdictions.
- c. Determine and order resources.
- d. Determine coordination procedures with other sections, units and local agencies.
- e. Establish work area, and obtain necessary supplies.
- f. Collect information pertaining to incident causes losses.
- g. Participate in Planning Section activities.
- h. Prepare documentation as required.
- i. Respond to requests for information from approved sources.
- j. Prepare final Situation Status Field Inspection Report (SSFIR), and forward to the Documentation Unit Leader.
- k. Maintain Unit/Activity Log (ICS Form 214).

**ENVIRONMENTAL SPECIALIST** – The ENSP is primarily responsible for accessing the potential impacts of an incident on the environment, determining environmental restrictions, recommending alternative strategies and priorities for addressing environmental concerns. The ENSP functions within the Planning Section as part of the Situation Unit:

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies.
- c. Collect and validate environmental information within the incident area by reviewing pre-attack land use and management plans.
- d. Determine environmental restrictions within the incident area.
- e. Develop suggested priorities for preservation of the environment.
- f. Provide environmental analysis information, as requested.
- g. Collect and transmit required records and logs to Documentation Unit at the end of each operational period.
- h. Maintain Unit/Activity Log (ICS Form 214).

**FIRE BEHAVIOR ANALYST** - The FBAN is primarily responsible for establishing a weather data collection system, and to develop required fire behavior predictions based on fire history, fuel, weather, and topography information:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish weather data requirements.
- c. Verify dispatch of meteorologist.
- d. Confirm that mobile weather station has arrived and is operational.
- e. Inform meteorologist of weather data requirements.
- f. Forward weather data to Planning Section Chief.
- g. Collect, review and compile fire history data.
- h. Collect, review and compile exposed fuel data.
- i. Collect, review and compile information about topography and fire barriers.
- j. Provide weather information and other pertinent information to Situation Unit Leader for inclusion in Incident Status Summary (ICS Form 209).
- k. Review completed Incident Status Summary report and Incident Action Plan.
- l. Prepare fire behavior prediction information at periodic intervals or upon request and forward to Planning Section Chief.
- m. Maintain Unit/Activity Log (ICS Form 214).

**GEOGRAPHICAL INFORMATION SYSTEM SPECIALIST** - A GISS is responsible for spatial information collection, display, analysis, and dissemination. The GISS will provide Global Positioning System (GPS) support, integrate infrared data, and incorporate all relevant data to produce map products, statistical data for reports, and/or analyses. GISS usually functions within the Planning Section, or assigned wherever their services are required within the incident organization:

- a. Review Common Responsibilities (Page 1-2).
- b. Check in with the Status/Check-In Recorder.
- c. Obtain briefing from appropriate supervisor.
- d. Establish communication with local government representatives, of all affected jurisdictions, through the incident Liaison Officer.
- e. Determine and order resources needed.
- f. Determine coordination procedures with other sections, units, and local agencies.
- g. Establish work area, and acquire work materials.
- h. Obtain appropriate transportation and communications.
- i. Determine the availability of needed GIS support products.
- j. Participate in Planning Section activities.
- k. Prepare GIS products as determined by supervisor.
- l. Keep supervisor informed.
- m. Respond to requests from approved sources for additional GIS products.
- n. Prepare final GIS summary report consisting of all incident GIS products and forward to Documentation Unit Leader.
- o. Maintain Unit/Activity Log (ICS Form 214).

**RESOURCE USE SPECIALIST** – The Resource Use Specialist is primarily responsible for advising incident personnel on the specific capabilities, limitations of certain specialized response resources. In addition, the Resource Specialist can recommend strategies for use of these resources:

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the development of the Incident Action Plan and review general control objectives including alternative strategies as requested.
- c. Collect information on incident resources as needed.
- d. Respond to requests for information about limitations and capabilities of resources.
- e. Collect and transmit records and logs to Documentation Unit at the end of each operational period.
- f. Maintain Unit/Activity Log (ICS Form 214).

**TRAINING SPECIALIST** – The TNSP coordinates incident training opportunities and activities, ensuring the quality of the training assignments and completing documentation of the incident training. The TNSP organizes and implements the incident training program and analyzes and facilitates training assignments to fulfill individual development needs of trainees:

- a. Review Common Responsibilities (Page 1-2).
- b. Inform Planning Section Chief of planned use of trainees.
- c. Review trainee assignments and modify if appropriate.
- d. Coordinate the assignments of trainees to incident positions with Resources Unit.

- e. Brief trainees and trainers on training assignments and objectives.
- f. Coordinate use of unassigned trainees.
- g. Make follow-up contacts on the job to provide assistance and advice for trainees to meet training objectives as appropriate and with approval of unit leaders.
- h. Ensure trainees receive performance evaluation.
- i. Monitor operational procedures and evaluate training needs.
- j. Respond to requests for information concerning training activities.
- k. Give Training Specialist records and logs to Documentation Unit at the end of each operational period.
- l. Maintain Unit/Activity Log (ICS Form 214).

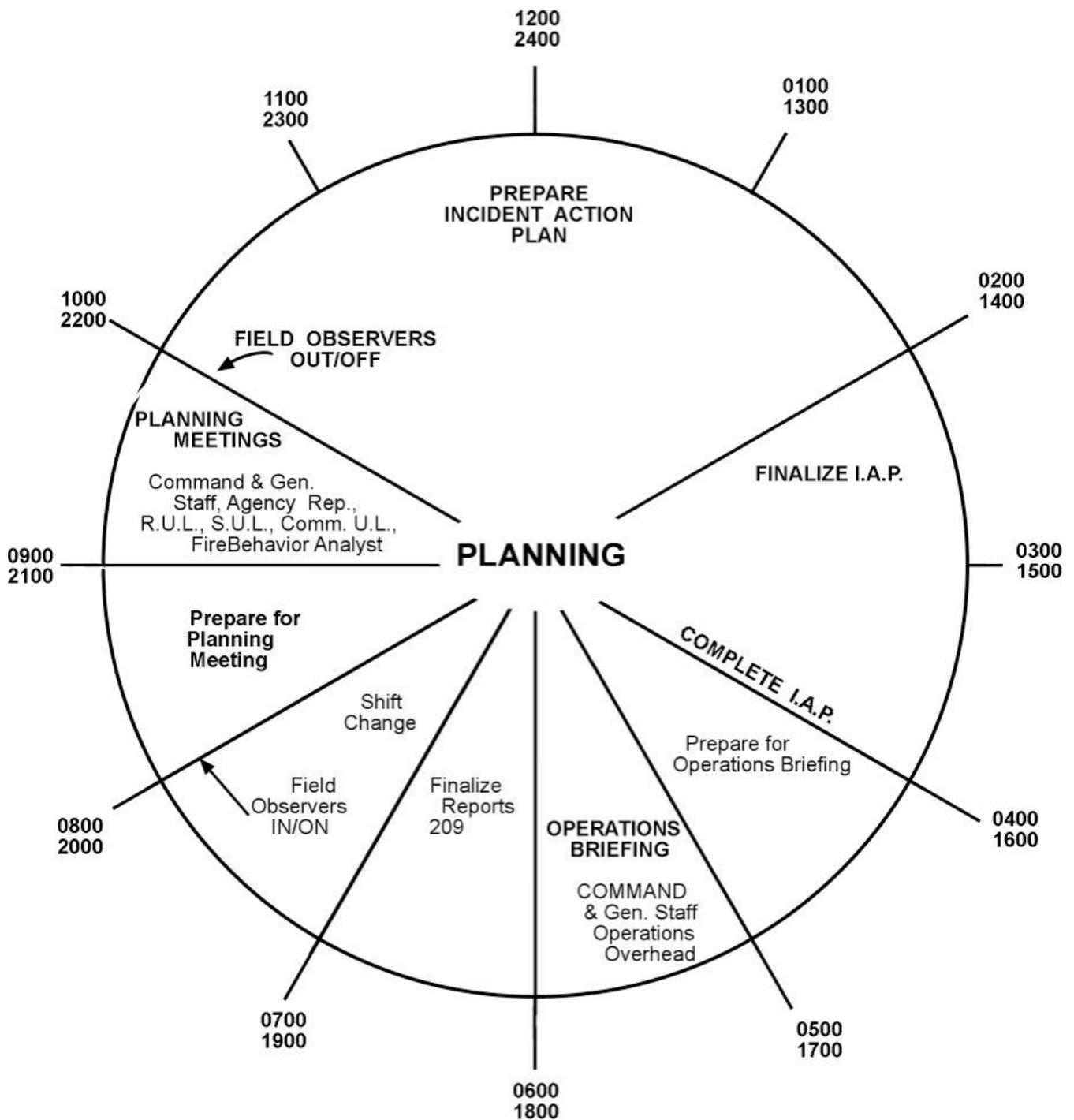
**WATER RESOURCE SPECIALIST** – The Water Resource Specialist is primarily responsible to advise incident personnel on the sources of fire suppression water, the capabilities of the water sources, and to assist in the development of additional systems or system capability to meet incident demands:

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the development of the Incident Action Plan and review general control objectives, including alternative strategies presently in effect.
- c. Collect and validate water resource information within the incident area.
- d. Prepare information on available water resources.
- e. Establish water requirements needed to support fire suppression actions.
- f. Compare Incident Control Objectives as stated in the Plan, with available water resources and report inadequacies or problems to Planning Section Chief.
- g. Participate in the preparation of Incident Action Plan when requested.
- h. Respond to requests for water information.
- i. Collect and transmit records and logs to Documentation Unit at the end of each operational period.
- j. Maintain Unit/Activity Log (ICS Form 214).

**TECHNICAL SPECIALISTS (NOT OTHERWISE SPECIFIED):**

- a. Review Common Responsibilities (Page 1-2).
- b. Check in with the Status/Check-In Recorder.
- c. Obtain briefing from supervisor.
- d. Obtain personal protective equipment as appropriate.
- e. Determine coordination procedures with other sections, units, and local agencies.
- f. Establish work area and acquire work materials.
- g. Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies as appropriate.
- h. Obtain appropriate transportation and communications.
- i. Keep supervisor informed.
- j. Maintain Unit/Activity Log (ICS Form 214).

### Planning Section Planning Cycle Guide



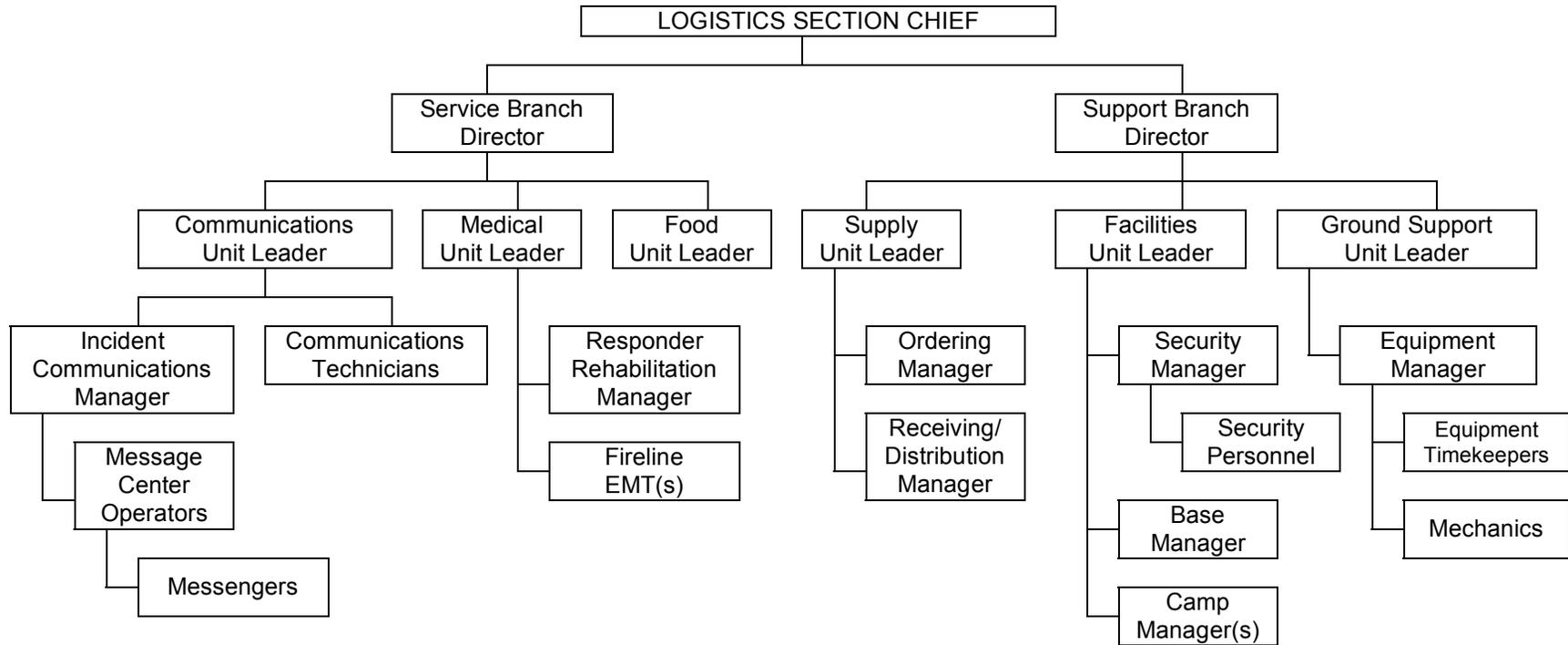
Example Based on 12-Hour Operational Period



**CHAPTER 10**  
**LOGISTICS SECTION**

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**ORGANIZATION CHART**



## POSITION CHECKLISTS

**LOGISTICS SECTION CHIEF** - The LSC1-2, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The LSC1-2 participates in development and implementation of the Incident Action Plan, activates and supervises assigned Branches/Units, and is responsible for the safety and welfare of Logistics Section personnel:

- a. Review Common Responsibilities (Page 1-2).
- b. Plan organization of Logistics Section.
- c. Assign work locations and preliminary work tasks to Section personnel.
- d. Notify Resources Unit of Logistics Section Units activated including names and locations of assigned personnel.
- e. Assemble and brief Branch Directors and Unit Leaders.
- f. Participate in preparation of Incident Action Plan.
- g. Identify service and support requirements for planned and expected operations.
- h. Provide input to and review Communications Plan, Medical Plan and Traffic Plan.
- i. Coordinate and process requests for additional resources.
- j. Review Incident Action Plan and estimate Section needs for next operational period.
- k. Advise on current service and support capabilities.
- l. Prepare service and support elements of the Incident Action Plan.
- m. Estimate future service and support requirements.
- n. Receive Demobilization Plan from Planning Section.
- o. Recommend release of unit resources in conformity with Demobilization Plan.
- p. Ensure general welfare and safety of Logistics Section personnel.
- q. Maintain Unit/Activity Log (ICS Form 214).

**SERVICE BRANCH DIRECTOR** - The SVBD, when activated, is under the supervision of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The SVBD supervises the operations of the Communications, Medical and Food Units:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain working materials.
- c. Determine level of service required to support operations.
- d. Confirm dispatch of Branch personnel.
- e. Participate in planning meetings of Logistics Section personnel.
- f. Review Incident Action Plan.
- g. Organize and prepare assignments for Service Branch personnel.
- h. Coordinate activities of Branch Units.
- i. Inform Logistics Section Chief of Branch activities.
- j. Resolve Service Branch problems.
- k. Maintain Unit/Activity Log (ICS Form 214).

**COMMUNICATIONS UNIT LEADER** - The COML, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Determine unit personnel needs.
- d. Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- e. Ensure the Incident Communications Center and Message Center are established.
- f. Establish appropriate communications distribution/maintenance locations within Base/Camp(s).
- g. Ensure communications systems components are installed, tested and maintained.
- h. Ensure an equipment accountability system is established.
- i. Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.
- j. Provide technical information as required.
- k. Supervise Communications Unit activities.
- l. Maintain records on all communications equipment as appropriate.
- m. Recover equipment from relieved or released units.
- n. Maintain Unit/Activity Log (ICS Form 214).

**INCIDENT COMMUNICATIONS MANAGER** - The INCM is responsible to receive and transmit radio and telephone messages among and between personnel and to provide dispatch services at the incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Ensure adequate staffing (Incident Communications Manager).
- c. Obtain and review Incident Action Plan to determine incident organization and Incident Radio Communications Plan (ICS Form 205).
- d. Set up Incident Radio Communications Center - check out equipment.
- e. Request service on any inoperable or marginal equipment.
- f. Set up Message Center location as required.
- g. Receive and transmit messages within and external to incident.
- h. Maintain General Messages files.
- i. Maintain a record of unusual incident occurrences.
- j. Provide briefing to relief on current activities, equipment status, and any unusual communications situations.
- k. Turn in appropriate documents to Incident Communications Manager or Communications Unit Leader.
- l. Demobilize Communications Center in accordance with Incident Demobilization Plan.
- m. Maintain Unit/Activity Log (ICS Form 214).

**MEDICAL UNIT LEADER** - The MEDL, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan (ICS Form 206), obtaining medical aid and transportation for injured and ill incident personnel, establishment of responder rehabilitation and preparation of reports and records:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Participate in Logistics Section/Service Branch planning activities.
- d. Establish and staff Medical Unit.

- e. Establish Responder Rehabilitation.
- f. Prepare the Medical Plan (ICS Form 206).
- g. Prepare procedures for major medical emergency.
- h. Declare major medical emergency as appropriate.
- i. Respond to requests for medical aid, medical transportation, and medical supplies.
- j. Prepare and submit necessary documentation.
- k. Maintain Unit/Activity Log (ICS Form 214).

**RESPONDER REHABILITATION MANAGER** – The Responder Rehabilitation Manager reports to the Medical Unit Leader and is responsible for the rehabilitation of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions:

- a. Review Common Responsibilities (Page 1-2).
- b. Designate responder rehabilitation location and have location announced on radio with radio designation “Rehab.”
- c. Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
- d. Request necessary resources for rehabilitation of personnel, e.g., water, juice, personnel.
- e. Request through Food Unit or Logistics Section Chief feeding as necessary for personnel being rehabilitated.
- f. Release rehabilitated personnel to Operations Section or Planning Section for reassignment.
- g. Maintain appropriate records and documentation.
- h. Maintain Unit/Activity Log (ICS Form 214).

**FIRELINE EMERGENCY MEDICAL TECHNICIAN**– The FEMT provides emergency medical care to personnel operating on the fireline. The FEMT initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The FEMT must establish and maintain liaison with, and respond to requests from the Operations Section personnel to whom they are subsequently assigned:

The checklist presented below should be considered as a minimum requirement for the position. Users of this manual may augment these lists as necessary. Note that some of the activities are one-time actions while others are ongoing for the duration of an incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Check in and obtain briefing from the Logistics Section Chief, or the Medical Unit Leader if established. Briefing will include current incident situation, anticipated medical needs, and required local medical protocol including documentation.
- c. Receive assignment and assess current situation.
- d. Anticipate needs and obtain medical supplies from the incident.
- e. Secure copies of local emergency medical service forms/paperwork if available.
- f. Secure/check out portable radio with all incident frequencies.
- g. Obtain a copy of the Incident Action Plan (IAP) and review the Medical Plan (ICS Form 206).
- h. Identify and contact assigned tactical supervisor and confirm your travel route, transportation and ETA prior to leaving your check-in location.
- i. Meet with assigned tactical supervisor and obtain briefing.

- j. Obtain briefing from the FEMT you are relieving, if applicable.
- k. Upon arrival at your assigned location, perform a radio check with your assigned tactical supervisor, incident Communications Unit and the Medical Unit, if established.
- l. Maintain ongoing contact and interaction with personnel on your assignment to assess medical needs and provide assistance when needed.
- m. Make requests for transportation of ill and injured personnel, through channels, as outlined in the Medical Plan (ICS Form 206).
- n. Make notifications of incident related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).
- o. At the conclusion of each shift, advise your tactical supervisor that you are departing and will report to the Medical Unit Leader for debriefing and submission of patient care documentation.
- p. Secure operations and demobilize as outlined in the Demobilization Plan.
- q. Maintain Unit/Activity Log (ICS Form 214).

**FOOD UNIT LEADER** – The FDUL is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Determine food and water requirements.
- d. Determine method of feeding to best fit each facility or situation.
- e. Obtain necessary equipment and supplies and establish cooking facilities.
- f. Ensure that well-balanced menus are provided.
- g. Order sufficient food and potable water from the Supply Unit.
- h. Maintain an inventory of food and water.
- i. Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- j. Supervise caterers, cooks, and other Food Unit personnel as appropriate.
- k. Maintain Unit/Activity Log (ICS Form 214).

**SUPPORT BRANCH DIRECTOR** – The SUBD, when activated, is under the direction of the Logistics Section Chief, and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The SUBD supervises the operations of the Supply, Facilities and Ground Support Units:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain work materials.
- c. Identify Support Branch personnel dispatched to the incident.
- d. Determine initial support operations in coordination with Logistics Section Chief and Support Branch Director.
- e. Prepare initial organization and assignments for support operations.
- f. Assemble and brief Support Branch personnel.
- g. Determine if assigned Branch resources are sufficient.
- h. Maintain surveillance of assigned units work progress and inform Logistics Section Chief of activities.
- i. Resolve problems associated with requests from Operations Section.
- j. Maintain Unit/Activity Log (ICS Form 214).

**SUPPLY UNIT LEADER**—The SPUL is primarily responsible for ordering personnel, equipment and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Participate in Logistics Section/Support Branch planning activities.
- d. Determine the type and amount of supplies en route.
- e. Review Incident Action Plan for information on operations of the Supply Unit.
- f. Develop and implement safety and security requirements.
- g. Order, receive, distribute, and store supplies and equipment.
- h. Receive and respond to requests for personnel, supplies and equipment.
- i. Maintain inventory of supplies and equipment.
- j. Service reusable equipment.
- k. Submit reports to the Support Branch Director.
- l. Maintain Unit/Activity Log (ICS Form 214).

**ORDERING MANAGER** – The ODRM is responsible for placing all orders for supplies and equipment for the incident. The ODRM reports to the Supply Unit Leader:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain necessary agency (ies) order forms.
- c. Establish ordering procedures.
- d. Establish name and telephone numbers of agency personnel receiving orders.
- e. Set up filing system.
- f. Get names of incident personnel who have ordering authority.
- g. Check on what has already been ordered.
- h. Ensure order forms are filled out correctly.
- i. Place orders in a timely manner.
- j. Consolidate orders when possible.
- k. Identify times and locations for delivery of supplies and equipment.
- l. Keep Receiving and Distribution Manager informed of orders placed.
- m. Submit all ordering documents to Documentation Control Unit through Supply Unit Leader before demobilization.
- n. Maintain Unit/Activity Log (ICS Form 214).

**RECEIVING AND DISTRIBUTION MANAGER** – The RCDM is responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The RCDM reports to the Supply Unit Leader:

- a. Review Common Responsibilities (Page 1-2).
- b. Order required personnel to operate supply area.
- c. Organize physical layout of supply area.
- d. Establish procedures for operating supply area.
- e. Set up filing system for receiving and distribution of supplies and equipment.
- f. Maintain inventory of supplies and equipment.
- g. Develop security requirement for supply area.
- h. Establish procedures for receiving supplies and equipment.

- i. Submit necessary reports to Supply Unit Leader.
- j. Notify Ordering Manager of supplies and equipment received.
- k. Provide necessary supply records to Supply Unit Leader.
- l. Maintain Unit/Activity Log (ICS Form 214).

**FACILITIES UNIT LEADER** – The FACL is primarily responsible for the layout and activation of incident facilities, e.g., Base, Camp(s) and Incident Command Post. The Unit provides sleeping and sanitation facilities for incident personnel and manages Base and Camp(s) operations. Each facility (Base, Camp) is assigned a manager who reports to the FACL and is responsible for managing the operation of the facility. The basic functions or activities of the Base/Camp Manager are to provide security service, and general maintenance. The FACL reports to the Support Branch Director:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Receive a copy of the Incident Action Plan.
- d. Participate in Logistics Section/Support Branch planning activities.
- e. Determine requirements for each facility.
- f. Prepare layouts of incident facilities.
- g. Notify unit leaders of facility layout.
- h. Activate incident facilities.
- i. Provide Base/Camp Managers.
- j. Provide sleeping facilities.
- k. Provide security services.
- l. Provide facility maintenance services-sanitation, lighting, and cleanup.
- m. Maintain Unit/Activity Log (ICS Form 214).

**FACILITY MAINTENANCE SPECIALIST** – The FMNT is responsible to ensure that proper sleeping and sanitation facilities are maintained, provide shower facilities, maintain lights and other electrical equipment, and maintain the Base, Camp and Incident Command Post facilities in a clean and orderly manner:

- a. Review Common Responsibilities (Page 1-2).
- b. Request required maintenance support personnel and assign duties.
- c. Obtain supplies, tools, and equipment.
- d. Supervise/perform assigned work activities.
- e. Ensure that all facilities are maintained in a safe condition.
- f. Disassemble temporary facilities when no longer required.
- g. Restore area to pre-incident condition.
- h. Maintain Unit/Activity Log (ICS Form 214).

**SECURITY MANAGER** –The SECM is responsible to provide safeguards needed to protect personnel and property from loss or damage:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish contacts with local law enforcement agencies as required.
- c. Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements that may affect operations.

- d. Request required personnel support to accomplish work assignments.
- e. Ensure that support personnel are qualified to manage security problems.
- f. Develop Security Plan for incident facilities.
- g. Adjust Security Plan for personnel and equipment changes and releases.
- h. Coordinate security activities with appropriate incident personnel.
- i. Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
- j. Prevent theft of all government and personal property.
- k. Document all complaints and suspicious occurrences.
- l. Maintain Unit/Activity Log (ICS Form 214).

**BASE/CAMP MANAGER** – The BCMG is responsible to ensure that appropriate sanitation, security, and facility management services are conducted at all incident facilities.

On large incidents, a Base and one or more Camps may be established by the General Staff to provide better support to operations. Base is the location where the primary logistics functions are coordinated and administered. Camps are typically smaller in nature and more remote. Camps may be in place several days or may be moved depending upon the nature of the incident. Functional unit activities performed at the Base may be performed at the Camp(s). These activities could include, Supply Unit, Medical Unit, Ground Support Unit, Food Unit, Communications Unit, as well as the Facilities Unit functions of facility maintenance and security. Camp Managers are responsible to provide non-technical coordination for all units operating within the Camp. The General Staff will determine units assigned to Camps. Personnel requirements for units at Camps will be determined by the parent unit, based on kind and size of incident and expected duration of Camp operations. The Base/Camp Manager duties include:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine personnel support requirements.
- c. Obtain necessary equipment and supplies.
- d. Ensure that all sanitation, shower and sleeping facilities are set up and properly functioning.
- e. Make sleeping arrangements.
- f. Provide direct supervision for all facility maintenance and security services at Base/Camp(s).
- g. Ensure that strict compliance is made with all applicable safety regulations.
- h. Ensure that all Base-to-Camp communications are centrally coordinated.
- i. Ensure that all Base-to-Camp transportation scheduling is centrally coordinated.
- j. Provide overall coordination of all Base/Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
- k. Maintain Unit/Activity Log (ICS Form 214).

**GROUND SUPPORT UNIT LEADER** – The GSUL is primarily responsible for support of out-of-service resources; transportation of personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and development and implementation of the Incident Traffic Plan:

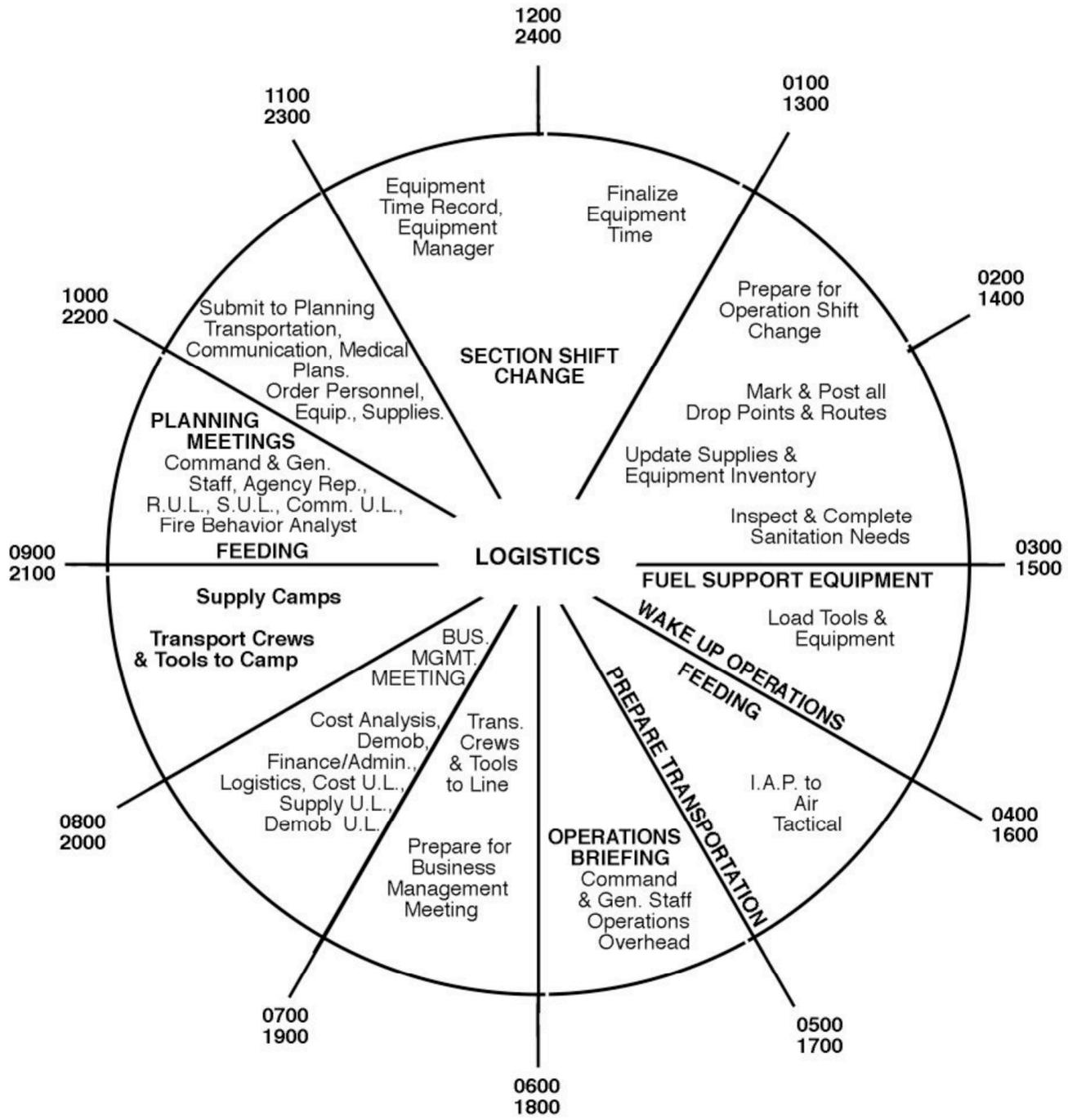
- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).

- c. Participate in Support Branch/Logistics Section planning activities.
- d. Develop and implement Traffic Plan.
- e. Support out-of-service resources.
- f. Notify Resources Unit of all status changes on support and transportation vehicles.
- g. Arrange for and activate fueling, maintenance, and repair of ground resources.
- h. Maintain inventory of support and transportation vehicles (Support Vehicle Inventory ICS Form 218).
- i. Provide transportation services.
- j. Collect use information on rented equipment.
- k. Requisition maintenance and repair supplies (e.g., fuel, spare parts).
- l. Maintain incident roads.
- m. Submit reports to Support Branch Director as directed.
- n. Maintain Unit/Activity Log (ICS Form 214).

**EQUIPMENT MANAGER** – The EQPM provides service, repair and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Incident Action Plan to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
- c. Obtain necessary equipment and supplies.
- d. Provide maintenance and fueling according to schedule.
- e. Prepare schedules to maximize use of available transportation.
- f. Provide transportation and support vehicles for incident use.
- g. Coordinate with Agency Representatives on service and repair policies as required.
- h. Inspect equipment condition and ensure coverage by equipment agreement.
- i. Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in efficient operating condition), and place orders with Supply Unit.
- j. Maintain Support Vehicle Inventory (ICS Form 218).
- k. Maintain equipment rental records.
- l. Maintain equipment service and use records.
- m. Check all service repair areas to ensure that all appropriate safety measures are being taken.
- n. Maintain Unit/Activity Log (ICS Form 214).

# Logistics Section Planning Cycle Guide



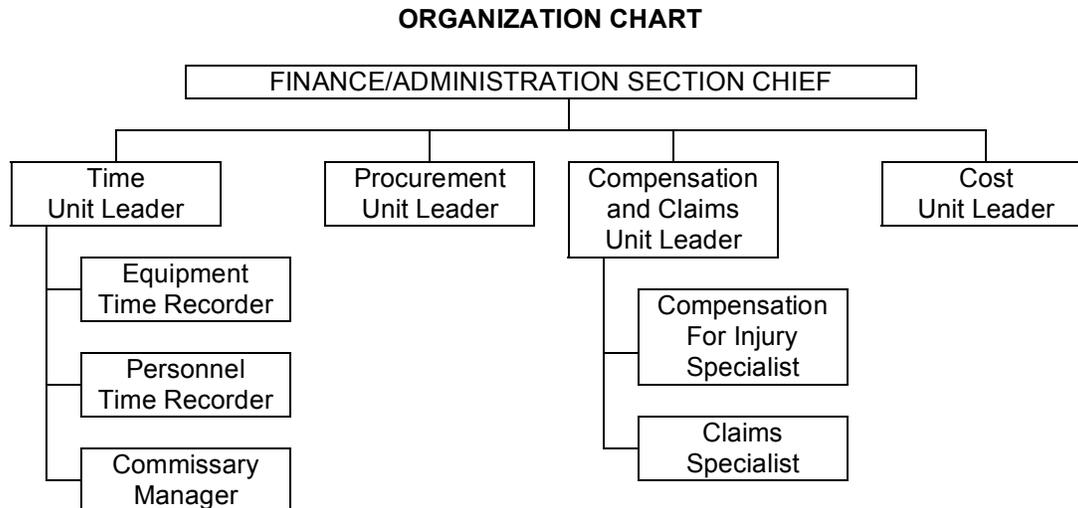
Example Based on 12-Hour Operational Period



**CHAPTER 11**

**FINANCE/ADMINISTRATION SECTION**

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### POSITION CHECKLISTS

**FINANCE/ADMINISTRATION SECTION CHIEF** – The FSC1-2 is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section:

- a. Review Common Responsibilities (Page 1-2).
- b. Manage all financial aspects of an incident.
- c. Provide financial and cost analysis information as requested.
- d. Gather pertinent information from briefings with responsible agencies.
- e. Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- f. Determine need to set up and operate an incident commissary.
- g. Meet with assisting and cooperating Agency Representatives as needed.
- h. Maintain daily contact with agency (ies) administrative headquarters on Finance/Administration matters.
- i. Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- j. Provide financial input to demobilization planning.
- k. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- l. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- m. Maintain Unit/Activity Log (ICS Form 214).

**TIME UNIT LEADER** – The TIME is responsible for equipment and personnel time recording and for managing the commissary operations:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Determine incident requirements for time recording function.
- d. Contact appropriate agency personnel/representatives.

- e. Ensure that daily personnel time recording documents are prepared and in compliance with agency policy.
- f. Maintain separate logs for overtime hours.
- g. Establish commissary operation on larger or long-term incidents as needed.
- h. Submit cost estimate data forms to Cost Unit as required.
- i. Maintain records security.
- j. Ensure that all records are current and complete prior to demobilization.
- k. Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
- l. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- m. Maintain Unit/Activity Log (ICS Form 214).

**EQUIPMENT TIME RECORDER** – Under supervision of the Time Unit Leader, EQTR is responsible for overseeing the recording of time for all equipment assigned to an incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Set up Equipment Time Recorder function in location designated by Time Unit Leader.
- c. Advise Ground Support Unit, Facilities Unit, and Air Support Group of the requirement to establish and maintain a file for maintaining a daily record of equipment time.
- d. Assist units in establishing a system for collecting equipment time reports.
- e. Post all equipment time tickets within four hours after the end of each operational period.
- f. Prepare a use and summary invoice for equipment (as required) within twelve (12) hours after equipment arrival at incident.
- g. Submit data to Time Unit Leader for cost effectiveness analysis.
- h. Maintain current posting on all charges or credits for fuel, parts, services and commissary.
- i. Verify all time data and deductions with owner/operator of equipment.
- j. Complete all forms according to agency specifications.
- k. Close out forms prior to demobilization.
- l. Distribute copies per agency and incident policy.
- m. Maintain Unit/Activity Log (ICS Form 214).

**PERSONNEL TIME RECORDER** - Under supervision of the Time Unit Leader, PTRC is responsible for overseeing the recording of time for all personnel assigned to an incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish and maintain a file for employee time reports within the first operational period.
- c. Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
- d. Ensure that all employee identification information is verified to be correct on the time report.
- e. Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
- f. Post all commissary issues to personnel time documents.
- g. Ensure that time reports are signed.
- h. Close out time documents prior to personnel leaving the incident.
- i. Distribute all time documents according to agency policy.
- j. Maintain a log of excessive hours worked and give to Time Unit Leader daily.
- k. Maintain Unit/Activity Log (ICS Form 214).

**COMMISSARY MANAGER** – Under the supervision of the Time Unit Leader, CMSY is responsible for commissary operations and security:

- a. Review Common Responsibilities (Page 1-2).
- b. Set up and provide commissary operation to meet incident needs.
- c. Establish and maintain adequate security for commissary.
- d. Request commissary stock through Supply Unit Leader.
- e. Maintain complete record of commissary stock including invoices for material received, issuance records, transfer records and closing inventories.
- f. Maintain commissary issue record by crews and submit records to Time Recorder during or at the end of each operational period.
- g. Use proper agency forms for all record keeping.
- h. Complete forms according to agency specification.
- i. Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.
- j. Maintain Unit/Activity Log (ICS Form 214).

**PROCUREMENT UNIT LEADER** – The PROC is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Review incident needs and any special procedures with Unit Leaders, as needed.
- d. Coordinate with local jurisdiction on plans and supply sources.
- e. Obtain Incident Procurement Plan.
- f. Prepare and authorize contracts and land use agreements.
- g. Draft Memorandum of Understanding.
- h. Establish contracts and agreements with supply vendors.
- i. Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- j. Ensure that a system is in place that meets agency property management requirements. Ensure proper accounting for all new property.
- k. Interpret contracts and agreements; resolve disputes within delegated authority.
- l. Coordinate with Compensation/Claims Unit for processing claims.
- m. Coordinate use of impress funds as required.
- n. Complete final processing of contracts and send documents for payment.
- o. Coordinate cost data in contracts with Cost Unit Leader.
- p. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- q. Maintain Unit/Activity Log (ICS Form 214).

**COMPENSATION/CLAIMS UNIT LEADER** – The 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:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).

- c. Establish contact with incident Safety Officer and Liaison Officer, or Agency Representatives if no Liaison Officer is assigned.
- d. Determine the need for Compensation for Injury Specialists and Claims Specialists and order personnel as needed.
- e. Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
- f. Review Incident Medical Plan (ICS Form 206).
- g. Review procedures for handling claims with Procurement Unit.
- h. Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
- i. Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
- j. Maintain Unit/Activity Log (ICS Form 214).

**COMPENSATION FOR INJURY SPECIALIST** – Under the supervision of the Compensation/Claims Unit Leader, the Compensation For Injury Specialist is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit:

- a. Review Common Responsibilities (Page 1-2).
- b. Collocate Compensation for Injury operations with those of the Medical Unit when possible.
- c. Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
- d. Obtain copy of Incident Medical Plan (ICS Form 206).
- e. Provide written authority for persons requiring medical treatment.
- f. Ensure that correct agency forms are being used.
- g. Provide correct billing forms for transmittal to doctor and/or hospital.
- h. Monitors and reports on status of hospitalized personnel.
- i. Obtain all witness statements from Safety Officer and/or Medical Unit and review for completeness.
- j. Maintain log of all injuries occurring on incident.
- k. Coordinate/handle all administrative paperwork on serious injuries or fatalities.
- l. Coordinate with appropriate agency (ies) to assume responsibility for injured personnel in local hospitals prior to demobilization.
- m. Maintain Unit/Activity Log (ICS Form 214).

**CLAIMS SPECIALIST** – Under the supervision of the Compensation/Claims Unit Leader, the CLMS is responsible for managing all claims-related activities (other than injury) for an incident:

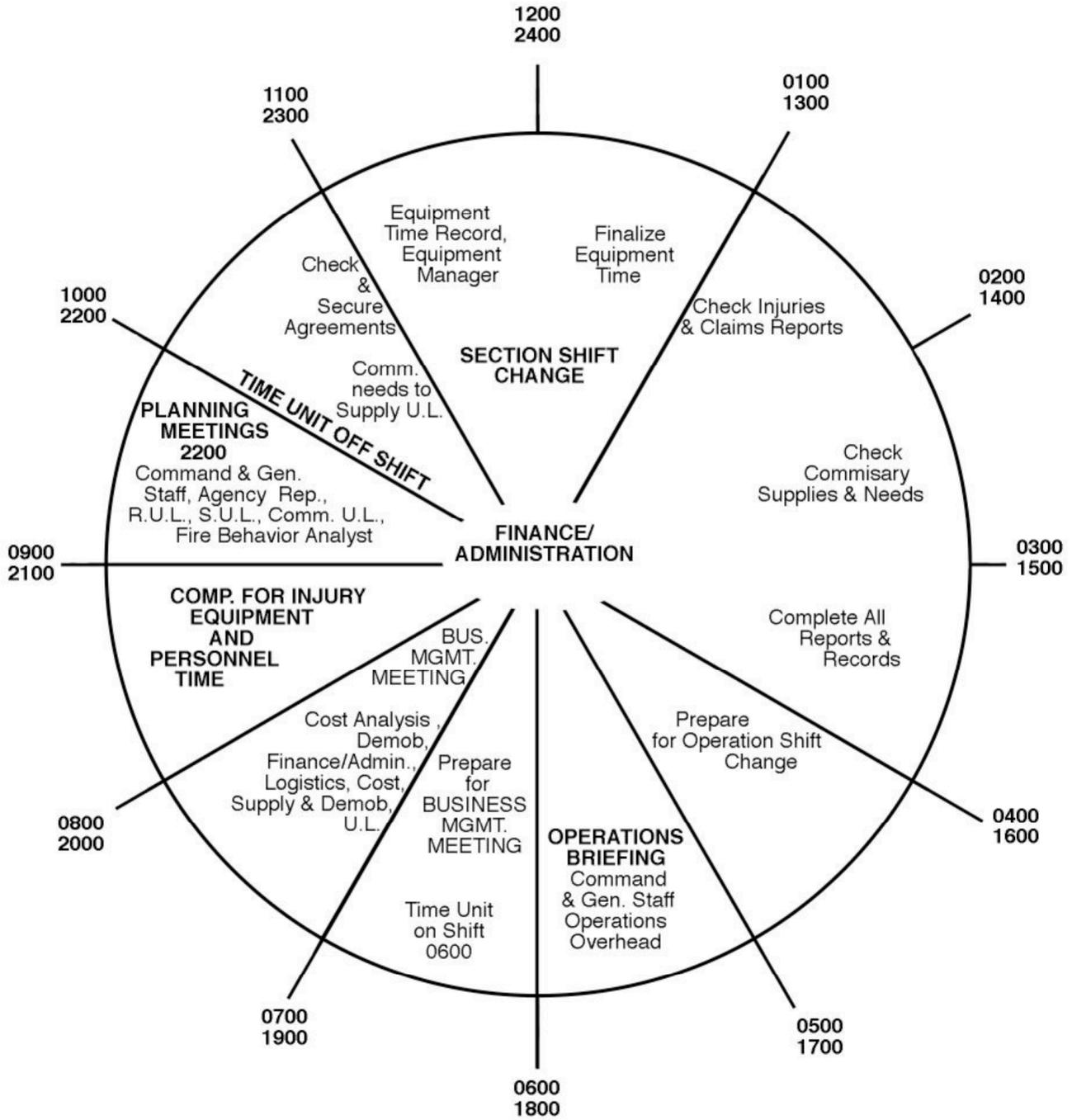
- a. Review Common Responsibilities (Page 1-2).
- b. Develop and maintain a log of potential claims.
- c. Coordinate claims prevention plan with applicable incident functions.
- d. Initiate investigation on all claims other than personnel injury.
- e. Ensure that site and property involved in investigation are protected.
- f. Coordinate with investigation team as necessary.
- g. Obtain witness statements pertaining to claims other than personnel injury.
- h. Document any incomplete investigations.
- i. Document follow-up action needs by local agency.

- j. Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- k. Ensure use of correct agency forms.
- l. Maintain Unit/Activity Log (ICS Form 214).

**COST UNIT LEADER** – The COST is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Coordinate with agency headquarters on cost reporting procedures.
- d. Collect and record all cost data.
- e. Develop incident cost summaries.
- f. Prepare resources-use cost estimates for the Planning Section.
- g. Make cost-saving recommendations to the Finance/Administration Section Chief.
- h. Complete all records prior to demobilization.
- i. Maintain Unit/Activity Log (ICS Form 214).

# Finance/Administration Section Planning Cycle Guide



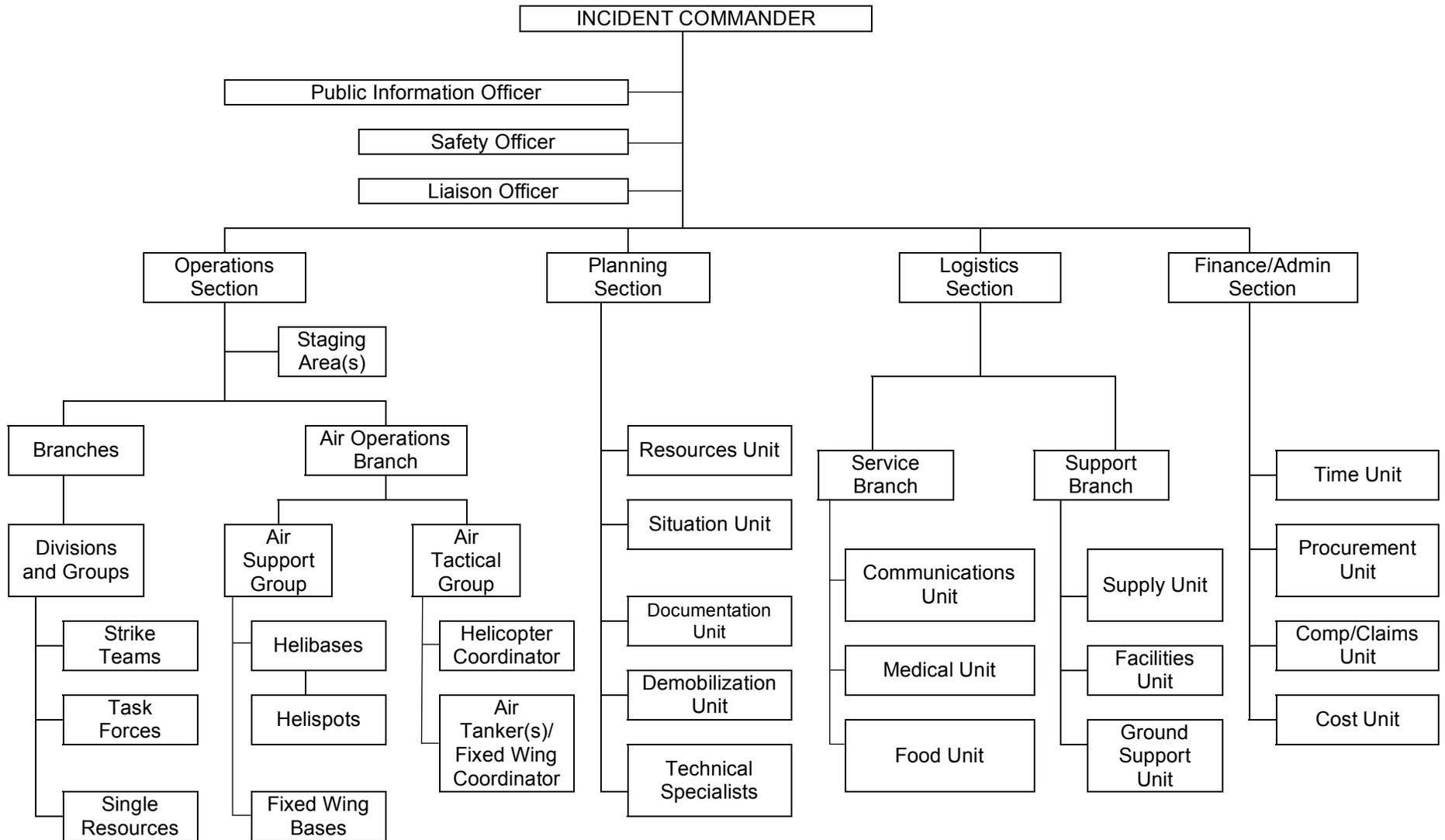
Example Based on 12-Hour Operational Period



**CHAPTER 12**  
**ORGANIZATIONAL GUIDES**

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Modular Development - Structure..... 12-8  
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FULLY ACTIVATED INCIDENT COMMAND SYSTEM ORGANIZATION CHART



## WILDLAND FIRE ORGANIZATIONAL DEVELOPMENT

### INTRODUCTION

The following series of organizational charts depict examples of how the Incident Command System can be used on fires involving wildland (grass, brush, timber fuels). The charts show examples of ICS organizations for initial attack fires through incidents that grow to such size as to require very large organizational structures to manage the personnel and equipment assigned to these incidents.

