

Introduction to Unified Command for Multiagency and Catastrophic Incidents

IUCMCI-Student Manual

2nd Edition, 4th Printing-October 2005



FEMA

FEMA/USFA/NFA
IUCMCI-SM
October 2005
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*Introduction to Unified Command for
Multiagency and Catastrophic Incidents*



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**U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
UNITED STATES FIRE ADMINISTRATION
NATIONAL FIRE ACADEMY**

FOREWORD

On March 1, 2003, the Federal Emergency Management Agency (FEMA) became part of the U.S. Department of Homeland Security. FEMA's continuing mission within the new department is to lead the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the National Flood Insurance Program and the U.S. Fire Administration.

FEMA's U.S. Fire Administration (USFA) serves as the agency fire protection and emergency response community expert. It is located at the National Emergency Training Center in Emmitsburg, Md., and includes the National Fire Academy and the Emergency Management Institute. The mission of the USFA is to save lives and reduce economic losses due to fire and related emergencies through research and training, public education and coordination with other federal agencies and fire protection and emergency service personnel.

To achieve the USFA's legislated mandate (under Public Law 93-498, October 29, 1974), "to advance the professional development of fire service personnel and of other persons engaged in fire prevention and control activities," the USFA's National Fire Academy offers a diverse delivery system. Courses are delivered at the Emmitsburg campus and throughout the nation in cooperation with state and local fire training organizations.

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COURSE SCHEDULE

- Unit 1: Introduction
- Unit 2: Preincident Planning, Incident Management Teams, and Area Command
- Unit 3: Unified Command
- Unit 4: Multiagency Coordination Systems
- Unit 5: Federal Response to Unified Command Incidents
- Unit 6: The Planning Process

UNIT 1: INTRODUCTION

COURSE OBJECTIVES

The students will:

- 1. Know how to conduct preincident planning for potential major incidents.*
 - 2. Understand the need for local or regional Incident Management Teams (IMT's), and the Area Command concept.*
 - 3. Understand the operation of Unified Command.*
 - 4. Know the role of the Emergency Operations Center (EOC).*
 - 5. Understand the Federal Bureau of Investigation (FBI) interface with the Incident Command System (ICS) on terrorist-type incidents.*
 - 6. Know the fundamentals of developing a basic Incident Action Plan (IAP).*
-

WELCOME

The National Fire Academy (NFA) and the citizens of your community thank you for taking the time to attend this course.

INTRODUCTIONS

When asked by the instructor, you will introduce yourself to the rest of the class. Use the following outline as a guide. **Do not** take more than 2 minutes for your introduction.

- Name of department.
- Size of department.
- Size of community.
- Present position in department.
- Responsibilities within the department Incident Command System (ICS) on major incidents.
- What do you expect to get from this course?

COURSE OUTLINE

Unit 1: Introduction.

Unit 2: Preincident Planning, Incident Management Teams, and Area Command.

Unit 3: Unified Command.

Unit 4: Multiagency Coordination Systems.

Unit 5: Federal Response to Unified Command Incidents.

Unit 6: The Planning Process.

CLASS LOGISTICS

The instructor will indicate where the following are located:

- restrooms;
- break room;
- breakout rooms, if required; and
- exits.

CLASS TIMES

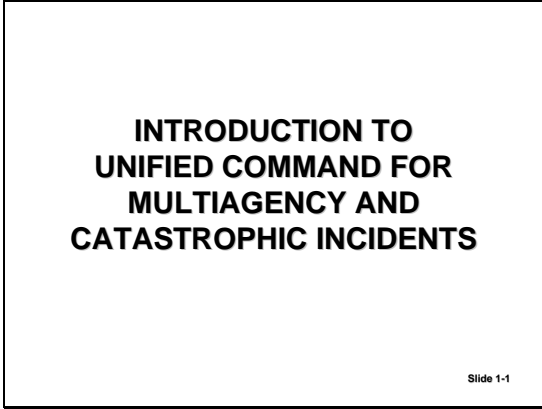
First day--as soon as we can get started.

Second day--To be announced.