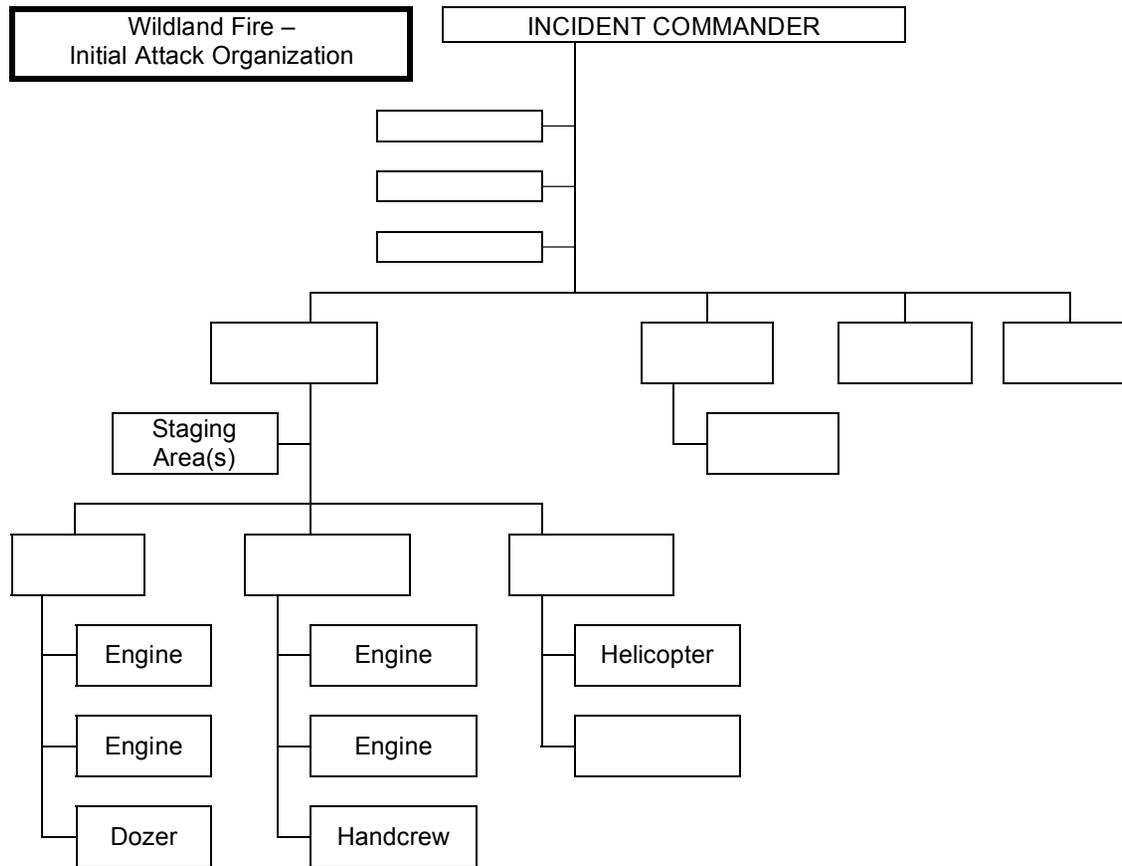
Certain terms are used to identify the level of resource commitment or organizations structure. The terms associated with these levels are:

Initial Attack – This example depicts an agency’s initial response level (four engines, a bulldozer, a wildland firefighting handcrew, one helicopter and one Command Officer) to a reported wildland fire and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand if necessitated by fire growth.

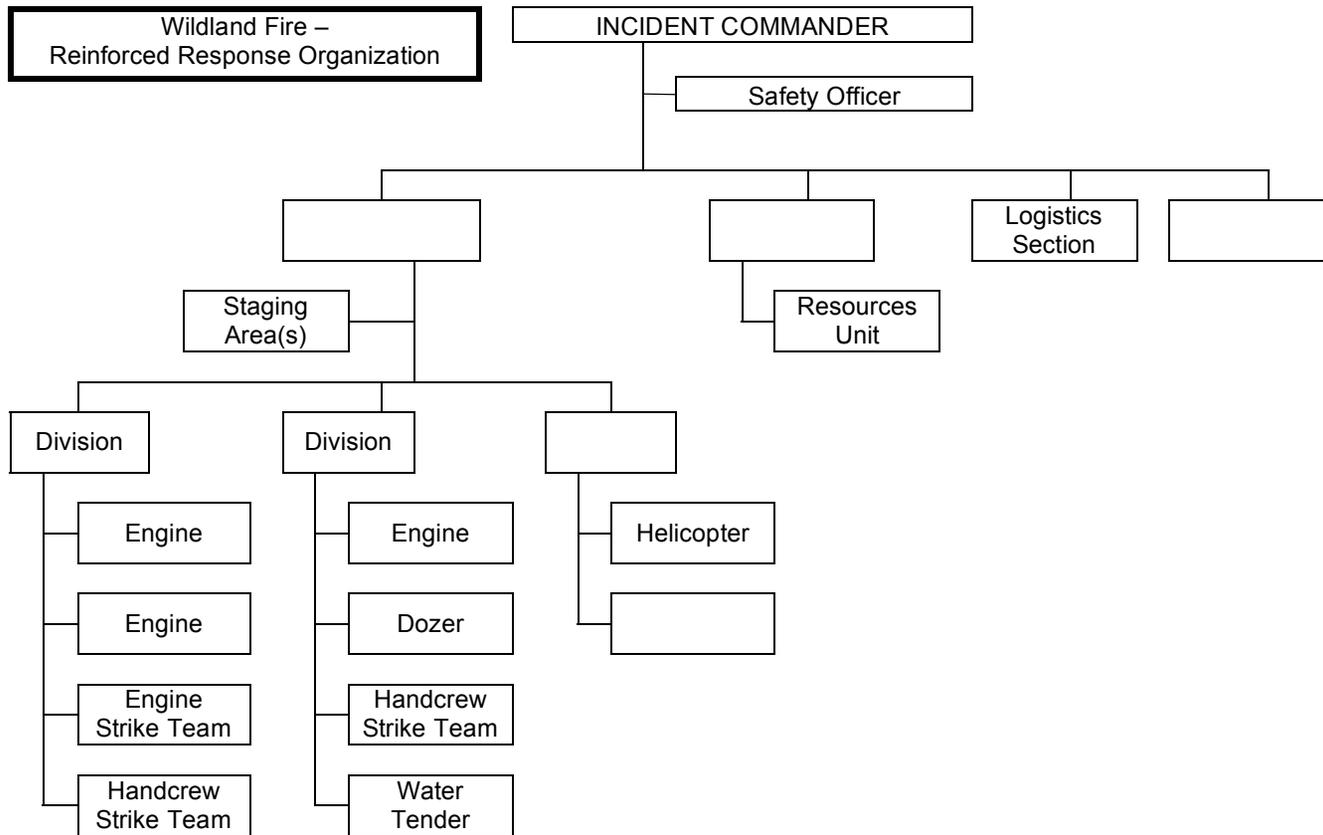
Reinforced Response – This example depicts an expansion of the organizational structure to accommodate additional resources.

Extended Attack – This example depicts an organization that may be appropriate for incidents that may require even more resources and an extended period of time to control. The time frames for these incidents may run into multiple operational periods covering many days with enhanced logistics and planning requirements.

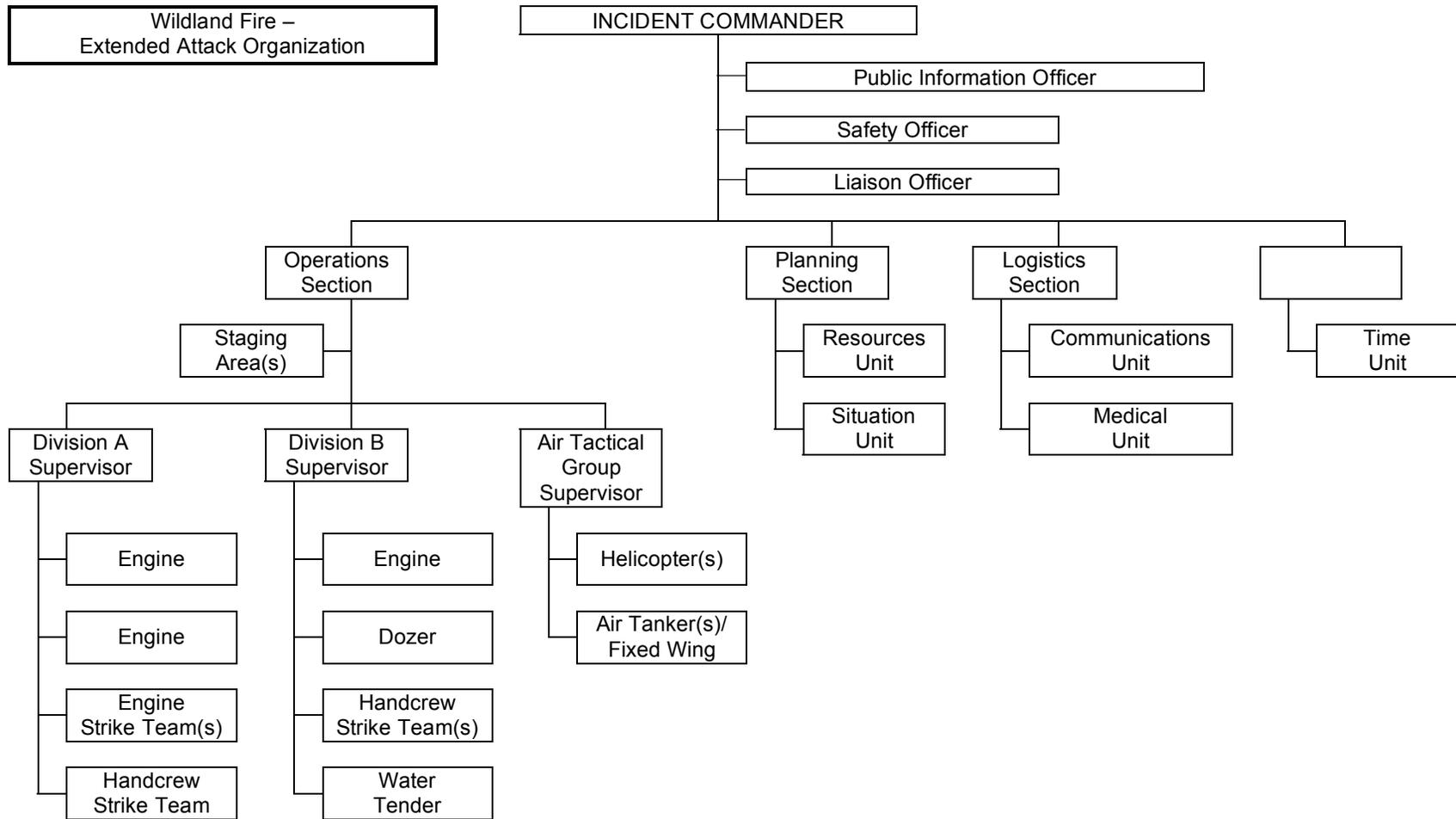
Multi-Branch – This example depicts an organization that may be used for wildland incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.



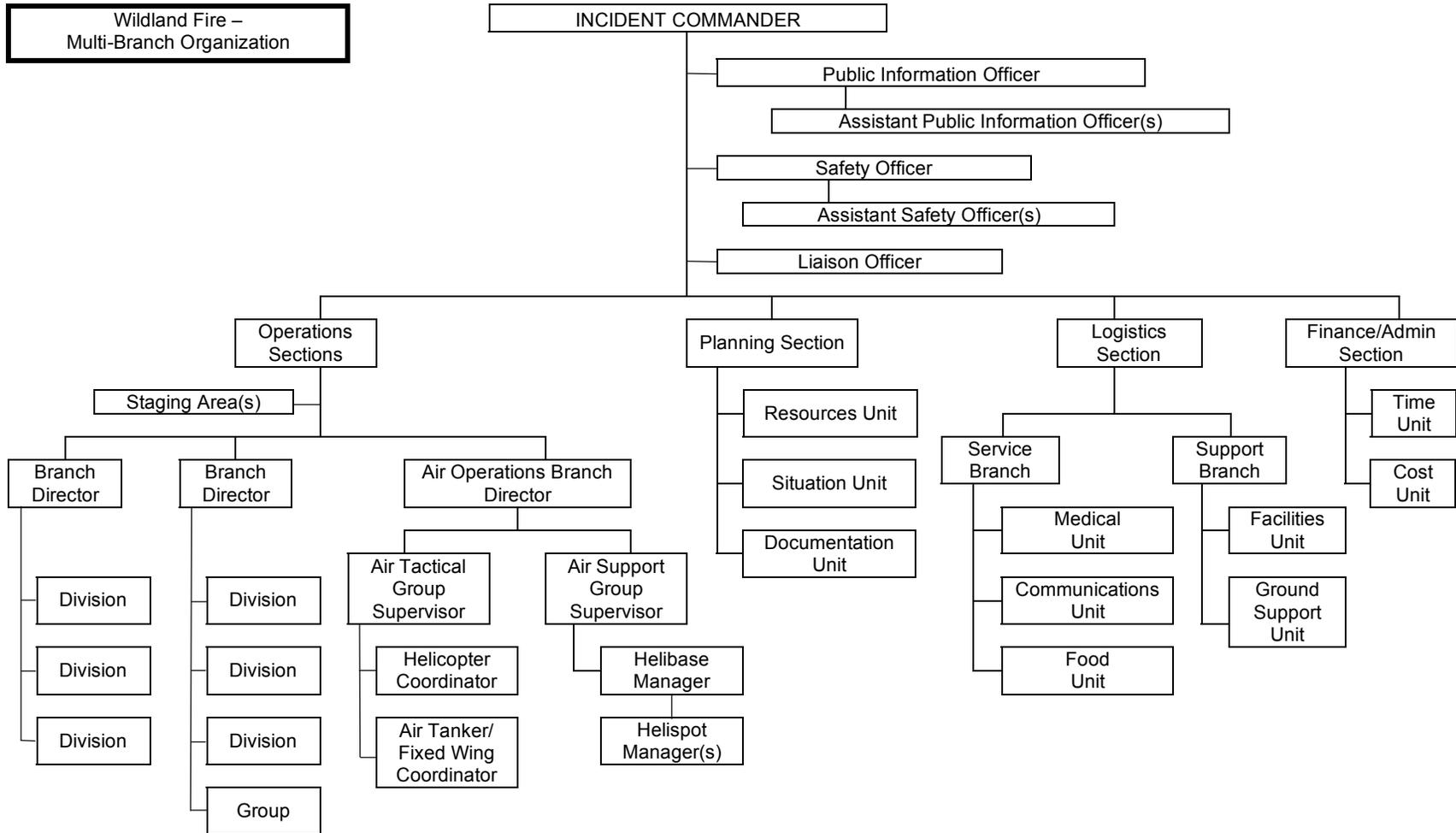
Wildland Fire – Initial Attack Organization (example): Initial response resources are managed by the initial Response Incident Commander (first arriving Company Officer or Command Officer) who will perform all Command and General Staff functions. Many small initial attack fires are controlled and extinguished with resource commitments at or slightly above this level. The span of control for this organization is at six to one, which is within safe guidelines of three-seven to one. Units are deployed to attack the fire with a single helicopter supporting the effort as directed by the Incident Commander. The Incident Commander has identified a Staging Area for use in the event additional resources arrive before tactical assignments for these resources are determined.



Wildland Fire – Reinforced Response Organization (example): Additional resources have arrived. Span of control concerns as well as the need for tactical supervision have necessitated that the Incident Commander establish two Divisions with qualified Supervisors assigned. A Safety Officer is assigned to monitor incident operations for safety issues and to ensure corrective steps are taken. The Resources Unit is established to assist the Incident Commander with tracking resources, and a Logistics Section Chief is assigned to begin planning and implementing logistical support for the assigned resources and to plan for the support of additional resources should they be ordered.



Wildland Fire – Extended Attack Organization (example): The Incident Commander has requested and received additional resources. Due to the complexity of the incident and the dynamic nature of the suppression activities, the Incident Commander has established the Operations Section Chief position. Additional aviation resources have arrived and are supervised by the Air Tactical Group Supervisor. The Incident Commander has established a Situation Unit to begin collecting incident data (mapping, weather, fire behavior predictions, etc.) to aid in the strategic and tactical planning as the incident progresses. Logistical needs have required upgraded Communications Support and a Medical Unit to handle responder injuries and rehabilitation.



Wildland Fire – Multi-Branch Organization (example): This incident required multiple Divisions covering a large geographic area so Branches were established within the Operations Section. A full Air Operations Branch with Branch Director has been established. The Planning Section is further expanded to begin production of Incident Action Plans for multiple Operational Periods. To ensure that adequate safety measures are taken within the expansive incident, Assistant Safety Officers have been assigned to the Safety Officer. These Assistants can be assigned to individual Branches or Divisions as well as to monitoring activities at the Base. The Command staff is now complete to assist the Incident Commander with incident information handling and to interface with assisting and cooperating agencies.

## STRUCTURE FIRE ORGANIZATION DEVELOPMENT

### INTRODUCTION

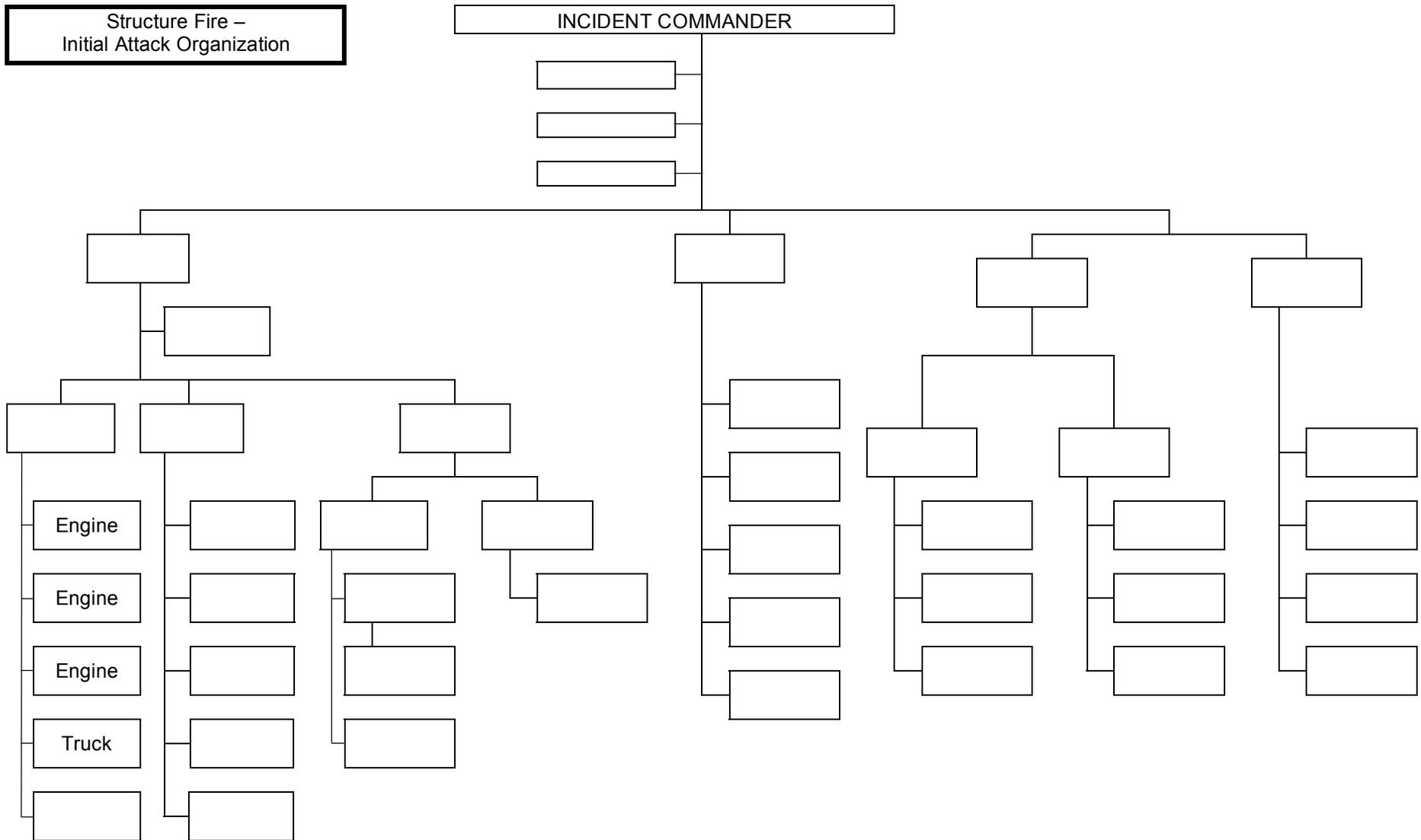
The following series of organizational charts depict examples of how the incident Command System can be used on fires involving structures. The charts show examples of ICS organizations for initial attack fires through incidents that grow to such size as to require very large organizational structures to manage the personnel and equipment assigned to these incidents.

Certain terms are used to identify the level of resource commitment or organizations structure. The terms associated with these levels are:

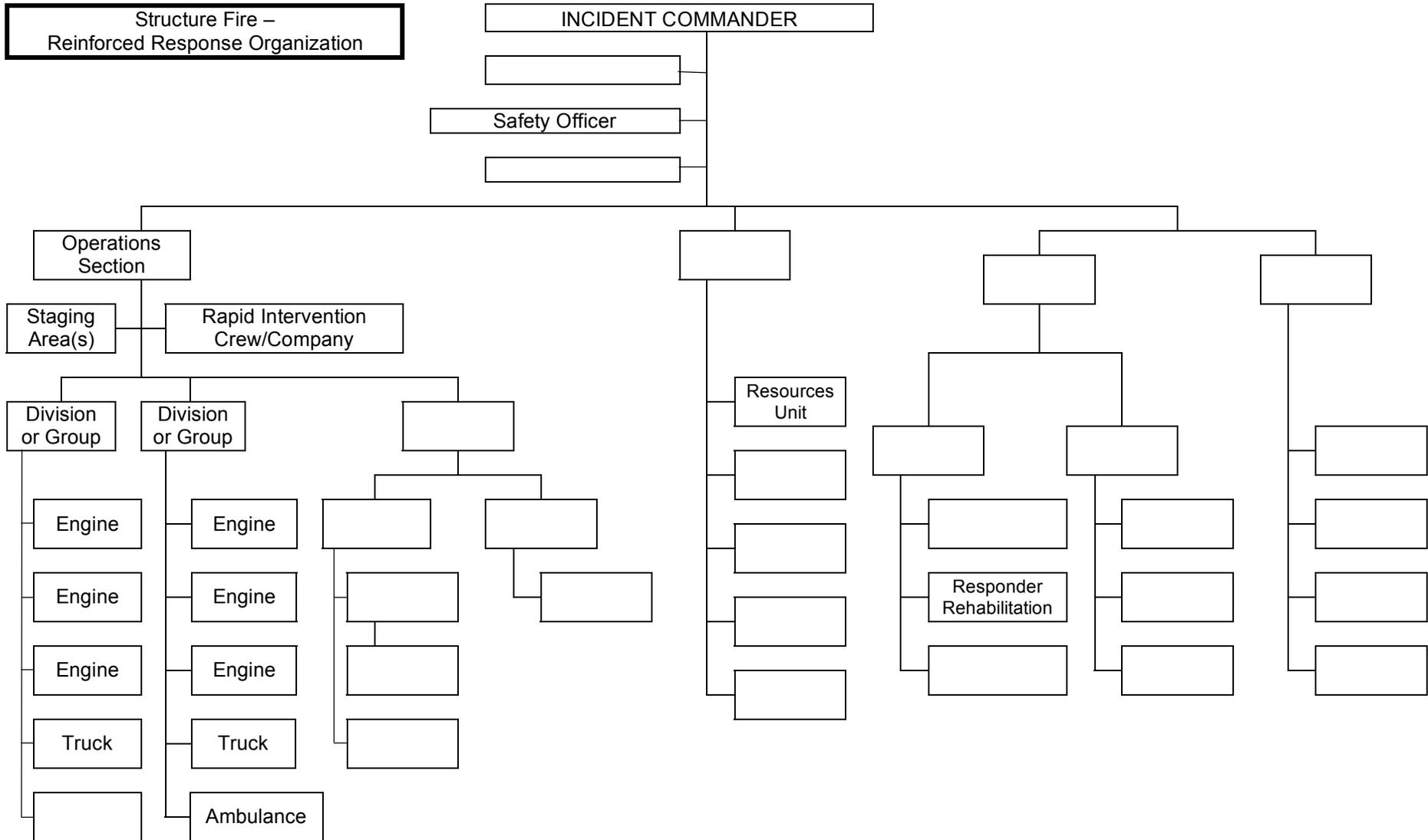
Initial Attack – This example depicts an agency’s initial response level (three Engines, one Truck Company, and a Command Officer) to a reported fire involving a building and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand if necessitated by fire growth.

Reinforced Response – This example depicts an expansion of the organizational structure to accommodate additional resources. In this case, a second alarm has been ordered and received along with resources to assist the Incident Commander and support the personnel on scene.

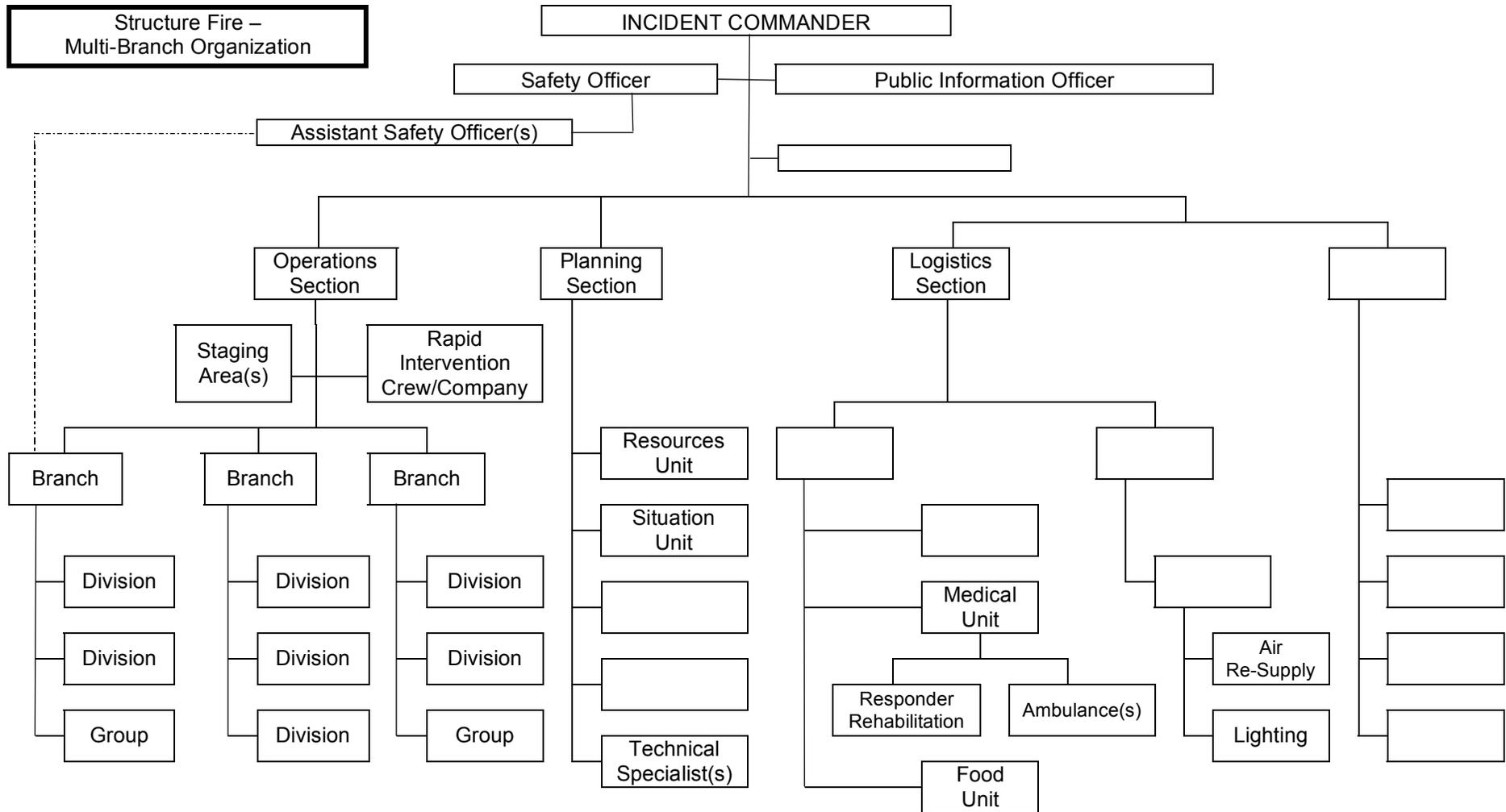
Multi-Branch – This example depicts an organization that may be used for incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.



Structure Fire – Initial Attack Organization (example): This example depicts the assignment of three engines, a single truck company and a Command Officer on a structural fire. The Incident Commander manages all elements of the response. The only formal ICS position identified is that of Incident Commander. If these resources can handle the incident and no escalation is anticipated, no further ICS development is advised.



**Structure Fire – Reinforced Response Organization (example):** Additional suppression resources have arrived and are deployed. An Operations Section Chief is activated to manage the dynamic suppression efforts. Further development of the Operations Section could include either Divisions (Division A, B, ... or Roof Division, or Division 3 for third floor operations) or Groups (Attack, Support, Rescue or Ventilation) or a combination of both (for multi-story buildings, Division 2 and 3 and a Ventilation Group may be established). The Incident Commander has activation the Safety Officer position to monitor all incident activities for safety issues and to ensure corrective actions are taken. In addition, the Incident Commander has established a Staging Area and a rapid Intervention capability. The Resource Unit will assist in Resource tracking and a Responder Rehabilitation Unit is established.



**Structure Fire – Multi-Branch Organization (example):** In this case, the incident is large enough that Branches have been developed and Assistant Safety Officers are assigned to either specific Branches or to individual Divisions. More elements of the Planning Section are activated as well as the Section Chief, the Situation Unit and Technical Specialists as needed. The Logistics Section is staffed with a Section Chief and elements necessary to support a long-term incident. A Public Information Officer is assigned to deal with inquiries from the media and local citizens.

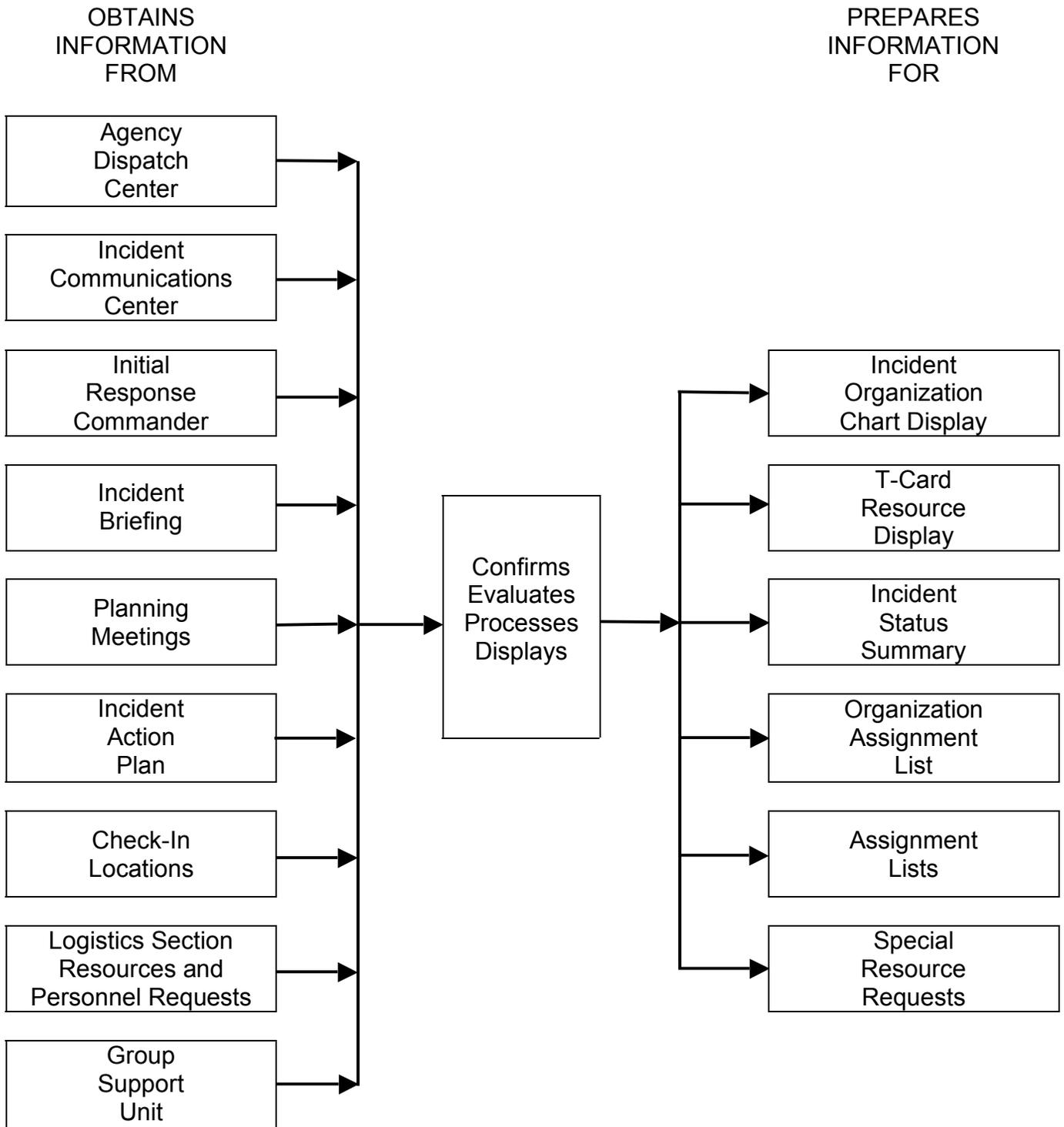
ICS ORGANIZATION GUIDE						
<b>C O M M A N D</b>	1. Incident Commander - one per incident, unless incident is multi-jurisdictional.					
	2. Multi-jurisdictional incidents establish Unified Command with each jurisdiction supplying an individual to represent agency in Unified Command Structure.					
	3. Incident Commander may have Deputy.					
	4. Command Staff Officer - one per function per incident.					
	5. Command Staff may have Assistants as needed or as required by statute or standard.					
	6. Agency Representatives report to Liaison Officer on Command Staff.					
<b>INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS (PER TWELVE-HOUR OPERATIONAL PERIOD)</b>						
(If camps are established, the minimum personnel requirements for the Base may be modified or additional personnel may be added to support camps.)						
<b>UNIT POSITION</b>		<b>SIZE OF INCIDENT (NUMBER OF DIVISIONS)</b>				
		2	5	10	15	25
<b>O P E R A T I O N S</b>	Operations Section Chief (OSC1-2)	One Per Operational Period				
	Branch Director (OPBD)		2	3	4	6
	Division/Group Supervisor (DIVS)	2	5	10	15	25
	Strike Team Leaders (STCR/DZ/EN/LM/PL)	As Needed				
	Task Force Leaders (TFLD)	As Needed				
	Air Operations Branch Director (AOBD)		1	1	1	1
	Air Tactical Group Supervisor (ATGS)	1	1	1	1	1
	Air Tanker/Fixed Wing Coordinator (ATCO)	As Needed				
	Helicopter Coordinator (HLCO)	As Needed				
	Air Support Group Supervisor (ASGS)	1	1	1	1	1
	Helibase Manager (HEB1-2)	One Per Helibase				
	Helispot Manager (HESM)	One Per Helispot				
	Fixed Wing Support Leader	One Per Airport				
	Staging Area Manager (STAM)	One Per Staging Area				
Technical Specialist (THSP)	As Needed					
<b>P L A N N I N G</b>	Planning Section Chief (PSC1-2)	One Per Incident				
	Resources Unit Leader (RESL)	1	1	1	1	1
	Status Recorders (SCKN)	1	2	3	3	3
	Check-In Recorders (SCKN)	As Needed				
	Technical Specialists (THSP)	As Needed				
	Situation Unit Leader (SITL)	1	1	1	1	1
	Field Observer (FOBS)		1	2	2	3
	Weather Observer (WOBS)	As Needed				
	GIS Specialist (GISS)	As Needed				
	Damage Inspection Specialist (DINS)	As Needed				
	Aerial/Ortho Photo Analyst	As Needed				
	Display Processor (DPRO)		1	1	1	2
	IR Equipment Operators	Two If Needed				
	Computer Terminal Operator		1	1	1	1
	Photographer			1	1	1
	Documentation Unit Leader (DOCL)		1	1	1	1
	Demobilization Unit Leader (DMOB)			1	1	1
(Demobilization Recorders from Resources)	As Needed					

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
		2	5	10	15	25
<b>L O G I S T I C S</b>	Logistics Section Chief (LSC1-2)	One Per Incident				
	Service Branch Director (SVBD)	As Needed				
	Communications Unit Leader (COML)	1	1	1	1	1
	Incident Communications Manager (INCM)	1	1	1	1	1
	Message Center Operator (MCOP)		1	1	2	2
	Messenger		1	2	2	2
	Communications Technician		1	2	4	4
	Medical Unit Leader (MEDL)	1	1	1	1	1
	Medical Unit Assistant(s)	As Needed				
	Fireline EMT (FEMT)	As Needed				
	Responder Rehabilitation Manager	As Needed				
	Food Unit Leader (FDUL)		1	1	1	1
	Food Unit Assistant (each camp)	As Needed				
	Mobile Food Service		1	1	1	1
	Support Branch Director (SUBD)	As Needed				
	Supply Unit Leader (SPUL)		1	1	1	1
	Camp Supply Assistant (each camp)	As Needed				
	Ordering Manager (ODRM)			1	1	1
	Receiving/Distribution Manager (RCDM)		1	1	1	1
	Helpers		2	2	2	2
	Facility Unit Leader (FACL)		1	1	1	1
	Base Manager (BCMG)		1	1	1	1
	Camp Manager (each camp) (BCMG)	As Needed				
	Facility Maintenance Specialist (FMNT)		1	1	1	1
	Security Manager (SECM)		1	1	1	1
	Helpers		6	6	12	12
	Ground Support Unit Leader (GSUL)	1	1	1	1	1
	Equipment Manager (EQPM)		1	1	1	1
	Ground Support Assistant(s)	As Needed				
	Equipment Timekeeper		1	1	1	1
Mechanics	1	1	3	5	7	
Drivers	As Needed					
Operators	As Needed					
<b>F I N - A D M I N</b>	Finance/Administration Section Chief (FSC1-2)	One Per Incident				
	Time Unit Leader (TIME)		1	1	1	1
	Time Recorder, Personnel (PTRC)		1	3	3	5
	Time Recorder, Equipment (EQTR)		1	2	2	3
	Procurement Unit Leader (PROC)		1	1	1	1
	Compensation/Claims Unit Leader (COMP)		1	1	1	1
	Compensation For Injury Specialist	As Needed				
	Claims Specialist (CLMS)	As Needed				
	Cost Unit Leader (COST)		1	1	1	1
	Cost Analyst			1	1	1
Technical Specialist (THSP)	As Needed					

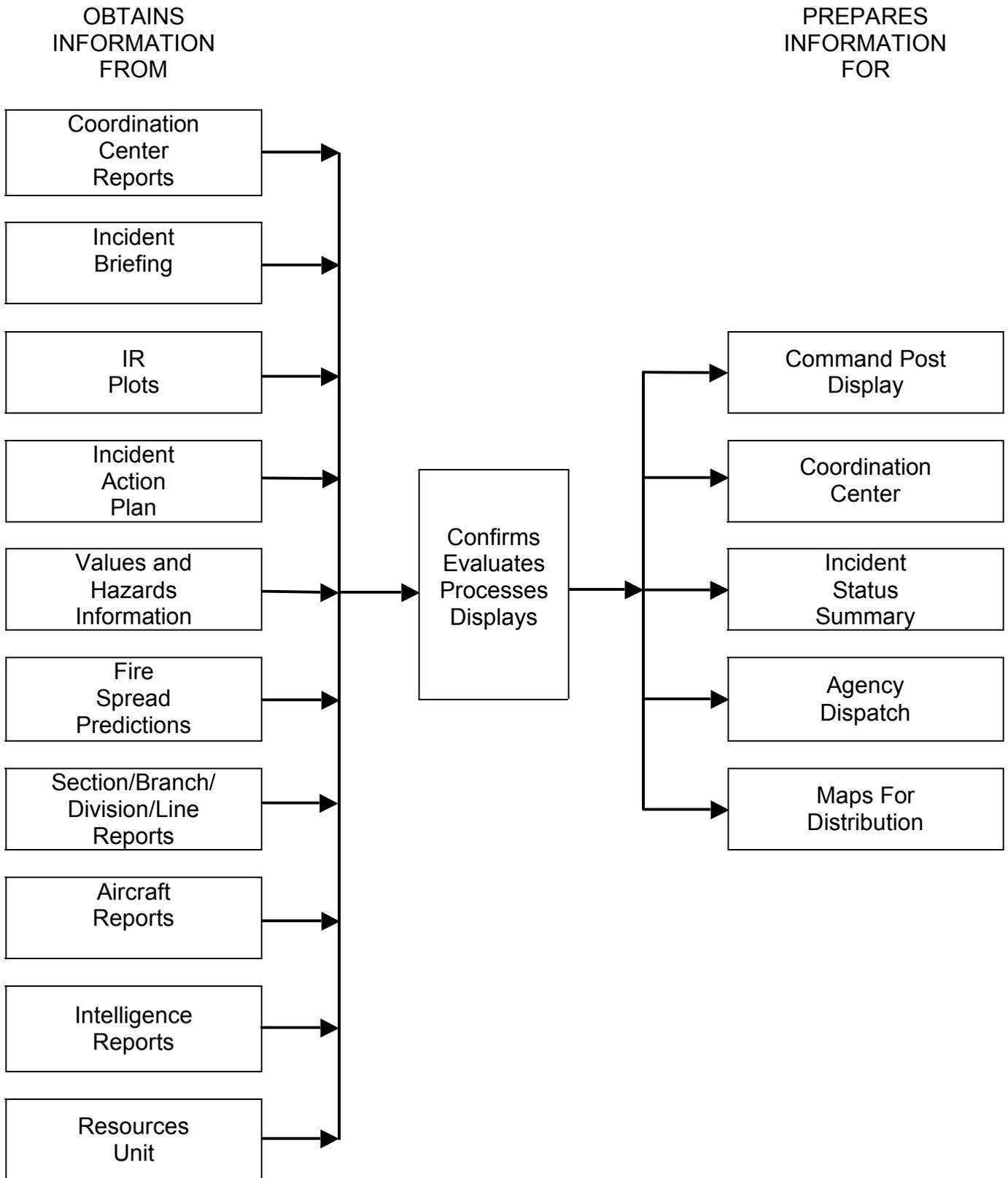
<b>T-CARD COLORS AND USES</b>		
Ten different color resource cards (T-cards) are used to denote kind of resources. The card colors and resources they represent are:		
KIND RESOURCE	CARD COLOR	FORM NUMBER
Engines	Rose	219-3
Handcrews	Green	219-2
Dozers	Yellow	219-7
Aircraft	Orange	219-6
Helicopter	Blue	219-4
Misc. Equip/Task Forces	Tan	219-8
Personnel	White	219-5
Location Labels	Gray	219-1
Property Record	White/red	219-9
Transfer Tag	White Tag	219-9A
<b>INCIDENT COMMAND SYSTEM FORMS</b>		
Forms and records that are routinely used in the ICS are listed below. Those marked with an (*) are commonly used in written Incident Action Plans.		
Incident Briefing	ICS Form 201	
* Objectives	ICS Form 202	
* Organization Assignment List	ICS Form 203	
* Assignment List	ICS Form 204	
* Incident Radio Communications Plan	ICS Form 205	
* Medical Plan	ICS Form 206	
Incident Organization Chart	ICS Form 207	
Site Safety and Control Plan	ICS Form 208	
Incident Status Summary	ICS Form 209	
Check-In List	ICS Form 211	
Demobilization Vehicle Safety Inspection	ICS Form 212	
General Message	ICS Form 213	
Unit/Activity Log	ICS Form 214	
Incident Safety Analysis – Generic/Wildland	ICS Form 215 AG/AW	
Operational Planning Worksheet – Generic/Wildland	ICS Form 215 G, W	
Incident Resource Projection Matrix	ICS Form 215 M	
Radio Requirements Worksheet	ICS Form 216	
Support Vehicle Inventory	ICS Form 218	
Resource Status Card (1-9A)	ICS Form 219	
Air Operations Summary	ICS Form 220	
Demobilization Checkout	ICS Form 221	
Incident Weather Forecast Request	ICS Form 222	
Tentative Release List	ICS Form 223	
Crew Performance Rating	ICS Form 224	
Incident Personnel Performance Rating	ICS Form 225	
Compensation for Injury Log	ICS Form 226	
Claims Log	ICS Form 227	
Incident Cost Worksheet	ICS Form 228	
Incident Cost Summary	ICS Form 229	
Contractor/Vendor Performance Evaluation	ICS Form 230	

ICS MAP DISPLAY SYMBOLOGY	
SUGGESTED FOR PLACEMENT ON BASE MAP	SUGGESTED FOR PLACEMENT ON OVERLAYS
<b>MINIMUM RECOMMENDED</b>	
<p><b>BLACK</b> { (xx) RIDGE ( ) ( ) ----- } HIGHLIGHTED GEOGRAPHIC OR MANMADE FEATURES</p>	<p><b>RED</b> { 10 AUG 1730 UNCONTROLLED FIRE EDGE 10 AUG 1730 SPOT FIRE 10 AUG 1700 HOT SPOT</p>
<p><b>BLACK</b> { XXXXXX COMPLETED DOZER LINE ----- * COMPLETED LINE ~~~~~ LINE BREAK COMPLETED</p>	<p><b>ORANGE</b> { 10 AUG 2000 * FIRE SPREAD PREDICTION ----- * PLANNED FIRE LINE ----- * PLANNED SECONDARY LINE</p>
<p><b>RED</b> { 10 AUG 1430 * HAZARD (IDENTIFY TYPE OF HAZARD, e.g. POWER LINES)</p>	<p><b>BLACK</b> { [ I ] [ II ] * BRANCHES { INITIALLY NUMBERED CLOCKWISE FROM FIRE ORIGIN ( A ) ( B ) * DIVISIONS { INITIALLY LETTERED CLOCKWISE FROM FIRE ORIGIN W/10 1600 * WIND SPEED AND DIRECTION ***- - * PROPOSED DOZER LINE ~~~~~ * FIRE BREAK (PLANNED OR INCOMPLETE)</p>
<p><b>BLUE</b> { [ B ] * INCIDENT COMMAND POST [ C ] HOLT * INCIDENT BASE * CAMP (IDENTIFY BY NAME)</p>	<p><b>BLUE</b> { H3 * HELISPOT (LOCATION AND NUMBER) [ H ] * HELIBASE [ R ] * REPEATER/MOBILE RELAY</p>
<p><b>3 Stripes You're Out</b> [ Life Hazard Symbol ] LIFE HAZARD</p>	<p><b>BLUE</b> [ S ] REDFERN * STAGING AREA (IDENTIFY BY NAME)</p>
<p><b>OPTIONAL</b></p> <p><b>BLUE</b> { [ T ] TELEPHONE [ F ] FIRE STATION [ W ] POND WATER SOURCE (IDENTIFY TYPE, i.e. POND, CISTERN, HYDRANT) or e.g. [ X ] MOBILE WEATHER UNIT [ I ] IR GROUND LINK [ + ] * FIRST AID STATION</p>	<p>ALL OVERLAYS MUST CONTAIN REGISTRATION MARKS. THESE MAY CONSIST OF IDENTIFIED ROAD INTERSECTIONS, TOWNSHIP/RANGE COORDINATES, MAP CORNERS, ETC.</p>
* - TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS (NO COLOR)	

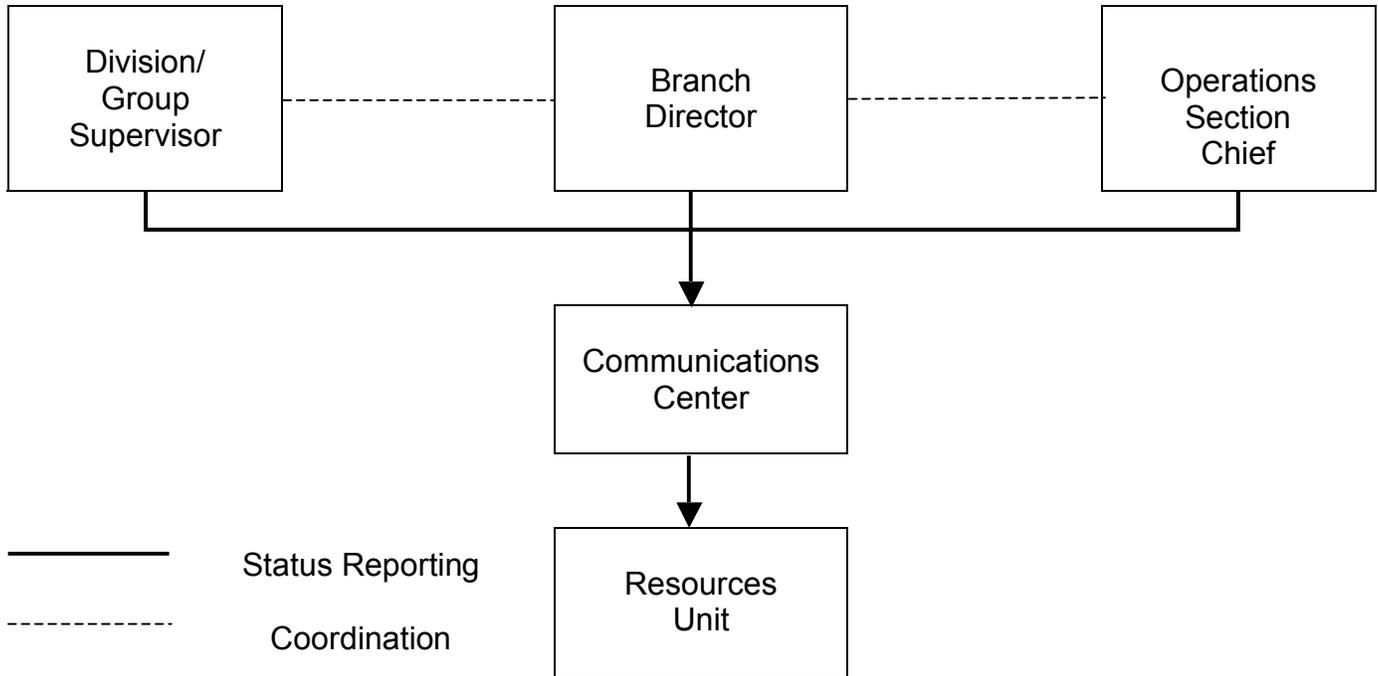
### RESOURCES UNIT FUNCTIONS AND INTERACTIONS



### SITUATION UNIT FUNCTIONS AND INTERACTIONS



### RESOURCE STATUS CHANGE REPORTING

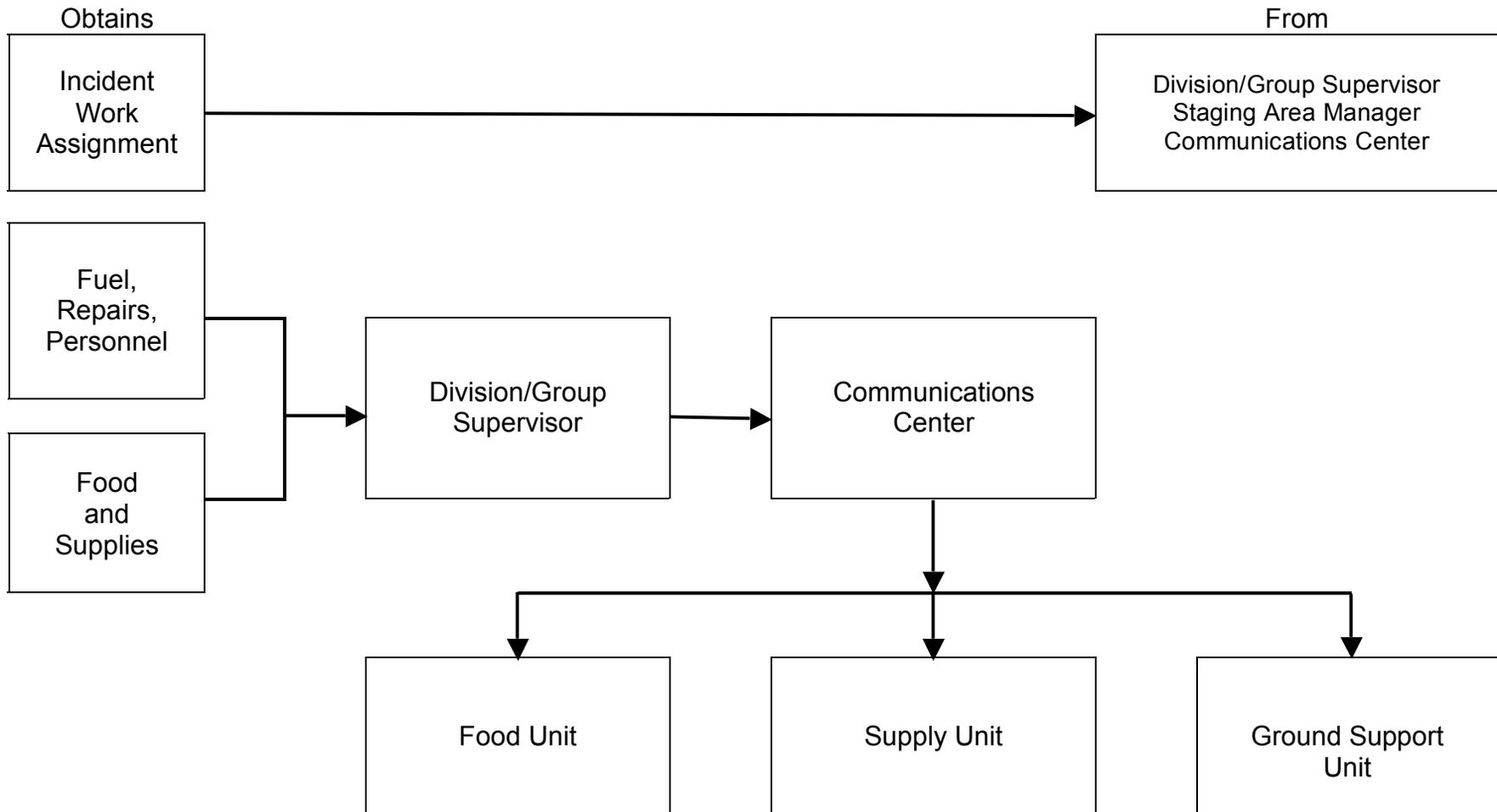


1. Report:

- A) Resources changing status (assigned, available, out of service)
- B) Resources moving between Divisions

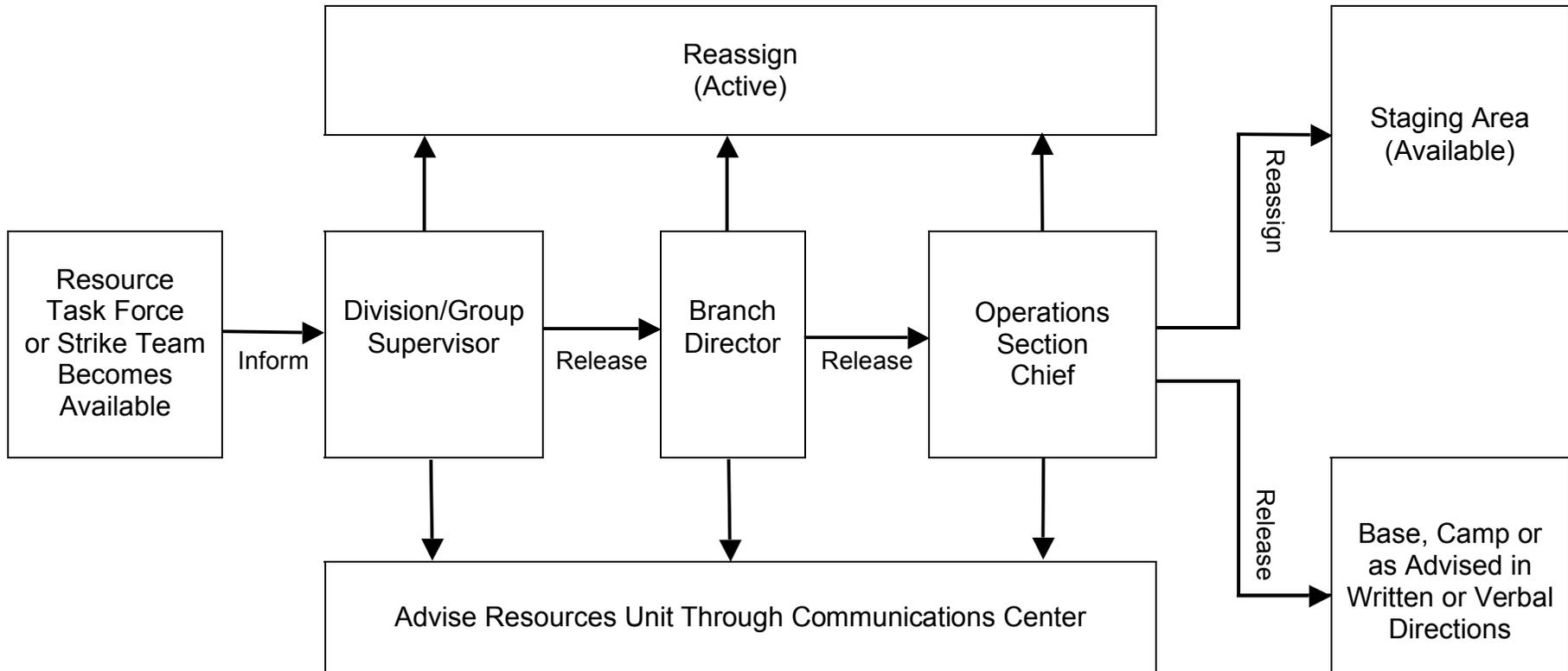
2. Note: Authority who approves the status change is responsible for reporting it to Resources Unit

### STRIKE TEAM LEADER INTERACTIONS



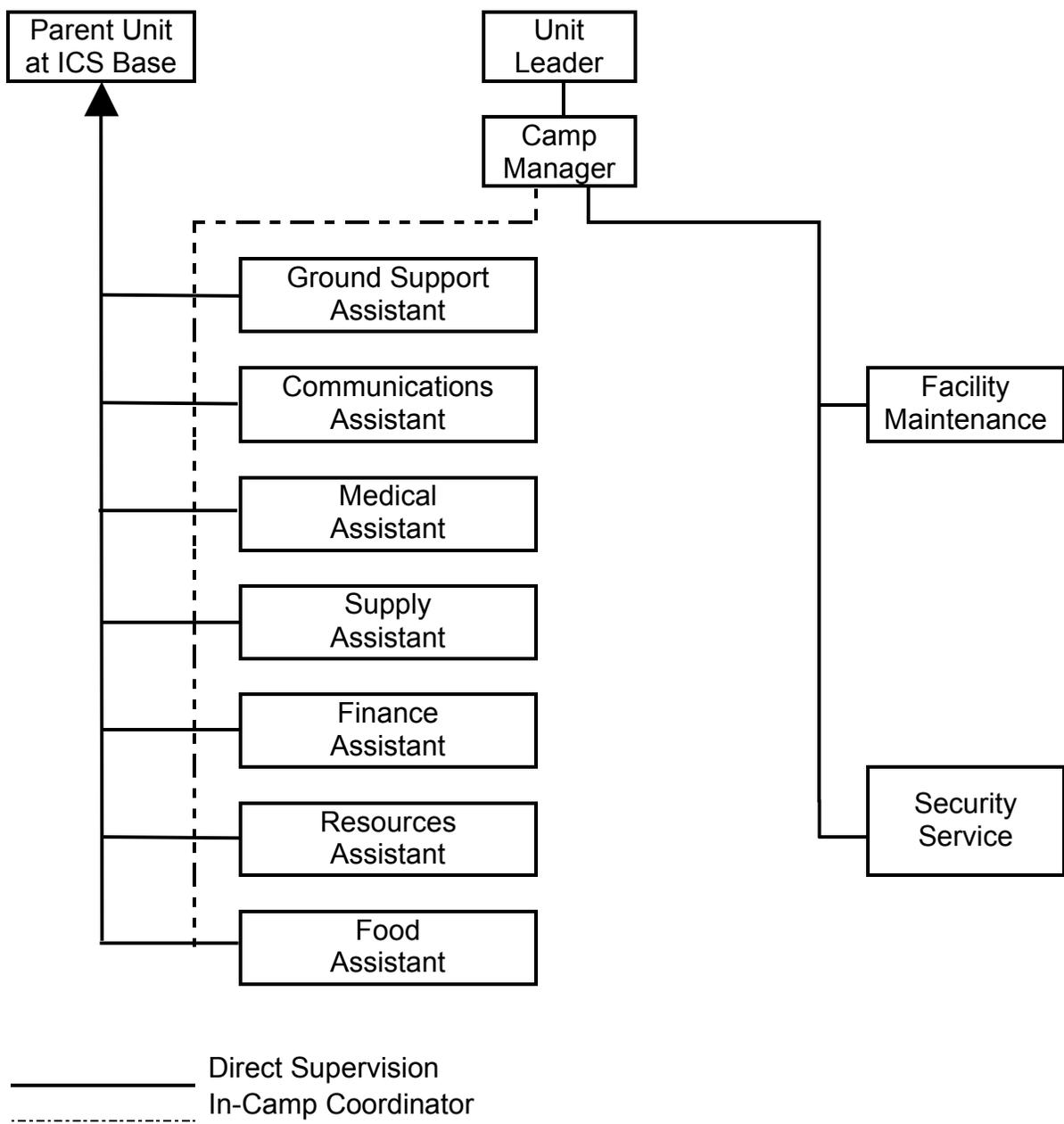
Note: Out-of-service resources interact directly with appropriate units for service and support

### REASSIGN/RELEASE OF RESOURCES



NOTE: Authority who approves the status change is responsible for reporting it to Resources Unit.

### CAMP ORGANIZATION AND REPORTING RELATIONSHIPS



The Camp Manager will provide direct supervision for all facility maintenance and security services at the Camp. Several of the functional unit activities that are performed at the Base may also be performed at the Camp(s). These functional units assigned to the Camp(s) will receive their direct supervision from their Unit Leaders at the Base. During the time that a Camp is established, the Camp Manager will be responsible to provide non-technical coordination for all units operating within the Camp in order to ensure orderly and harmonious operation of the Camp and efficient use of all resources and personnel assigned to the Camp.



**CHAPTER 13**

**RESOURCE TYPES AND MINIMUM STANDARDS**

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**PRIMARY MOBILE SUPPRESSION RESOURCES**  
(Minimum ICS Standards)

RESOURCE	RADIO CALL	COMPONENTS	TYPES			
			1	2	3	4
Engine Company	Engine Telesquirt*	Pump Water Tank Hose 2 1/2" Hose 1 1/2" Hose 1" Ladder Master Stream Personnel	1,000 GPM 400 Gal. 1,200 Ft. 400 Ft. 200 Ft. 20 Ft. Ext. 500 GPM 4	500 GPM 400 Gal. 1,000 Ft. 500 Ft. 300 Ft. 20 Ft. Ext. - 3	120 GPM 300 Gal. - 1,000 Ft. 800 Ft. - - 3	50 GPM 200 Gal. - 300 Ft. 800 Ft. - - 3
* Engine with elevated stream capability, specify when requested.						
Truck Company	Truck	Aerial (Specify platform or ladder), Elevated Stream, Ground Ladders, Personnel	75 Ft.  500 GPM 115 Ft. 4	50 Ft.  500 GPM 115 Ft. 4		
Water Tender	Water Tender	Pump Water Tank	300 GPM 2,000 Gal.	120 GPM 1,000 Gal.	50 GPM 1,000 Gal.	
Brush Patrol	Patrol	Pump-15 GPM Hose 1"-150 Ft. Tank -75 Gal. Personnel - 1				
Medical/Non Transport	Rescue, Squad, Medic Engine	Non Transport, capability and personnel determined by local EMS authority	ALS	BLS		
Medical/Transport	Ambulance, Medic	Transport, capability and personnel determined by local EMS authority	ALS	BLS		
Bulldozer	Dozer	Size Horse Power Operator Example(s):	Heavy 200 HP 1 D-7, D-8	Medium 100 HP 1 D-5, D-6	Light 50 HP 1 D-4	
Bulldozer Tender	Dozer Tender	Fuel-100 Gal				

**PRIMARY MOBILE SUPPRESSION RESOURCES (continued)**

RESOURCE	RADIO CALL	COMPONENTS	TYPE 1	TYPE 2
Hand Crew	Crew #	Personnel, * Equipment, and Transportation	<ul style="list-style-type: none"> <li>Highest training level</li> <li>No use restriction</li> <li>Fully mobilized</li> <li>Highest experience level</li> <li>Fully equipped</li> <li>Permanently assigned supervision</li> </ul>	<ul style="list-style-type: none"> <li>Minimum training or</li> <li>Some use restriction or</li> <li>Not fully mobilized or</li> <li>Moderate experience or</li> <li>Minimum equipment or</li> <li>No assigned supervision</li> </ul>
* Indicates <u>minimum</u> number of crew personnel including supervision.			<u>State</u> <u>Federal</u> CDC (12)   Hotshot (18) CYA (12)   Regular (18) CCC (12)   Fly Crew (10) Fly Crew (8) <u>Local Govt.</u> Inmate (12) Fly Crew (8) Paid (10)   Hotshot (18)	Federal (Blue Card) (18) State (12)

RESOURCE	RADIO CALL	COMPONENTS	TYPES			
			1	2	3	4
Fire Boat	Boat	Pumping Capability	5,000 GPM	1,000 GPM	250 GPM	
Foam Tender	Foam	Class B Foam Specify: % Concentrate (1%, 3%, etc.)	500 Gal.	250 Gal		
Air Tanker	Tanker	Gallons Examples:	3,000 C-130, P-3	1,800 SP2H,P2V	800 S-2T	200 SEAT
Helicopters	Copter	Seats, including pilot Card weight capacity (lbs) Gallons Examples:	16  5,000  700 Bell 214	10  2,500  300 Bell 204, 205, 212	5  1,200  100 Bell 206	3  600  75 Hiller 12E3T
Helitanker	Helitanker	- Fixed Tank - Air tanker Board Certified - 1,000 Minimum gallon capacity				
Helicopter Tender	Helitender	Fuel Equipment				
Helitack Crew	Helitack	Personnel (3) Equipment Transportation				
Aircraft Rescue Firefighting (ARFF)	ARFF	Class B Foam w/proportioner and pump				

**SUPPORT RESOURCES**

RESOURCE	RADIO CALL	COMPONENTS	TYPES		
			1	2	3
Breathing Apparatus Support	Breathing Support	Filling Capability	Compressor	Cascade	
Crew Transport	Crew Transport	Passengers	30	20	10
Field Mobile Mechanic	Repair	Repair Capability	Heavy Equipment	Light Equipment	
Food Dispenser Unit	Food Dispenser	Servings/Meal	150	50	
Mobile Kitchen Unit	Mobile Kitchen	Servings/Meal	1,000	300	
Fuel Tender	Fuel Tender	Fuel Specify: Gas, Jet Fuel, Diesel, Etc.	1,000 Gal	100 Gal	
Heavy Equipment Transport	Transport	Capacity Examples:	Heavy D-7, D-8	Medium D-6	Light D-4
Illumination Unit	Light	Lighting Units (500 watts each) Extension Cord Specify: Mounted or Portable	6  1,000 Ft.	3  500 Ft.	
Mobile Communications	Comm	<ul style="list-style-type: none"> <li>• Consoles/ Workstations</li> <li>• Frequency Capability</li> <li>• Power Source</li> <li>• Telephone Systems</li> <li>• Personnel</li> </ul>	2  Multi Range*, Programmable  Internal 6 Trunk/16 Extension Lines 2	2  Multi Range*, Programmable  Internal  2	1  Single Range**, Programmable External  1
<p>* Multi Range: 150-174 MHz, 450-470 MHz, 800 MHz (Simplex and Repeated)                      ** Single Range: 150-174 MHz only</p>					
Portable Pump	N/A	Pumping Capacity	500 GPM	250 GPM	50 GPM
Portable Repeater	N/A	Frequency Capability*	* When requesting resource, need to specify frequency requirements.		
Power Generator	N/A	Wattage Capacity Specify: Mounted or Portable	10,000 watts	3,000 watts	
Refrigeration Unit	Refer	Box Length (ft)	24	12	
Utility Transport	Utility		Over 1 Ton	1 Ton and under	

**STRIKE TEAM TYPES AND MINIMUM STANDARDS**

Kind	Strike Team Types	Number/Type	Minimum Equipment Standards							Minimum Personnel		
			Pump Capacity	Water Capacity	2 1/2" Hose	1 1/2" Hose	1" Hose	Ladder	Master Stream	Strike Team Leader	Per Single Resource	Total Personnel
ENGINEES	A	5 – Type 1	1,000 GPM	400 Gallons	1,200 Feet	400 Feet	200 Feet	20 Ft. Ext.	500 GPM	1	4	21
	B	5 – Type 2	500 GPM	400 Gallons	1,000 Feet	500 Feet	300 Feet	20 Ft. Ext.	N/A	1	3	16
	C	5 – Type 3	120 GPM	300 Gallons	N/A	1,000 Feet	800 Feet	N/A	N/A	1	3	16
	D	5 – Type 4	50 GPM	200 Gallons	N/A	300 Feet	800 Feet	N/A	N/A	1	3	16
CREWS	G	Handcrew combinations consisting of a minimum of 29 persons (Do not mix Type 1 and Type 2 crews)	Type 1 Handcrews have no restrictions on use							1	N/A	30
	H		Type 2 Handcrews may have use restrictions							1	N/A	30
DOZERS	K	2 – Type 1	Heavy Dozer Minimum 200 HP (D-7, D-8 or equivalent)							1	1	4
		1 – Dozer Tender								1	1	
	L	2 – Type 2	Medium Dozer Minimum 100 HP (D-5, D-6 or equivalent)							1	1	4
1 – Dozer Tender		1								1		
M	2 – Type 3	Light Dozer Minimum 50 HP (D-4 or equivalent)							1	1	4	
		1 – Dozer Tender									1	



**CHAPTER 14**  
**HAZARDOUS MATERIALS**

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## INTRODUCTION

The Hazardous Materials organizational module is designed to provide an organizational structure that will provide necessary supervision and control for the essential functions required at virtually all Hazardous Materials incidents. This is based on the premise that controlling the tactical operations of companies and movement of personnel and equipment will provide a greater degree of safety and also reduce the probability of spreading of contaminants. The Hazardous Materials Group Supervisor or the Hazardous Materials Branch Director (if activated) will direct primary functions, and all resources that have a direct involvement with the hazardous material will be supervised by one of the functional leaders or the Hazardous Materials Group Supervisor.

## MODULAR DEVELOPMENT

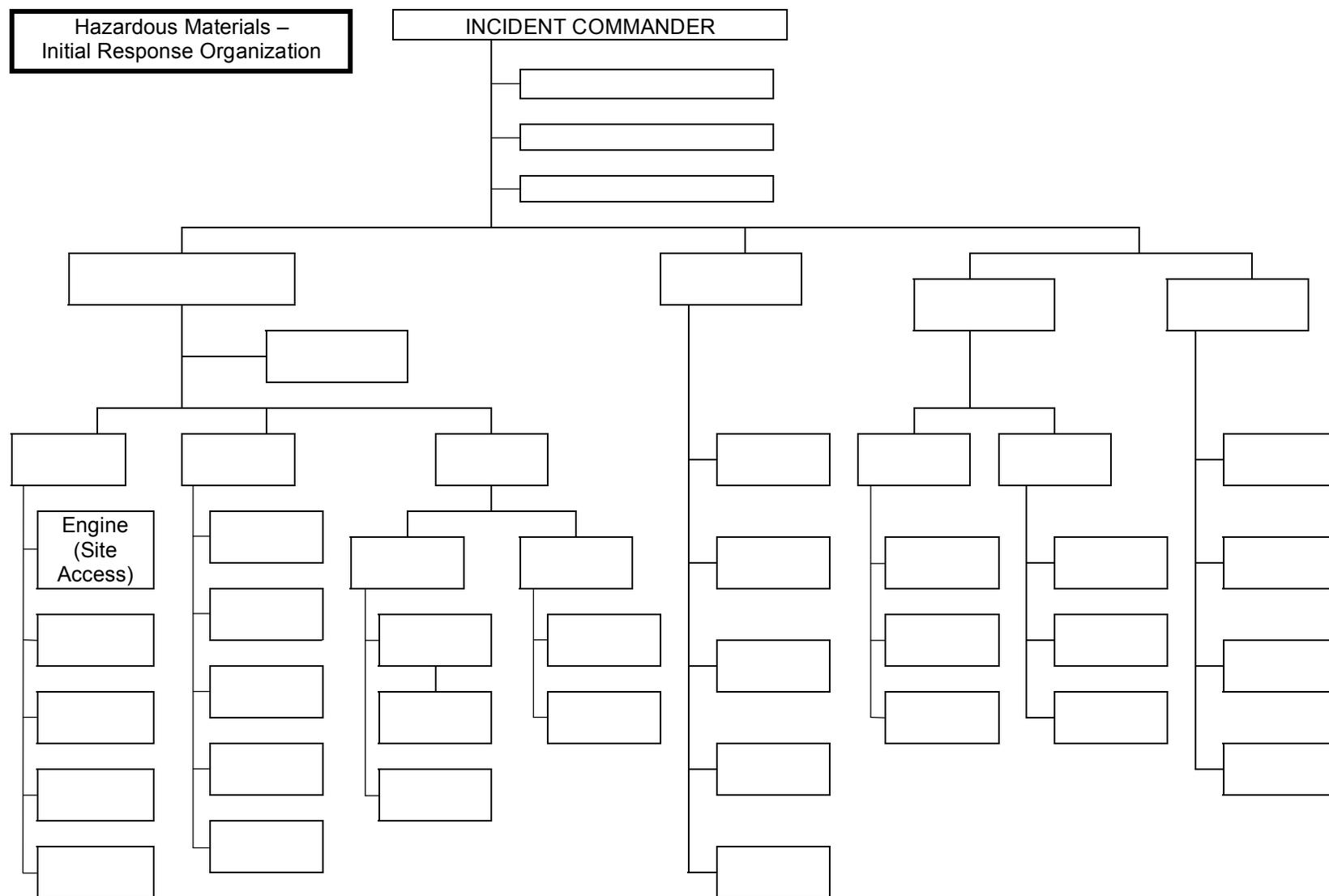
A series of examples of modular development are included to illustrate one method of expanding the incident organization:

Initial Response - The Incident Commander manages all initial response resources as well as all Command and General Staff responsibilities.

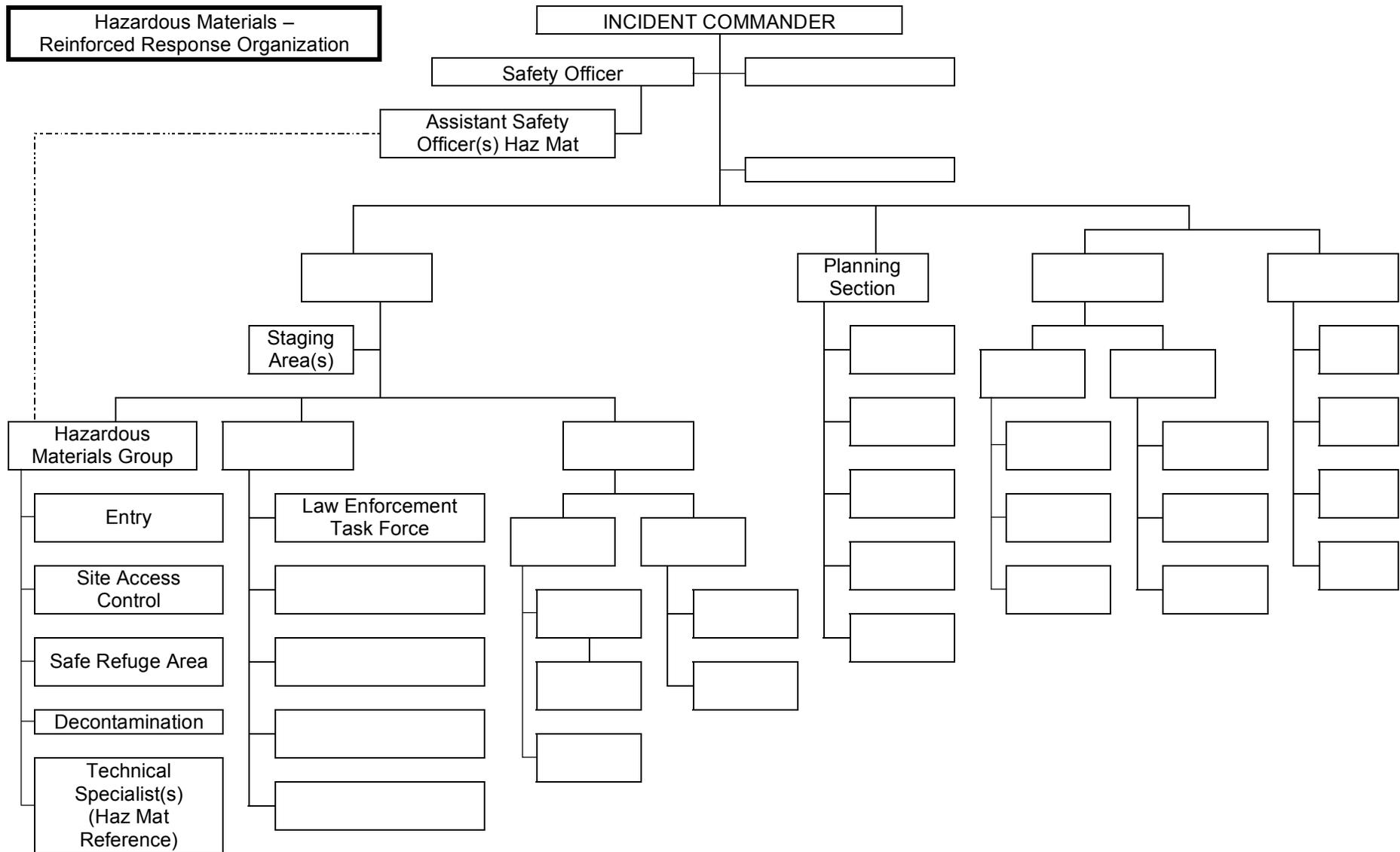
Reinforced Response - In addition to the initial response, the responsible agencies have met and established Unified Command. The Unified Incident Commanders have met and have established Unified Command. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have organized Law Enforcement units into a task force to isolate the operational area. The Incident Commanders have decided to establish a Planning Section, a Staging Area, and a Safety Officer.

Multi-Division/Group – The Incident Commanders have activated most Command and General Staff positions and have established a combination of divisions and groups.

Multi-Branch – The Incident Commanders have activated all Command and General Staff positions, and have established four branches in the Operations Section.

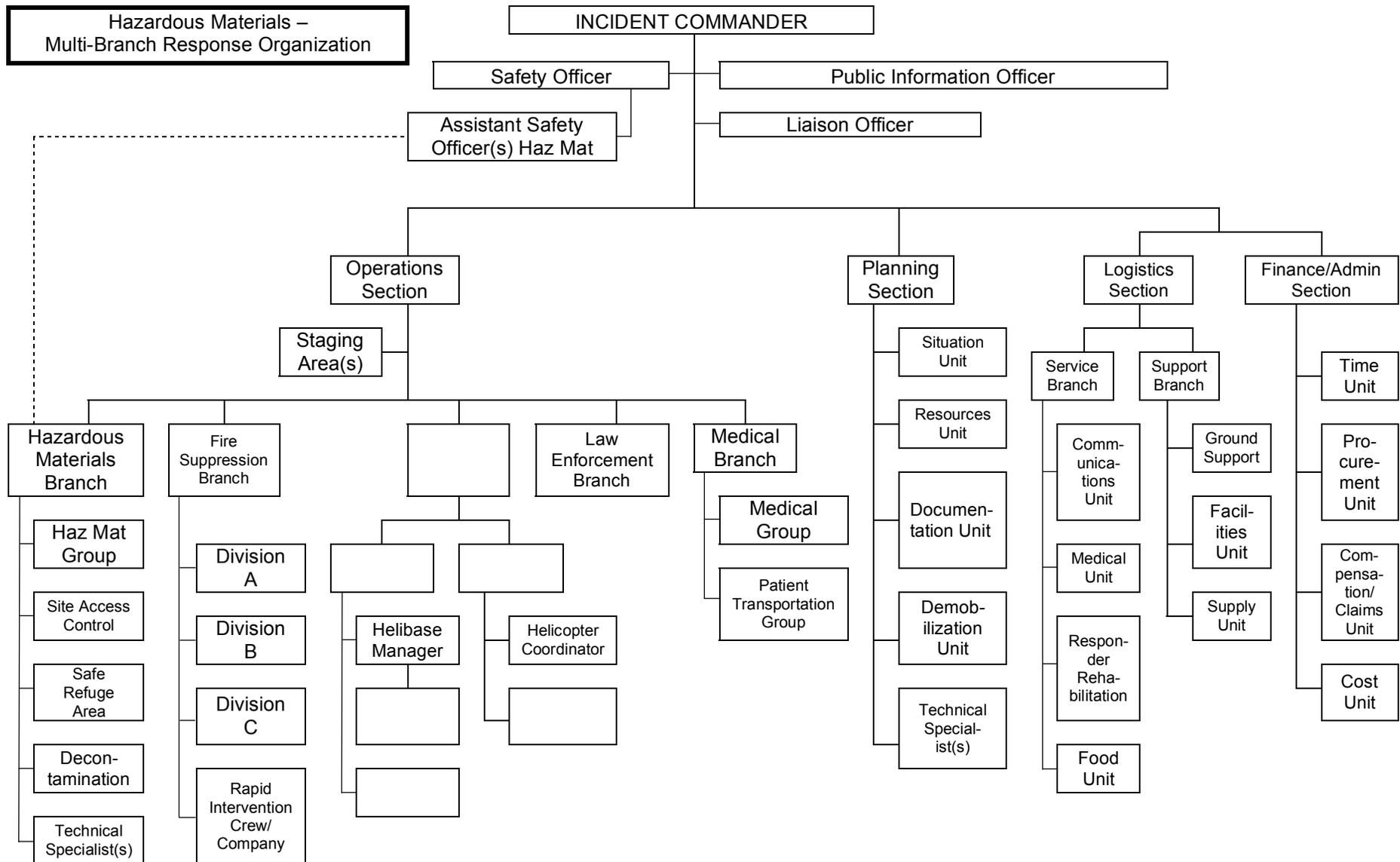


Hazardous Materials – Initial Response Organization (example): The Engine Company has arrived to find a release of a Hazardous Materials and is initiating immediate actions to isolate the area (Site Access). In addition, the Company Officer has assumed Incident Command and is ordering additional resources.



Hazardous Materials – Reinforced Response Organization (example): The Hazardous Materials response has been reinforced and a Hazardous Materials Group has been established to deal with the release. Law Enforcement responsibilities of scene security and crowd control will be assessed and handled by a Law Enforcement Group. The Planning Section Chief will accomplish initial planning and resource tracking.





Hazardous Materials – Multi-Branch Response (example): In this case, the incident now includes more than just a Hazardous Materials release. Therefore, the complexity of the incident requires an Operations Section Chief be assigned as well as the balance of the Command and General Staff positions. Operational control is now enhanced by the assignment of Branch Directors.

## POSITION CHECKLISTS

**HAZARDOUS MATERIALS GROUP SUPERVISOR** - The Hazardous Materials Group Supervisor or Hazardous Materials Branch Director reports to the Operations Section Chief. The Hazardous Materials Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Hazardous Materials Group operations. The Hazardous Materials Group Supervisor is responsible for the assignment of resources within the Hazardous Materials Group, reporting on the progress of control operations and the status of resources within the group. The Hazardous Materials Group Supervisor directs the overall operations of the Hazardous Materials Group:

- a. Review Common Responsibilities (Page 1-2).
- b. Ensure the development of Control Zones and Access Control Points and the placement of appropriate control lines.
- c. Evaluate and recommend public protection action options to the Operations Chief or Branch Director (if activated).
- d. Ensure that current weather data and future weather predictions are obtained.
- e. Establish environmental monitoring of the hazard site for contaminants.
- f. Ensure that a Site Safety and Control Plan (ICS Form 208) is developed and implemented.
- g. Conduct safety meetings with the Hazardous Materials Group.
- h. Participate, when requested, in the development of the Incident Action Plan.
- i. Ensure that recommended safe operational procedures are followed.
- j. Ensure that the proper Personal Protective Equipment is selected and used.
- k. Ensure that the appropriate agencies are notified through the Incident Commander.
- l. Maintain Unit/Activity Log (ICS Form 214).

**ENTRY LEADER** - Reports to the Hazardous Materials Group Supervisor. The Entry Leader is responsible for the overall entry operations of assigned personnel within the Exclusion Zone:

- a. Review Common Responsibilities (Page 1-2).
- b. Supervise entry operations.
- c. Recommend actions to mitigate the situation within the Exclusion Zone.
- d. Carry out actions, as directed by the Hazardous Materials Group Supervisor, to mitigate the hazardous materials release or threatened release.
- e. Maintain communications and coordinate operations with the Decontamination Leader.
- f. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- g. Maintain communications and coordinate operations with Technical Specialist-Hazardous Materials Reference.
- h. Maintain control of the movement of people and equipment within the Exclusion Zone, including contaminated victims.
- i. Direct rescue operations, as needed, in the Exclusion Zone.
- j. Maintain Unit/Activity Log (ICS Form 214).

**DECONTAMINATION LEADER** - Reports to the Hazardous Materials Group Supervisor. The Decontamination Leader is responsible for the operations of the decontamination element, providing decontamination as required by the Incident Action Plan:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish the Contamination Reduction Corridor(s).
- c. Identify contaminated people and equipment.
- d. Supervise the operations of the decontamination element in the process of decontaminating people and equipment.
- e. Control the movement of people and equipment within the Contamination Reduction Zone.
- f. Maintain communications and coordinate operations with the Entry Leader.
- g. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- h. Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
- i. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.
- j. Maintain Unit/Activity Log (ICS Form 214).

**SITE ACCESS CONTROL LEADER** - Reports to the Hazardous Materials Group Supervisor. The Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records are maintained:

- a. Review Common Responsibilities (Page 1-2).
- b. Organize and supervise assigned personnel to control access to the hazard site.
- c. Oversee the placement of the Exclusion Control Line and the Contamination Control Line.
- d. Ensure that appropriate action is taken to prevent the spread of contamination.
- e. Establish the Safe Refuge Area within the Contamination Reduction Zone. Appoint a Safe Refuge Area Manager (as needed).
- f. Ensure that injured or exposed individuals are decontaminated prior to departure from the hazard site.
- g. Track the movement of persons passing through the Contamination Control Line to ensure that long-term observations are provided.
- h. Coordinate with the Medical Group for proper separation and tracking of potentially contaminated individuals needing medical attention.
- i. Maintain observations of any changes in climatic conditions or other circumstances external to the hazard site.
- j. Maintain communications and coordinate operations with the Entry Leader.
- k. Maintain communications and coordinate operations with the Decontamination Leader.
- l. Maintain Unit/Activity Log (ICS Form 214).

**ASSISTANT SAFETY OFFICER - HAZARDOUS MATERIALS** - Reports to the incident Safety Officer as an Assistant Safety Officer and coordinates with the Hazardous Materials Group Supervisor or Hazardous Materials Branch Director, if activated. The Assistant Safety Officer-Hazardous Materials coordinates safety related activities directly relating to the Hazardous Materials Group operations as mandated by 29 CFR Part 1910.120 and applicable state and local laws. This position advises the Hazardous Materials Group

Supervisor (or Hazardous Materials Branch Director) on all aspects of health and safety and has the authority to stop or prevent unsafe acts. It is mandatory that an Assistant Safety Officer-Hazardous Materials be appointed at all hazardous materials incidents. In a multi-activity incident the Assistant Safety Officer-Hazardous Materials does not act as the Safety Officer for the overall incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain briefing from the Hazardous Materials Group Supervisor.
- c. Participate in the preparation of, and implement the Site Safety and Control Plan (ICS Form 208).
- d. Advise the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director) of deviations from the Site Safety and Control Plan (ICS Form 208) or any dangerous situations.
- e. Has authority to alter, suspend, or terminate any activity that may be judged to be unsafe.
- f. Ensure the protection of the Hazardous Materials Group personnel from physical, environmental, and chemical hazards/exposures.
- g. Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
- h. Ensure that medical related records for the Hazardous Materials Group personnel are maintained.
- i. Maintain Unit/Activity Log (ICS Form 214).

**TECHNICAL SPECIALIST-HAZARDOUS MATERIALS REFERENCE** - Reports to the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director, if activated). This position provides technical information and assistance to the Hazardous Materials Group using various reference sources such as computer databases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist-Hazardous Materials Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain briefing from the Planning Section Chief or assigned supervisor.
- c. Provide technical support to the Hazardous Materials Group Supervisor.
- d. Maintain communications and coordinate operations with the Entry Leader.
- e. Provide and interpret environmental monitoring information.
- f. Provide analysis of hazardous material sample.
- g. Determine personal protective equipment compatibility to hazardous material.
- h. Provide technical information of the incident for documentation.
- i. Provide technical information management with public and private agencies i.e.: Poison Control Center, Toxicology Center, CHEMTREC, State Department of Food and Agriculture, National Response Team.
- j. Assist Planning Section with projecting the potential environmental effects of the release.
- k. Maintain Unit/Activity Log (ICS Form 214).

**SAFE REFUGE AREA MANAGER** - The Safe Refuge Area Manager reports to the Site Access Control Leader and coordinates with the Decontamination Leader and the Entry Leader. The Safe Refuge Area Manager is responsible for evaluating and prioritizing victims for treatment, collecting information from the victims, and preventing the spread of contamination by these victims. If there is a need for the Safe Refuge Area Manager to enter

the Contamination Reduction Zone in order to fulfill assigned responsibilities then the appropriate Personal Protective Equipment shall be worn:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish the Safe Refuge Area within the Contamination Reduction Zone adjacent to the Contamination Reduction Corridor and the Exclusion Control Line.
- c. Monitor the hazardous materials release to ensure that the Safe Refuge Area is not subject to exposure.
- d. Assist the Site Access Control Leader by ensuring the victims are evaluated for contamination.
- e. Manage the Safe Refuge Area for the holding and evaluation of victims who may have information about the incident, or if suspected of having contamination.
- f. Maintain communications with the Entry Leader to coordinate the movement of victims from the Refuge Area(s) in the Exclusion Zone to the Safe Refuge Area.
- g. Maintain communications with the Decontamination Leader to coordinate the movement of victims from the Safe Refuge Area into the Contamination Reduction Corridor, if needed.
- h. Maintain Unit/Activity Log (ICS Form 214).