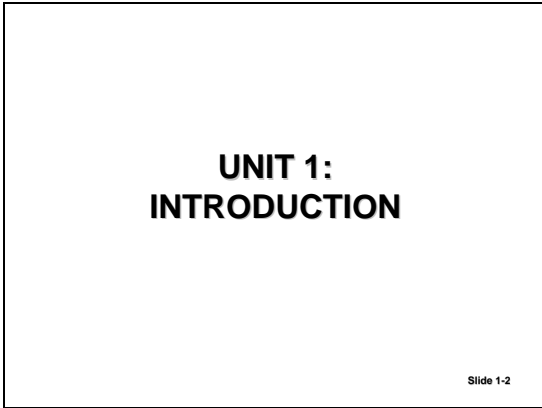
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NOTE-TAKING GUIDE

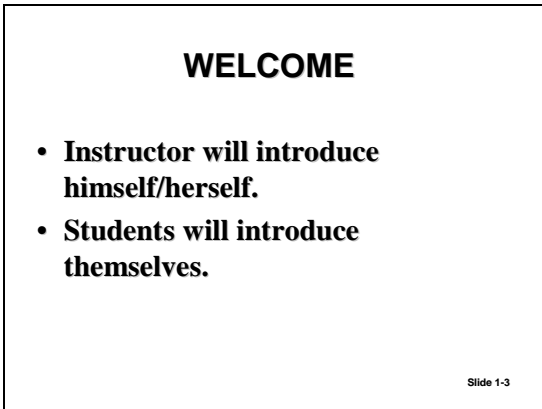
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STUDENT INTRODUCTIONS

- Name of department
- Size of department
- Size of community
- Present position in department
- Responsibilities in the Incident Command System (ICS) on major incidents
- Expectations from the course

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COURSE OBJECTIVES

The students will:

- Know how to conduct preincident planning for potential major incidents.
- Understand the need for local or regional Incident Management Teams (IMT's), and the Area Command concept.
- Understand the operation of Unified Command.

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COURSE OBJECTIVES (cont'd)

- Know the role of the Emergency Operations Center (EOC).
- Understand the Federal Bureau of Investigation (FBI) interface with the ICS on terrorist-type incidents.
- Know the fundamentals of developing a basic Incident Action Plan (IAP).

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COURSE OUTLINE

Unit 1: Introduction
**Unit 2: Preincident Planning,
Incident Management
Teams, and Area
Command**
Unit 3: Unified Command

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COURSE OUTLINE (cont'd)

**Unit 4: Multiagency Coordination
Systems**
**Unit 5: Federal Response to Unified
Command Incidents**
Unit 6: The Planning Process

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CLASS LOGISTICS

- **Restroom locations**
- **Break room location**
- **Breakout rooms**
- **Exits**

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Slide 1-10

CLASS LOGISTICS (cont'd)

Class times:

- **First day--As soon as we can get started**
- **Second day--To be announced**
- **Ending time--To be announced**

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Slide 1-11

UNIT 2: PREINCIDENT PLANNING, INCIDENT MANAGEMENT TEAMS, AND AREA COMMAND

TERMINAL OBJECTIVE

Given lecture and a group activity, the students will be able to anticipate the needed resources for the response to major and catastrophic incidents.

ENABLING OBJECTIVES

The students will:

- 1. Understand the importance of preincident planning for major and catastrophic incidents.*
 - 2. Understand the reasons for developing local and/or regional Incident Management Teams (IMT's).*
 - 3. Understand the concept of Area Command.*
-

INTRODUCTION

Major and catastrophic incidents are a potential in any community. With the great variety of natural and manmade disasters that face this Nation, something major can happen almost anywhere. Whether it is a natural disaster, such as a hurricane, tornado, earthquake, flood, or blizzard, or a terrorist incident, there can be a significant impact on the community.

These types of incidents may affect only the workers or the attendees at a specific facility, or they may have a negative effect on the entire community.

Preincident planning can help the response agencies to understand their ability to command and control large, catastrophic incidents effectively.

PREPLANNING FOCUS

All response agencies should look at the target hazards in their communities. Target hazards are sites that have a great potential for significant loss of life or monetary loss, for example:

- public assembly facilities;
- hospitals;
- nursing homes and assisted care facilities;
- theaters;
- industries using hazardous materials;
- railroads;
- highways;
- schools; and
- malls.

In small towns, one industry may employ a great many residents. The loss of this business can have a severe effect on the entire community's economic resources.

Consider the required resource response to such facilities and evaluate your agency's capability against those required resources. Determine how and where you can obtain resources to meet your agency's shortfalls.

Prepare a written plan that will address resource procurement/ordering during a major incident. Use the plan to justify increases in your agency's budget to meet the projected shortfalls.

RESOURCE DEPLETION

Major and catastrophic events quickly deplete the resources of most local response agencies. At some incidents, the probable number of injuries almost certainly will overwhelm the medical care facilities very rapidly. Sometimes, as in terrorist events, fear may grip both the residents of a community and the response personnel.