## ASSISTING AGENCIES

**LAW ENFORCEMENT** - Local, State, and Federal law enforcement agencies may respond to Hazardous Materials incidents. Depending on incident factors, law enforcement may be a partner in Unified Command or may participate as an assisting agency. Some functional responsibilities that may be handled by law enforcement are:

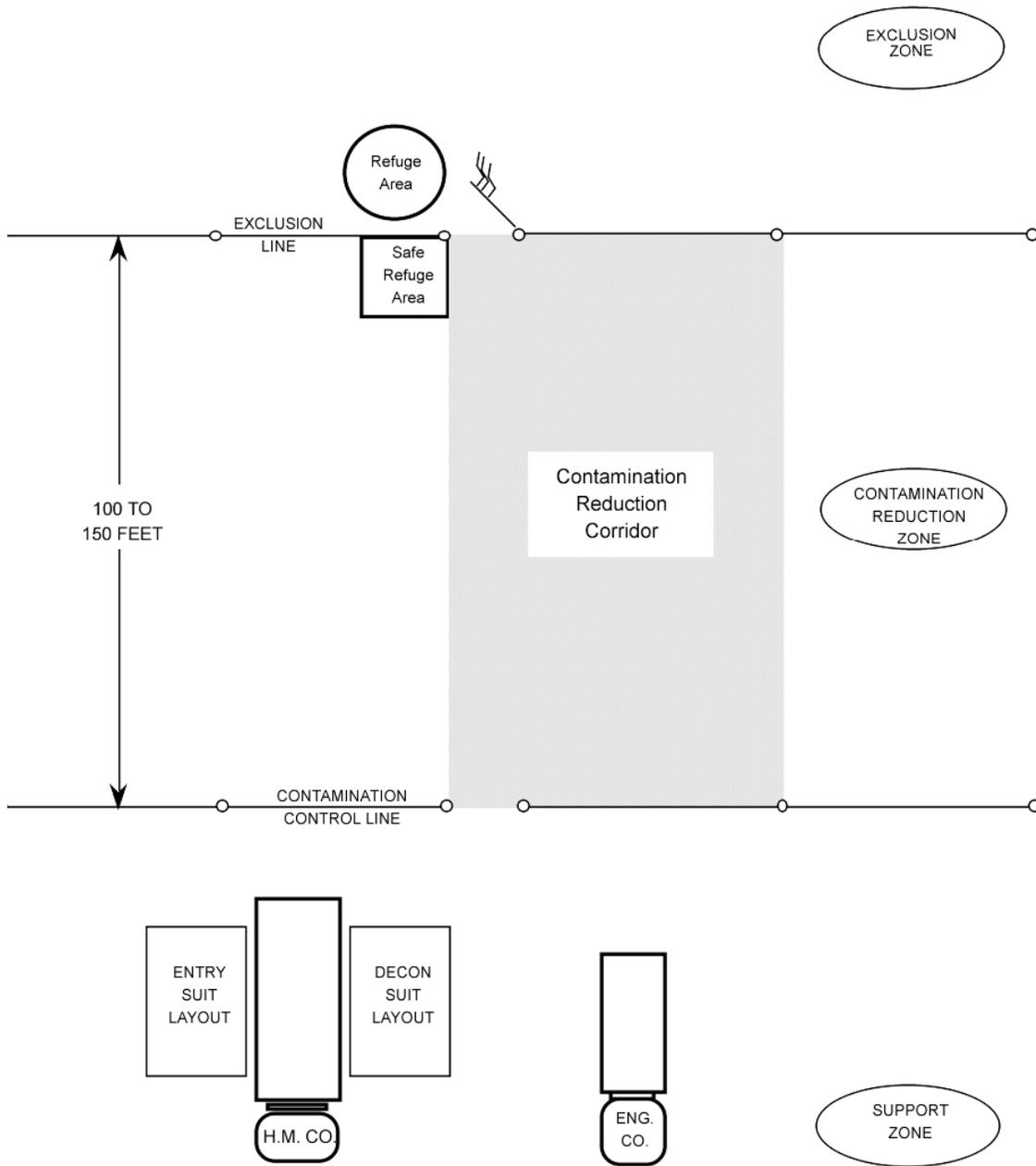
- a. Isolate the incident area
- b. Manage crowd control
- c. Manage traffic control
- d. Manage public protective action
- e. Provide scene management for on-highway incidents
- f. Manage criminal investigations
- g. Evidence collection

**ENVIRONMENTAL HEALTH AGENCIES** - In most cases the local or State environmental health agency will be at the scene as a partner in Unified Command. Some functional responsibilities that may be handled by environmental health agencies are:

- a. Determine the identity and nature of the Hazardous Materials.
- b. Establish the criteria for clean-up and disposal of the Hazardous Materials.
- c. Declare the site safe for re-entry by the public.
- d. Provide the medical history of exposed individuals.
- e. Monitor the environment.
- f. Supervise the clean up of the site.
- g. Enforce various laws and acts.
- h. Determine legal responsibility.
- i. Provide technical advice.
- j. Approve funding for the cleanup.

**CIVIL SUPPORT TEAM (CST)** – The California National Guard (CNG) Weapons of Mass Destruction Civil Support Teams (CST) are designed to support local incident commanders and local emergency first responders twenty-four (24) hours a day, seven days per week for any Weapons of Mass Destruction (WMD) terrorist event.

### CONTROL ZONE LAYOUT



**HAZARDOUS MATERIALS COMPANY TYPES  
COMPANY TYPING AND MINIMUM STANDARDS**

<b>Components</b>	<b>Type 1</b>	<b>Type 2</b>	<b>Type 3</b>
<b>Field Testing</b>	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
<b>Air Monitoring</b>	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide	Combustible Gas Oxygen Carbon Monoxide Hydrogen Sulfide
	Specialty Gases Hydrocarbon Liquid Vapors	Specialty Gases Hydrocarbon Liquid Vapors	
	WMD Chem / Bio		
<b>Sampling: Capturing Labeling Evidence Collection</b>	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
<b>Radiation Monitoring And Detection</b>	Gamma	Gamma	Gamma
	Beta	Beta	Beta
	Alpha	Alpha	
	Radio Nuclides		
<b>Chemical Protective Clothing:</b>	Liquid-Splash Protective	Liquid-Splash Protective	Liquid-Splash Protective
	Vapor Protective	Vapor Protective	
	WMD Chem. / Bio Vapor Protective		
	WMD Chem. / Bio Liquid Splash Protective		
<b>Chemical Protective Clothing: Gloves - Boots</b>	NFPA Compliant Replacement	NFPA Compliant Replacement	NFPA Compliant Replacement
	Hi-Temp. Protective Gloves Cryogenic Protective Gloves	Hi-Temp. Protective Gloves Cryogenic Protective Gloves	
	Radiation Protection Gloves		
<b>Technical Reference</b>	Printed and Electronic	Printed and Electronic	Printed and Electronic
	Plume Air Modeling, Map Overlays	Plume Air Modeling, Map Overlays	
	WMD Chem / Bio Sources		
<b>Special Capabilities</b>	Heat Sensing	Heat Sensing	
	Night Vision	Night Vision	
	Digital Photo	Digital Photo	
	Digital Video		
<b>Intervention</b>	Diking, Damming, Absorption	Diking, Damming, Absorption	Diking, Damming, Absorption
	Liquid, Solid Leak Intervention	Liquid, Solid Leak Intervention	Liquid, Solid Leak Intervention
	Vapor Leak Intervention	Vapor Leak Intervention	
	Neutralization, Plugging, Patching	Neutralization, Plugging, Patching	
	WMD Chem / Bio Spill Containment		
<b>Decontamination</b>	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		

<b>Components</b>	<b>Type 1</b>	<b>Type 2</b>	<b>Type 3</b>
<b>Communications</b>	In-Suit	In-Suit	In-Suit
	Cell Phone	Cell Phone	Cell Phone
	Wireless Fax, Copy, Web Access	Wireless Fax, Copy, Web Access	
<b>Respiratory Protection</b>	SCBA	SCBA	SCBA
	APR or PAPR, WMD Chem / Bio Compliant		
<b>Personnel: Staffing Levels</b>	Haz Mat Specialist WMD Chem / Bio 7	Haz Mat Specialist 5	Haz Mat Technician 5

The explanation of components and criteria document will be located in the OSD and in the FIREScope website ([www.firescope.org](http://www.firescope.org) or <http://63.202.114.100>).

**CHAPTER 15**  
**MULTI-CASUALTY**

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## MEDICAL BRANCH

### DEFINITION

The Medical Branch structure is designed to provide the Incident Commander with a basic, expandable system to manage a large number of patients during an incident. If incident conditions warrant, Medical Groups may be established under the Medical Branch Director. The degree of implementation will depend upon the complexity of the incident.

### MODULAR DEVELOPMENT

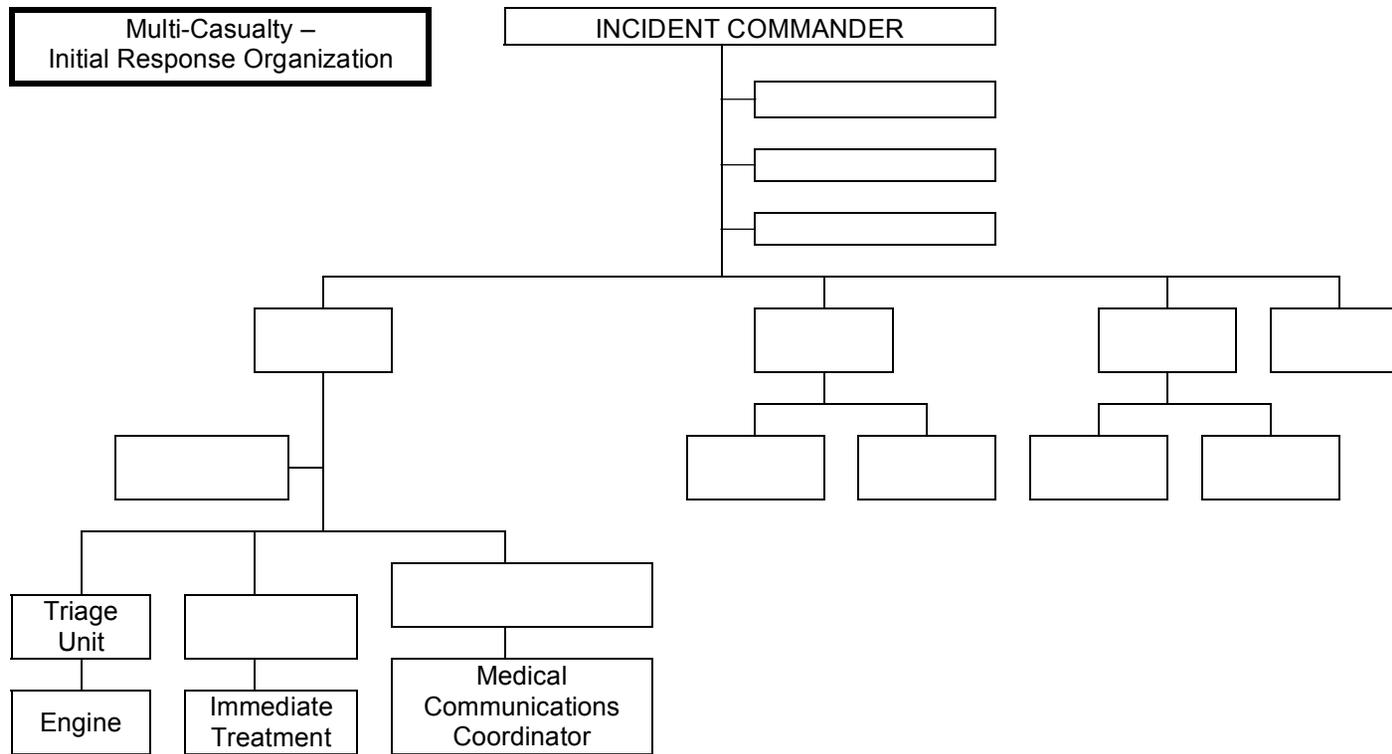
A series of examples for the modular development of the Medical Branch within an incident involving mass casualties are included to illustrate one possible method of expanding the incident organization:

Initial Response Organization: The Incident Commander manages initial response resources as well as all Command and General Staff responsibilities. The first arriving resource with the appropriate communications capability should establish communications with the appropriate hospital or other coordinating facility and become the Medical Communications Coordinator. Other first arriving resources would become Triage Personnel.

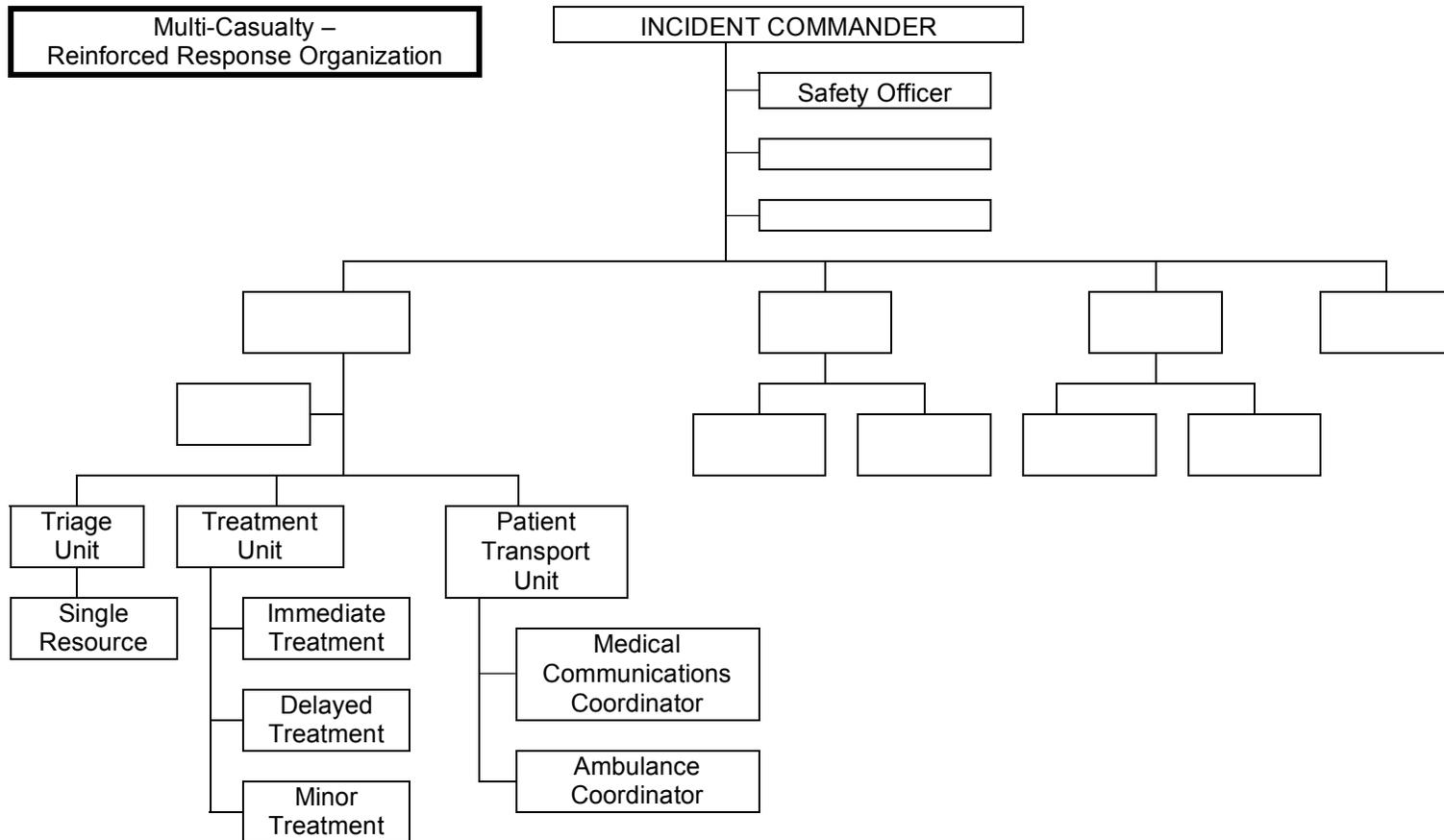
Reinforced Response Organization: In addition to the initial response, the Incident Commander establishes a Safety Officer, Triage Unit Leader, a Treatment Unit Leader, Patient Transport Unit Leader and Ambulance Coordinator. Also, patient treatment areas are established and staffed.

Multi-Group Response: All positions within the Medical Group are now filled. The Air Operations Branch is shown to illustrate the coordination between the Ambulance Coordinator and the Air Operations Branch. An Extrication Group is established to free entrapped victims.

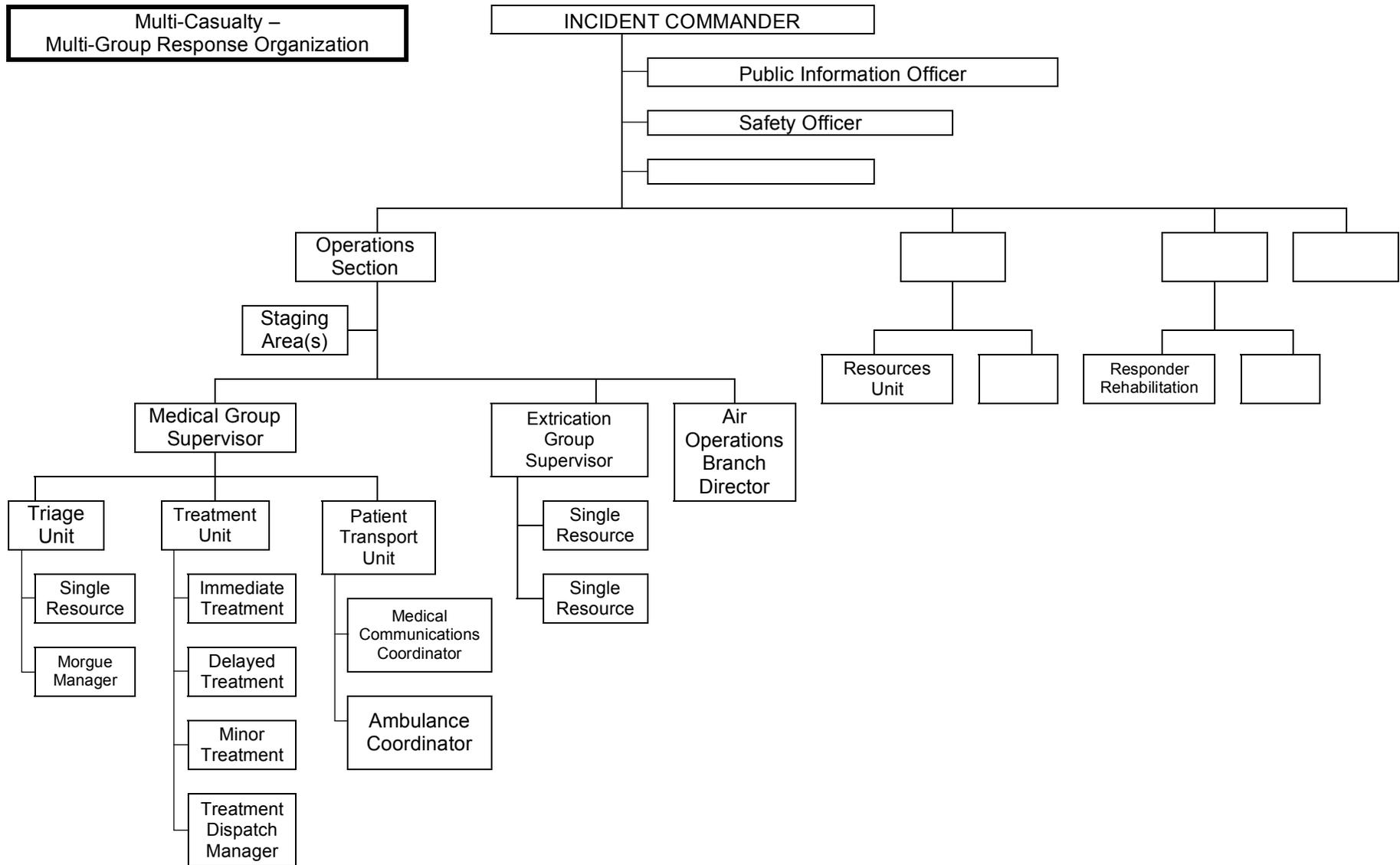
Multi-Branch Incident Organization: The complete incident organization shows the Multi-Casualty Branch and other Branches. The Multi-Casualty Branch now has multiple Medical Groups (geographically separate) but only one Patient Transportation Group. This is because all patient transportation must be coordinated through one point to avoid overloading hospitals or other medical facilities.



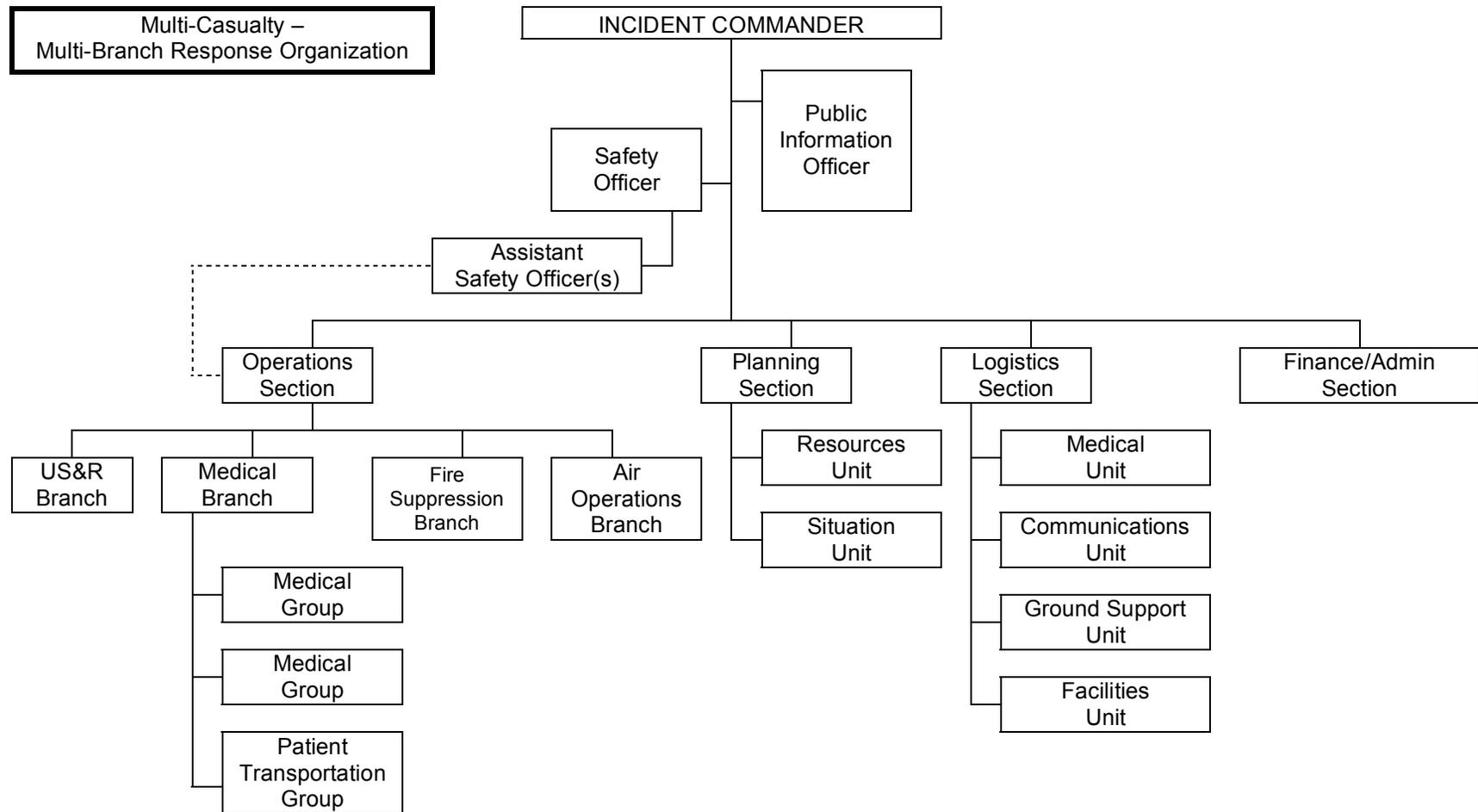
Multi-Casualty Initial Response Organization (example): This example depicts the arrival of an Engine Company and ALS Ambulance. These units find conditions warranting a Multi-Casualty response. The Company Officer assumes Incident Command and engine personnel begin the Simple Triage and Rapid Treatment (START) process by triaging victims and, at the same time, assess any additional hazards (fuel spills, unstable vehicles, etc.). A Paramedic from the ambulance becomes Medical Communications Coordinator (Med. Comm.) while the second member (PM or EMT) begins establishing Treatment Areas beginning with the Immediate Treatment Area.



Multi-Casualty – Reinforced Response Organization (example): With the arrival of additional engine companies, an additional ambulance and an Ambulance Supervisor, the Incident Command has established Unit Leaders, reinforced the Treatment Areas, established a Patient Transport Unit and activated an Ambulance Coordinator. A Safety Officer is assigned early in the incident.



Multi-Casualty Multi-Group Response Organization (example): The Medical Group Supervisor is managing the treatment and transportation of the injured. In most cases triage would be winding down and those personnel can be assigned to a treatment area. An Air Operations Branch Director is assigned to work with the Patient Transport Unit in coordinating air transportation of patients to distant facilities. The Operations Section Chief has now turned attention to those victims who may be entangled or entombed by establishing an Extrication Group. Other elements of the Command Staff are activated as well as selected elements of the Planning and Logistics Sections.



Multi-Casualty – Multi-Branch Response Organization (example): Multiple Medical Groups are working an especially widespread incident. The Patient Transportation Unit has been upgraded to a Group to more effectively handle the multiple transport needs. Other Branches (US&R and Fire Suppression) are activated. Selected Sections and Units of the General Staff are activated. Assistant Safety Officers are assigned within the Operations Section, US&R, and Fire Suppression.

## POSITION CHECKLISTS

**MEDICAL BRANCH DIRECTOR** - The Medical Branch Director is responsible for the implementation of the Incident Action Plan within the Medical Branch. The Branch Director reports to the Operations Section Chief and supervises the Medical Group(s) and the Patient Transportation function (Unit or Group). Patient Transportation may be upgraded from a Unit to a Group based on the size and complexity of the incident:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Group Assignments for effectiveness of current operations and modify as needed.
- c. Provide input to Operations Section Chief for the Incident Action Plan.
- d. Supervise Branch activities and confer with Safety Officer to assure safety of all personnel using effective risk analysis and management techniques.
- e. Report to Operations Section Chief on Branch activities.
- f. Maintain Unit/Activity Log (ICS Form 214).

**MEDICAL GROUP SUPERVISOR** - The Medical Group Supervisor reports to the Medical Branch Director and supervises the Triage Unit Leader, Treatment Unit Leader, Patient Transportation Unit Leader and Medical Supply Coordinator. The Medical Group Supervisor establishes command and controls the activities within a Medical Group:

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in Medical Branch/Operations Section planning activities.
- c. Establish Medical Group with assigned personnel, request additional personnel and resources sufficient to handle the magnitude of the incident.
- d. Designate Unit Leaders and Treatment Area locations as appropriate.
- e. Isolate Morgue and Minor Treatment Area from Immediate and Delayed Treatment Areas.
- f. Request law enforcement/coroner involvement as needed.
- g. Determine amount and types of additional medical resources and supplies needed to handle the magnitude of the incident (medical caches, backboards, litters, and cots).
- h. Ensure activation or notification of hospital alert system, local EMS/health agencies.
- i. Direct and/or supervise on-scene personnel from agencies such as Coroner's Office, Red Cross, law enforcement, ambulance companies, county health agencies, and hospital volunteers.
- j. Request proper security, traffic control, and access for the Medical Group work areas.
- k. Direct medically trained personnel to the appropriate Unit Leader.
- l. Maintain Unit/Activity Log (ICS Form 214).

**TRIAGE UNIT LEADER** - The Triage Unit Leader reports to the Medical Group Supervisor and supervises Triage Personnel/Litter Bearers and the Morgue Manager. The Triage Unit Leader assumes responsibility for providing triage management and movement of patients from the triage area. When triage has been completed, the Unit Leader may be reassigned as needed:

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Develop organization sufficient to handle assignment.
- d. Inform Medical Group Supervisor of resource needs.
- e. Implement triage process.
- f. Coordinate movement of patients from the Triage Area to the appropriate Treatment Area.

- g. Give periodic status reports to Medical Group Supervisor.
- h. Maintain security and control of the Triage Area.
- i. Establish Morgue.
- j. Maintain Unit/Activity Log (ICS Form 214).

**TRIAGE PERSONNEL**- Triage Personnel report to the Triage Unit Leader and triage patients and assign them to appropriate treatment areas:

- a. Review Common Responsibilities (Page 1-2).
- b. Report to designated on-scene triage location.
- c. Triage and tag injured patients. Classify patients while noting injuries and vital signs if taken.
- d. Direct movement of patients to proper Treatment Areas.
- e. Provide appropriate medical treatment to patients prior to movement as incident conditions dictate.

**MORGUE MANAGER** - The Morgue Manager reports to the Triage Unit Leader and assumes responsibility for Morgue Area functions until properly relieved:

- a. Review Common Responsibilities (Page 1-2).
- b. Assess resource/supply needs and order as needed.
- c. Coordinate all Morgue Area activities.
- d. Keep area off limits to all but authorized personnel.
- e. Coordinate with law enforcement and assist the Coroner or Medical Examiner representative.
- f. Keep identity of deceased persons confidential.
- g. Maintain appropriate records.

**TREATMENT UNIT LEADER** - The Treatment Unit Leader reports to the Medical Group Supervisor and supervises Treatment Managers and the Treatment Dispatch Manager. The Treatment Unit Leader assumes responsibility for treatment, preparation for transport, and directs movement of patients to loading location(s):

- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Develop organization sufficient to handle assignment.
- d. Direct and supervise Treatment Dispatch, Immediate, Delayed, and Minor Treatment Areas.
- e. Coordinate movement of patients from Triage Area to Treatment Areas with Triage Unit Leader.
- f. Request sufficient medical caches and supplies as necessary.
- g. Establish communications and coordination with Patient Transportation Unit Leader.
- h. Ensure continual triage of patients throughout Treatment Areas.
- i. Direct movement of patients to ambulance loading area(s).
- j. Give periodic status reports to Medical Group Supervisor.
- k. Maintain Unit/Activity Log (ICS Form 214).

**TREATMENT DISPATCH MANAGER** - The Treatment Dispatch Manager reports to the Treatment Unit Leader and is responsible for coordinating with the Patient Transportation Unit

Leader (or Group Supervisor if established), the transportation of patients out of the Treatment Areas:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish communications with the Immediate, Delayed, and Minor Treatment Managers.
- c. Establish communications with the Patient Transportation Unit Leader.
- d. Verify that patients are prioritized for transportation.
- e. Advise Medical Communications Coordinator of patient readiness and priority for transport.
- f. Coordinate transportation of patients with Medical Communications Coordinator.
- g. Assure that appropriate patient tracking information is recorded.
- h. Coordinate ambulance loading with the Treatment Managers and ambulance personnel.
- i. Maintain Unit/Activity Log (ICS Form 214).

**IMMEDIATE TREATMENT AREA MANAGER** - The Immediate Treatment Area Manager reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Immediate Treatment Area:

- a. Review Common Responsibilities (Page 1-2).
- b. Request or establish Medical Teams as necessary.
- c. Assign treatment personnel to patients received in the Immediate Treatment Area.
- d. Ensure treatment of patients triaged to the Immediate Treatment Area.
- e. Assure that patients are prioritized for transportation.
- f. Coordinate transportation of patients with Treatment Dispatch Manager.
- g. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
- h. Assure that appropriate patient information is recorded.
- i. Maintain Unit/Activity Log (ICS Form 214).

**DELAYED TREATMENT AREA MANAGER** - The Delayed Treatment Area Manager reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Delayed Treatment Area:

- a. Review Common Responsibilities (Page 1-2).
- b. Request or establish Medical Teams as necessary.
- c. Assign treatment personnel to patients received in the Delayed Treatment Area.
- d. Ensure treatment of patients triaged to the Delayed Treatment Area.
- e. Assure that patients are prioritized for transportation.
- f. Coordinate transportation of patients with Treatment Dispatch Manager.
- g. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
- h. Assure that appropriate patient information is recorded.
- i. Maintain Unit/Activity Log (ICS Form 214).

**MINOR TREATMENT AREA MANAGER** - The Minor Treatment Area Manager reports to the Treatment Unit Leader and is responsible for treatment and re-triage of patients assigned to Minor Treatment Area:

- a. Review Common Responsibilities (Page 1-2).
- b. Request or establish Medical Teams as necessary.
- c. Assign treatment personnel to patients received in the Minor Treatment Area.
- d. Ensure treatment of patients triaged to the Minor Treatment Area.

- e. Assure that patients are prioritized for transportation.
- f. Coordinate transportation of patients with Treatment Dispatch Manager.
- g. Notify Treatment Dispatch Manager of patient readiness and priority for transportation.
- h. Assure that appropriate patient information is recorded.
- i. Maintain Unit/Activity Log (ICS Form 214).

**PATIENT TRANSPORTATION UNIT LEADER OR GROUP SUPERVISOR** - The Patient Transportation Unit Leader reports to the Medical Group Supervisor and supervises the Medical Communications Coordinator, and the Ambulance Coordinator. The Patient Transportation Unit Leader is responsible for the coordination of patient transportation and maintenance of records relating to the patient's identification, condition, and destination. The Patient Transportation function may be initially established as a Unit and upgraded to a Group based on incident size or complexity:

- a. Review Common Responsibilities (Page 1-2).
- b. Insure the establishment of communications with hospital(s).
- c. Designate Ambulance Staging Area(s).
- d. Direct the off-incident transportation of patients as determined by The Medical Communications Coordinator.
- e. Assure that patient information and destination are recorded.
- f. Establish communications with Ambulance Coordinator.
- g. Request additional ambulances as required.
- h. Notify Ambulance Coordinator of ambulance requests.
- i. Coordinate requests for air ambulance transportation through the Air Operations Branch Director.
- j. Coordinate the establishment of the Air Ambulance Helispots with the Medical Branch Director and Air Operations Branch Director.
- k. Maintain Unit/Activity Log (ICS Form 214).

**MEDICAL COMMUNICATIONS COORDINATOR** - The Medical Communications Coordinator reports to the Patient Transportation Unit Leader, and maintains communications with the hospital alert system to maintain status of available hospital beds to assure proper patient transportation. The Medical Communications Coordinator assures proper patient transportation and destination:

- a. Review Common Responsibilities (Page 1-2).
- b. Establish communications with the hospital alert system.
- c. Determine and maintain current status of hospital/medical facility availability and capability.
- d. Receive basic patient information and condition from Treatment Dispatch Manager.
- e. Coordinate patient destination with the hospital alert system.
- f. Communicate patient transportation needs to Ambulance Coordinators based upon requests from Treatment Dispatch Manager.
- g. Communicate patient air ambulance transportation needs to the Air Operations Branch Director based on requests from the treatment area managers or Treatment Dispatch Manager.
- h. Maintain appropriate records and Unit/Activity Log (ICS Form 214).

**AMBULANCE COORDINATOR** - The Ambulance Coordinator reports to the Patient Transportation Unit Leader, manages the Ambulance Staging Area(s), and dispatches ambulances as requested:

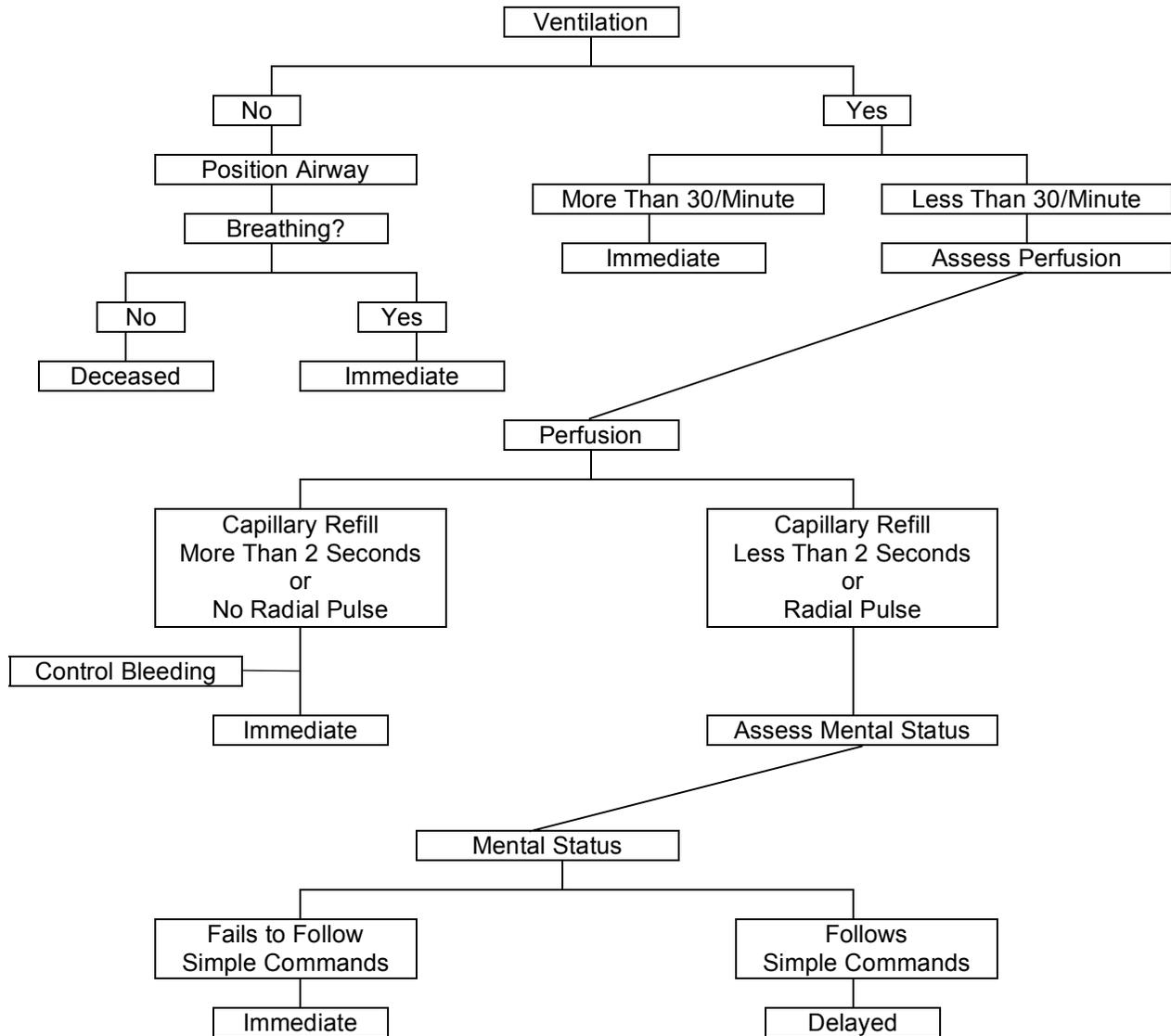
- a. Review Common Responsibilities (Page 1-2).
- b. Establish appropriate Staging Area for ambulances.
- c. Establish routes of travel for ambulances for incident operations.
- d. Establish and maintain communications with the Air Operations Branch Director regarding Air Ambulance Transportation assignments.
- e. Establish and maintain communications with the Medical Communications Coordinator and Treatment Dispatch Manager.
- f. Provide ambulances upon request from the Medical Communications Coordinator.
- g. Assure that necessary equipment is available in the ambulance for patient needs during transportation.
- h. Establish contact with ambulance providers at the scene.
- i. Request additional transportation resources as appropriate.
- j. Provide an inventory of medical supplies available at ambulance Staging Area for use at the scene.
- k. Maintain records as required and Unit/Activity Log (ICS Form 214).

**MEDICAL SUPPLY COORDINATOR** -The Medical Supply Coordinator reports to the Medical Group Supervisor and acquires and maintains control of appropriate medical equipment and supplies from units assigned to the Medical Group:

- a. Review Common Responsibilities (Page 1-2).
- b. Acquire, distribute and maintain status of medical equipment and supplies within the Medical Group.\*
- c. Request additional medical supplies.\*
- d. Distribute medical supplies to Treatment and Triage Units.
- e. Maintain Unit/Activity Log (ICS Form 214).

\* If the Logistics Section were established, this position would coordinate with the Logistics Section Chief or Supply Unit Leader.

### SIMPLE TRIAGE AND RAPID TREATMENT (START) SYSTEM FLOWCHART



NOTE: Once a patient reaches a triage level indicator in the algorithm (i.e., IMMEDIATE TAG box), triage of this patient should stop and the patient should be tagged accordingly.

**CHAPTER 16**

**URBAN SEARCH AND RESCUE**

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## **INTRODUCTION**

The Urban Search and Rescue (US&R) organizational module is designed to provide supervision and control of essential functions at incidents where technical rescue expertise and equipment are required for safe and effective rescue operations. US&R incidents can be caused by a variety of events such as an earthquake or terrorist incident that cause widespread damage to a variety of structures and entrap hundreds of people. Other examples of US&R events can range from mass transportation accidents with multiple victims to single site events such as a trench cave-in or confined space rescue involving only one or two victims. US&R operations are unique in that specialized training and equipment are required to mitigate the incident in the safest and most efficient manner possible.

Initial US&R operations will be directed by the first arriving public safety officer who will assume command as the Incident Commander. Subsequent changes in the incident command structure will be based on the resource and management needs of the incident following established ICS procedures.

Additional resources may include US&R Companies and US&R Crews specifically trained and equipped for urban search and rescue operations. The US&R Company is capable of conducting search and rescue operations at incidents where technical expertise and equipment are required. US&R Crews are trained urban search and rescue personnel dispatched to the incident without rescue equipment. US&R Companies and Crews can be assigned as a single resource, grouped to form US&R Strike Teams or added to other resources to form a Task Force. US&R Single Resources, Strike Teams, and Task Forces are managed the same as other incident resources.

Due to the unique hazards and complexity of urban search and rescue incidents, the Incident Commander may need to request a wide variety and amount of multi-disciplinary resources.

US&R Companies and Crews are "typed" based on an identified operational capability. Four levels of US&R operational capability have been identified to assist the Incident Commander in requesting appropriate resources for the incident. These levels are based on five general construction categories and an increasing capability of conducting a rescue at specified emergency situations with an identified minimum amount of training and equipment.

The US&R Type-4 (Basic) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at incidents involving non-structural entrapment in non-collapsed structures.

The US&R Type-3 (Light) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Light Frame Construction and low angle or one-person load rope rescue.

The US&R Type-2 (Medium) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space rescue (no permit required), and trench and excavation rescue.

The US&R Type-1 (Heavy) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Floor, Pre-cast Concrete and Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue.

The Regional US&R Task Force Level is comprised of 29 people specially trained and equipped for large or complex US&R operations. The multi-disciplinary organization provides five functional elements that include Supervision, Search, Rescue, Medical, and Logistics. The Regional US&R Task Force is totally self-sufficient for the first 24 hours. Transportation and logistical support is provided by the sponsoring agency and may be supported by the requesting agency.

State/National US&R Task Force is comprised of 70 people specially trained and equipped for large or complex US&R operations. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz-Mat, Medical, Logistics and Planning. The State/National US&R Task Force is designed to be used as a "single resource." However, each element of the Task Force is modularized into functional components and can be independently requested and utilized.

US&R incidents may occur that will require rescue operations that exceed a resource's identified capability. When the magnitude or type of incident is not commensurate with a capability level, the Incident Commander will have the flexibility to conduct rescue operations in a safe and appropriate manner using existing resources within the scope of their training and equipment until adequate resources can be obtained or the incident is terminated.

### **ICS MODULAR DEVELOPMENT**

The flexibility and modular expansion capabilities of the Incident Command System provides an almost infinite number of ways US&R resources can be arranged and managed. A series of modular development examples are included to illustrate several possible methods of expanding the incident organization based on existing emergency conditions, available resources, and incident objectives.

The ICS Modular Development examples shown are not meant to be restrictive, nor imply these are the only ways to build an ICS organizational structure to manage US&R resources at an incident. To the contrary, the ICS Modular Development examples are provided only to show conceptually how one can arrange and manage resources at an US&R incident that builds from an initial response to a Multi-Branch organization.

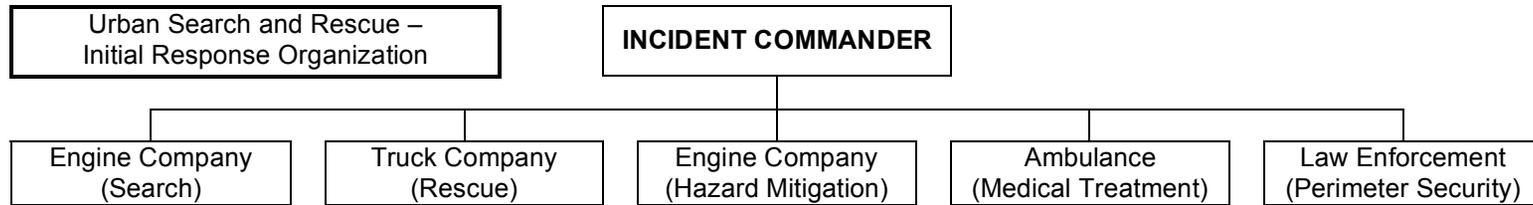
## **ICS MODULAR DEVELOPMENT EXAMPLES**

**Initial Response Organization (example):** The first arriving Public Safety Officer will assume command of the incident as the Incident Commander. The Incident Commander will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, the Incident Commander should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.

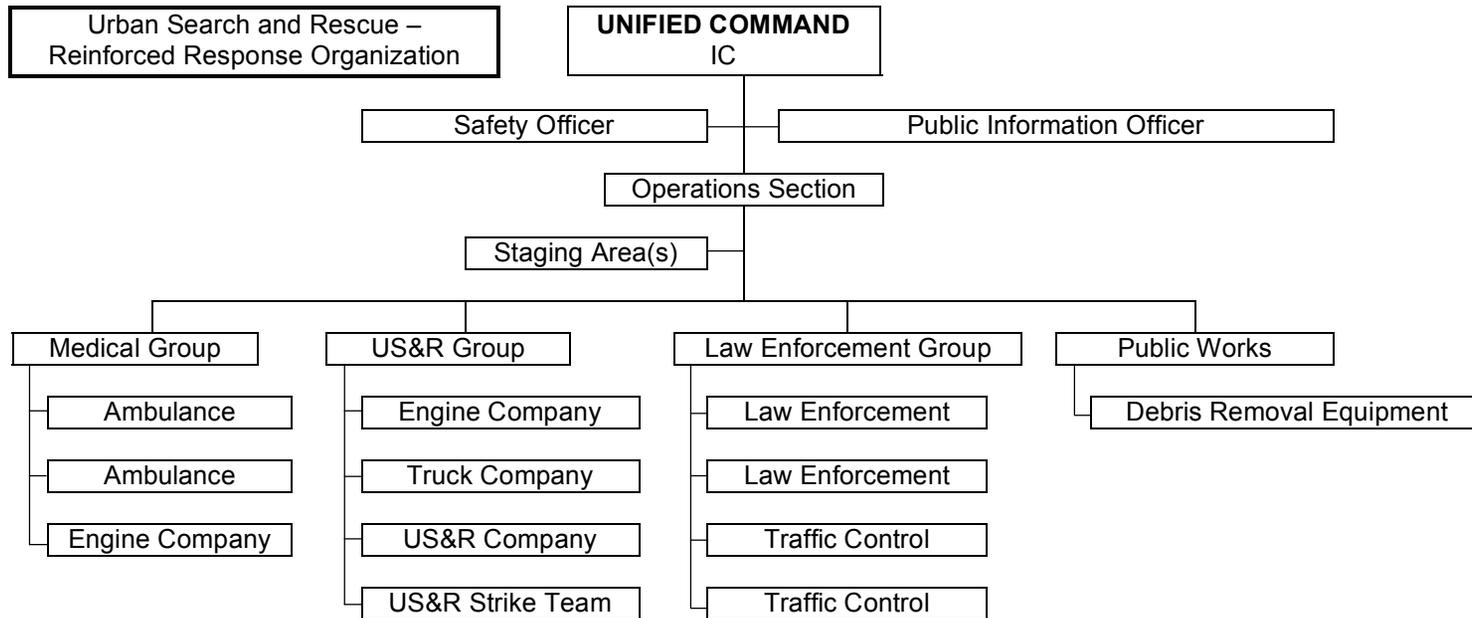
**Reinforced Response Organization (example):** In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The Incident Commander forms a Unified Command with the senior ranking Law Enforcement official on scene and has established a Safety Officer to assure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage the tactical assignments and responsibilities. A Staging Area is established to check in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.

**Multi-Group/Division Response Organization (example):** The Incident Commander has added a Liaison Officer to the Command Staff to coordinate assisting agencies participation and assigned a Planning and Logistics Section. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and Medical Group have been formed. One State/National US&R Task Force has arrived and is assigned to Division "A". One Structural Engineer Technical Specialist from the Planning Section is assigned to Division "B" to conduct structural damage assessment. A Handcrew Strike Team is assisting with debris removal.

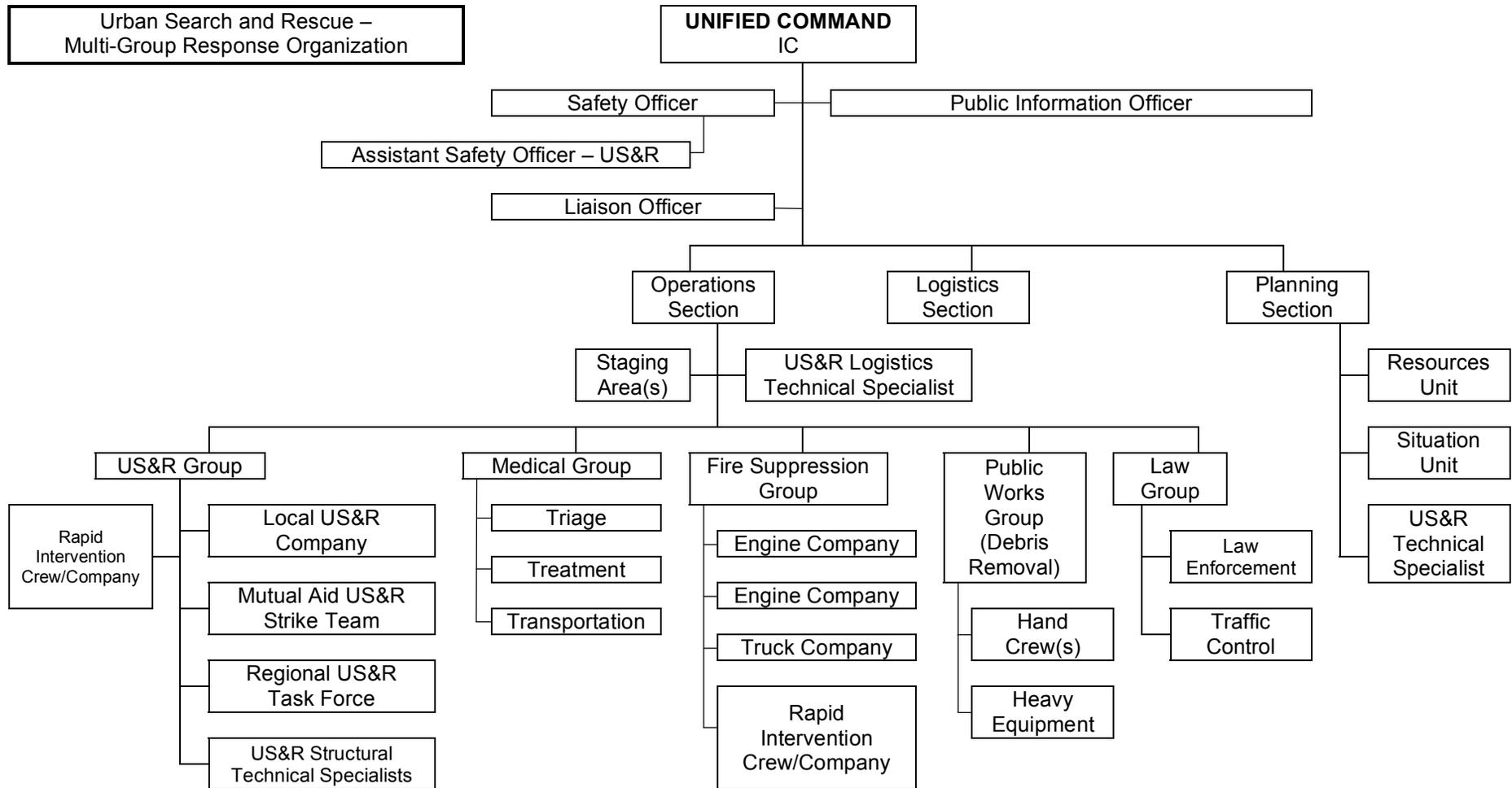
**Multi-Branch Response Organization (example):** The Incident Commander has assigned a Finance/ Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Administration Section have several Units operational to support the large amount of resources at the incident.



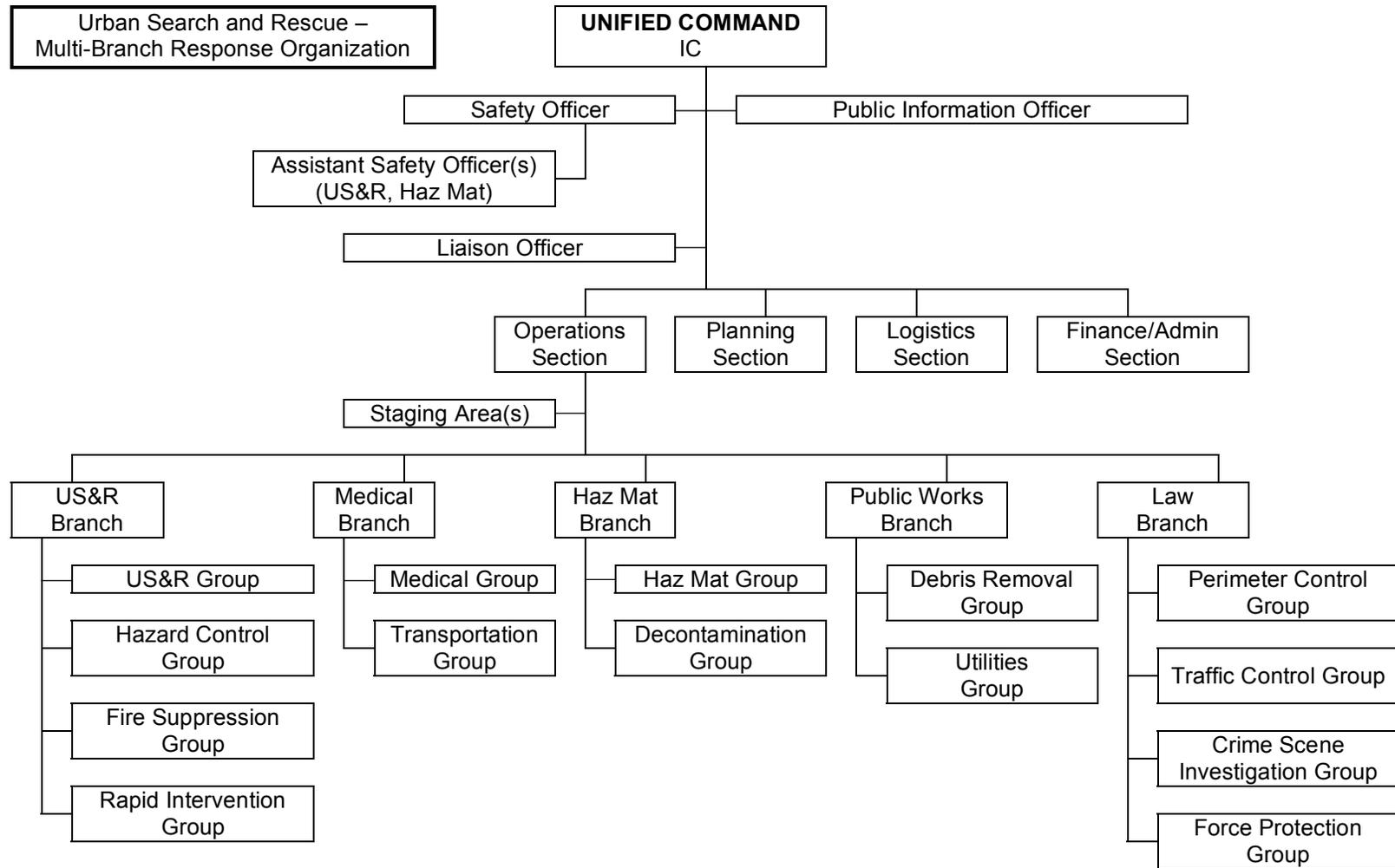
US&R Initial Response Organization (example): The first arriving Public Safety Officer will assume command of the incident as the Incident Commander. The Incident Commander will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, then the Incident Commander should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.



US&R Reinforced Response Organization (example): In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The Incident Commander forms a Unified Command with the senior ranking Law Enforcement official on scene and has established a Safety Officer to assure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage the tactical assignments and responsibilities. A Staging Area is established to check in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.



**US&R Multi-Group Response Organization (example):** The Incident Commander has added a Liaison Officer to the Command Staff to coordinate assisting agencies participation and assigned a Planning and Logistics Section. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and Medical Group have been formed. A Regional US&R Task Force has been assigned to the US&R Group. One State/National US&R Task Force has arrived and is assigned to Division "A". One Structural Engineer Technical Specialist from the Planning Section is assigned to Division "B" to conduct structural damage assessment. A Handcrew Strike Team is assisting with debris removal.



US&R Multi-Branch Response Organization (example): The Incident Commander has assigned a Finance/Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Administration Section have several Units operational to support the large amount of resources at the incident.

## POSITION DESCRIPTIONS

**ASSISTANT SAFETY OFFICER – URBAN SEARCH AND RESCUE** – Reports to the Incident Safety Officer as an Assistant Safety Officer, and coordinates with the appropriate supervisor. The Assistant Safety Officer-US&R must possess the appropriate training to coordinate safety related activities for US&R operations. This position advises the appropriate supervisor on all aspects of health and safety and has the authority to stop or prevent unsafe acts:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain briefing from the appropriate supervisor.
- c. Participate in the preparation of and implement the incident Site Safety and Control Plan (ICS Form 208).
- d. Advise the appropriate supervisor of deviations from the incident Site Safety and Control Plan (ICS Form 208) or any dangerous situations.
- e. Has authority to alter, suspend, or terminate any activity that may be judged to be unsafe.
- f. Ensure the protection of personnel from physical, environmental, and chemical hazards/exposures.
- g. Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
- h. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R CANINE SEARCH SPECIALIST** – Reports directly to the Search Team Manager. The US&R Canine Search Specialist is responsible for performing the canine search function of the incident. Responsibilities include searching collapsed structures, water, debris piles, land and mudslides, or fire areas as assigned, using appropriate search techniques and dog handler skills. The US&R Canine Search Specialist is responsible for documenting locations of alerts and estimating the status of victims and cooperating with and assisting other search and rescue resources:

- a. Review Common Responsibilities (Page 1-2).
- b. Obtain briefing from appropriate supervisor.
- c. Accountable for all issued equipment.
- d. Performs additional tasks or duties as assigned during a mission.
- e. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**HEAVY EQUIPMENT AND RIGGING SPECIALIST** – Initially reports to the Rescue Team Manager and may be assigned where their technical services are required. Responsible for performing construction related liaison to the rescue resources, and for assessing capabilities and the need for various heavy equipment:

- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the planning of rescue activities.
- c. Adhere to all safety procedures.
- d. Receive initial briefing from supervisor.
- e. Carry out tactical assignments as directed.
- f. Conduct an assessment of immediately available cranes and heavy equipment.
- g. Inspect equipment condition for safe operation and insure coverage by equipment agreement.

- h. Develop a contact list of equipment providers and establish a point of contact.
- i. Evaluate and advise on heavy equipment staging area requirements.
- j. Brief heavy equipment operators and construction officials regarding rescue operations.
- k. Ensure that heavy equipment operators are briefed on rescue site safety considerations and emergency signaling procedures.
- l. Identify various rigging techniques to assist in the rescue of victims or stabilization of collapsed buildings, including the development of rigging plans and procedures.
- m. Coordinate rigging and heavy equipment utilization for rescue operations with equipment operators and rescue personnel.
- n. Keep your immediate supervisor apprised of any tactical accomplishments or conflicts.
- o. Participate in operational briefings.
- p. Collect and transmit records and logs to Equipment Time Recorder and/or Rescue Team Manager at the end of each operational period.
- q. Provide vendor evaluation to Documentation Unit.
- r. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R TOOL AND EQUIPMENT SPECIALIST** – Reports directly to the US&R Task Force Leader. The US&R Tool and Equipment Specialist is responsible for sharpening, servicing and repairing all US&R tools and equipment:

- a. Review Common Responsibilities (Page 1-2).
- b. Determine personnel requirements.
- c. Procure items on site through coordination with Incident Logistics Section.
- d. Establish tool inventory and accountability system (appropriate records and reports).
- e. Maintain all tools in proper condition.
- f. Assemble tools for issuance each operational period per Incident Action Plan.
- g. Receive and recondition tools after each operational period.
- h. Ensure that all appropriate safety measures are taken in tool conditioning area.
- i. Procure equipment during the mobilization phase as directed.
- j. Provide accountability and security of the Task Force equipment cache.
- k. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R MEDICAL SPECIALIST** – Reports directly to the US&R Task Force Leader. The Medical Specialist is responsible for providing advanced life support medical care to responders and victims in environments that require special US&R training:

- a. Review Common Responsibilities (Page 1-2).
- b. Provide emergency medical care to all Task Force personnel and victims in environments requiring specialized US&R training.
- c. Develop and implement a Medical Action Plan as specified by the US&R Task Force Leader.
- d. Adhere to all safety procedures.
- e. Provide accountability, maintenance and minor repairs of assigned medical equipment.
- f. Perform additional tasks or duties as assigned during an incident.
- g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**RESCUE TEAM MANAGER** – Reports directly to the US&R Task Force Leader. Is responsible for managing US&R Rescue Operations and supervising assigned resources:

- a. Review Common Responsibilities (Page 1-2).
- b. Coordinate, manage, and supervise assigned rescue activities.
- c. Adhere to all safety procedures including accountability of personnel.
- d. Determine rescue logistical needs.
- e. Receive briefings and situation reports and ensuring that all rescue personnel are kept informed of mission objectives and status changes.
- f. Provide situation updates and maintain records and reports.
- g. Perform additional tasks or duties as assigned during a mission.
- h. Provide accountability, maintenance, and minor repairs for all issued equipment.
- i. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**SEARCH TEAM MANAGER** – Reports directly to the US&R Task Force Leader. The Search Team Manager is responsible for managing US&R Search Operations and supervising assigned resources:

- a. Review Common Responsibilities (Page 1-2).
- b. Develop and implement the tactical search plan.
- c. Adhere to all safety procedures including accountability of personnel.
- d. Coordinate and supervise all assigned search activities.
- e. Determine search logistical needs.
- f. Receive briefing and situation reports and ensure that all search personnel are kept informed of status changes.
- g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R TECHNICAL SEARCH SPECIALIST** – Reports directly to the Search Team Manager. The US&R Technical Search Specialist is responsible for performing the technical search function of the US&R Task Force incident operations:

- a. Review Common Responsibilities (Page 1-2).
- b. Search areas as assigned using appropriate electronic search equipment and techniques.
- c. Document locations of possible finds and if possible, estimate the status of the victim(s).
- d. Cooperate with and assist other US&R Resources.
- e. Provide accountability for all issued equipment.
- f. Perform additional tasks or duties as assigned during an incident.
- g. Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R STRUCTURES SPECIALIST** – Reports directly to the Search Team Manager or assigned supervisor. The US&R Structures Specialist is responsible for performing the various structure assessments during incident operations:

- a. Review Common Responsibilities (Page 1-2).
- b. Assess the structural condition within the area of US&R operations. This includes identification of structure types, specific damage and structural hazards.
- c. Recommend the appropriate type and amount of structural hazard mitigation required to minimize the risks to task force personnel.
- d. Adhere to all safety procedures.
- e. Cooperate with and assist other US&R Resources.
- f. Provide accountability, maintenance, and minor repairs for all issued equipment.
- g. Perform additional tasks of duties as assigned during an incident.

- h. Monitor assigned structures for changes in condition during incident operations.
- i. Actively participate in implementation of approved structure hazard mitigation as a designer and/or supervisor.
- j. Coordinate and communicate structure hazard mitigation measures with the Search Team Manager.
- k. Maintain unit records, including Unit/Activity Log (ICS Form 214).

### URBAN SEARCH AND RESCUE RESOURCE TYPES

Always use the prefix US&R for Urban Search and Rescue (US&R) Resources. Order Single Resource or Strike Team by Type (Capability – HEAVY, MEDIUM, LIGHT, OR BASIC)				
<b>Type</b>	Type 1 (Heavy)	Type 2 (Medium)	Type 3 (Light)	Type 4 (Basic)
	<ul style="list-style-type: none"> <li>Heavy Floor Construction</li> <li>Pre-cast Concrete Construction</li> <li>Steel Frame Construction</li> <li>High Angle Rope Rescue (including highline systems)</li> <li>Confined Space Rescue (permit required)</li> <li>Mass Transportation Rescue</li> </ul>	<ul style="list-style-type: none"> <li>Heavy Wall Construction</li> <li>High Angle Rope Rescue (not including highline systems)</li> <li>Confined Space Rescue (no permit required)</li> <li>Trench and Excavation Rescue</li> </ul>	<ul style="list-style-type: none"> <li>Light Frame Construction</li> <li>Low Angle Rope Rescue</li> </ul>	<ul style="list-style-type: none"> <li>Surface Rescue</li> <li>Non-Structural Entrapment in Non-Collapsed Structures</li> </ul>

RESOURCE	RADIO	COMPONENT	TYPES			
			1	2	3	4
US&R Company	Agency Identifier USAR (phonetic) Number Identifier (VNC USAR 54)	Equipment  Personnel Transportation	Heavy Inventory 6 *	Medium Inventory 6 *	Light Inventory 3 *	Basic Inventory 3 *
US&R Crew **	Agency Identifier Type Identifier Number Identifier (KRN-USAR Crew 2)	Personnel Trained To Appropriate Level Supervision Transportation	6	6	3	3
Regional US&R Task Force	Region Identifier Task Force Number Identifier (R1-TF 1)	Equipment  Personnel Transportation	A Regional US&R Task Force is comprised of 29 persons specially trained and equipped for US&R Operations. Personnel from either the Region or Operational Area staff the Regional US&R Task Force.			
State/National US&R Task Force	State ID Task Force Number Identifier (CA-TF 5)	Equipment  Personnel Transportation	A State/National US&R Task Force is comprised of 70 persons specially trained and equipped for large or complex US&R Operations. The multi-disciplinary organization provides seven functional elements that include Command, Search, Rescue, Haz-Mat, Medical, Logistics and Plans. These Task Forces are self sufficient for 72 hours.			

\*Requests should include vehicle capabilities when necessary (i.e., four wheel drive, off-road truck, etc.)

\*\*The agency/department sending the US&R Crew will identify the Supervisor.

**URBAN SEARCH AND RESCUE STRIKE TEAM TYPES AND MINIMUM STANDARDS**

	Strike Team Types	Number/Type	Minimum Task Capabilities	Strike Team Leader	Per Single Resource	Total Personnel
Kind  U S & R  C O M P A N Y	AR	2 – Type 1 (Heavy)	Vehicle(s) equipped for Heavy Floor Construction, Pre-Cast Concrete Construction, Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue	1	6	13
	BR	2- Type 2 (Medium)	Vehicle(s) equipped for Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space (no permit required), and trench and excavation rescue	1	6	13
	CR	5 – Type 3 (Light)	Vehicle(s) equipped for Light Frame Construction and low angle rope rescue	1	3	16
	DR	5 – Type 4 (Basic)	Vehicle(s) equipped for surface rescue and non-structural entrapment in non-collapsed structure	1	3	16
Kind  U S & R  C R E W	GR	2 – Type 1 (Heavy)	Trained for Heavy Floor Construction, Pre-Cast Concrete Construction, Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue	1	6	13
	HR	2 – Type 2 (Medium)	Trained for Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space (no permit required) and trench and excavation rescue	1	6	13
	IR	5 – Type 3 (Light)	Trained for Light Frame Construction and low angle rope rescue	1	3	16
	JR	5 – Type 4 (Basic)	Trained for surface rescue and non-structural entrapment in non-collapsed structures	1	3	16

R = Urban Search and Rescue Resource

## US&R SEARCH TEAM TYPES

Search element qualifications and equipment are equivalent on all Canine Types. The differentiating factor is based on the training and certification levels of the canine component. Canine Search Teams will have met all of the capabilities of the preceding types.						
RESOURCE	RADIO	COMPONENT	TYPES			
			1	2	3	4
US&R Canine Search Team	Canine Search Team Number identifier <i>(Canine Search Team 1)</i>	Personnel (2) Canine (2) Search Team Manager (1)	<ul style="list-style-type: none"> <li>• Detections in largest search areas</li> <li>• Detection ability amidst numerous distractions</li> </ul>	<ul style="list-style-type: none"> <li>• Detection in limited sized areas</li> <li>• All general construction categories</li> <li>• Extensive obstacle agility</li> </ul>	<ul style="list-style-type: none"> <li>• Light Frame Construction</li> <li>• Confined areas</li> </ul>	<ul style="list-style-type: none"> <li>• Surface Rescue</li> <li>• Non-structural entrapment in non-collapsed structures</li> <li>• Obstacle agility</li> </ul>
US&R Technical Search Team	Technical Search Team Number identifier <i>(Tech Search Team 1)</i>	Personnel (2)	<ul style="list-style-type: none"> <li>• Audible and optical search equipment to conduct technical search</li> </ul>			

**TECHNICAL SEARCH TEAM**

Kind	Type	Technical Search Strike Team Capability	Strike Team Leader	Technical Search Team	Total Personnel
AT	1	Detection of victims entombed in collapsed or failed structures and environmental mishap with Technical Search equipment	1	2	3

**SEARCH TASK FORCE**

Resource	Radio Designation	Components	Capabilities	Total Personnel
Search Task Force	Search Task Force	1 – Search Team Manager 1 – Technical Search Team 1 – Canine Search Team	Detection of victims entombed in collapsed or failed structures and environmental mishap with canines and Technical Search equipment.	5

**URBAN SEARCH AND RESCUE CANINE SEARCH TEAMS**

Search element qualifications and equipment are equivalent on all Canine Types. The differentiating factor is based on the training and certification levels of the canine component. Canine Search Teams will have met all of the capabilities of the preceding types.				
Resource	Type 1	Type 2	Type 3	Type 4
US&R Canine	<ul style="list-style-type: none"> <li>• Detections in largest search areas</li> <li>• Detection ability amidst numerous distractions</li> </ul>	<ul style="list-style-type: none"> <li>• Detection in limited sized areas</li> <li>• All general construction categories</li> <li>• Extensive obstacle agility</li> </ul>	<ul style="list-style-type: none"> <li>• Light Frame Construction</li> <li>• Confined areas</li> </ul>	<ul style="list-style-type: none"> <li>• Surface rescues</li> <li>• Non-structural entrapment in non-collapsed structures</li> <li>• Obstacle agility</li> </ul>

**OES LAW ENFORCEMENT CANINE RECOVERY TEAMS**

Search element qualifications and equipment are equivalent on all Canine Types. The differentiating factor is based on the training and certification levels of the canine component. Canine Search Teams will have met all of the capabilities of the preceding types.			
Resource	Type 1 Cadaver Basic	Type 2 Live or Deceased	Type 3 Water
Law Enforcement Canine	<ul style="list-style-type: none"> <li>• Body above ground</li> <li>• Sub-surface disarticulated</li> <li>• Hanging</li> <li>• Simple structure</li> </ul>	<ul style="list-style-type: none"> <li>• Body above ground</li> <li>• Hanging</li> <li>• Live person, must be area certified</li> <li>• Status of subject unknown</li> </ul>	<ul style="list-style-type: none"> <li>• Submerged</li> <li>• Floating</li> <li>• Shoreline</li> </ul>

**HEAVY EQUIPMENT RESOURCE TYPING**

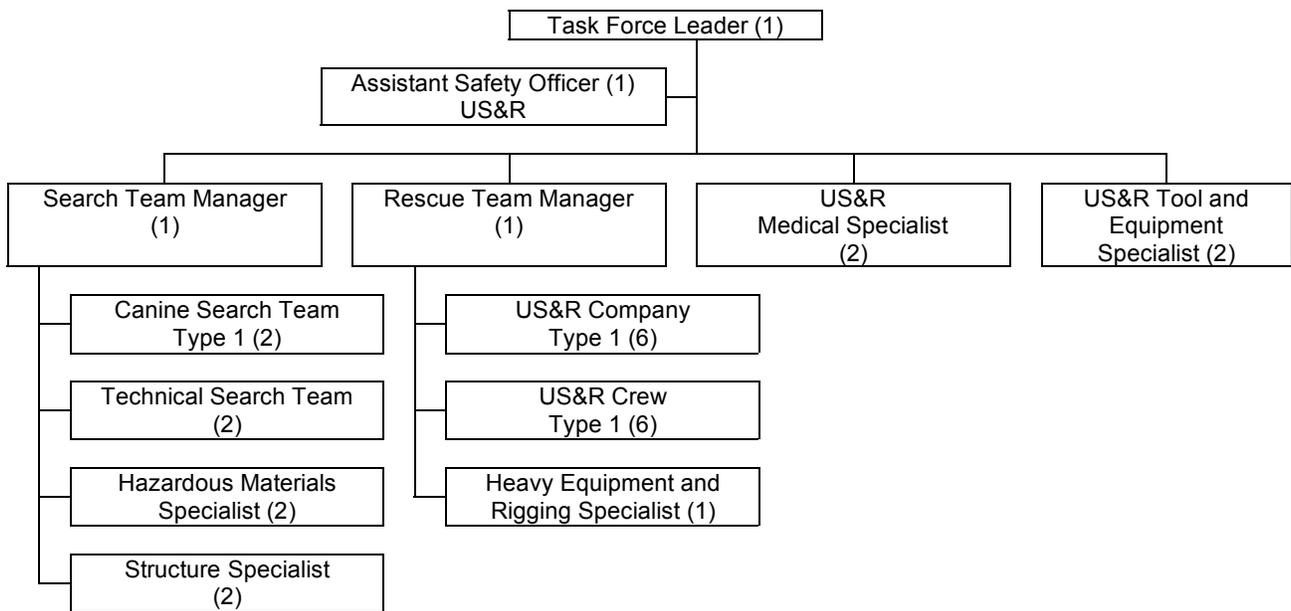
RESOURCE	COMPONENT	TYPE			
		Type 1	Type 2	Type 3	Type 4
Hydraulic Truck Crane	Rating (Tons) Radius (Feet)	100 ton+ Up to 275 feet	50-100 ton Up to 200 feet	Up to 50 ton Up to 150 feet	
Hydraulic Rough Terrain Crane	Rating (Tons) Radius (Feet)	Up to 50 ton Up to 100 feet			
Conventional Truck Crane	Rating (Tons) Radius (Feet)	150 ton+ Up to 300 feet	75-150 ton Up to 250 feet	Up to 75 ton Up to 150 feet	
Conventional Crawler Crane	Rating (Tons) Radius (Feet)	350 ton+ Up to 350+ feet	100-350 ton Up to 275 feet	Up to 100 ton Up to 160 feet	
Excavator Crawler	Rating (Lbs.) Reach	80k lbs.+ Up to 70 feet	40-80k lbs. Up to 50 feet	Up to 40k lbs. Up to 40 feet	Mini
Loader Rubber Tire	Rating (Cubic Yards)	5 cubic yards	3-5 cubic yards	1-3 cubic yards	Backhoe Skid Steer Mini
Forklift Conventional	Rating (Tons)	25 ton+	10-25 ton	5-10 ton	
Forklift All-Terrain Extendable	Rating (Lbs.)	3-6 tons (6-12k lbs.)			

### REGIONAL US&R TASK FORCE

The Regional US&R Task Force Level is comprised of 29 people specially trained and equipped for large or complex US&R Operations. The multi-disciplinary organization provides five functional elements that include Supervision, Search, Rescue, Medical, and Tool/Equipment Support. The Regional US&R Task Force is totally self-sufficient for the first 24 hours. Transportation is provided by the sponsoring agency and logistical support will normally be provided by the requesting agency.

A Task Force Leader supervises the Regional US&R Task Force. An Assistant Safety Officer is attached to the Task Force, and upon arrival at the incident, will be supervised by the incident's Safety Officer. The Assistant Safety Officer will work directly with the Task Force Leader and will be assigned to the Task Force's area of operation. The US&R Task Force Search element includes Canine and Technical Search capabilities. The Task Force Rescue element includes a Type 1 US&R Company (personnel and equipment), a Type 1 US&R Crew (personnel), and a Heavy Equipment and Rigging Specialist. This element can conduct rescue operations in all types of structures. The Task Force Medical element is responsible for the care and treatment of injured Task Force members or victims if such care must occur in the hazard area. The Medical element will work within the Incident Medical Unit or directly assigned to the Regional Task Force as appropriate. The tools and equipment support element works within the Task Force for tool and equipment repair and maintenance, and will coordinate with the Incident Logistics Section for acquisition of tools and equipment from off-incident locations.

REGIONAL US&R TASK FORCE ORGANIZATION CHART



29 POSITIONS  
12-HOUR OPERATIONAL CAPABILITY

## STATE/NATIONAL US&R TASK FORCE

The Federal Government, through the Federal Emergency Management Agency (FEMA), under the Department of Homeland Security (DHS), has established several State/National Urban Search and Rescue (US&R) Task Forces throughout the nation. All US&R Task Force activities are coordinated through the State Office of Emergency Services (OES) who serves as the primary point of contact for FEMA/DHS. A US&R Task Force is also a State resource that can be acquired without a request for Federal assistance. All requests for a US&R Task Force must go through normal Mutual Aid request procedures. A full, 70-person, Type I, National US&R Task Force is able to deploy within six hours of activation.

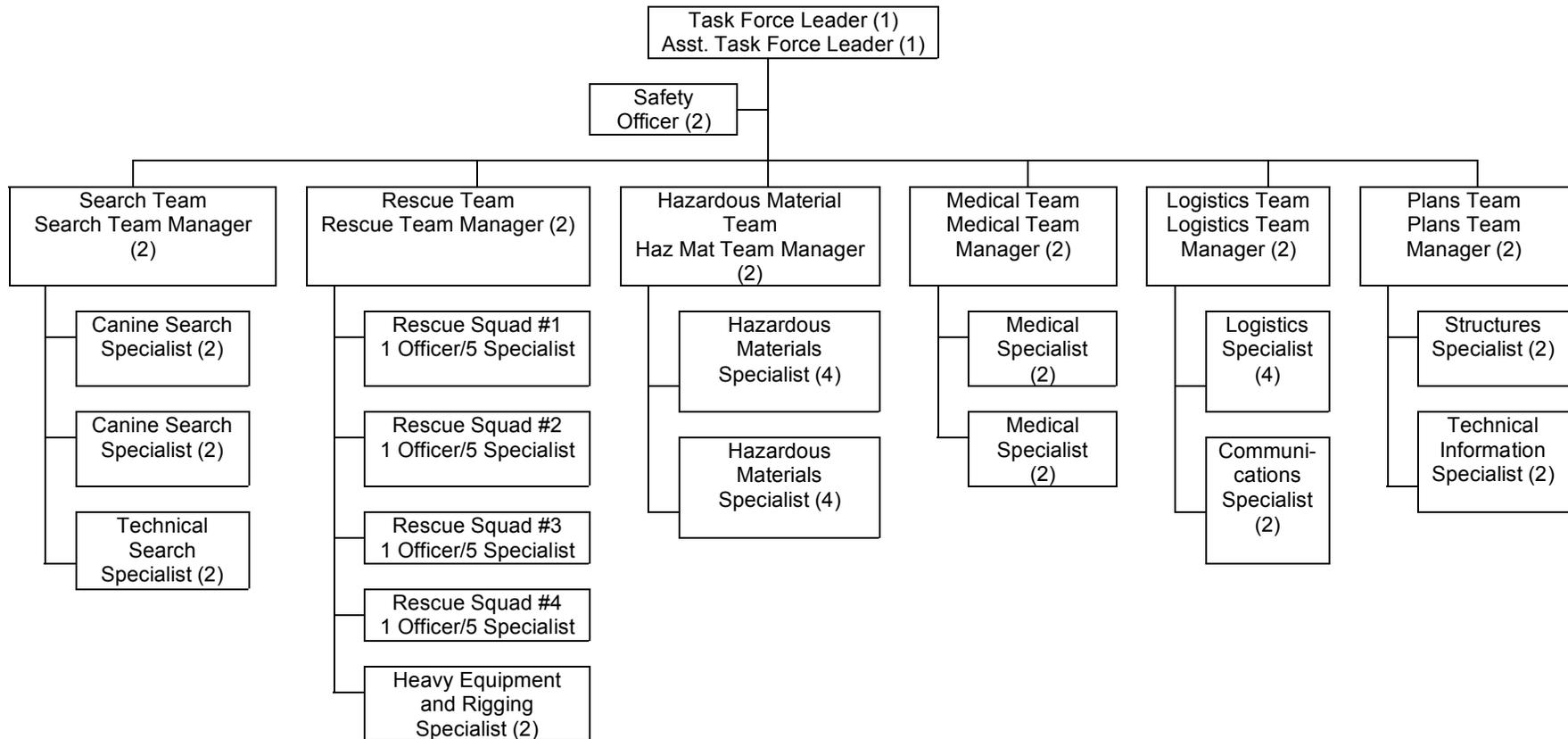
Each State/National US&R Task Force is comprised of 70 persons specifically trained and equipped for large or complex US&R Operations. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz Mat, Medical, Logistics and Planning. The State/National US&R Task Force can provide round-the-clock US&R Operations (two 12-hour shifts). The US&R Task Force is totally self-sufficient for the first 72 hours and has a full equipment cache to support its operation. Either State or Federal resources provide transportation and logistical support.

A Task Force Leader supervises the State/National US&R Task Force. The US&R Task Force Search element includes physical, canine and electronic capabilities. The Rescue element can conduct rescue operations in all types of structures. The Haz Mat element is primarily responsible for the detection and decontamination of Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) substances for Task Force members and entrapped victims. The Medical element is primarily responsible for the care and treatment of Task Force members and entrapped victims during extrication. The Logistics element provides the Task Force with logistical support and communications. The Planning element provides personnel competent in structural integrity assessments and documentation of Task Force activities.

The State/National US&R Task Force is designed to be used as a Single Resource, but is modularized into functional elements that can be independently requested and utilized. However, once mobilized as a State/National US&R Task Force, the elements shall remain under the supervision of the US&R Task Force Leader.

A Federal US&R Incident Support Team (IST) coordinates the arrival of a State/National US&R Task Force. The IST is capable of providing overhead management and logistical support to the US&R Task Force while on deployment if an ICS organization is not in place. If an ICS organization is in place, the IST will integrate into that organization. State/National US&R Task Forces will work within the local incident command organization.

**STATE/NATIONAL US&R TASK FORCE ORGANIZATION CHART**



**70 Positions**  
**24-Hour Operational Capability**  
**Self Sufficient for 72 Hours**

## **STRUCTURE/HAZARDS MARKING SYSTEM**

At incidents involving several structures or large areas of damage, the identity and location of individual structures is crucial. The use of existing street names and addresses should always be considered first. If due to damage this is not possible, use the existing hundred block and place all even numbers on one side of the street and all odd numbers on the other side. Mark the new numbers on the front of the structure with orange spray paint. If due to damage the name of the street is not identifiable start with the letter "A" using the phonetic alphabet "Alpha", "Bravo", Charlie, etc.

Structure hazards identified during initial size-up activities and throughout the incident should be noted. This Structure/Hazards Mark should be made on the outside of all normal entry points. Orange spray paint seems to be the most easily seen color on most backgrounds and line marking or downward spray cans apply the best paint marks. Lumber chalk or lumber crayons should be used to mark additional information inside the search mark itself because they are easier to write with than spray paint.

A large square box (approximately two feet) is outlined at any entrance accessible for entry into any compromised structure. Use orange paint for this marking. Specific markings will be clearly made adjacent to the box to indicate the condition of the structure and any hazards found at the time of this assessment. Normally the square box marking would be made immediately adjacent to the entry point identified as safe. An arrow will be placed next to the box indicating the direction of the safe entrance if the Structure/Hazards marking must be made somewhat remote from the safe entrance.

### STRUCTURE/HAZARDS MARKINGS

Make a large (2' x 2') square box with orange spray paint on the outside of the main entrance to the structure. Put the date, time, hazardous material conditions and team or company identifier outside the box on the right-hand side. This information can be made with a lumber-marking device.



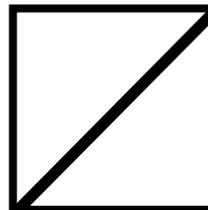
**9/12/93  
1310 hrs.  
HM – nat.  
gas  
SMA – E-1**

Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.



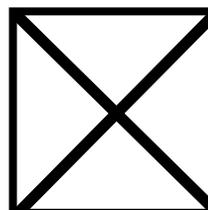
**9/12/93  
1310 hrs.  
HM – none  
SMA – E-1**

Structure is significantly damaged. Some areas are relatively safe, but other areas may need shoring, bracing, or removal of falling and collapse hazards.



**9/12/93  
1310 hrs.  
HM – nat. gas  
SMA – E-1**

Structure is not safe for search or rescue operations. May be subject to sudden additional collapse. Remote search operations may proceed at significant risk. If rescue operations are undertaken, safe haven areas and rapid evacuation routes should be created.



**9/12/93  
1310 hrs.  
HM – nat. gas  
SMA – E-1**

Arrow located next to a marking box indicates the direction to a safe entrance into the structure, should the marking box need to be made remote from the indicated entrance.



## SEARCH MARKING SYSTEM

Search Markings must be easy to make, easy to read and easy to understand. To be easily seen the search mark must be large and of a contrasting color to the background surface. Orange spray paint seems to be the most easily seen color on most backgrounds and line marking or downward spray cans apply the best paint marks. A lumber marking device may be used to write additional information inside the search mark itself when it would be difficult to write the additional information with spray paint.

A large distinct marking will be made outside the main entrance of each building, structure or area to be searched. This "Main Entrance" search marking will be completed in two steps. First, a large, single slash (approximately two feet) shall be made starting at the upper left moving to the lower right near the main entrance at the start of the search. The Search Team identifier and time that the structure was entered shall be marked to the left of the mid-point of the slash and the date shall be marked near the top of the slash on the opposite side.

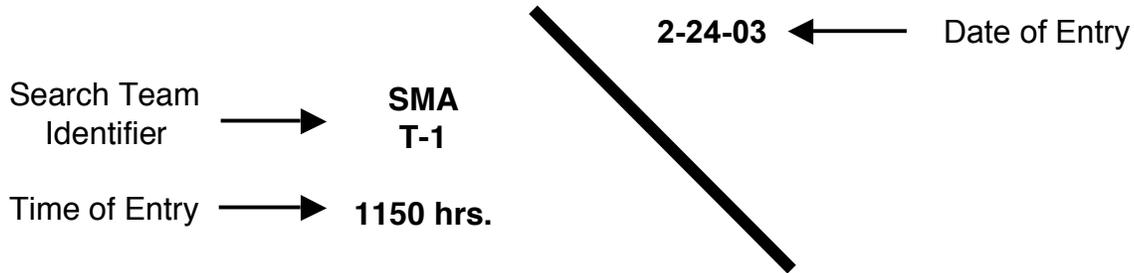
When the search of the entire structure is complete and the Search Team exits the building, a second large slash shall be made in the opposite direction forming an "X" on the Main Entrance search marking. Additional information summarizing the entire search of the structure will be placed in three quadrants of the "X". The left quadrant will already contain the Search Team identifier and time when the Search Team first entered the structure. In the top quadrant enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. The right quadrant is for any significant hazards located inside the structure. The bottom quadrant is for the number of live "V" or dead "∇" victims still inside the structure. Use a small "X" in the bottom quadrant if no victims are inside the structure.

If the search of the entire structure is incomplete, make a circle (approximately 1' diameter) in the middle of the single slash. The left side will already contain the Search Team identifier and time when the Search Team first entered the structure. At the top end of the slash enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. On the right side, mid-point of the slash, is for any significant hazards located inside the structure. The bottom end of the slash is for the number of live "V" or dead "∇" victims still inside the structure. Use a small "X" at the bottom if no victims are inside the structure.

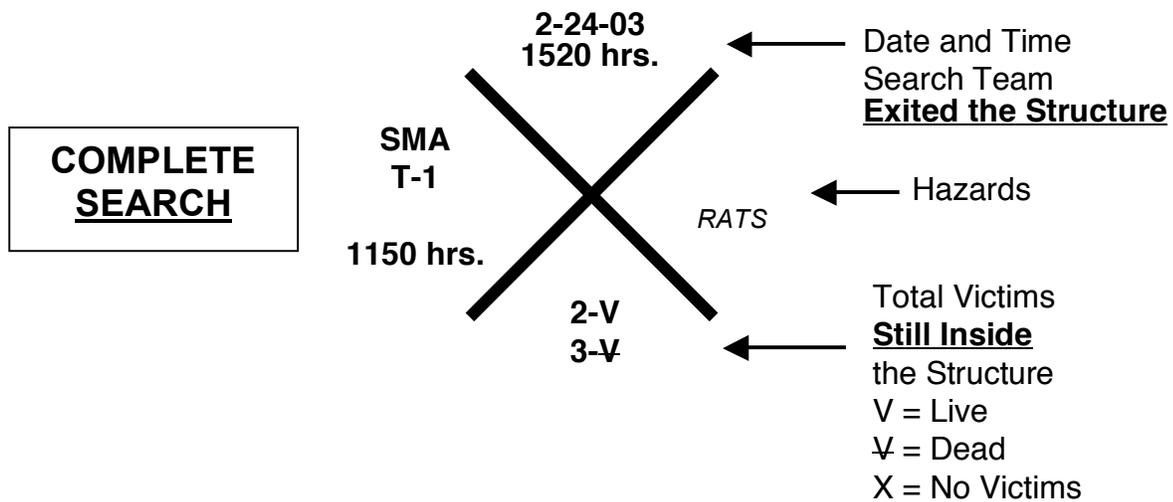
During the search function, while inside the structure, a large single slash shall be made upon entry of each room, area or floor. After the search of the room or area has been completed, a second large slash shall be drawn in the opposite direction forming an "X". The only additional information placed in any of the "X" quadrants while inside the structure shall be that pertaining to any significant hazards and the number of live "V" or dead "∇" victims, as indicated by "V" for live and "∇" for dead.

# SEARCH MARKINGS

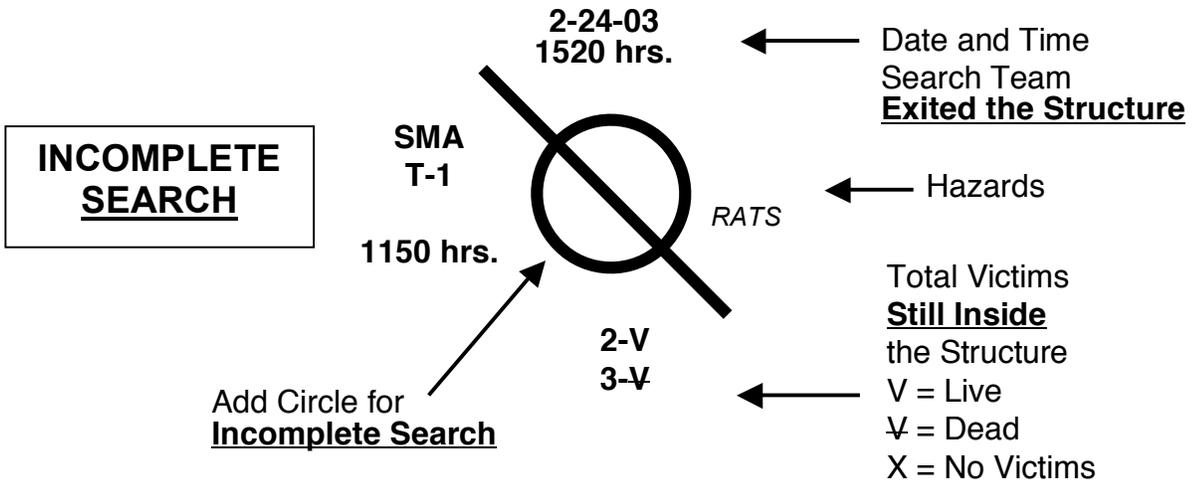
## Main Entrance Search Marking- WHEN YOU ENTER



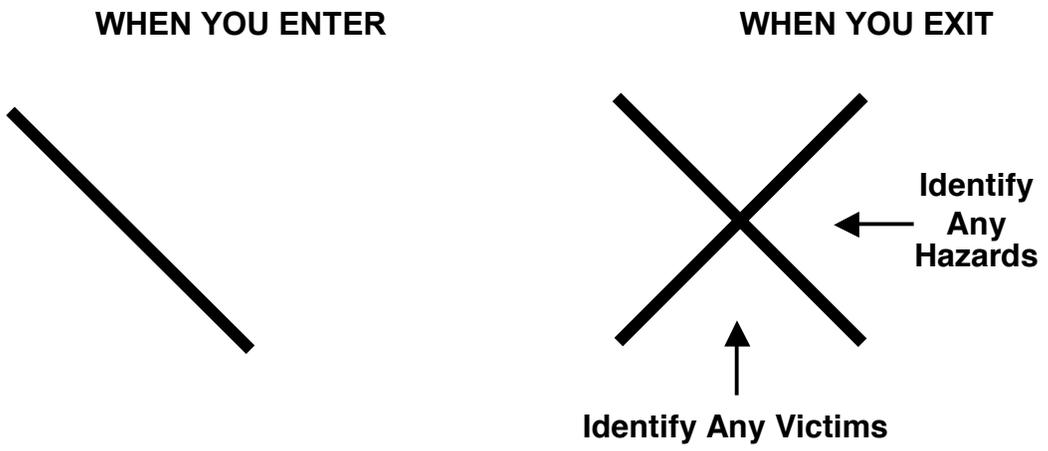
## Main Entrance Search Marking- WHEN YOU EXIT



### Main Entrance Search Marking- WHEN YOU EXIT

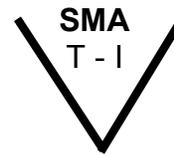


### Interior Search Markings- Each Room, AREA OR FLOOR

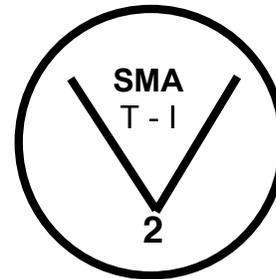


## VICTIM MARKING SYSTEM

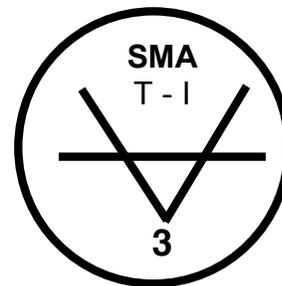
Make a large (2' x 2') "V" with orange spray paint near the location of a **potential** victim. Mark the name of the Search Team or Crew identifier in the top part of the "V" with paint or a lumber marker type device.



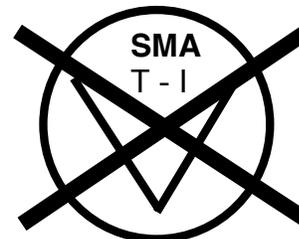
Paint a circle around the "V" when a potential victim is **confirmed** to be **alive** either visually, vocally, or hearing specific sounds that would indicate a high probability of a live victim. If more than one confirmed live victim, mark the total number of victims under the "V".



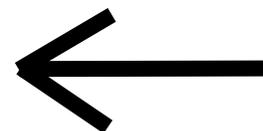
Paint a horizontal line through the middle of the "V" when a **confirmed** victim is determined to be **deceased**. If more than one confirmed deceased victim, mark the total number of victims under the "V". Use both the live and deceased victim-marking symbols when a combination of live and deceased victims is determined to be in the same location.



Paint an "X" through the confirmed victim symbol after **all** victim(s) have been removed from the specific location identified by the marking.



An arrow may need to be painted next to the "V" pointing towards the victim when the victim's location is not immediately near where the "V" is painted.



## EMERGENCY SIGNALING SYSTEM

Because of the high potential of secondary collapse, dangerous conditions, and the need to communicate other important information, an emergency signaling system should be adopted and in use by all personnel at the incident site. Emergency signals must be a loud and identifiable and sounded when conditions require immediate attention. Emergency signals can be made using devices such as a whistle, air horn, vehicle horn or bell. Each structure or larger area of operations may need to have its own distinct emergency signal device when multiple rescue operations are taking place in the same area to reduce confusion.