Determine if you will have sufficient local:

- fire department, law enforcement, Emergency Medical Services (EMS) vehicles and personnel;
- hospital staff and facilities;
- fire flow;
- hazardous materials response personnel;
- personnel for more than one operational period;
- trained incident management personnel from all agencies; and
- decontamination capability.

Incident Commanders (IC's) must understand the impact of resource depletion, and a department must have an effective plan to augment local resources. The availability or lack of resources drives the incident. The lack of resources will push the IC to adjust strategy, often in a direction that is not suitable or effective for the situation.

Failure to develop resource lists will lead to increased problems in the command and control effort.

PREPLANNING FOR RESOURCE PROCUREMENT

Your department should create lists for procurement, outlining personnel, apparatus, equipment, and supplies. These lists should be part of your Emergency Operations Plan (EOP).

Spend appropriate time on the details of the resource procurement lists--they must function in a real emergency.

Develop a list of cooperating and assisting agencies that may be required at potential community emergencies, such as:

- police;
- fire;
- health;
- environmental;
- county agencies;

- State agencies;
- Federal agencies;
- private/nonprofit agencies; and
- public works/utilities.

Your EOP should include the following detailed information:

- item;
- where it can be located or obtained;
- a contact person's name and phone number;
- quantity available;
- cost;
- delivery time; and
- any other pertinent information for the item.

INCIDENT MANAGEMENT TEAMS

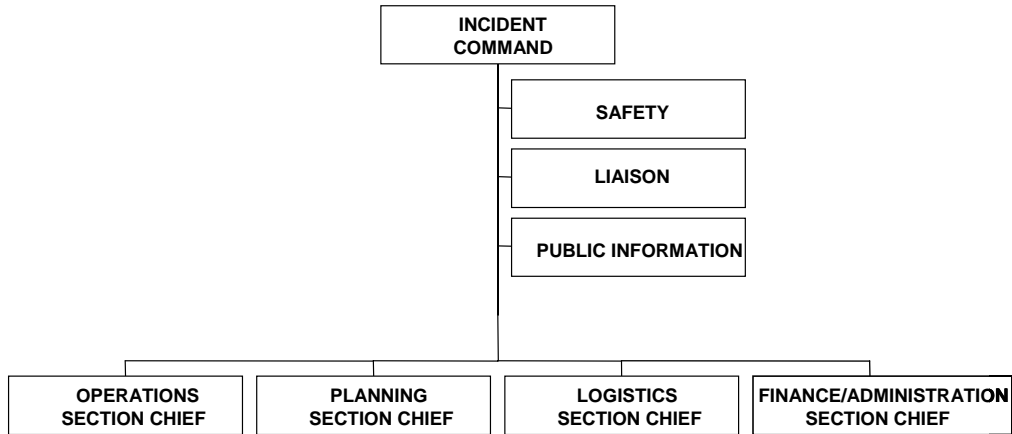
Present Capability

The great majority of the U.S. fire and law enforcement agencies have limited experience with managing large, complex incidents using the Incident Command System (ICS). On most working incidents, there is an IC and a couple of Divisions, Groups, or Sectors. This is what is done a large percentage of the time.

However, that level of ICS will not manage a major incident. Fire, rescue, police, and EMS agencies must implement a more effective ICS management plan. This material will give you what you need to put together that more effective plan, whether you are in a large, medium, or small department. It also addresses the needs of a single large department, a fire district, a police district, or a regional operation.