Supervisors should identify and inform assigned personnel of a designated place of assembly and/or safe zone for a Personal Accountability Report (PAR) to be conducted should an evacuation signal be sounded. A place of assembly is usually a safe location outside the evacuation area. A safe zone is usually a safe location within a building or disaster site that can be entered within the evacuation area. When an evacuation signal is sounded, all supervisors must conduct a roll call of their assigned personnel and communicate the results of the PAR to their supervisor.

### **Evacuate the area**

**Short signals repeated for 10 seconds, pause for 10 seconds, and repeat for 3 repetitions. Total signal time – 50 seconds.**

### **Cease Operations/All quiet**

**One long signal (8 to 10 seconds).**

### **Resume Operations**

**One long and one short signal.**

**CHAPTER 17**

**TERRORISM/WEAPONS OF MASS DESTRUCTION (WMD)**

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## INTRODUCTION

Terrorist attacks have created new hazards and responsibilities for the First Responder, whose mission generally includes the protection of life, environment, and property. As first responders continue to be called to emergency incidents (e.g., explosions, hazardous materials (Hazmat) spills, medical responses, fires, etc.), they must now recognize that every incident has the potential of being the result of a terrorist attack. Therefore, first responders must approach each incident aware of the terrorism potential and look for signs that may indicate a terrorist attack in order to take appropriate defensive measures. In general, terrorist attacks will usually present as either hazardous materials and/or USAR (Urban Search and Rescue) events, with a likely multi-casualty result. However, establishing whether an incident is terrorist induced may take authorities hours or even days after the initial danger has passed. Therefore, first responders should refer to their First Responder - Operations (FRO) training for initial actions at such incidents.

Terrorist events manifest from a variety of weaponry: chemical, biological, radiological, nuclear, and explosive (CBRNE). The probability of terrorists using these various devices varies according to their accessibility, transportability and ease of use. Further, it is possible that terrorists could and would use a combination of weapons of mass destruction (WMD) at the same incident. The most common devices used by terrorists are explosives. The most difficult and least likely device that would be used by terrorists is a nuclear device. The least expensive device is one that is chemical or biological in origin.

Recognition clues, warning signs and indicators:

- a. Recognition clues may be found in the types of occupancies with a potential risk for a terrorist attack. They may include, but are not limited to:
  1. Government buildings
  2. Mass transit facilities
  3. Public assembly (i.e., sports and entertainment centers)
  4. Places of historic or symbolic value
  5. Religious centers
  6. Family planning centers
  7. Laboratories and testing facilities
- b. Warning signs may include, but are not limited to:
  1. Medical incidents of a suspicious nature that produce multiple victims in a non-trauma setting
  2. Explosions in high-risk occupancies
  3. Hazardous materials releases
- c. Indicators of possible chemical weapons (CW) usage:
  1. Unusual incidents of dead or dying animals with a lack of insects, or insects on the ground

2. Unexplained casualties:
    - Multiple victims
    - Serious illnesses
    - Nausea, disorientation, difficulty breathing, convulsions
    - Definite casualty patterns
  3. Unusual liquids, sprays, or vapor:
    - Droplets or oily film
    - Unexplained odors
    - Low-lying clouds or fog unrelated to weather
  4. Suspicious devices/packages:
    - Unusual metal debris
    - Abandoned spray devices
    - Unexplained munitions
- d. Indicators of possible biological weapons (BW) usage:
1. Unusual incidents of sick, dead, or dying animals
  2. Unusual casualties:
    - Unusual illness for region or area
    - Definite pattern inconsistent with natural disease
  3. Unusual liquids, sprays, or powders
  4. Unusual swarms of insects
- e. Indicators of suspected radiological or nuclear incident:
1. Simple Radiological Device (SRD), which is a deliberate act of spreading radioactive material without the use of an explosive device (i.e., placement of a radioactive isotopes or radioactive particles on surfaces, air ducts, food, etc).
  2. Radiological Dispersal Device (RDD) or “dirty bomb”, which is a combined explosive device with radiological material within. The result is that victims experience an explosion of various magnitudes and are unknowingly contaminated with the resultant radiological material.
  3. Improvised Nuclear Device (IND), which is any device designed to cause a nuclear detonation. Construction of such a device is difficult, at best. This is considered a low probability event.
  4. Nuclear reactor attacks are considered low probability events due to the high security maintained at these facilities.

## DEFINITIONS

### **Chemical Agents**

Terrorists have considered a wide range of toxic chemicals for attacks. Typical plots focus on poisoning foods or spreading the agent on surfaces to poison via skin contact, but may include broader dissemination techniques.

## Cyanides

Terrorists have considered using a number of toxic cyanide compounds.

Sodium or potassium cyanides are white-to-pale yellow salts that can be easily used to poison food or drinks. Cyanide salts can be disseminated as a contact poison when mixed with chemicals that enhance skin penetration, but may be detected since most people will notice if they touch wet or greasy surfaces contaminated with the mixture.

Hydrogen cyanide (HCN) and cyanogen chloride (ClCN) are colorless-to-pale yellow liquids that will turn into a gas near room temperature. HCN has a characteristic odor of bitter almonds, and ClCN has an acrid choking odor and causes burning pain in the victim's eyes. These signs may provide enough warning to enable evacuation or ventilation of the attack site before the agent reaches a lethal concentration.

- Both HCN and ClCN need to be released at a high concentration (only practical in an enclosed area) to be effective, therefore leaving the area or ventilating will significantly reduce the agent's lethality.

Exposure to cyanide may produce nausea, vomiting, palpitations, confusion, hyperventilation, anxiety, and vertigo that may progress to agitation, stupor, coma, and death. At high doses, cyanides cause immediate collapse. Medical treatments are available, but they need to be used immediately for severely exposed victims.

## Mustard Agent

Mustard is a blister agent that poses a contact and vapor hazard. Its color ranges from clear to dark brown depending on purity, and it has garlic like odor. Mustard is a viscous liquid at room temperature.

- Mustard is not commercially available, but its synthesis does not require significant expertise if a step-by-step procedure with diagrams is available.

Initial skin contact with mustard causes mild skin irritation, which develops into more severe yellow fluid-filled blisters. Inhalation of mustard damages the lungs, causes difficulty breathing, and death by suffocation in severe cases due to water in the lungs. For both skin contact and inhalation, symptoms appear within six to 24 hours. There are limited medical treatments available for victims of mustard-agent poisoning.

## Nerve Agents

Sarin, Tabun, and VX are highly toxic military agents that disrupt a victim's nervous system by blocking the transmission of nerve signals.

- These agents are not commercially available, and their synthesis requires significant chemical expertise.

Exposure to nerve agents causes pinpoint pupils, salivation, and convulsions that can lead to death. Medical treatments are available, but they need to be used immediately for severely exposed victims.

## **Toxic Industrial Chemicals**

There are wide ranges of toxic industrial chemicals that—while not as toxic as cyanide, mustard, or nerve agents—can be used in much larger quantities to compensate for their lower toxicity.

Chlorine and phosgene are industrial chemicals that are transported in multi-ton shipments by road and rail. Rupturing the container can easily disseminate these gases. The effects of chlorine and phosgene are similar to those of mustard agent.

Organophosphate pesticides such as Parathion are in the same chemical class as nerve agents. Although these pesticides are much less toxic, their effects and medical treatments are the same as for military-grade nerve agents.

## **Biological Agents**

### **Anthrax**

*Bacillus anthracis*, the bacterium that causes anthrax, is capable of causing mass casualties. Symptoms usually appear within one to six days after exposure and include fever, malaise, fatigue, and shortness of breath. The disease is usually fatal unless antibiotic treatment is started within hours of inhaling anthrax spores; however, it is not contagious.

- Anthrax can be disseminated in an aerosol or used to contaminate food and water.
- Cutaneous anthrax can be caused by skin contact with *Bacillus anthracis*. This form of the disease, which is easily treated with antibiotics, is rarely fatal.

### **Botulinum Toxin**

Botulinum toxin is produced by the bacterium *Clostridium botulinum*, which occurs naturally in the soil. Crude but viable methods to produce small quantities of this lethal toxin has been found in terrorist training manuals.

- Symptoms usually occur 24 to 36 hours after exposure, but onset of illness may take several days if the toxin is present in low doses. They include vomiting, abdominal pain, muscular weakness, and visual disturbance.
- Botulinum toxin would be effective in small-scale poisonings or aerosol attacks in enclosed spaces, such as movie theaters. The toxin molecule is likely too large to penetrate intact skin.

### **Ricin**

Ricin is a plant toxin that is 30 times more potent than the nerve agent VX by weight and is readily obtainable by extraction from common castor beans. There is no treatment for ricin poisoning after it has entered the bloodstream. Victims show symptoms within hours to days after exposure, depending on the dosage and route of administration.

- Terrorists have looked at delivering ricin in foods and as a contact poison, although we have no scientific data to indicate that ricin can penetrate intact skin.
- Ricin will remain stable in foods as long as they are not heated, and it will have few indicators because it does not have a strong taste and is off-white in color.

## **Radiological and Nuclear Devices**

### **Radiological Dispersal Devices (RDD)**

An RDD is a conventional bomb, not a yield-producing nuclear device. RDD's are designed to disperse radioactive material to cause destruction, contamination, and injury from the radiation produced by the material. An RDD can be almost any size, defined only by the amount of radioactive material and explosives.

- A passive RDD is a system in which unshielded radioactive material is dispersed or placed manually at the target.
- An explosive RDD (often called a "dirty bomb") is any system that uses the explosive force of detonation to disperse radioactive material. A simple explosive RDD consisting of a lead-shielded container (commonly called a "pig") and a kilogram of explosive attached could easily fit into a backpack.
- An atmospheric RDD is any system in which radioactive material is converted into a form that is easily transported by air currents.

Varieties of radioactive materials are commonly available and could be used in an RDD, including Cesium-137, Strontium-90, and Cobalt-60. Hospitals, universities, factories, construction companies, and laboratories are possible sources for these radioactive materials.

### **Improvised Nuclear Device (IND)**

An IND is intended to cause a yield-producing nuclear explosion. An IND could consist of diverted nuclear weapon components, a modified nuclear weapon, or indigenous-designed device.

- IND's can be categorized into two types: implosion and gun assembled. Unlike RDD's that can be made with almost any radioactive material, IND's require fissile material (highly enriched uranium or plutonium) to produce nuclear yield.

## **PERSONAL SAFETY CONSIDERATIONS**

When approaching a scene that may involve chemical, biological, or radiological materials the most critical consideration is the safety of oneself and other responders. Be cognizant that the presence and identification of hazardous agents may not be immediately verifiable, especially in the case of biological and radiological agents. The following actions/measures to be considered by first responders are applicable to either a chemical, biological, or radiological incident. The guidance is general in nature, not all encompassing, and its applicability should be evaluated on a case-by-case basis by the first responders.

**Actions to Be Considered:**

1. If outside, approach or evacuate upwind of the suspected area.
2. If outside, don available protective mask and clothing immediately. Cover all exposed skin surfaces and protect the respiratory system as much as possible. Personal Protective Equipment (PPE) up to and including self-contained breathing apparatus, and organic vapor respirators will help provide protection.
3. If inside and the incident is inside, evacuate while minimizing passage through the contaminated area, keep windows and doors not used closed.
4. If inside and the incident is outside, stay inside. Turn off air conditioning, seal windows and doors with plastic and tape.
5. If radiological material is suspected, remember to minimize exposure by minimizing time around suspected site, maximizing distance from the site, and trying to place some shielding (e.g. buildings, vehicle, land feature such as a hill, etc.) between yourself and the site.
6. Deploy CBR detection equipment, if available.
7. Report information to the appropriate authorities.

**INITIAL RESPONSE**

Incident priorities for a suspected or confirmed terrorist incident shall include:

1. Protection of life/health
2. Protection of the environment
3. Protection of the crime scene
4. Protection of property and equipment
5. Preservation of crime scene evidence

At the first indication that an incident may be of a terrorist nature, the first arriving public safety officer shall relocate to a safe location (uphill/upwind/upstream) and institute First Responder Operational (FRO) procedures. Having recognized the extraordinary circumstances of the incident, the first arriving public safety officer may depart from usual FRO procedures and establish an exclusion zone large enough to encompass the number of victims in the affected area and the amount of equipment necessary to accomplish emergency decontamination, plus an area designated as a Safe Refuge Area (SRA).

An artificial line shall be established called the Isolate and Deny Entry (IDE) line to keep unauthorized persons out and to discourage victims from leaving until a more definitive care operation is established; Multi-casualty, Mass Decontamination (MCMD) or Multi-casualty Incident (MCI). The first arriving public safety officer shall make the appropriate notifications with respect to the type of CBRNE weapon suspected or discovered at the incident. PPE appropriate for the anticipated hazards of a suspected terrorism related incident should be worn or kept readily available. This may include agency authorized respiratory protection, Mark-1 (atropine, 2-pam/cl) auto-injectors and a personal dosimeter.

The first arriving public safety officer will establish an Incident Command Post that is suitable for the large number of agencies that will respond and participate in this type of incident.

Initial Action Checklist for the First Responder:

- Size-up:      Location by address or intersection  
 Incident type: HazMat, MCI, Building Collapse, etc  
 Is the incident dynamic or static?  
 Is there fire involved?  
 How many victims: their signs and symptoms?  
 Special instructions: safe approach, Staging, PPE, etc.
- Safety:        PPE  
 Weather  
 Topography  
 Safe distances  
 Secondary devices  
 Consider all unknown substances lethal until proven otherwise

## Incident assignments (recommended):

- Establish Unified Command
- Notifications to responsible agencies (local, state and federal)
- Determine incident objectives
- Determine an Exclusion Zone
- Establish perimeter control
- Traffic/crowd control
- Emergency decontamination
- Create Safe Refuge Area
- Determine resource needs
- Logistical Support.

**UNIFIED COMMAND**

Unified Command shall be implemented at all Terrorism/WMD incidents when multiple agencies or jurisdictions with statutory or political authority and financial responsibility are involved. Unified Commanders involved in Unified Command shall be collocated. A single Command Post is the best method to ensure effective communications, coordination of resources and overall operational management of the incident.

**ICS MODULAR DEVELOPMENT**

The flexibility and modular expansion design of the Incident Command System provides a number of ways that public safety and contract resources can be arranged and managed. A series of modular development examples are included to illustrate several possible methods of expanding the incident organization based on existing emergency conditions, available resources and incident objectives.

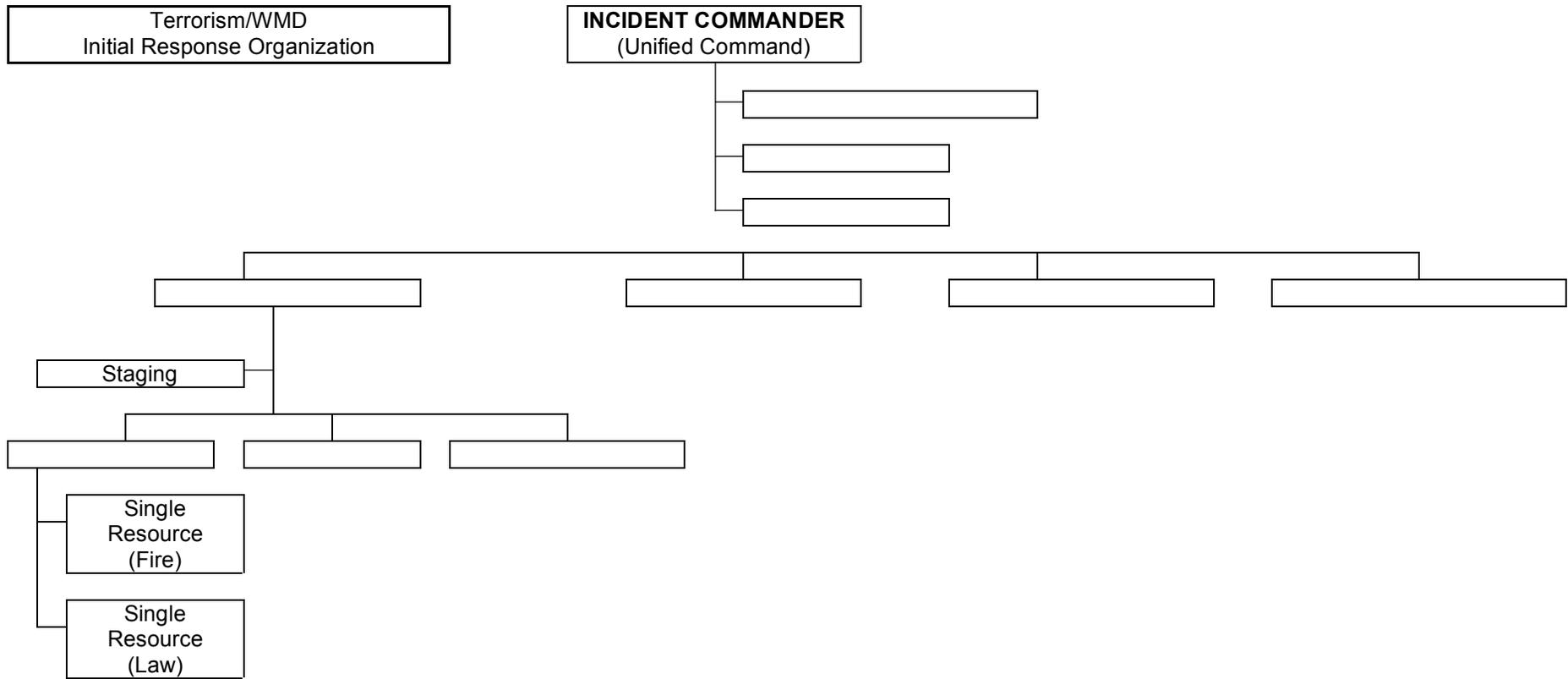
The ICS Modular Development examples shown are not meant to be restrictive, nor imply these are the only ways to build an ICS organizational structure to manage resources at a

Terrorism/WMD incident. To the contrary, the ICS Modular Development examples are provided only to show conceptually how one can arrange and manage resources at the incident that builds from an initial response to a multi-branch organization:

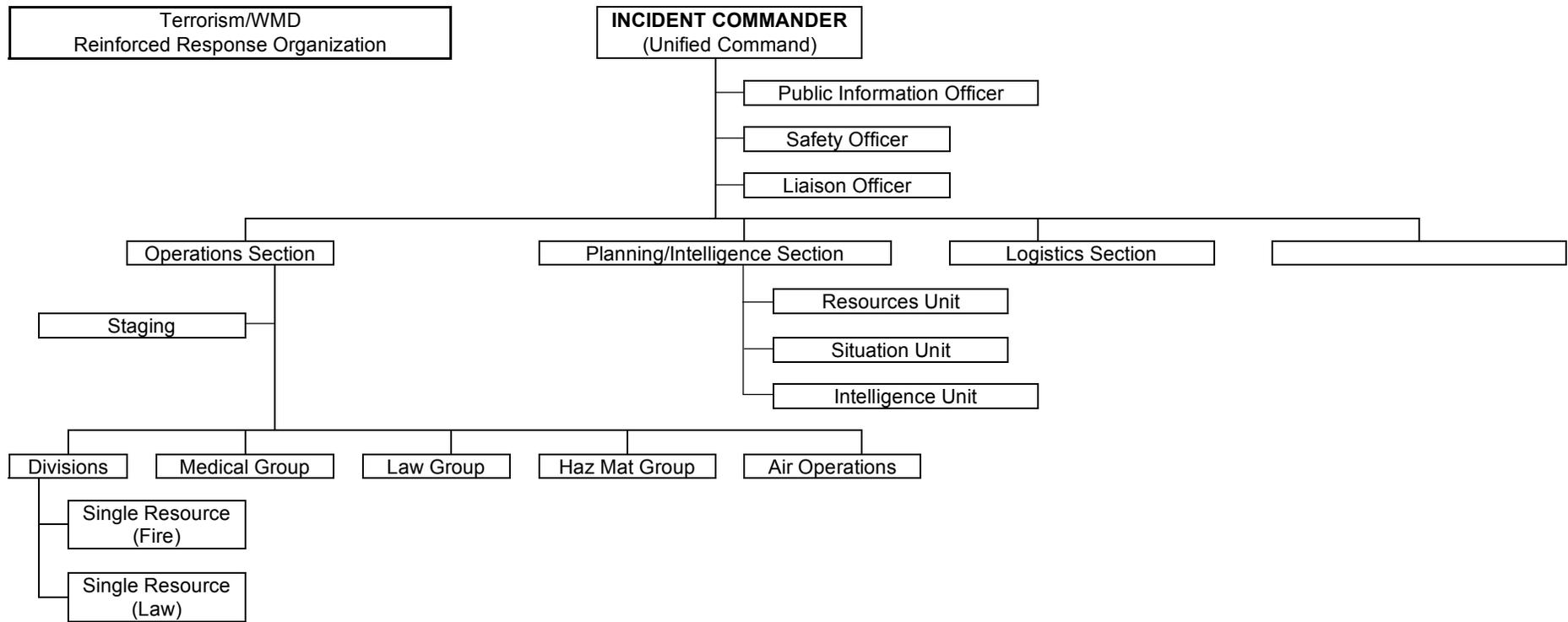
**Initial Response Organization (example):** The engine company has arrived to find an unknown and suspects that it is a hazardous device. The engine company initiates immediate actions to isolate and evacuate the area. The Company Officer has assumed Incident Command and requested the jurisdictional law enforcement agency to respond and establish Unified Command.

**Reinforced Response Organization (example):** The potential Terrorism/WMD incident has been reinforced and a Group organization has been created to assist with the management of the incident. Law Enforcement responsibilities of scene security, hazardous device disposal, and crowd and traffic control will be assessed and handled by the appropriate Units/Groups. The Planning Section Chief will accomplish initial planning and resource tracking. The Unified Command will determine the Objectives and the Federal, State and Local agency notification requirements.

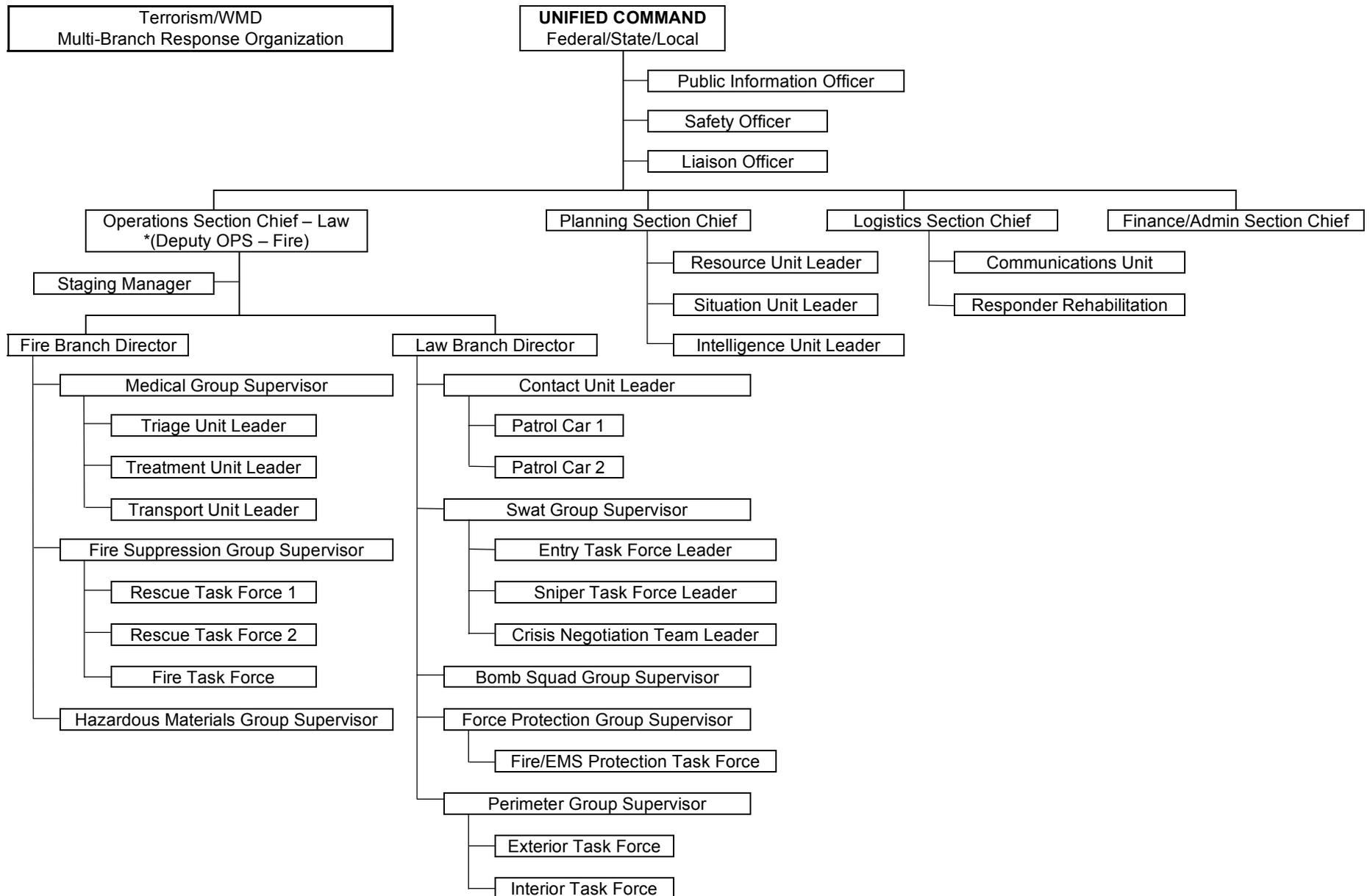
**Multi-Branch Response Organization (example):** As the incident begins to become more complex, the Unified Command decides to create a Law Enforcement Branch and potentially a Fire Branch to address the risks of the incident. Planning and Logistics Sections are partially established to support the resource needs and written action plan. The Unified Command is joined by additional responsible agencies as the incident potential grows.



Terrorism/WMD – Initial Response Organization (example): This chart depicts the initial response organization for a Terrorism/WMD incident.



Terrorism/WMD – Reinforced Response Organization (example): As additional resources arrive, the IC has activated the Operations Section along with multiple Divisions to supervise emergency responder activities. Groups may be assigned certain functions such as medical care for victims, hazardous materials handling or law enforcement activities. Air Operations will coordinate helicopters used for evacuations and reconnaissance. The Planning Section is activated to track and document resource, intelligence and situational status. The Logistics Section is assigned to provide for the service and support needs of the incident.



Terrorism/WMD – Multi Branch Response Organization (example): \*Operations Section Chief and Deputy Operations can switch positions based upon the demands and objectives of the incident.

**POSITION DESCRIPTIONS**

**INTELLIGENCE UNIT LEADER/GROUP SUPERVISOR** – Initially reports to the Incident Commander, Planning Section Chief or the Operations Section Chief. In a large or complex incident, Intelligence may report to the Law Enforcement Group Supervisor or Branch Director. Based on the needs of the incident, Intelligence may be assigned as a Unit under Planning or a Group under Operations/Branch:

- a. Coordinates with investigative Unit Leader.
- b. Collect and process situational information.
- c. Focus on identification of potential suspects.
- d. Develop and maintain a working relationship with local, state and federal law enforcement agencies.
- e. Obtain, compile and provide intelligence with Operations/Planning Section Chiefs.
- f. Review method of operation by suspect(s).
- g. Gather information of suspects and victims.
- h. Consider other additional support needs.
- i. Maintain Unit/Activity Log (ICS Form 214).

**INVESTIGATION UNIT LEADER/GROUP SUPERVISOR** – Initially reports to the Incident Commander, Planning Section Chief or the Operations Section Chief. In a large or complex incident, Investigation may report to the Law Enforcement Group Supervisor or Branch Director. Based on the needs of the incident, Investigation may be assigned as a Unit under Planning or a Group under Operations/Branch:

- a. Determine mission and projected length.
- b. Determine work location and support requirements.
- c. Coordinate with other law enforcement and emergency response agencies.
- d. Coordinate intelligence information.
- e. Report mission status with the chain of command.
- f. Maintain Unit/Activity Log (ICS Form 214).

**SECURITY UNIT LEADER/GROUP SUPERVISOR** – Initially reports to the Incident Commander, Logistics Section Chief or the Operations Section Chief. In a large or complex incident, Security may report to the Law Enforcement Group Supervisor, Branch Director or Logistics Section Chief. Based on the needs of the incident, Security may be assigned as a Unit under Logistics or a Group under Operations/Logistics or Branch:

- a. Determine the security needs of the incident.
- b. Determine the scope of the perimeter.
- c. Provide incident perimeter and property security.
- d. Provide protection for the emergency responders and civilian bystanders.
- e. Provide protection to the environment.
- f. Control the incident from a safe distance to prevent it from spreading.
- g. Facilitate the ingress and egress of emergency resources assigned to the incident.
- h. Maintain Unit/Activity Log (ICS Form 214).

**HAZARDOUS DEVICE UNIT LEADER/GROUP SUPERVISOR** – Initially reports to the Incident Commander or the Operations Section Chief. In a large or complex incident, Hazardous Device may report to the Law Enforcement Group Supervisor, Branch Director or Operations Section Chief. Based on the needs of the incident, Hazardous Device may be assigned as a Unit Leader or a Group Supervisor under Operations/Branch:

- a. Identify the types of hazardous devices at the incident.
- b. Determine the location of chemical, biological, radiological, nuclear and explosive devices and to make those devices safe.
- c. Determine and communicate the location of safe zones for responders working in the area of hazardous devices.
- d. Coordinate with Security to determine the appropriate safe perimeter including fragmentation/inhalation radius.
- e. Maintain Unit/Activity Log (ICS Form 214).

**CHAPTER 18**

**SWIFTWATER/FLOOD SEARCH AND RESCUE**

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## **SWIFTWATER/ FLOOD SEARCH AND RESCUE OPERATIONAL SYSTEM DESCRIPTION ICS US&R 120-2 AND LAW ENFORCEMENT MUTUAL AID PLAN (SAR) ANNEX**

### **INTRODUCTION**

Local and widespread swiftwater and flood emergencies often occur. Many of these incidents strain local resources creating a need for mutual aid resources. This document focuses on the development and identification of specific SF/SAR resources.

This document is intended to provide guidance and develop recommendations for California's SF/SAR resources. This includes but is not limited to:

- Organizational Development
- Resource Typing
- Training and Equipment
- Procedures and Guidelines for Incident Operations

These recommended procedures and guidelines are consistent with both the Standardized Emergency Management System (SEMS) and FIRESCOPE Incident Command System.

It is the responsibility of agencies responding to Mutual Aid, SF/SAR requests, to provide qualified personnel and equipment that meet or exceed the recommended level of skills and capabilities stipulated in this document.

The recommended training, skills and equipment lists are contained in the Law Enforcement Mutual Aid Plan (SAR) Annex, and the FIRESCOPE Document, ICS-SF-SAR 020-1.

### **INITIAL RESPONSE**

The first arriving public safety officer will direct initial swiftwater/flood search and rescue (SF/SAR) operations. This officer will assume initial command of the operation as the Incident Commander. Subsequent changes in the incident command structure will be based on the needs of the incident, with consideration of jurisdictional responsibilities, established agreements, state and local statutes and shall be accomplished by following established ICS procedures.

Additional resources, specifically trained and equipped for SF/SAR operations may be required. These SF/SAR resources may be assigned as a single resource or grouped together to form Task Forces.

Due to the unique hazards and complexity of SF/SAR incidents, the Incident Commander may require a variety of different multi-disciplinary resources to accomplish the SF/SAR mission (APPENDIX E. Additional SF/SAR Resources).

SF/SAR resources have been categorized or “typed” (APPENDIX A. Swiftwater/Flood Search and Rescue Resource Typing and APPENDIX B. Flood Evacuation Boat Typing). Typing reflects identified operational capabilities, based on specialized training, skills and equipment (ICS SF/SAR 020-1). This typing is based on team qualifications, available equipment and training, as needed for safe and efficient rescue operations for identified SF/SAR tasks.

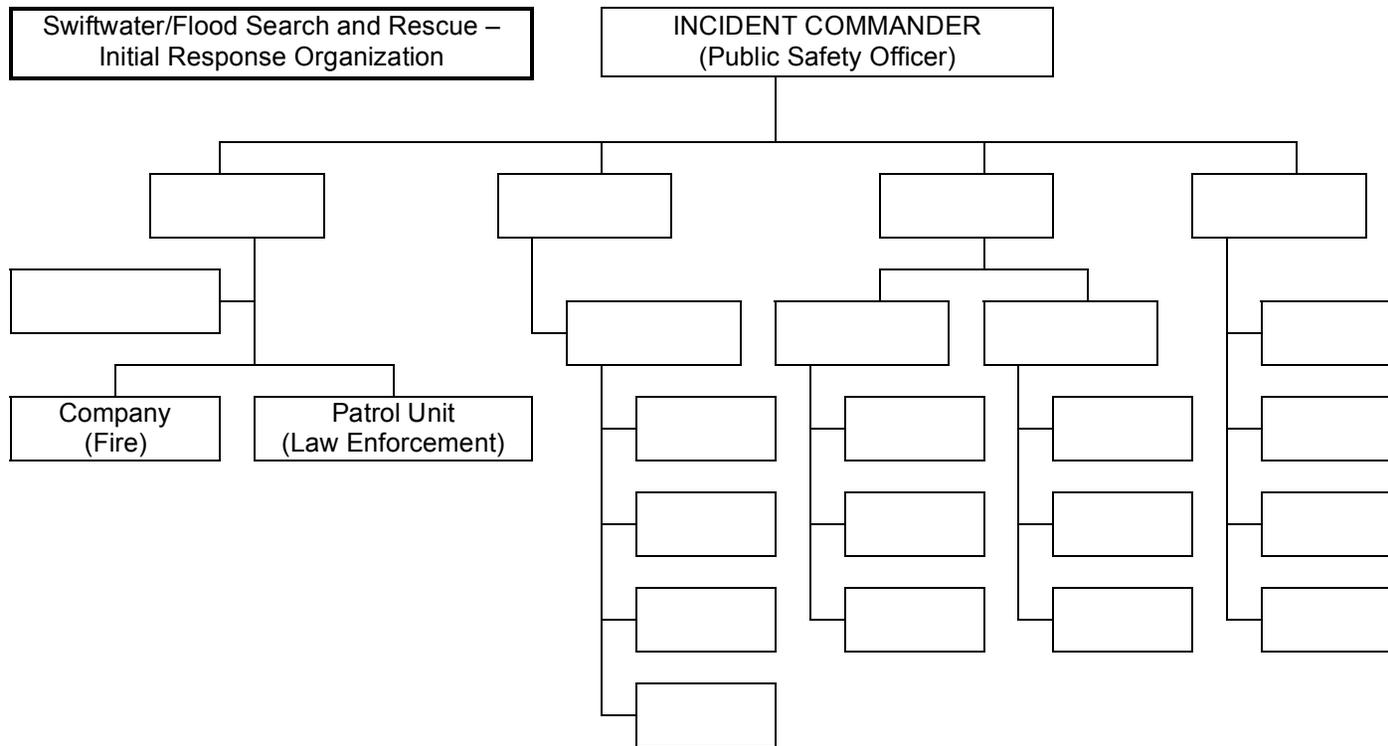
SF/SAR incidents may occur that will require rescue operations that exceed on-scene personnel capabilities. When the magnitude or type of incident exceeds that capability level, the Incident Commander will have the flexibility to conduct search and rescue operations in a safe and appropriate manner until adequate resources can be obtained or the incident is terminated.

### **UNIFIED COMMAND**

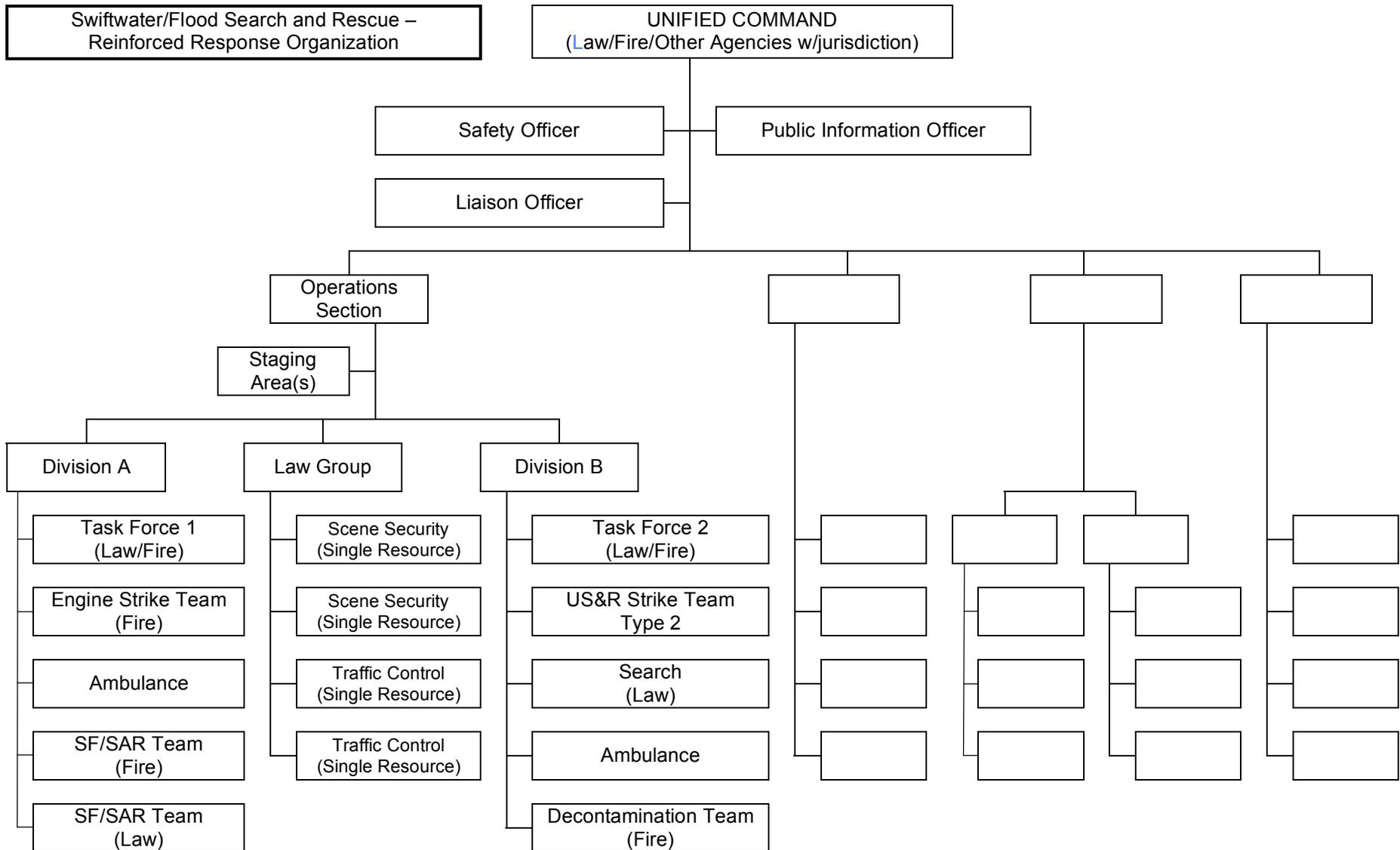
A Unified Command should be implemented at SF/SAR incidents when multiple agencies or jurisdictions with statutory or political authority and financial responsibility are involved. Unified Commanders involved in a Unified Command shall be co-located. A single Command Post is the best method to ensure effective communications, coordination of resources, and overall operational management of the incident.

### **ICS MODULAR DEVELOPMENT**

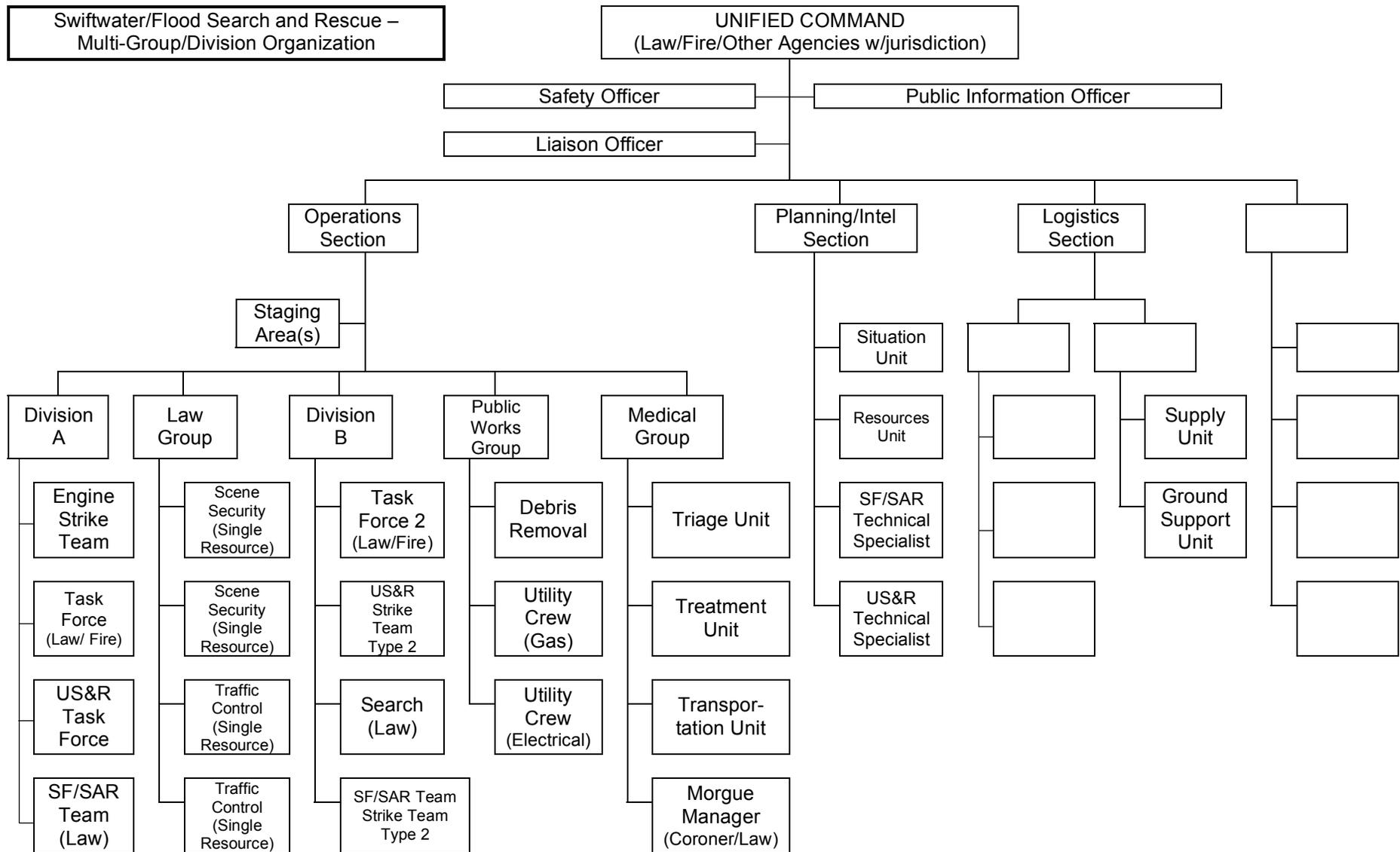
The flexibility and modular expansion design of the Incident Command System provides an almost infinite number of ways SF/SAR resources can be arranged and managed. Refer to the Law Enforcement Guide for Emergency Operations or the FIRESCOPE Field Operations Guide (ICS-420-1).



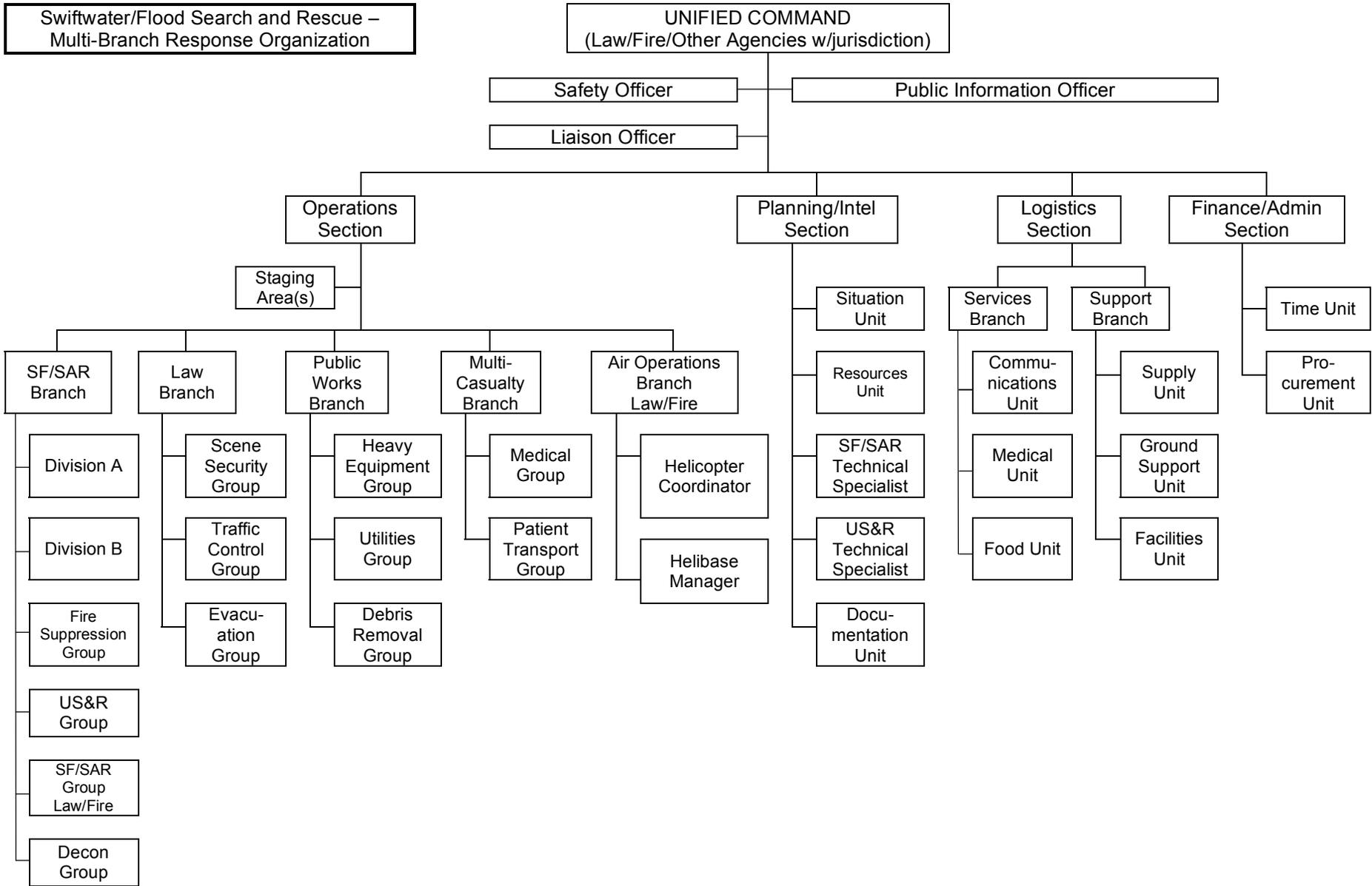
Swiftwater/Flood Search and Rescue – Initial Response Organization (example): The initial Public Safety Officer on scene will assume command of the incident as the Incident Commander. This officer will manage the initial response resources.



Swiftwater/Flood SAR Reinforced Response Organization (example): Additional Law Enforcement, local Fire Department Engine and Truck Companies, and Mutual Aid resources have arrived. The Incident Commander forms a Unified Command with the designated public safety officials on scene with a Safety Officer, Public Information Officer, and Liaison Officer designated. A Staging Area has been established for arriving resources. The incident is geographically divided into Divisions under an Operations Section. The initial Fire Department resources and/or Law Enforcement SAR Teams are formed into Task Forces. Additional Law Enforcement resources form the Law Group.



Swiftwater/Flood SAR Multi-Group/Division Organization (example): Planning/Intel and Logistics Sections have been established. Multiple Groups and Divisions have been formed to better manage the incident.



Swiftwater/Flood SAR Multi-Branch Response Organization (example): The Incident Commander has assigned Logistics and Finance/Administration Sections.

**APPENDIX A. SWIFTWATER/FLOOD SEARCH AND RESCUE RESOURCE TYPING**

	<b>Type 1</b>	<b>Type 2</b>	<b>Type 3</b>	<b>Type 4</b>
<b>Type (Capabilities)</b>	Manage search ops Power vessel ops In-water contact rescues Helicopter operational Technical rope systems HazMat Animal rescue EMS-ALS Communications Logistics Capable of 24hr ops	Manage search ops Power vessel ops In-water contact rescues Helicopter operational Technical rope systems HazMat Animal rescue EMS-BLS Capable of 24hr ops	In-water contact rescues Assist in search ops Non-power water craft HazMat Animal rescue EMS-BLS Capable of 24hr ops	Low Risk Land Based HazMat EMS-BLS Capable of 24hr ops

<b>Resource</b>	<b>Component</b>	<b>Type 1</b>	<b>Type 2</b>	<b>Type 3</b>	<b>Type 4</b>
Swiftwater/ Flood Search and Rescue Team	Equipment	Type 1 Inventory	Type 2 Inventory	Type 3 Inventory	Type 4 inventory
	Personnel	14 Member Team: 2 Managers 2 Squad leader 10 Personnel	6 Member Team: 1 Squad leader 5 Personnel	4 Member Team: 1 Squad leader 3 Personnel	3 Member Team: 1 Squad leader 2 Personnel
	Transportation	Equipment trailer Personnel transport vehicles	*	*	*

\*Requests should include vehicle capabilities when necessary (i.e., four-wheel drive).

**APPENDIX B. FLOOD EVACUATION BOAT TYPING**

Order these resources by type, quantity, hull design and power type if critical.

Type	Type 1	Type 2	Type 3	Type 4	Type 5
Minimum Victim Transport per Trip	• 5+	• 3 - 5	• 3	• 2	• 2
Special Needs and Notes	<ul style="list-style-type: none"> <li>• May need launch ramp</li> </ul> Power Boat	<ul style="list-style-type: none"> <li>• May need launch ramp</li> </ul> Power Boat	<ul style="list-style-type: none"> <li>• Hand Launch</li> </ul> Power Boat	<ul style="list-style-type: none"> <li>• Hand Launch</li> <li>• 2 Personal Water Craft (PWC)</li> </ul>	<ul style="list-style-type: none"> <li>• Hand Launch</li> <li>• No Motor</li> <li>• Rafts, skiffs, johnboat, etc.</li> </ul>

Resource	Component	Types				
		1	2	3	4	5
Flood Evacuation Boat	Equipment	FEB Inventory				
	Minimum Personnel	2	2	2	2	2
	Transportation	*	*	*	*	*

\*Requests should include vehicle capabilities when necessary (i.e., four-wheel drive).

### APPENDIX C. AIR RESOURCE TYPING

Helicopters staffed by personnel trained in search and rescue operations can be ordered through normal Mutual Aid Request procedures. Specify need such as search platform with lights and infrared detectors, hoist capability, swiftwater capability, etc.

Resource	Component	Types			
		1 (Heavy)	2 (Medium)	3 (Light)	4
Helicopter	Seats w/pilot	- 16	- 10	- 5	- 3
	Useful Load (lbs)	- 5000 lbs	- 2500 lbs	- 1200 lbs	- 600 lbs.
	Examples	- UH-60	- Bell 205, 412	- Bell 206, MD 500E, BO 105	- Bell 47  Does <u>not</u> meet mission requirements for external live load.

**HELICOPTER Capability/Mission Selection Sheet**

**Mission Equipment Selection Sheet**

\*Communications

-VHF Programmable Radios

\*Over Water Survival Equipment

-PFD's for *air* crew and passengers

Live Load \*External Load Capable - with rescue equipment

Hoist

Short Haul

Sling Load

Medical: BLS

Medical: ALS

Personnel Transportable (number of people)

Usable Time (mission duration)

Search/Observation

\*Mandatory for aircraft

ALS

BLS

Basket (i.e. Stokes type litter)

Cinch Collar

Cinch Strap

FLIR

Night Illumination (1 million candle power +)

PA

Rescue Capture Ball

Rescue Ring

Short Haul System

Sling Load Capability (in lbs.)

Hoist Load Capability (in lbs.)

See next page for Pilot and Flight Crew Capabilities

**APPENDIX D. AIR RESOURCE TYPING (PILOT AND CREW)**

***Pilot Capability***

External Load Capable

- Victim Location in Static Water
- Victim Location in Dynamic Water

- Must be a public service operator, who meets their respective agency's requirement or possesses a USFS, CDF, or OAS (Office of Aircraft Service) valid card.
- Pilot must have a minimum of swiftwater/ flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions.

***Flight Crew Capability***

External Load Capable

- Victim Location in Static Water
- Victim Location in Dynamic Water

- Flight Crew should have a minimum of swiftwater/flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions. Aircrew performing water rescue operations must complete annual helicopter water rescue training.
- Areas to include helicopter orientation and safety, hand signals and communications, water rescue device orientation and operations and any additional individual agency specific or type specific requirements.

## **APPENDIX E. ADDITIONAL SWIFTWATER/FLOOD SEARCH AND RESCUE RESOURCES**

**American Red Cross (ARC).** The American Red Cross provides disaster victims assistance such as food, clothing, shelter, and supplemental medical. The ARC provides the emergency mass care to congregate groups and also provides individual/family assistance. Upon the request of government, resources permitting, the ARC may assist with warning, rescue, or evacuations.

**Animal Rescue Team.** A specialized resource having extensive experience and appropriate equipment required to support the rescue of small domestic pets and large animals' commonly encountered in rural settings. This resource may be available through the Mutual Aid request procedures.

**California Conservation Corps (CCC).** A State agency that provides personnel for specific non-technical assignments during flood alerts or actual incidents. CCC personnel may be stationed near locations of anticipated problems, due to storm activity, high river tides, or heavy reservoir releases. This resource can be obtained through Mutual Aid request channels.

**CAL FIRE (CDF).** A State fire agency capable of supplying ICS overhead teams, air assets, fire engines, crews, bulldozers, equipment, camp kitchens, trained personnel for technical or non-technical rescue, containment operations, and storm/flood watch patrols during emergency situations. This resource is available through Mutual Aid request procedures.

**California National Guard (CNA).** A State agency capable of providing heavy vehicle (2.5 and 5 ton) transportation needs, air assets, boats, bridging equipment, sheltering operations, and other equipment and personnel. They must be ordered through the Mutual Aid request procedure.

**California Department of Fish and Game, U.S. Department of Fish and Wildlife.** State and Federal resources capable of supplying boats with trained operators that include airboats. Orders for specialized equipment must be specific when requesting from this resource through the Mutual Aid request procedure.

**Department of Water Resources Flood "Fight" Teams.** The Department of Water Resources (DWR) is responsible for coordinating local, state, and federal flood operations. DWR can offer advice to local agencies about how to establish levee patrol, floodwater, place river flood staff gauges, and how to receive flood information from their department. The department can generally assist flood fighting in any area of the state with personnel and flood fighting materials for local agencies. Requests for Flood Fight crews shall be made through the DWR.

**Heavy Equipment.** Heavy equipment such as cranes, front loaders, and dump trucks are often needed in large quantities during regional water emergencies. They are normally available through local public works departments and private contractors (a pre-signed MOU is recommended). If additional heavy equipment resources are needed, they can be ordered through Mutual Aid request procedure.

**Swiftwater/Flood Search and Rescue Technical Specialist.** A SF/SAR Technical Specialist may be requested to assist the incident management team with technical expertise in SF/SAR. The specialist is normally assigned to the Planning Section. This resource is ordered through the Mutual Aid request procedure.

**Search and Rescue Water Dogs.** Dogs specifically scent certified in water, trained to search for and find drowning victims. Search and Rescue Water Dogs are ordered through the Mutual Aid request procedures.

**Search Manager.** A person qualified and capable of managing the specific search and rescue mission.

**Salvation Army.** During an emergency, the Salvation Army may be called upon to provide food, clothing, furniture, housing, emergency communication, mobile canteen services, and spiritual ministry for disaster victims. This is generally a local resource, however, it may be requested through the Mutual Aid request procedure.

**Structural/Soils Engineers.** In most cases, responding resources will have access to local structural and soils engineers through their local agencies. Additional engineers may be ordered through the Mutual Aid request procedure.

### **Swiftwater/Flood Search and Rescue Incident Commander Checklist**

This list is intended to assist responding public safety personnel with management decisions:

- a. Review Common Responsibilities (Page 1-2).
- b. Evaluate incident needs.
- c. Initiate pre-planned response as appropriate:
  - law enforcement, fire, EMS resources
  - specialized SF/SAR resources
- d. Utilize SF/SAR personal protective equipment.
- e. Determine additional resource needs.
- f. Establish ICS (consider Unified Command).
- g. Establish Communication Plan:
  - assign tactical and command channels
  - identify interagency coordination channel(s)
- h. Establish resource tracking (personnel accountability) system.
- i. Establish search/incident boundaries:
  - identify incident hazards
  - establish operational area
  - manage entry to operational area:
    - limit risk to untrained resources
  - interview reporting party
  - determine victim(s) last known location
- j. Consider Evacuation Plan.
- k. Consider Traffic Plan/Staging Area(s).
- l. Establish down and up stream safety.
- m. Implement search and rescue operations:
  - determine rescue vs. recovery
  - evaluate low to high risk options
  - develop contingency plans
- n. Establish Medical/Multi-Casualty Plan:
  - consider decontamination of victims
- o. Establish logistics support.

**SWIFTWATER/FLOOD SEARCH AND RESCUE RECOMMENDED TRAINING,  
SKILLS AND EQUIPMENT LIST  
ICS-SF-SAR 020-1**

**SF/SAR DECONTAMINATION**

Decontamination Of Equipment And Personnel:

The following are the recommended decontamination procedures for resources assigned to SF/SAR operations. Any resources exposed to flood waters during their operations should complete the appropriate level of decontamination. Consult with qualified Hazardous Materials personnel when available.

Basic Decontamination:

**Personnel:** After completing assignments in floodwaters, hands and face should be washed with clean water and soap. All members should be required to wash hands before entering vehicles and eating areas. Hand washing is essential to reduce secondary contamination.

**Equipment:** When the team's operational assignment is completed; equipment should be rinsed with clean water. Visible contaminants, mud and light oils, should be removed with soap.

Level 1 Decontamination:

Level 1 decontamination procedures should be used in areas where there is potential for exposure to general contaminants and the water is standing or moving slowly. Examples of areas where the use of this level of decon is needed would be residential and agricultural areas where there is no evidence of large releases of hazardous materials.

**Personnel:** After completing assignment in floodwaters, hands and face should be washed with clean water and anti-microbial soap (i.e., Vionex or PhisoHex). All members should wash their hands before entering vehicles and eating areas. On completion of the day's operations, all members exposed to suspected or known contaminated water should shower and change into clean clothes.

**Equipment:** When the team's operational assignment is completed, equipment should be washed with soap and clean water. This decon should be completed as soon as possible following the operations. Dry suits should also be washed before entering vehicles for trips from one work site to another.

## Level 2 Decontamination:

Level 2 decontamination procedures should be used any time hazardous materials are identified or likely to be present. These include areas of sewage contamination as well as agricultural and chemical contamination. These areas should not be entered, if possible. Limiting the number of personnel exposed to the water should be the top priority of the Team Leader. Support for decontamination should be arranged before units are committed to the contaminated area. **Water samples should be taken for testing from areas entered by the team.** The Medical Unit should be notified if any personnel require this level of decontamination. All personnel exposed to the contaminates should have a one hour, twelve hour, and twenty-four hour medical check following their exposure.

**Personnel:** After exiting the water, even for short periods during the operational period, members should go through a scrub gross decon\* wash with soap and clean water. Remove gloves and wash hands and face with clean water and anti-microbial soap. At the end of the duty period, members should go through a gross decon scrub wash with soap and clean water before any safety gear is removed. Wash hands and face with clean water and anti-microbial soap after removing all safety gear. Shower using anti-microbial soap before leaving the scene if possible, or as soon as possible thereafter and change into clean clothes.

**Equipment:** All equipment should be sprayed with bleach solution\*\* or other agents as recommended by on-scene Hazardous Materials personnel and allowed to stand a minimum of fifteen minutes. Thoroughly rinse all treated equipment with clean water and allow to dry before storing with other equipment. Bag any equipment that cannot be dried for the return trip to the base. Wipe with bleach solution\*\* any surfaces inside vehicles that might have come in contact with wet safety equipment during the duty period. Units requiring Level 2 Decontamination should be taken out of service until all equipment has been cleaned and dried.

\*Gross Decon Wash: This is a two-stage process that is set up along a decontamination corridor. All run-off solutions are retained for proper disposal. Persons implementing the corridor should be protected by splash gear. It is recommended that qualified Hazardous Materials personnel be requested to implement this procedure.

Stage 1: Rescuer in safety gear is scrubbed with brushes using a clean water and soap solution. Any contaminated tools are left behind here for cleaning.

Stage 2: Rescuer is rinsed with clean water.

\*\* Bleach Solution: Bleach solution should be made using 30cc of Sodium Hypochlorite 5% (household bleach) for every one gallon of clean water. This will yield a 20,000 ppm solution of bleach.

**CHAPTER 19**  
**HIGH-RISE INCIDENT**

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## INTRODUCTION

The High-Rise module describes an all hazard organization designed to provide effective management and control of essential functions at incidents occurring in large, multi-story buildings. These incidents may present significant management, logistical and safety challenges to emergency personnel.

The size and complexity of the interior spaces, limited, sometimes arduous access; with extended travel and response times all contribute to the problems faced by emergency responders.

Additionally, most high-rise structures are equipped with various environmental, fire protection, and life safety systems that require support and control. Successful emergency operations in these types of buildings also require preplanning and technical competence on the part of emergency responders.

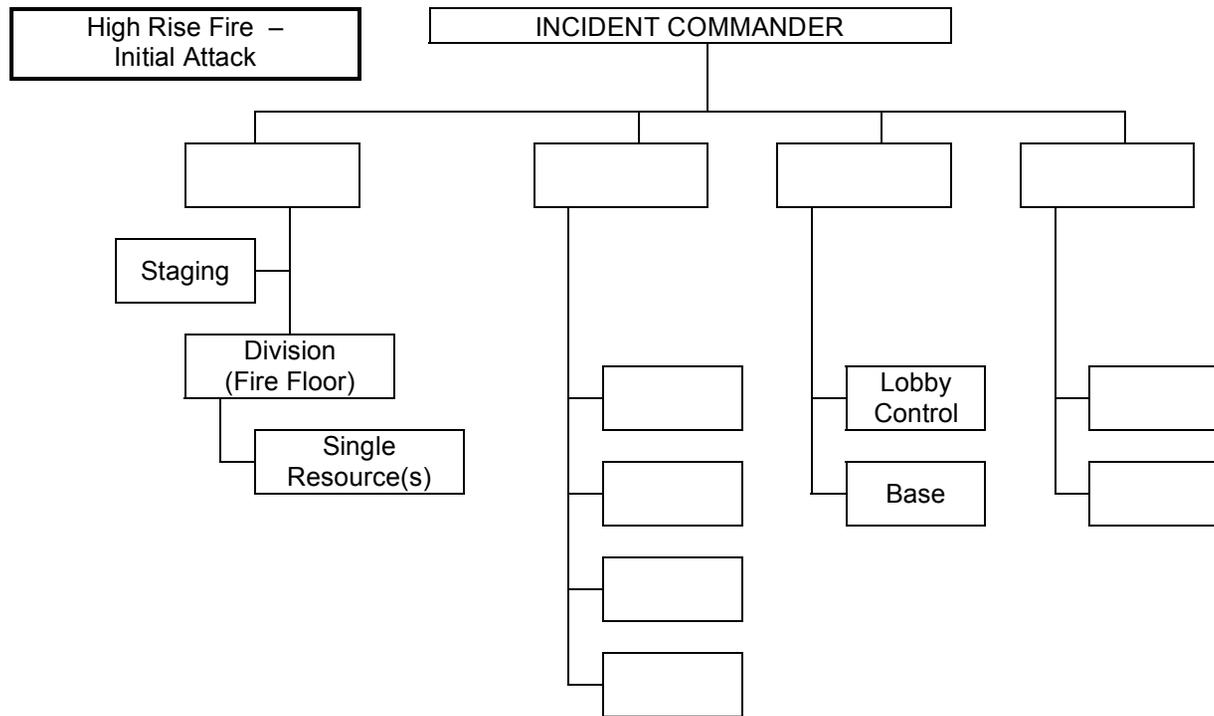
## MODULAR ORGANIZATION DEVELOPMENT

The order in which the ICS organizational structure develops may vary with the type and scope of the incident. Following are examples of modular development of the ICS that serve to illustrate typical methods of expanding the management organization at a high-rise incident. These examples reflect the size and complexity of the incident and the available resources at a given time in the incident:

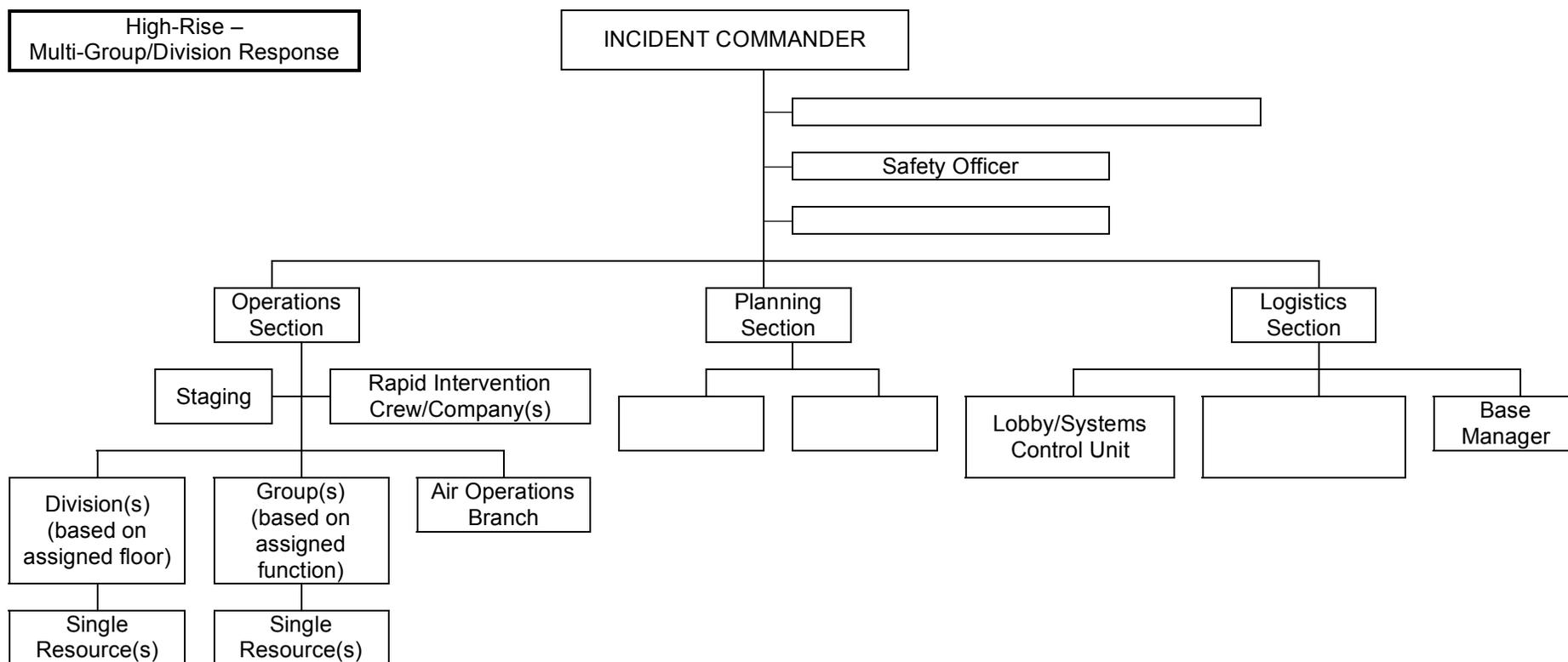
Initial Response Organization: The Incident Commander manages the initial response resources as well as all Command and General Staff responsibilities.

Multi-Group/Division Organization: The Incident Commander has established most Command and General Staff positions and has established a combination of divisions and groups to reflect the location and nature of the incident.

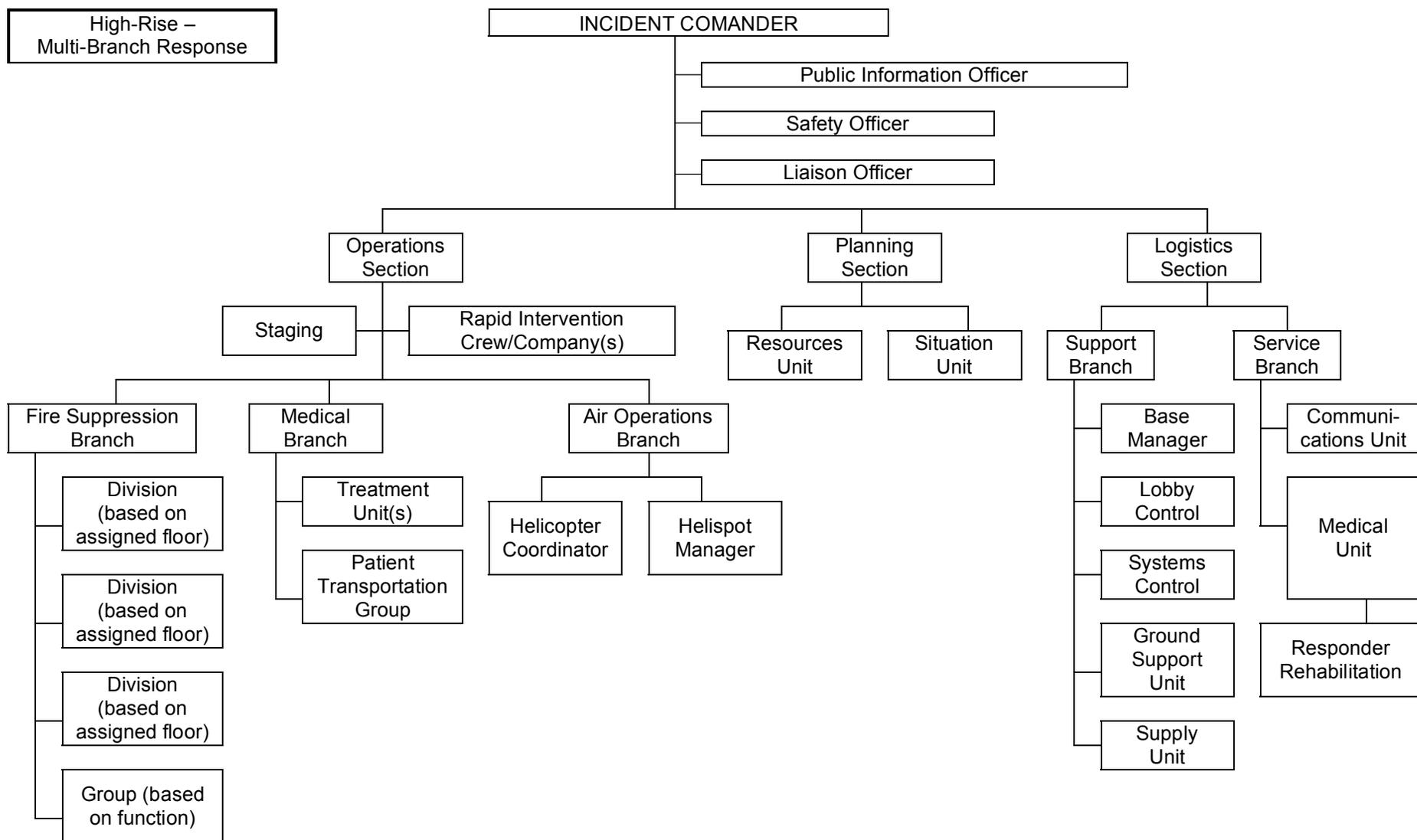
Multi-Branch Organization: The Incident Commander has identified a number of actual or potential incident challenges and has established all Command and General Staff positions. The IC has also established several branches to effectively manage the problems and the resources required for mitigation.



High-Rise Fire Initial Attack (example): This chart depicts the initial assignment including a Command Officer on a fire involving a single floor of a high-rise building. The IC has deployed resources to Fire Attack, Lobby Control, Staging, and Base (ALS-BASE).



High-Rise Multi-Group/Division Response (example): As additional resources arrive, the IC has activated the Operations Section Chief along with multiple Divisions to supervise action on each involved or threatened floor. Rapid Intervention Crews/Companies are assigned as determined most effective by Operations. Groups may be assigned certain functions such as medical care for victims, or stairwell pressurization/ventilation. Air Operations Branch will coordinate helicopters used for evacuations or reconnaissance. The Planning Section is activated with selected units. Logistics is assigned to manage Lobby Control, Systems Control, Ground Support, and the Incident Base.



High-Rise Multi-Branch Response (example): The fire has involved multiple floors with various Divisions and Groups assigned. This complexity has led the Operations Section to create a Fire Suppression Branch to manage these Divisions and Groups. A Medical Branch is established and the Air Operations Branch is expanded. The Planning Section has expanded to include the Resources Unit and Situation Unit. Logistics Section has activated the Support and Service Branches as well as various Units within each Branch to accommodate the extensive logistical requirements for this size incident.

## DESIGNATED INCIDENT FACILITIES

Base and Staging have modified functions and locations in high-rise incidents:

**Staging Area:** The challenging nature of high-rise incidents requires modification to the standard ICS concept of a Staging Area. The limited access and vertical travel distance of large high-rise buildings require establishment of a resource Staging Area within the building. The high-rise Staging Area must also serve multiple functions. The Staging Area is generally located a minimum of two floors below the emergency, as long as the atmosphere is tenable. The specific changes are described in the Staging Area Manager's Position Description.

**Base:** The Base at a high-rise incident resembles a ground level Staging Area. The main difference between Base and a typical Staging Area is that Base must be expanded to perform the functions inherent to supporting large numbers of personnel and equipment. Base should be located away from away from the incident building to provide for the safety of personnel and equipment.

## ORGANIZATION AND OPERATIONS

**Modified ICS Positions:** Certain existing ICS positions and functional units within the high-rise incident organization have modified responsibilities that require full descriptions. These positions include: Staging Area Manager, Rapid Intervention Group Supervisor, Base Manager, Ground Support Unit Leader and Evacuation Group Supervisor.

**Specialized High-Rise ICS Positions:** Lobby Control and Systems Control Unit Leaders are specialized functional positions specific to a high-rise incident.

Lobby Control Unit is established to provide access control, accountability, and routing inside the building. As the incident escalates, a separate Systems Control Unit may be established to operate, supervise, and coordinate the vital operation of specialized systems incorporated into modern high-rise buildings. These systems may include electrical supply and smoke removal systems. Systems Control Unit coordinates the efforts of various Technical Specialists who might be required to assist in the operation and/or repair of the various systems. During the initial period of an incident, or in a less complex building, the Lobby Control Unit may assume the functions of the Systems Control Unit as shown in the basic organization chart.

The positions and modifications are described in the position checklists that follow. The major responsibilities and procedures for each are further explained in the position manuals.

## POSITION CHECKLISTS

**HIGH-RISE INCIDENT LOBBY CONTROL UNIT LEADER** - The High-Rise Incident Lobby Control Unit Leader's primary responsibilities are as follows: maintain an accountability system, control all building access points and direct personnel to correct routes, control and operate elevator cars, and direct building occupants and exiting personnel to proper ground level safe areas. As directed by the Incident Commander or agency policy, this unit may be

assigned the responsibilities of the Systems Control Unit. The Lobby Control Unit Leader reports to the Support Branch Director/Logistics Section Chief. The Lobby Control Unit Leader should be prepared to provide the Incident Commander or Planning Section with current information from the personnel accountability process.

The safest method of ascending to upper floors is the use of stairways. The use of elevators for emergency operations should be determined by department policy. This determination is the ultimate responsibility of the Incident Commander; however, the Lobby Control Unit Leader coordinates the actual use of elevators:

- a. Check in and obtain briefing from Support Branch Director, Logistics Section Chief or Incident Commander.
- b. Make entry, assess situation, and establish Lobby Control position.
- c. Request needed resources.
- d. Obtain building access keys.
- e. Establish entry/exit control at all building access points.
- f. Maintain accountability for personnel entering/exiting the building.
- g. Assure personnel are directed to the appropriate stairways/elevator for assignment.
- h. Control the elevators and provide operators if approved for use by the Incident Commander.
- i. Provide briefings and information to Support Branch/Logistics Section or the Incident Commander.
- j. Perform the functions of the Systems Control Unit when directed by the Incident Commander or agency policy.
- k. Secure operations and release personnel as determined by the Demobilization Plan.
- l. Maintain Unit/Activity Log (ICS Form 214).

**HIGH-RISE INCIDENT SYSTEMS CONTROL UNIT LEADER** - The High-Rise Incident Systems Control Unit Leader is responsible for evaluating and monitoring the functions of all built-in fire protection, life safety, environmental control, communications and elevator systems. The Systems Control Unit Leader may operate, support or augment the systems as required to support the incident plan. The Systems Control Unit Leader reports to the Support Branch Director (if established) or to the Logistics Section Chief. Working with the building's engineering staff, the System Control Unit Leader may respond directly to requests from the Operations Section Chief by using the manual operation modes of the various built-in systems. The Systems Control Unit Leader must establish and maintain a close liaison with building's engineering staff, utility company representatives, and other appropriate technical specialists:

- a. Check in and obtain briefing from the Lobby Control Unit, Support Branch Director, Logistics Section Chief or Incident Commander:
  - Briefing must include the type and performance of built-in systems.
  - Introductions to building's engineering staff should occur at briefing.
- b. Evaluate current situation and request needed personnel and resources.
- c. Establish communication with the building engineer, utility company representatives, elevator service personnel or others to coordinate the operation of selected systems.
- d. Assign personnel to monitor all building fire protection/life safety systems.
- e. Evaluate the status and operation of the building's fire and domestic water pumps and water supply (support as needed).

- f. Evaluate the operational effectiveness of the heating, ventilation, and air-conditioning system (HVAC); the smoke removal system; and stairwell protection system (support as needed).
- g. Evaluate the building's electrical system, emergency power systems, and security systems (support as needed).
- h. Evaluate the public address, telephone, emergency phone, and other building communications systems (support as needed).
- i. Secure operations and release personnel as determined by the Demobilization Plan.
- j. Maintain Unit/Activity Log (ICS Form 214).

**HIGH-RISE INCIDENT STAGING AREA MANAGER** - The High-Rise Incident Staging Area Manager is responsible for the management of all functions at the Staging Area, and reports to the Operations Section Chief.

- a. Obtain briefing from Operations Section Chief or Incident Commander.
- b. Proceed to selected location and evaluate suitability:
  - Make recommendations regarding relocation, if appropriate.
- c. Request necessary resources and personnel.
- d. Establish Staging Area layout and identify/post each functional area i.e., Crew-Ready Area, Air Cylinder Exchange, Equipment Pool, and Medical Unit if collocated within the Staging Area.
- e. Determine, establish, or request needed facility services i.e., drinking water and lighting.
- f. Coordinate with Logistics Section or Systems Control Unit to maintain fresh air.
- g. Maintain a personnel accountability system for arriving and departing crews.
- h. Request required resource levels from the Operations Section Chief:
  - Maintain levels and advise the Operations Section Chief when reserve levels are reached.
- i. Coordinate with the RIC Group Supervisor to designate area(s) for Rapid Intervention Crew (RIC) to standby if collocated within the Staging Area.
- j. Direct crews and equipment to designated locations as requested by the Operations Section Chief or Incident Commander.
- k. Secure operations and release personnel as determined by the Demobilization Plan.
- l. Maintain Unit/Activity Log (ICS Form 214).

**HIGH-RISE INCIDENT RAPID INTERVENTION GROUP SUPERVISOR** – The High-Rise Incident Rapid Intervention Group Supervisor is responsible for the management of Rapid Intervention Crew(s). The High-Rise Incident Rapid Intervention Group Supervisor's organizational responsibilities vary from the standard ICS position due to the potential for above ground operations, extended response times, and RIC(s) operating on different floors/stairwells. This position reports to the Operations Section Chief and requires close coordination with the Division/Group Supervisors and the Staging Area Manager:

- a. Obtain briefing from the Operations Section Chief or Incident Commander.
- b. Participate in Operations Section planning activities.
- c. Determine Rapid Intervention Group needs (personnel, equipment, supplies and additional support).
- d. Evaluate tactical operations in progress.
- e. Evaluate floor plans, above and below emergency operations.

- f. Assign and brief Rapid Intervention Crews based on number of stairwells and floors used for emergency operations.
- g. Verify potential victims and hazard locations and insure that Rapid Intervention Crew(s) are prepared for possible deployment.
- h. Notify Operations Section Chief or Incident Commander when Rapid Intervention Crew(s) are operational or deployed.
- i. Develop Rapid Intervention Crew(s) contingency plans.
- j. Secure operations and release personnel as determined by the Demobilization Plan.
- k. Maintain Unit/Activity Log (ICS Form 214).

**HIGH-RISE INCIDENT BASE MANAGER** -The High-Rise Incident Base Manager is responsible for the management of all functions at the Base location. This position within the organization differs from the standard ICS in that a Facilities Unit is not appropriate for this type of incident and the Base Manager reports directly to the Support Branch Director (if established) or Logistics Section Chief:

- a. Obtain briefing from Support Branch Director, Logistics Section Chief, or Incident Commander.
- b. Participate in Support Branch/Logistics Section planning activities.
- c. Determine Base needs (personnel, equipment, supplies and additional support).
- d. Evaluate layout and suitability of the selected Base location:
  - Make recommendations regarding relocation, if appropriate.
- e. Establish Base layout and identify functional areas to support the incident i.e., Apparatus Parking, Crew Ready Area, Equipment Pool, Rehabilitation Area, Command Post, and Sanitation.
- f. Provide for safety, security and traffic control at Base and Command Post.
- g. Provide facility services at Base and Command Post i.e., sanitation, lighting and clean up.
- h. Maintain accounting of resources in Base. Periodically update Logistics Section, Planning Section or Incident Command.
- i. Direct personnel and equipment to designated locations as requested.
- j. Provide an auxiliary water supply to the building, if required.
- k. Update Support Branch, Logistics Section or Incident Commander as directed.
- l. Secure operations and release personnel as determined by the Demobilization Plan.
- m. Maintain Unit/Activity Log (ICS Form 214).

**HIGH-RISE INCIDENT GROUND SUPPORT UNIT LEADER** - The High Rise Incident Ground Support Unit Leader is responsible for providing transportation for personnel, equipment, and supplies refilling of SCBA air cylinders; providing fueling, service and maintenance of vehicles and portable power equipment and tools; and implementing the ground level Traffic/Movement Plan at the incident including marking safe access routes and zones. The Ground Support Unit Leader reports to the Support Branch Director (if established) or the Logistics Section Chief:

- a. Obtain briefing from Support Branch Director, Logistics Section Chief, or Incident Commander.
- b. Participate in Support Branch/Logistics Section planning activities.
- c. Identify, establish, and implement safe movement routes and exterior Safe Refuge Areas identified in the Traffic and Personnel Movement Plans.

- d. Assign personnel to transport services including stairwell, ground level, and general motor transport.
- e. Assign personnel to fueling, maintenance, and support of apparatus and portable power equipment and emergency power systems as appropriate.
- f. Assign personnel to SCBA air cylinder refilling, maintenance and support.
- g. Maintain inventory of support and transportation vehicles, maintenance and fuel supplies.
- h. Update Support Branch, Logistics Section, or Incident Commander as directed.
- i. Secure operations and release personnel as determined by the Demobilization Plan.
- j. Maintain Unit/Activity Log (ICS Form 214).

**HIGH-RISE INCIDENT EVACUATION GROUP SUPERVISOR** - The High-Rise Incident Evacuation Group Supervisor is responsible for managing the movement of building occupants through designated evacuation route(s) to a safe location. This position reports to the Operations Section Chief or Branch Director if established:

- a. Obtain briefing from the Branch Director, Operations Section Chief or Incident Commander.
- b. Participate in Operations Section planning activities.
- c. Determine Evacuation Group requirements (personnel, equipment, supplies).
- d. Ensure the evacuation in progress is to a safe location.
- e. Confirm evacuation stairwell(s) with the Operations Section and Ground Support.
- f. Ensure ventilation of evacuation stairwell(s) and Safe Refuge Areas.
- g. Coordinate evacuation message with Systems Control Unit utilizing the building's Public Address System.
- h. Assign personnel in the evacuation stairwell(s) to assist/direct building occupants to a safe location.
- i. Secure operations and release personnel as determined by the Demobilization Plan.
- j. Maintain Unit/Activity Log (ICS Form 214).

**FOR MORE DETAILED INFORMATION READ: HIGH-RISE STRUCTURE FIRE  
OPERATION SYSTEM DESCRIPTION ICS-HR-120-1**

**CHAPTER 20**

**PROTECTIVE ACTION GUIDELINES**

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## PROTECTIVE ACTION GUIDELINES

### INTRODUCTION

This section provides guidelines and procedures for protective actions when hazardous conditions develop to the degree that emergency responders must take action to protect the public at risk. Threatened or hazardous areas may be created by, but are not limited to: fires, hazardous materials, transportation accidents, floods, WMD incidents, civil disturbances, etc. Ideally, protective actions are progressive, usually initiated by alerting the public in the affected area, controlling access, sheltering in-place and finally by evacuation. However, these actions may be implemented simultaneously based on the hazard, complexity of the emergency, and the type and size of the affected area. The key to successfully conducting protective action operations is sound planning.

### AUTHORITY

The decision to alert the public of a hazardous incident, restriction or closed access corridor and/or to evacuate an affected area is often made by the fire department Incident Commander. However, the authority necessary to carry out these actions usually rest with law enforcement. For example, the California Penal Code 409.5 provides law enforcement and health officers the legal authority to “close and/or evacuate” an area. Other states, counties or city jurisdictions may vary.

California 409.5 P.C. states:

- a “Whenever a menace to the public health or safety is created by a calamity such as flood, storm, fire, earthquake, explosion, accident, or other disasters, police officers, lifeguards, publicly employed full-time marine safety officers or local health officers may close the area where the menace exists for the duration thereof by means of ropes, markers or guards to any and all persons not authorized by the lifeguard or officers to enter or remain within the enclosed area.”
- b “Law enforcement may close the immediate area surrounding any emergency field command post activated for the purpose of abating any calamity enumerated in this section or any riot or other civil disturbance to any and all unauthorized persons pursuant to the conditions which are set forth in this section whether or not the field command post or other command post is located near to the actual calamity or riot or other civil disturbance.”
- c “Any unauthorized person who willfully and knowingly enters an area closed pursuant to subdivision (a) or (b) and who willfully remains within the area after receiving notice to evacuate or leave shall be guilty of a misdemeanor.”
- d “Nothing in this section shall prevent a duly authorized representative of any news service, newspaper or radio or television station or network from entering the areas closed pursuant to this section.”

Simply stated, whenever law enforcement/health officials feel that an area must be closed and/or evacuated to protect the public, 409.5 P.C. provides the legal authority to do so. If residents refuse to comply, that refusal should be noted and the Incident Commander advised of a non-compliance of the evacuation order.

## ORGANIZATION

In emergency operations, there may be several lead and support agencies involved. In an incident where one agency has a preponderance of responsibility for abating the problem, a single Incident Commander from that agency shall be appointed.

In an incident where law enforcement and the fire department both have substantial responsibilities, a 'Unified' Command organizational structure should be formed. Incident Commanders from both departments will be named. Establishing a Unified Incident Command structure better integrates incident objectives and the development of Incident Action Plans. This results in a more efficient coordination process of incident operations thereby enhancing the safety of responders and the public.

### Initial Assessment And Notifications:

1. Identify hazard and risk to the public; determine the affected area and plot on a map the identified page, alphanumeric grid and quadrant of grid. Example: TB Page 689 A4 Northeast quadrant.
2. Notify jurisdictional law enforcement agency of emergency situation and recommended protective action.
3. Insure the appropriate local Emergency Services Agency is notified with regard to recommended protective actions. Ensure if evacuation is planned that evacuation centers are identified in safe areas. Note: The management of Evacuation Centers is often delegated to the local Red Cross or other non-government organizations:
  - a. **Evacuation warning** – The alerting of people in an affected area(s) of potential threat to life and property. An Evacuation Warning considers the probability that an area will be affected and prepares people for a potential evacuation order.
  - b. **Evacuation Order** – Requires the immediate movement of people out of an affected area due to an imminent threat to life (one to two hours or less).
  - c. **Shelter-in-place** – Advises people to stay secure at their current location. Note: Use this tactic only if the safety of citizens can be assured by remaining in place as evacuation will cause a higher potential for loss of life.
  - d. **Rescue** – Emergency actions taken within the affected area to recover and remove injured or trapped citizens. Responders have specific training and personal protective equipment necessary to accomplish the mission, i.e., hazardous material spill, swift-water rescue, etc. Boundaries of the areas where rescue is planned should be identified on the incident map with notation that entry is restricted to rescue workers only.

Note: Depending on the size, type and complexity of the emergency, all of the above protection actions could be employed on the same incident.

**Immediate Evacuation Checklist:**

- a. Establish and co-locate the Incident Command Post to include all cooperating agencies, i.e., law enforcement, fire, health department, local emergency management agency, etc.
- b. Establish Unified Command when appropriate. Unified Incident Commanders should jointly assess and report incident potential and request adequate resources to accomplish agreed upon objectives.
- c. Jointly develop the incident Evacuation Plan; ensure that the planning process is conducted under the unified command process with input from lead and support agencies as required. Keep in mind that many local jurisdictions have developed emergency evacuation plans for high hazard areas.
- d. Clearly identify on a map the area(s) that are under an immediate threat and/or an evacuation order (recommend using Thomas Brothers Grids).
- e. Clearly identify on a map the potential areas of risk based on spread of the incident. These areas may be identified as under an evacuation warning.
- f. Identify evacuation routes to nearest safe location. This information will be critical for shelter locations and should be shared with the local emergency services agency, Red Cross or NGO responsible for shelter identification and management.
- g. For planning purposes, approximately 2,500 autos per lane per hour can be accommodated on most roads with an average occupancy of four persons per vehicle.
- h. Planning evacuations for special facility and populations will require additional time and attention to detail. These may include hospitals, elder care facilities, and the like.
- i. Evacuation planning should also consider timelines, transportation needs and contacts required for large animal evacuations.
- j. Identify on a map area/locations where shelter-in-place locations are designated. These areas may require verification by the Operations Section Chief and concurrence from the Incident Commander(s).
- k. Determine traffic control points. Control points should be located on all sides of the incident and outside the threat area. The perimeter established for traffic control will depend on both the affected population and traffic density.

- I. Traffic closure levels - Display on incident and public information maps:
- Level 4 – closed to all traffic, potential life hazard
  - Level 3 – closed to all traffic except emergency responders
  - Level 2 – closed to all traffic except emergency responders and critical resources, i.e., public works, electrical service, animal rescue
  - Level 1 – open to above resources and residents only
- m. The completed Evacuation Plan should be distributed to all command and general staff members and their subordinates. Additionally, copies should be distributed to all lead and support agencies, local elected officials and the respective county or city emergency operations centers.

**Re-Entry Planning Checklist:**

- a. Identify re-entry date and time
- b. Identify area(s) to be re-entered
- c. Type of re-entry, homeowner/landowner only with identification or general public
- d. Considerations:
  - Is the threat mitigated?
  - Are power lines secured?
  - Are transportation systems hazards mitigated, i.e., roads cleared, bridges inspected, hazard trees removed, etc.?
  - Incident Commanders' approval granted
  - Local law enforcement agencies' approval granted
  - Other local emergency service agencies' approval granted (911 service)
  - Utility agency informed and supports decision
  - Local EOC notified and approves



**CHAPTER 21**

**FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES  
ICS 910**

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## INTRODUCTION

One of the most important issues facing the Incident Commander is personnel accountability at the scene of emergencies. These Firefighter Incident Safety and Accountability Guidelines incorporate additional firefighter safety measures and personnel accountability into the Incident Command System (ICS) to ensure compliance with NFPA standards.

The NFPA 1500 and 1561 Standards contain specific requirements regarding accountability of members that include but are not limited to the following:

### **Firefighter Emergencies**

When Firefighters or incident personnel are faced with life threatening emergencies, they may call for help using a variety of verbiage. Incident Commanders shall acknowledge the person in trouble and use the term "EMERGENCY TRAFFIC" to clear radio traffic. Clear text shall be used to identify the type of emergency "FIREFIGHTER DOWN," "FIREFIGHTER MISSING," or "FIREFIGHTER TRAPPED," to all incident personnel.

Other guidelines for "EMERGENCY TRAFFIC" include the Dispatch Center transmitting a distinctive "EMERGENCY TRAFFIC" tone on designated channel(s) followed by clear text verbal message that identifies the type of emergency, i.e., "FIREFIGHTER DOWN," "FIREFIGHTER MISSING," or "FIREFIGHTER TRAPPED."

### **Rapid Intervention Crew/Company (RIC) Members**

Rapid Intervention personnel have two very important duties. These are:

- Monitor designated radio channel(s) while standing by and during rescue operations.
- Initiate rescue plan assigned by the Incident Commander or Operations Section Chief.

In the initial stages of an incident where only one team is operating in the hazardous area at a working structural fire, a minimum of four individuals is required, consisting of two individuals working as a team in the hazard area and two individuals present outside this hazard area for assistance or rescue at emergency operations where entry into the danger area is required. The standby members shall be responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry. The standby members shall remain in radio, visual, voice or signal-line communications with the team (NFPA 1500 6-4.4).

Members that arrive on the scene of a working structural fire prior to the assembling of four persons can initiate exterior actions in preparation for an interior attack.

Initial attack operations shall be organized to ensure that, if upon arrival at the emergency scene, initial attack personnel find an imminent life-threatening situation which immediate action could prevent the loss of life or serious injury, such action shall be permitted with less than four personnel when conducted in accordance with NFPA 1500 Section 6-2. No exception shall be permitted when there is no possibility to save lives. Any such actions taken in accordance with this section shall be thoroughly investigated by the fire department with a written report submitted to the fire chief (NFPA 1500 6-4.4.5).

In the initial stages of an incident, the IC supervises the RIC. As the incident grows in complexity, this supervision can be assigned to the Operations Section Chief or even to individual Divisions to ensure the most rapid and effective deployment on a rescue.

When sufficient personnel are on-scene, the rapid intervention capability for the incident should be raised from the two-in, two-out minimum to include an entire crew or company. In some instances, such as multiple and/or remote entrance points, multiple RIC elements should be assigned and a Rapid Intervention Group Supervisor activated to supervise positioning and deployment of these Crews/Companies.

In high-rise fire incidents, the RIC should typically be located at Staging. This will allow for RIC's to be deployed in a timely manner. Consider multiple RIC's if multiple floors are involved with positioning based on the assigned floor.