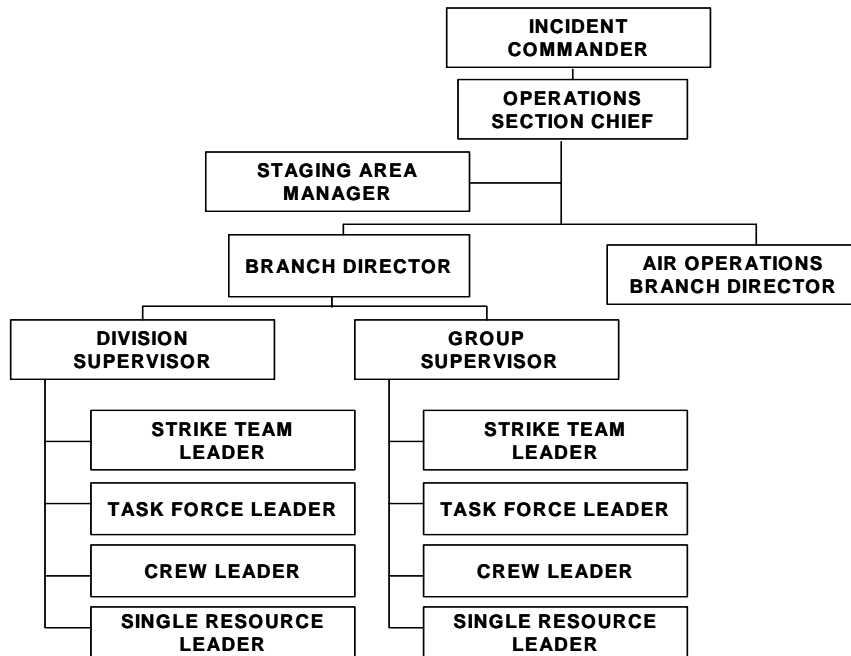
To disregard the needs of the incident from a management perspective is highly detrimental to the response personnel, interfacing agencies, and the public.

NEEDS OF THE INCIDENT MANAGEMENT TEAM



In order to respond rapidly to a terrorist incident, and operate effectively on the scene, there must be qualified, available personnel to fill the upper-level (Command and General Staff) functions of the ICS. **Each agency**, depending on its individual capability and/or its collective capability along with its neighbors, must develop a specific ICS organizational plan delineating which response personnel will fill the necessary ICS Command and General Staff functions.

Operations Section



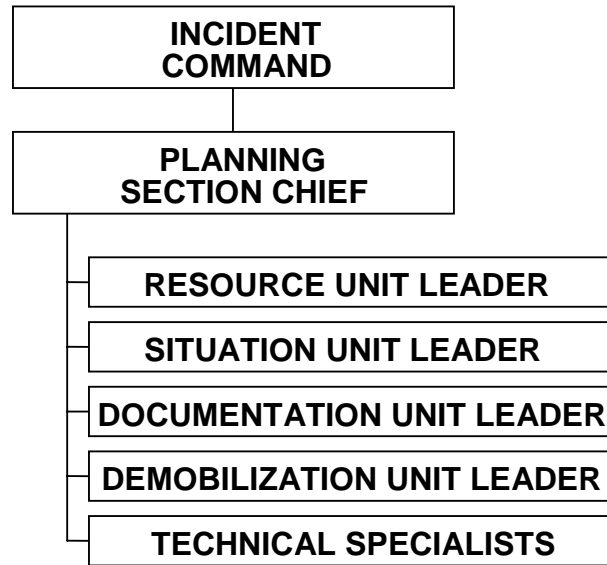
There is no doubt that you will need to staff the functions of the Operations Section Chief. There will be so much going on, so many immediate tactical decisions that have to be made, that if the IC gets involved in those decisions his/her ability to manage the "big picture" effectively will be hampered severely. Remember, when Operations is staffed, the IC does **strategy** and the Operations Chief does **tactics**. This division of work is absolutely necessary at a terrorist event, and needs to occur as soon as possible after the arrival of units. Obviously this is not the standard way of operating for most agencies. This change, therefore, takes some planning and designation within your agency.

Also, be aware that it is most effective to have a unified Operations Section, where fire, police, the Federal Bureau of Investigation (FBI), health, and medical all interface on the tactical operations. You must work out among your response agencies who is the Operations Section Chief at any given moment during the course of the incident. Most terrorist incidents will require search, rescue, extrication, and medical assignments initially. This means that the fire officer in Operations should be the initial Operations Section Chief and the other agency representatives will be Deputy Operations Chiefs. The Operations Section Chief must be open to the suggestions of the deputies and work closely with them to establish an effective tactical operation.

As the event continues, other agency representatives may move to the Operations Section Chief position to carry out their specific responsibilities. For example, after the incident is declared a recovery (rescue is over) operation, the FBI and/or police agency representative would move to the Operations Section Chief position.

Many resources will respond to the scene. These resources need to be managed effectively, with the proper span-of-control. It probably will be necessary to establish Branches within Operations, e.g., Rescue/Extrication, Suppression, Medical, Perimeter Security, Investigation, Haz Mat, etc. An option is to establish Branches based on agency responsibility, e.g., Fire Branch, Medical Branch, Police Branch, Health Branch, FBI Branch, etc.

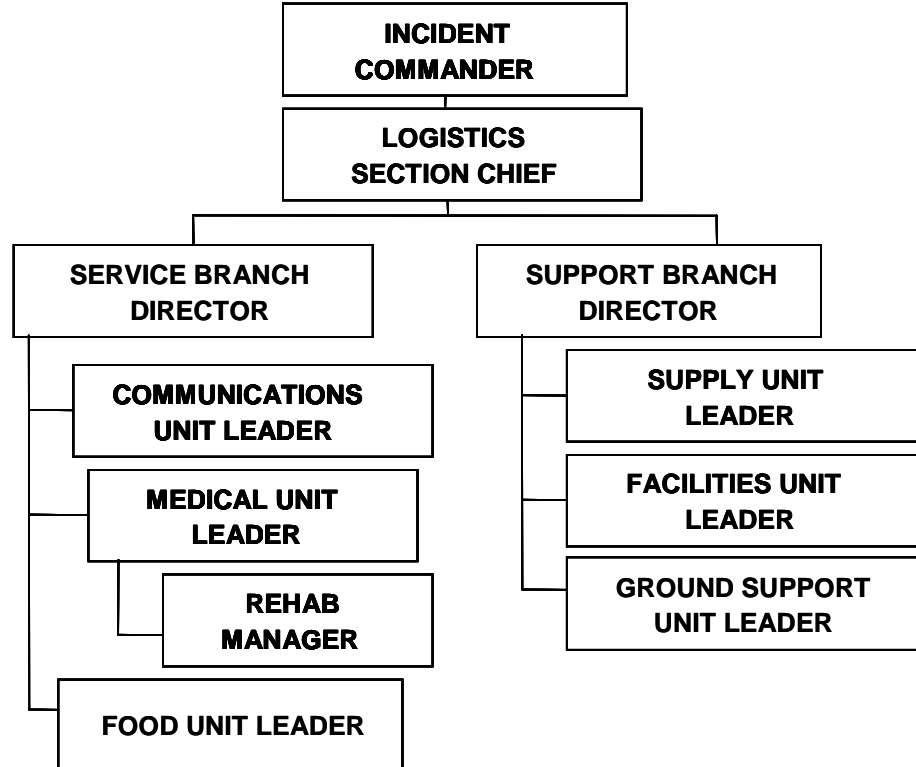
Planning Section



The IC must have assistance in processing the enormous amount of data at the incident, including all the future possibilities that can occur as the incident progresses. Resources need to be tracked--those ordered, those on site, and their assignments. There should be a Plan "B" and maybe even a Plan "C," should additional events occur at the scene. The incident must be documented for later reports and historical context. When the event is winding down, there has to be an effective demobilization plan, and there will be numbers of technical specialists on incident. In addition, an FBI Weapons of Mass Destruction (WMD) Coordinator will report to the Planning Section and be a Deputy Planning Section Chief.

All of these duties are the responsibility of the Planning Section. As in Operations, a number of trained personnel will have to be assigned to the Planning Section, but first you need a Planning Section Chief to determine the needs of that organization and what it must do initially on arrival. Again, you need a plan for how you will staff the Planning Section Chief function and the subfunctions in Planning.

Logistics Section

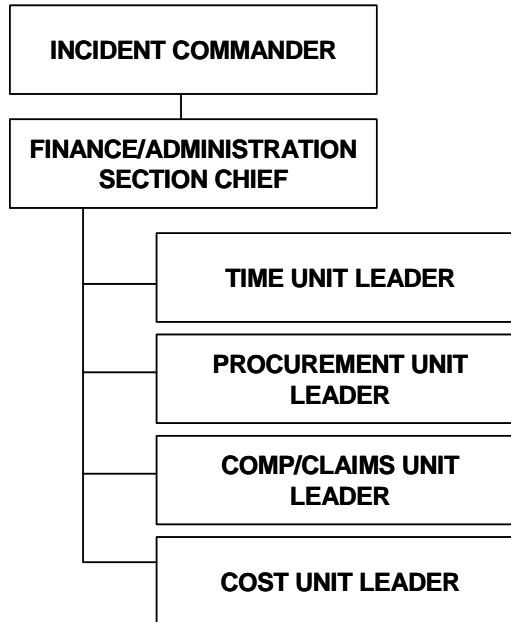


The logistical needs could be overwhelming, from an effective communications network, a medical operation for response personnel and responder rehab, a food capability, a supply operation, personnel to set up the Command Post (CP), base, etc., to the transport of personnel and supplies and maintaining apparatus.

The Logistics