If a RIC is deployed to provide a rescue of a firefighter, the Incident Commander shall assign an additional RIC as a backup for the RIC that was deployed. Members working in the immediate area should be notified by the Incident Commander to assist in the rescue if at all possible. The IC must remember to continue to keep sufficient forces engaged in controlling the spread of the fire if threatening the trapped, lost, or injured firefighter.

### **Additional Rapid Intervention Considerations**

When preparing for a firefighter rescue, consider the worst-case scenario. Rapid Intervention Crew/Company (RIC) standard operating guidelines are incident driven.

Officers or members assigned the task of RIC shall not get involved in routine firefighting activities, but remain in a state of readiness keeping company members together and ready for deployment.

### **Operational Retreat Guidelines**

In addition to radio traffic requiring evacuation, the following standardized audible signal can be used to indicate evacuation.

The **EVACUATION SIGNAL** will consist of repeated short blasts of the air horn for approximately ten seconds, followed by ten seconds of silence. This sequence of air horn blasts for ten seconds followed by a ten-second period of silence will be done three times; total air horn evacuation signal including periods of silence will last fifty seconds. This should be done in conjunction with the radio announcement of "EMERGENCY TRAFFIC," with direction for emergency scene personnel to evacuate the hazard area.

The Dispatch Center should continue to advise the Incident Commander of the elapsed time at each additional fifteen-minute interval, or until canceled by the IC, or until the incident is declared under control, i.e., knockdown.

## PROCEDURES FOR THE IDENTIFICATION AND MANAGEMENT OF LIFE HAZARD ZONES

### INTRODUCTION

Incident Commanders are responsible for the safety of all incident personnel and may have to take action to protect personnel from life threatening conditions that on-scene fire personnel and other responders do not have the capabilities, tools, or training to immediately mitigate. These actions may include:

- Immediate notification of personnel
- Notification for ongoing or long-term life hazards
- Methods to isolate and clearly identify the life hazard with three strands of barrier tape
- Assignment of Lookouts or Assistant Safety Officers when needed
- Identification methods for remote or large area life hazards

The clearly identifiable method to assure that fire personnel and other responders do not enter Life Hazard Zones includes the use of a minimum of three (3) horizontal strands of barrier tape that states “**Do Not Enter**” or “**Do Not Cross**,” to prevent entry to the hazardous area. Three horizontal strands of any Fireline tape or flagging tape between one inch and three inches with the words “Do Not Enter” or “Do Not Cross,” securely fixed to stationary supports, and in sufficient locations to isolate the hazard, will meet the requirement of identifying a Life Hazard Zone.

### DEFINITIONS

**Life Hazard:** The existence of a process or condition that would likely cause serious injury or death to exposed persons.

**Life Hazard Zones:** A system of barriers surrounding designated areas at the incident scene that is intended to **STOP** fire personnel and other responders from entering a potentially Life Threatening, Hazardous Area.

**Life Hazard Lookout:** A qualified person in a location where they can safely observe a Life Hazard, monitor resources and personnel in the area, and communicate with resources keeping them a safe distance away. The lookout will also isolate and deny entry to any responders or resources until the life hazard is mitigated and the Incident Commander approves the release of the Life Hazard Zone.

### INFORMATION AND GUIDELINES

Whenever a life hazard is present, or an immediate threat to the health and safety of incident personnel is present at an incident, any person who recognized the potential life hazard shall immediately contact the Incident Commander using **EMERGENCY TRAFFIC** to advise of the situation. Included in the Emergency Traffic notification:

- Type/Nature of the hazardous condition (i.e., downed electrical wires, imminent building collapse, etc.)
- Specific location
- Resource needs
- Any Immediate exposure needs or issues

Incident Commander shall request the appropriate resource or agency to respond to the incident to evaluate and mitigate the life hazard (i.e., Utility Company, Structural Engineer, etc.) and assign a lookout or Assistant Safety Officer until Life Hazard Zone(s) is established.

The Incident Commander shall assign a life hazard lookout to prevent any incident personnel from entering the area until such time as the procedures below have been completed.

### **Identification of Life Hazard Zones**

a. The Standard for identification of a LIFE HAZARD ZONE:

1. Deploy barrier tape in the following manner to prevent entry and identify the hazard zone. The optimal tape would be red and white striped or chevron barrier tape that states "**Life Hazard – Do Not Enter**," however, existing Fire or Police perimeter tape that includes the words "Do Not Enter" or "Do Not Cross" will meet this standard.
2. The tape shall be configured in **three horizontal strands** approximately 18 to 24 inches apart and securely fixed to stationary supports to establish the LIFE HAZARD ZONE. The LIFE HAZARD ZONE barrier shall be of sufficient size to provide complete isolation, distance and protection from the hazard, and supports shall be capable of supporting the barrier tape throughout the incident.
3. The use of illumination is recommended to enhance nighttime visibility to further identify the LIFE HAZARD ZONE. Examples include orange cones with a flashing strobe light on the ground, or glow sticks securely attached to the barrier tape.

b. The Established Life Hazard Zone:

1. **THE THREE HORIZONTAL STRAND CONFIGURATION OF RED AND WHITE STRIPED OR CHEVRON BARRIER TAPE SHALL ONLY BE USED FOR LIFE HAZARD IDENTIFICATION. WHEN INCIDENT PERSONNEL SEE THE THREE-STRAND CONFIGURATION OR BARRIER TAPE, IT SHALL BE RECOGNIZED AS THE STANDARD FOR ISOLATING A LIFE HAZARD, AND INCIDENT PERSONNEL SHALL NOT ENTER THE LIFE HAZARD ZONE.**
2. Ensure the LIFE HAZARD ZONE measures provide visibility to approaching personnel to prevent entry into the area throughout the duration of the incident.
3. Maintain the LIFE HAZARD ZONE for the duration of the incident or hazard. Approval from the IC is required prior to the removal of the Life Hazard Zone barriers.
4. The LIFE HAZARD ZONE identification measures are intended to provide a visual cue to all incident personnel. Life Hazard Lookout(s) or Assistant Safety Officers shall be considered to ensure a physical barrier between personnel and the LIFE HAZARD ZONE through effective communications and notifications.

5. The Incident Commander shall be responsible for ensuring that all incident personnel are notified of the Life Hazard Zone. This may be accomplished through any approved method such as face-to-face, emergency traffic radio messages or the Incident Action Plan.
- c. Remote Locations: In cases where the extent of the hazard zone is so large that is not practical to completely isolate the area, such as on large incidents in remote locations, the following will be the minimum standard for these situations:

1. The Incident Commander must approve the use of these minimum standards for each Life Hazard:

The Incident Commander shall assign a life hazard lookout at appropriate access points to prevent any incident personnel from entering the area until such time as the procedures below have been completed.

Three horizontal stripes of red and white Life Hazard tape or barrier tape (as described above) will be affixed to two vertical uprights at appropriate locations along the access route to the Life Hazard area. A description of the hazard, location of the hazard, and distance from the Life Hazard indicator tape to the hazard shall be attached at each location.

2. All personnel working in the area or Division shall be notified of the Life Hazard immediately. Incident personnel may be notified through the routine briefings, emergency traffic radio messages, the Incident Action Plan, and the Incident Map.
3. The location(s) of the Life Hazard(s) and Placard(s) shall be marked on the Incident Map using standardized symbols. The symbol to mark the Life Hazard Zone on the incident map is a red octagon (Stop Sign) with three white horizontal lines with a description of the hazard noted underneath.



- Personnel shall not breach, alter, or remove any LIFE HAZARD ZONE identification measures until the hazard has been abated and approval granted by the Incident Commander.
- All personnel have a personal responsibility to be aware of LIFE HAZARDS and make proper notifications when they are encountered at an incident.
- Remember the slogan: **THREE STRIPES, YOU'RE OUT!**

**FOR MORE DETAILED INFORMATION READ:  
FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES - ICS 910**

## CHAPTER 22

### GLOSSARY OF TERMS

This glossary contains definitions of terms frequently used in ICS documentation that are, for the most part, not defined elsewhere in this guide.

**29 CFR Part 1910.120.** Item 29 of the Code of Federal Regulations, Part 1910.120 in the Hazardous Waste operations and Emergency Response reference document as required by SARA. This document covers employees involved in certain hazardous waste operations and any emergency response to incidents involving hazardous situations. Federal OSHA enforces this code.

**Access Control Point.** The point of entry and exit from control zones that regulate the traffic to and from the work areas and control zones.

**Agency Executive or Administrator.** A chief executive officer (or designee) of an agency or jurisdiction that has responsibility for the incident.

**Agency Representative.** An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

**Air Monitoring.** The use of devices to detect the presence of known or unknown gases or vapors.

**Air Transportable Mobile Weather Unit (ATMWU).** A portable weather data collection and forecasting system used by a National Weather Service Fire Weather Forecaster.

**All Risk.** Any incident or event, natural or human-caused that warrants action to protect life, property, environment, public health or safety, and minimize disruption of government, social or economic activities.

**ALS (Advanced Life Support).** Allowable procedures and techniques utilized by EMT-P and EMT-II personnel to stabilize critically sick and injured patient(s) that exceed Basic Life Support procedures.

**ALS Responder.** Certified EMT-P or EMT-II.

**Area Command.** Area Command is an expansion of the incident command function primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

**Assigned Resources.** Resources checked in and assigned work tasks on an incident.

**Assistant.** Title for subordinates of Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

**Assisting Agency.** An agency directly contributing suppression, rescue, support, or service resources to another agency.

**Available Resources.** Resources assigned to an incident and available for an assignment.

**Base.** That location where the primary logistics functions are coordinated and administered (incident name or other designator will be added to the term "Base"). The Incident Command Post may be co-located with the base. There is only one base per incident.

**Basic Rope Rescue.** Rescue operations of a non-complex nature employing the use of ropes and accessory equipment.

**BLS (Basic Life Support).** Basic non-invasive first-aid procedures and techniques utilized by EMT-P, EMT-II, EMT-I, EMT-D and First Responder personnel to stabilize sick and injured patient(s).

**BLS Responder.** Certified EMT-I or First Responder.

**Boat drive-air.** A boat with a propulsion system using an aviation propeller or a ducted fan to generate thrust from the engine having an on-plane draft of zero to twelve inches. The typical boats of this category are the "Florida Swamp" boats and surface effect boats.

**Boat drive-jet.** A boat with a propulsion system using a water pump to generate thrust having an on-plane draft of six to twelve inches. They can be susceptible to damage from floating debris.

**Boat drive-propeller.** A boat with a propulsion system using a propeller to generate thrust having an on-plane draft of eighteen to twenty-four inches.

**Boat, non-powered.** A non-motorized vessel capable of safely transporting rescuers or victims (e.g., raft, skiff, johnboat, etc.).

**Boat, powered.** A motorized vessel capable of safely transporting rescuers or victims, (e.g. IRB: "Inflatable Rescue Boat", RHIB: "Rigid Hull Inflatable Rescue Boat", Rigid Hull Boat, PWC: "Personal Water Craft," "Airboat", etc.).

**Branch.** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or jurisdictional name.

**California Code of Regulations (CCR) Title 8, Section 5192, Subsection (q).** This section provides hazardous waste handling guidelines that are enforced by Cal-OSHA. Subsection (q) specifically deals with emergency response to a hazardous substance release.

**Camp.** A geographical site, within the general incident area, separate from the base, equipped and staffed to provide food, water, and sanitary services to incident personnel.

**Chemical Protective Clothing.** Includes complete NFPA compliant ensembles (garment, gloves and boots) of individual replaceable elements (boots, gloves) designed and certified to provide protection for the wearer against the physical and chemical effects of hazardous materials.

**CHEMTREC.** Chemical Transportation Emergency Center operated as a public service of the Chemical Manufacturers Association.

**Clear-Text.** Use of plain English and common terminology understandable by all.

**Command.** The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

**Command Staff.** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer who report directly to the Incident Commander.

**Company Unity.** A term to indicate that a fire company or unit shall remain together in a cohesive and identifiable working group, to ensure personnel accountability and the safety of all members. A company officer or unit leader shall be responsible for the adequate supervision, control, communication and safety of members of the company or unit.

**Compatibility.** The matching of personal protective equipment (PPE) to the hazards involved providing the best protection for the worker.

**Complex.** A complex is two or more individual incidents located in the same general proximity that is assigned to a single Incident Commander or Unified Command to facilitate management.

**Confined Space Rescue.** Rescue operations in an enclosed area, with limited access/ egress, not designed for human occupancy and have the potential for physical, chemical or atmospheric injury.

**Contamination Control Line (CCL).** The established line that separates the Contamination Reduction Zone from the Support Zone.

**Contamination Reduction Corridor (CRC).** A corridor within the Contamination Reduction Zone where decontamination procedures are conducted.

**Contamination Reduction Zone (CRZ).** The area between the Exclusion Zone and the Support Zone that acts as a buffer to separate the contaminated area from the clean area.

**Control Zones.** The geographical areas within the control lines set up at a hazardous materials incident. Includes the Exclusion Zone, Contamination Reduction Zone and Support Zone.

**Cooperating Agency.** An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (e.g., Red Cross, telephone company, etc.).

**Coordination Center.** A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**Cost Sharing Agreements.** Agreements between agencies or jurisdictions to share designated costs related to incidents.

**Decontamination (DECON).** The physical and/or chemical process of removing or reducing contamination from personnel or equipment, or in some other way preventing the spread of contamination by persons and equipment.

**Delayed Treatment.** Second priority in patient treatment. These people require aid, but injuries are less severe.

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**Deputy.** An individual assigned to the Incident Commander, General Staff, or Branch Directors with equal qualifications and delegated authority when acting in their absence.

**Division.** That organization level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch (see also "Group").

**Emergency Traffic.** The term used to clear designated channels used at an incident to make way for important radio traffic for a firefighter emergency situation or an immediate change in tactical operations.

**EMT-I (Emergency Medical Technician-I).** An individual trained in Basic Life Support procedures and techniques and who has a valid EMT-I certificate.

**EMT-II (Emergency Medical Technician-II).** An individual with additional training in limited Advanced Life Support procedures and techniques according to prescribed standards and who has a valid EMT-II certificate.

**EMT-D (Emergency Medical Technician-Defibrillator).** An Emergency Medical Technician I with training and certification in automatic and semi-automatic external defibrillation.

**EMT-P (Emergency Medical Technician-Paramedic).** An EMT-I or EMT-II who has received additional training in Advanced Life Support procedures and techniques and who has a valid EMT-P certificate or license.

**Environmental.** Atmospheric, Hydrologic and Geologic media (air, water and soil).

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Exclusion Zone (EZ).** The innermost area immediately surrounding a hazardous materials incident that corresponds with the highest degree of known or potential hazard, and where entry may require special protection.

**Expanded Medical Emergency.** Any medical emergency that exceeds normal first response capabilities.

**Field Testing.** The identification of chemical substances using a variety of sources and testing kits that assist in identifying associated chemical and physical properties of those tested chemicals.

**Fireline Emergency Medical Technician (FEMT).** The FEMT provides emergency medical care to personnel operating on the fireline.

**Flood Evacuation Boat (FEB).** Resource with personnel trained to operate in floodwaters with the specific task of evacuating persons or small domestic animals from isolated areas.

**General Staff.** The group of incident management personnel comprised of the Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group.** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section. (See Division).

**Hazardous Material.** Any solid, liquid, gas, or mixture thereof that can potentially cause harm to the human body through respiration, ingestion, skin absorption or contact and may pose a substantial threat to life, the environment, or to property.

**Hazardous Materials Categorization.** A process to determine hazardous materials classification, and chemical and physical properties of unknown substances.

**Hazardous Materials Categorization Test (HAZ CAT).** A field analysis to determine the hazardous characteristics of an unknown material.

**Hazardous Materials Company.** Any piece(s) of equipment having the capabilities, PPE, equipment, and complement of personnel as specified in the Hazardous Materials Company Types and Minimum Standards found in the Field Operations Guide (ICS 420-1).

**Hazardous Materials Incident.** The uncontrolled release or threat of release of a hazardous material that may impact life, the environment, or property.

**Hazardous Materials Incident Contingency Plan (HMICP).** Hazardous Materials Incident Contingency Plan (HMICP) Section 8574.16-8574.18 of the California Government Code. California State Toxic Disaster Plan that would provide for an integrated and effective state procedure to respond to the occurrence of toxic disasters within the state.

**Heavy Floor Construction.** Structures of this type are built utilizing cast-in-place concrete construction consisting of flat slab panel, waffle or two-way concrete slab assemblies. Pre-tensioned or post-tensioned reinforcing steel rebar or cable systems are common components for structural integrity. The vertical structural supports include integrated concrete columns, concrete enclosed or steel frame, that carry the load of all floor and roof assemblies. This type includes heavy timber construction that may use steel rods for reinforcing. Examples of this type of construction include offices, schools, apartments, hospitals, parking structures and multi-purpose facilities. Common heights vary from single-story to high-rise structures.

**Heavy Wall Construction.** Materials used for construction are generally heavy and utilize an interdependent structural or monolithic system. These types of materials and their assemblies tend to make the structural system inherently rigid. This construction type is usually built without a skeletal structural frame. It utilizes a heavy wall support and assembly system to provide support for the floors and roof assemblies. Occupancies utilizing tilt-up concrete construction are typically one to three stories in height and consist of multiple monolithic concrete wall panel assemblies. They also use an interdependent girder, column and beam system for providing lateral wall support of floor and roof assemblies. Occupancies typically include commercial, mercantile and industrial. Other examples of this type of construction type include reinforced and un-reinforced masonry (URM) buildings typically of low-rise construction, one to six stories in height, and of any type of occupancy.

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

**Helicopter Rescue Operational.** Personnel trained and equipped to work with helicopters and crew, for hoist, short haul-line victim extraction, rappel, or low-level insertions.

**Helispot.** A location where a helicopter can take off and land.

**Helitanker.** A helicopter equipped with a fixed tank, Air Tanker Board Certified, capable of delivering a minimum of 1,100 gallons of water, retardant, or foam.

**Hospital Alert System.** A communications system between medical facilities and on-incident medical personnel that provides available hospital patient receiving capability and/or medical control.

**Immediate Treatment.** A patient who requires rapid assessment and medical intervention for survival.

**Incident Action Plan (IAP).** A plan that contains objectives that reflects the incident strategy and specific control actions for the current or next operational period.

**Incident Command Post (ICP).** That location at which the primary command functions are executed and usually collocated with the incident base.

**Incident Command System (ICS).** The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

**Incident Objectives.** Statements of guidance and direction that are achievable, measurable, and necessary for the selection of appropriate strategy (ies), and the tactical direction of resources.

**Infrared (IR).** A heat detection system used for fire detection, mapping and hot spot identification.

**Infrared (IR) Groundlink.** A capability through the use of a special mobile ground station to receive air-to-ground infrared imagery for interpretation.

**Initial Response.** Resources initially committed to an incident.

**IRB.** Inflatable rescue boat.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated inter-agency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdictional Agency.** The agency having responsibility for a specific geographical area or function as designated by statute or contract.

**Light Frame Construction.** Materials used for construction are generally lightweight and provide a high degree of structural flexibility to applied forces, such as earthquakes, hurricanes, tornadoes, etc. These structures are typically constructed with a skeletal structural frame system of wood or light gage steel components, which provide support to the floor or roof assemblies. Examples of this construction type are wood frame structures used for residential, multiple low-rise occupancies and light commercial occupancies up to four stories in height. Light gage steel frame buildings include commercial business and light manufacturing occupancies and facilities.

**Medical Supply Cache.** A cache consists of standardized medical supplies and equipment stored in a predetermined location for dispatch to incidents.

**Message Center.** The Message Center receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

**MICU (Mobile Intensive Care Unit).** Refers to a vehicle equipped to support paramedic functions. It would include drugs, medications, cardiac monitors and telemetry, and other specialized emergency medical equipment.

**Minor Treatment.** These patients' injuries require simple rudimentary first-aid.

**Mobilization Center.** An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**Morgue (Temporary On-Incident).** Area designated for temporary placement of the dead.

**Multi-Agency Coordination (MAC).** The coordination of assisting agency resources and support to emergency operations.

**Multi-Agency Coordination System (MACS).** The combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

**Multi-Casualty.** The combination of numbers of injured personnel and type of injuries that exceed the capability of an agency's normal first response.

**Operational Period.** The period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan.

**Operations Coordination Center (OCC).** The primary facility of the Multi-Agency Coordination System. It houses the staff and equipment necessary to perform the MACS functions.

**Orthophoto Maps.** Aerial photographs corrected to scale so that geographic measurements may be taken directly from the prints.

**Out-of-Service Resources.** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**Patient Transportation Recorder.** Responsible for recording pertinent information regarding off-incident transportation of patients.

**Personal Protective Equipment (PPE).** That equipment and clothing required to shield and/or isolate personnel from thermal, chemical, radiological, physical, or biological hazards.

**Personnel Accountability.** The ability to account for the location and status of personnel.

**Personnel Accountability Reports (PAR).** Periodic reports verifying the status of responders assigned to an incident.

**PFD.** Personal flotation device with a minimum U.S. Coast Guard rating of Type III or V.

**Planning Meeting.** A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning.

**Pre-Cast Construction.** Structures of this type are built utilizing modular pre-cast concrete components that include floors, walls, columns and other sub-components that are field connected upon placement on site. Individual concrete components utilize imbedded steel reinforcing rods and welded wire mesh for structural integrity and may have either steel beam, column, or concrete framing systems utilized for the overall structural assembly and building enclosure. These structures rely on single or multi-point connections for floor and wall enclosure assembly and are a safety and operational concern during collapse operations. Examples of this type of construction include commercial, mercantile, office and multi-use or multi-function structures including parking structures and large occupancy facilities.

**Protective Actions.** The actions taken to preserve the health and safety of emergency responders and the public during an incident involving releases of hazardous materials. Examples would include evacuations or in-place protection techniques.

**PWC.** Personal watercraft (water bike, jet ski).

**Qualified.** A person meeting a recognized level of training, experience and certification for the assigned position.

**Radiation Monitoring and Detection.** The use of specialized devices to determine the presence, type and intensity of ionizing radiation, and to determine dosage over time.

**Radio Cache.** A cache may consist of a number of portable radios, a base station and, in some cases, a repeater stored in a predetermined location for dispatch to incidents.

**Rapid Intervention Crew/Company (RIC).** A crew or company designated to standby in a state of readiness to rescue emergency personnel.

**Refuge Area.** An area identified within the incident for the assembly of individuals in order to reduce the risk of further contamination or injury.

**Reinforced Response.** Those resources requested in addition to the initial response.

**Reporting Locations.** Any one of six facilities/locations where incident assigned resources may check in.

**Resources.** All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

**Respiratory Protection.** The provision of a NIOSH approved breathing system to protect the respiratory system of the wearer from hazardous atmospheres.

**Responder Rehabilitation.** The rest and treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

**RHIB.** Rigid hull inflatable boat.

**Rigid Hull.** A boat constructed of wood, fiberglass, or aluminum with no inflated components.

**Safe Refuge Area (SRA).** A safe area within the Contamination Reduction Zone (CRZ) for the assembly of individuals who were on site at the time of the spill. Separation of any potentially contaminated or exposed persons from non-exposed persons should be accomplished in the SRA.

**Search Marking System.** A standardized marking system employed during and after the search of a structure for potential victims.

**SEAT.** Single Engine Airtanker.

**Section.** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

**SEMS (Standardized Emergency Management System).** California's Emergency Management System that facilitates priority setting, interagency cooperation, and the efficient flow of resources and information utilizing ICS principles including the five elements of Command, Operations, Planning, Logistics, and Finance/Administration. SEMS is used in California at five levels: Field Response, Local Government, Operational Areas, Regions, and State. SEMS incorporates the Incident Command System, Multi/Inter-Agency Coordination, Mutual Aid, and the Operational Area Concept.

**Single Resource.** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

**Site.** That area within the Contamination Reduction Control Line at a hazardous materials incident.

**Site Safety and Control Plan (ICS Form 208).** An emergency response plan describing the general safety procedures to be followed at an incident involving hazardous materials, and prepared in accordance with CCR Title 8, Section 5192, and 29 CFR 1910.120.

**Staging Area.** That location where incident personnel and equipment are assigned on a three-minute available status.

**Standby Members (2-in, 2-out).** Two personnel who remain outside the hazard area during the initial stages of an incident to rescue responders and who are responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry.

**START - S.T.A.R.T.** Acronym for Simple Triage And Rapid Treatment.

**Strategy.** The general plan or direction selected to accomplish incident objectives.

**Strike Team.** Specified combinations of the same kind and type of resources, with common communications and a leader.

**Structure/Hazards Marking System.** A standardized marking system to identify structures in a specific area and any hazards found within or near the structure.

**Support Zone.** The area outside of the Contamination Control Line where equipment and personnel are assembled in support of incident operations, wherein such personnel and equipment are not expected to become contaminated.

**Swiftwater.** Water that is moving fast enough to produce sufficient force to present a significant life and safety hazard to a person entering the water.

### **Training Levels:**

**Awareness:** Knowledge based course of instruction, emphasizing hazards and personnel safety. Generally lecture only.

**Operational:** Participation based course of instruction; emphasizing personal safety, team safety and limited low risk victim rescue. The course generally includes objective evaluation and testing.

**Technician:** Performance based course of instruction emphasizing personnel safety, team safety, and mid to high-risk victim rescue. The course generally includes objective evaluation and testing.

**Tactics.** Deploying and directing resources on an incident to accomplish the objectives designated by current incident strategy.

**Task Force.** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

**Technical Reference.** Access to, use of, and interpretation of various technical databases, chemical substance data depositories, response guidelines, regulatory documents, and other sources both in print and electronic format.

**Technical Specialists.** Personnel with special skills who are activated only when needed.

**Triage.** Screening and classification to determine priority needs in order to ensure the efficient use of personnel, equipment and facilities.

**Triage Tag (medical).** A tag used by triage personnel to identify and document the patient's medical condition.

**Unified Command.** Unified Command is a team effort that allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

**Unit.** An organizational element having responsibility for a specific function within the Operations, Plans, Logistics, or Finance Sections.

**Urban Search and Rescue (US&R) Company.** Any ground vehicle(s) providing a specified level of US&R operational capability, rescue equipment, and personnel.

**Urban Search and Rescue (US&R) Crew.** A pre-determined number of individuals who are supervised, organized and trained principally for a specified level of US&R operational capability. They respond without equipment and are used to relieve or increase the number of US&R personnel at the incident.

**Watershed Rehabilitation.** Restoration of watershed to, as near as possible, its pre-incident condition, or to a condition where it can recover on its own. Also known as "rehab".

**Weapons of Mass Destruction (WMD).** Reference to those substances that can be weaponized and are developed for the purpose of creating widespread injury, illness and death. Agents are produced in quantity and/or filled into munitions in a specialized formulation with enhanced shelf life or dissemination properties.

## APPENDIX A – COMMUNICATIONS

### FIRESCOPE RADIO COMMUNICATIONS GUIDELINES

FIRESCOPE Radio Communications Guidelines are derived from the Cooperative Agreements for Use of Radio Frequencies between fire service agencies of California allowing for mutual use of radio channels during mutual aid efforts.

VHF Highband is the default radio frequency band utilized by the California fire service. There are seventy (70) specific channels that should be preprogrammed into all VHF radios utilized by fire service agencies providing mutual aid in California (see the FIRESCOPE STATEWIDE CHANNEL PLAN).

Fire service agencies whose normal dispatch system is on a band other than VHF Highband should ensure that their mobile radios, portable radios, and dispatch centers are properly licensed and programmed to operate on the UHF and 800 MHz. interoperability channels contained within the FIRESCOPE STATEWIDE CHANNEL PLAN.

### IMPORTANT COMMUNICATIONS ISSUES

#### Travel Net Change

**CALIFORNIA TRAVEL NET channel is no longer to be used after January 1, 2007.** The California Emergency Services Radio System (CESRS) may now be utilized as a travel net. Strike Teams or other resources in travel status should use the “CESRS Direct” talk-around channel for line-of-sight communications. Use of CESRS repeaters is limited to those circumstances when users are not able to make contact using CESRS Direct.

#### Narrow-Banding

All VHF radios used on Federal Government radio channels and some State of California radio channels should have already been re-programmed within the last two years to accommodate the transition to narrow-banding.

The National Telecommunications and Information Administration (the Federal Government’s frequency manager) mandated that the federal agency VHF frequencies be narrow-banded by January 1, 2005. Although the FCC rules provide that most state and local government frequencies are not required to be narrow-banded until 2013, this migration has already affected state and local government agencies. All federal agency channels (including USFS, BLM, NPS and the NIFC National Incident Radio Support Cache radios) are now narrow-banded. In addition to the federal changes, certain State of California frequencies have been converted to narrow-band operation.

It is imperative that qualified service personnel inspect all mobile and portable VHF radio communications equipment immediately in order to determine if it is capable of, and

programmed for, narrow-band operation. Of particular importance is the inspection of all VHF radio equipment manufactured prior to January 1, 2000.

Any non-compliant radio equipment used on narrow-band channels may present a ***life-safety hazard*** for all users.

Radios that are not capable of narrow-band technology should be completely taken out-of-service and not placed into service by another fire service agency (e.g., donations, personal volunteer use, etc.). Any radios returned to the vendor or disposed of as surplus, should have all programming deleted or crystals removed.

## **GUIDELINES**

1. While numerous radio channels can be preprogrammed into radios, it is important to note that in order to use those channels (including those channels listed in the FIRESCOPE STATEWIDE CHANNEL PLAN), an agency: 1) must be licensed to transmit on those frequencies, 2) must have a radio use agreement or Memorandum of Understanding with the agency that is licensed for the channels, or 3) must be specifically authorized based upon an approved Incident Radio Communications Plan (ICS Form 205).
2. Any agency requesting mutual aid will advise responding agencies of an initial contact channel for the incident. Generally, this initial contact channel will be WHITE 1. Incident Communications Centers (ICC's) and Staging Area Managers should monitor WHITE 1 or another specified initial contact channel to assist resources arriving at the incident.
3. Local policy will dictate channel assignments for an incident until a Communications Unit Leader (COML) establishes an Incident Radio Communications Plan (ICS Form 205).
4. The Incident Commander or, if assigned, the Communications Unit Leader is responsible for managing assigned radio channels and must clear the use of local, state and federal frequencies with the controlling agencies prior to inclusion in an Incident Radio Communications Plan (ICS Form 205).
5. Clear text (plain English) should be used for all communications. CODES SHALL NOT BE USED. Standardized channel names should be stated, e.g., "WHITE 2," or "NIFC TAC 2." Channel numbers corresponding to how a specific radio is programmed should not be used (e.g., "Channel 1," or "Channel A14").
6. Data communications (i.e., automated or push button status keeping for "computer aided dispatch" [CAD] systems) shall not be used outside the local agency's normal area of operation.
7. Vehicular repeater systems (mobile extenders) shall not be used outside the local agency's normal area of operation.
8. The use of gateways (including portable, mobile or fixed) shall be limited to the smallest geographical area of coverage to meet the temporary needs of the incident. Gateways shall only be used on channels that are specifically licensed for that type of operation (e.g., temporary mobile relay) and must be specifically authorized based upon an approved

Incident Radio Communications Plan (ICS Form 205), or be recognized as a fixed gateway included in the California Statewide Strategic Communications Interoperability Plan (CalSCIP).

- 9. Family Radio Service (FRS) radios are prohibited from use on Federal and State of California incidents.
- 10. The use of any frequency outside the agency’s normal, licensed area of operation is prohibited by FCC rules and will likely cause harmful interference to other users (e.g., Strike Teams using a local tactical channel in a distant part of the state).

**FIRESCOPE STATEWIDE CHANNEL PLAN**

The FIRESCOPE Statewide Channel Plan was developed to assist California Fire Service agencies in buying and programming synthesized radios so as to maximize their effectiveness for mutual aid responses.

Regardless of the radio system used on a daily basis, all California Fire Service agencies should maintain an adequate number of VHF mobile and portable radios to support mutual aid operations. In addition to the VHF interoperability channels, UHF and 800 MHz interoperability channels are also available to support mutual aid and all-risk incidents.

**USAGE NOTES FOR ICS 217-A COMMUNICATIONS RESOURCE WORKSHEETS:**

- 1. The WHITE channels require individual agency licensing from the FCC. WHITE channel operational policies are outlined in OES Fire Operations Bulletin 28 and/or the California Statewide Strategic Communications Interoperability Plan (CalSCIP). Contact OES Fire and Rescue for information.
- 2. Use of CALCORD is subject to the CALCORD Plan, under an executed CALCORD Agreement with OES and/or in accordance with the California Statewide Strategic Communications Interoperability Plan (CalSCIP). Contact OES Telecommunications for information.
- 3. Federal and State of California agencies use the following sixteen standard tones for repeater access. These must be included for repeater use. These tones must be programmed on the transmit side **only** of mobile and portable radios:

1. 110.9	2. 123.0	3. 131.8	4. 136.5
5. 146.2	6. 156.7	7. 167.9	8. 103.5
9. 100.0	10. 107.2	11. 114.8	12. 127.3
13. 141.3	14. 151.4	15. 162.2	16. 192.8

- 4. **Important** – Some radios do not function properly on the following channels: V-CALL, V-TAC 2, and V-TAC 4. Note: Communications Unit Leaders should not assign those specific channels for incident use if it is possible that Bendix-King EPH radios (including the current NIFC, CDF, and OES cache radios) might be utilized on their incident. Prior to use

on an incident it is important to determine whether or not another manufacturer's radio models have V-CALL, V-TAC 2 or V-TAC 4 functioning problems.

5. Transmitters are to be set to lowest available power setting on these channels (V-TAC's, U-TAC's, CDF Tactical, NIFC Commands, NIFC Tactical, etc.).
6. Use of the NIFC Commands and NIFC Tactical is based upon an approved Incident Radio Communications Plan (ICS Form 205), Communications Unit Leaders must obtain authorization for the use of these channels through the NIFC Communications Duty Officer.
7. For use based upon an approved Incident Radio Communications Plan (ICS Form 205). Communications Unit Leaders must obtain authorization for the use of these channels through the CDF Southern Region/South Operations GACC or Northern Region Command Center/North Operations GACC.
8. Specific channel usage guidelines are still being determined, and will be published in the California Statewide Strategic Communications Interoperability Plan (CalSCIP). Until the CalSCIP is finalized, these channels are for inter-agency/inter-discipline use. No single-agency, routine communications permitted. Tone 6 (156.7 Hz.) is used as the common tone (mobile transmit side only at this time).
9. These channels are for inter-agency/inter-discipline use. No single-agency, routine communications permitted. Tone 6 (156.7 Hz.) is used as the common tone (transmit and receive).
10. Use as a fire and fire-based EMS single-agency or strike-team common channel is permitted. Tone 6 (156.7 Hz.) is used as the common tone (transmit and receive). Use is subject to an executed use agreement with OES until such time as the California Statewide Strategic Communications Interoperability Plan (CalSCIP) is finalized. Contact OES Telecommunications for information.
11. **Not available for use** in Imperial, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, and Ventura counties.
12. AIRGUARD – 168.625 MHz. – A National Interagency Air Guard frequency for government aircraft assigned to incidents. It is used for emergency communications by aviation. Transmitters on this frequency should be equipped with an encoder on 110.9 Hz. All Incident Radio Communications Plans (ICS Form 205) on incidents that use federal or CAL FIRE aircraft should have AIR GUARD programmed in the last available channel slot of cache portable radios.

AIRGUARD is restricted to the following use:

- a. Air-to-air emergency contact and coordination
- b. Ground-to-air emergency contact
- c. Initial call, recall, and re-direction of aircraft when no other contact frequency is available

13. CALIFORNIA TRAVEL NET channel is no longer to be used after January 1, 2007. The California Emergency Services Radio System (CESRS) may now be utilized as a travel net. Strike Teams or other resources in travel status should use the CESRS DIRECT talk-around channel for line-of-sight communications. Use of CESRS repeaters is limited to those circumstances when users are not able to make contact using CESRS DIRECT.

NOTE: For additional information concerning the appropriate usage of channels identified in the FIRESCOPE STATEWIDE CHANNEL PLAN, contact OES Telecommunications or your respective Communications Unit Leader (COML).

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET ICS 217-A 032307					Frequency Band VHF HIGHBAND	Description FIRESCOPE STATEWIDE CHANNEL PLAN – 2007				
					Page 1 of 5					
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	Remarks
Simplex – Base/Mo	<b>WHITE 1</b>	Fire	154.2800	W	None	Simplex		None	A	Usage Note 1
Simplex – Mo only	<b>WHITE 2</b>	Fire	154.2650	W	None	Simplex		None	A	Usage Note 1
Simplex – Mo only	<b>WHITE 3</b>	Fire	154.2950	W	None	Simplex		None	A	Usage Note 1
Simplex – Mo only	<b>CALCORD</b>	Any Public Safety	156.0750	W	None	Simplex		None	A	Usage Note 2
Simplex – Base/Mo	<b>VCALL</b>	Any Public Safety	155.7525	N	None	Simplex		156.7	A	Usage Note 4, 8
Simplex – Base/Mo	<b>VTAC1</b>	Any Public Safety	151.1375	N	None	Simplex		156.7	A	Usage Note 5, 8
Simplex – Base/Mo	<b>VTAC2</b>	Any Public Safety	154.4525	N	None	Simplex		156.7	A	Usage Note 4, 5, 8
Simplex – Base/Mo	<b>VTAC3</b>	Any Public Safety	158.7375	N	None	Simplex		156.7	A	Usage Note 5, 8
Simplex – Base/Mo	<b>VTAC4</b>	Any Public Safety	159.4725	N	None	Simplex		156.7	A	Usage Note 4, 5, 8
Simplex – Mo only	<b>OES 1</b>	Fire	154.1600	W	None	Simplex		None	A	
Simplex – Mo only	<b>OES 2</b>	Fire	154.2200	W	None	Simplex		None	A	
Simplex – Mo only	<b>CESRS D</b>	Multiple	153.7550	W	None	153.7550	W	None	A	Usage Note 13
Repeater Pair	<b>CESRS</b>	Multiple	153.7550	W	None	154.9800	W	Multi	A	Usage Note 3, 13
Repeater Pair	<b>CDF C1</b>	Fire	151.3550	W	None	159.3000	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C2</b>	Fire	151.2650	W	None	159.3300	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C3</b>	Fire	151.3400	W	None	159.3450	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C4</b>	Fire	151.4000	W	None	159.3750	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C5</b>	Fire	151.3700	W	None	159.2850	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C6</b>	Fire	151.2500	W	None	159.3600	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C7</b>	Fire	151.4600	W	None	159.3900	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C8</b>	Fire	151.4450	W	None	159.3450	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C9</b>	Fire	151.1750	W	None	159.4500	W	Multi	A	Usage Note 3, 7
Repeater Pair	<b>CDF C10</b>	Fire	151.1900	W	None	159.2250	W	Multi	A	Usage Note 3, 7
Simplex – Mo only	<b>CDF T1</b>	Fire	151.1450	N	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T2</b>	Fire	151.1600	W	None	Simplex		None	A	Usage Note 5, 7

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, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET ICS 217-A 032307					Frequency Band VHF HIGHBAND		Description FIRESCOPE STATEWIDE CHANNEL PLAN – 2007			
Page 2 of 5										
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	Remarks
Simplex – Mo only	<b>CDF T3</b>	Fire	151.1750	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T4</b>	Fire	151.1900	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T5</b>	Fire	151.2500	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T6</b>	Fire	151.3250	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T7</b>	Fire	151.3400	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T8</b>	Fire	151.3700	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T9</b>	Fire	151.3850	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T10</b>	Fire	151.4000	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T11</b>	Fire	151.4450	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T12</b>	Fire	151.4600	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T13</b>	Fire	151.4750	N	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T14</b>	Fire	159.2250	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T15</b>	Fire	159.2700	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T16</b>	Fire	159.2850	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T17</b>	Fire	159.3150	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T18</b>	Fire	159.3450	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T19</b>	Fire	159.3600	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T20</b>	Fire	159.3750	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T21</b>	Fire	159.3900	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T22</b>	Fire	159.4050	W	None	Simplex		None	A	Usage Note 5, 7
Simplex – Mo only	<b>CDF T23</b>	Fire	159.4500	W	None	Simplex		None	A	Usage Note 5, 7
Repeater Pair	<b>NIFC C1</b>	Fire	168.7000	N	None	170.9750	N	None	A	Usage Note 3, 5, 6
Repeater Pair	<b>NIFC C2</b>	Fire	168.1000	N	None	170.4500	N	None	A	Usage Note 3, 5, 6
Repeater Pair	<b>NIFC C3</b>	Fire	168.0750	N	None	170.4250	N	None	A	Usage Note 3, 5, 6
Repeater Pair	<b>NIFC C4</b>	Fire	166.6125	N	None	168.4000	N	None	A	Usage Note 3, 5, 6

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, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

<b>COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET</b> ICS 217-A 032307					Frequency Band <b>VHF HIGHBAND</b>	Description <b>FIRESCOPE STATEWIDE CHANNEL PLAN – 2007</b>				
					Page 3 of 5					
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	Remarks		
Repeater Pair	<b>NIFC C5</b>	Fire	167.1000 N	None	169.7500 N	None	A	Usage Note 3, 5, 6		
Repeater Pair	<b>NIFC C6</b>	Fire	168.4750 N	None	173.8125 N	None	A	Usage Note 3, 5, 6		
Repeater Pair	<b>NIFC C7</b>	Fire	162.9625 N	None	171.7875 N	None	A	Usage Note 3, 5, 6		
Simplex – Mo only	<b>NIFC T1</b>	Fire	168.0500 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>NIFC T2</b>	Fire	168.2000 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>NIFC T3</b>	Fire	168.6000 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>NIFC T4</b>	Fire	164.1375 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>NIFC T5</b>	Fire	166.7250 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>NIFC T6</b>	Fire	166.7750 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>NIFC T7</b>	Fire	168.2500 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>FSR5 T4</b>	Fire	173.9125 N	None	Simplex	None	A	Usage Note 5, 7		
Simplex – Mo only	<b>FSR5 T5</b>	Fire	173.9625 N	None	Simplex	None	A	Usage Note 5, 7		
Simplex – Mo only	<b>FSR5 T6</b>	Fire	173.9875 N	None	Simplex	None	A	Usage Note 5, 7		
Simplex – Air/Mo	<b>AIRGUARD</b>	Fire	168.6250 N	None	Simplex	110.9	A	Usage Note 12		
Simplex – Air/Mo	<b>FS A/G</b>	Fire	170.0000 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Air/Mo	<b>BLM A/G</b>	Fire	167.9500 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Air/Mo	<b>CDF A/G</b>	Fire	151.2200 N	None	Simplex	None	A	Usage Note 5		
Simplex – Mo only	<b>168.350</b>	Federal Agencies	168.3500 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>163.100</b>	Federal Agencies	163.1000 N	None	Simplex	None	A	Usage Note 5, 6		
Simplex – Mo only	<b>168.550</b>	Federal Agencies	168.5500 N	None	Simplex	None	A	Usage Note 5, 6		

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, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET					Frequency Band		Description			
ICS 217-A 032307					UHF		FIRESCOPE STATEWIDE CHANNEL PLAN – 2007			
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	Remarks
Repeater Pair	<b>UCALL</b>	Any Public Safety	453.2125	N	None	458.2125	N	156.7	A	Usage Note 8
Repeater Pair	<b>UTAC1</b>	Any Public Safety	453.4625	N	None	458.4625	N	156.7	A	Usage Note 5, 8
Repeater Pair	<b>UTAC2</b>	Any Public Safety	453.7125	N	None	458.7125	N	156.7	A	Usage Note 5, 8
Repeater Pair	<b>UTAC3</b>	Any Public Safety	453.8625	N	None	458.8625	N	156.7	A	Usage Note 5, 8
Simplex – Base/Mo	<b>UCALLD</b>	Any Public Safety	453.2125	N	None	Simplex		156.7	A	Usage Note 8
Simplex – Base/Mo	<b>UTAC1D</b>	Any Public Safety	453.4625	N	None	Simplex		156.7	A	Usage Note 5, 8
Simplex – Base/Mo	<b>UTAC2D</b>	Any Public Safety	453.7125	N	None	Simplex		156.7	A	Usage Note 5, 8
Simplex – Base/Mo	<b>UTAC3D</b>	Any Public Safety	453.8625	N	None	Simplex		156.7	A	Usage Note 5, 8

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, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET ICS 217-A 032307 Page 5 of 5				Frequency Band 800 MHz. (prior to re-banding)		Description FIREScope STATEWIDE CHANNEL PLAN – 2007			
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	Remarks	
Repeater Pair	<b>ICALL</b>	Any Public Safety	866.0125 W	156.7	821.0125 W	156.7	A	Usage Note 9	
Repeater Pair	<b>ITAC1</b>	Any Public Safety	866.5125 W	156.7	821.5125 W	156.7	A	Usage Note 9	
Repeater Pair	<b>ITAC2</b>	Any Public Safety	867.0125 W	156.7	822.0125 W	156.7	A	Usage Note 9	
Repeater Pair	<b>ITAC3</b>	Any Public Safety	867.5125 W	156.7	822.5125 W	156.7	A	Usage Note 9	
Repeater Pair	<b>ITAC4</b>	Any Public Safety	868.0125 W	156.7	823.0125 W	156.7	A	Usage Note 9	
Repeater Pair	<b>FIREMARS</b>	Fire and Fire Based - EMS	868.9875 W	156.7	823.9875 W	156.7	A	Usage Note 10	
Repeater Pair	<b>FIREMARS 2</b>	Fire and Fire Based - EMS	866.9125 W	156.7	821.9125 W	156.7	A	Usage Note 10, 11	
Simplex – Base/Mo	<b>ICALLD</b>	Any Public Safety	866.0125 W	156.7	Simplex	156.7	A	Usage Note 9	
Simplex – Base/Mo	<b>ITAC1D</b>	Any Public Safety	866.5125 W	156.7	Simplex	156.7	A	Usage Note 9	
Simplex – Base/Mo	<b>ITAC2D</b>	Any Public Safety	867.0125 W	156.7	Simplex	156.7	A	Usage Note 9	
Simplex – Base/Mo	<b>ITAC3D</b>	Any Public Safety	867.5125 W	156.7	Simplex	156.7	A	Usage Note 9	
Simplex – Base/Mo	<b>ITAC4D</b>	Any Public Safety	868.0125 W	156.7	Simplex	156.7	A	Usage Note 9	
Simplex – Base/Mo	<b>FIREMARS D</b>	Fire and Fire Based - EMS	868.9875 W	156.7	Simplex	156.7	A	Usage Note 10	
Simplex – Base/Mo	<b>FIREMARS 2D</b>	Fire and Fire Based - EMS	866.9125 W	156.7	Simplex	156.7	A	Usage Note 10, 11	

NOTE: After being re-banded, the NPSPAC national interoperability channels will be 15 MHz. lower. The California Statewide Interoperability Executive Committee (CALSIIEC) is considering the adoption of a national interoperability channel naming standard.

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, portable or mobile radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

## WATCH OUT SITUATIONS

1. Fire not scouted and sized up.
2. In country not seen in daylight.
3. Safety zones and escape routes not identified.
4. Unfamiliar with weather and local factors influencing fire behavior.
5. Uninformed on strategy, tactics, and hazards.
6. Instructions and assignments not clear.
7. No communication link with crewmembers or supervisor.
8. Constructing line without safe anchor point.
9. Building fireline downhill with fire below.
10. Attempting frontal assault on fire.
11. Unburned fuel between you and fire.
12. Cannot see main fire, not in contact with someone who can.
13. On a hillside where rolling material can ignite fuel below.
14. Weather becoming hotter and drier.
15. Wind increases and/or changes direction.
16. Getting frequent spot fires across line.
17. Terrain and fuels make escape to safety zones difficult.
18. Taking nap near fireline.





**L**ookouts  
**C**ommunications  
**E**scape Routes  
**S**afety Zones

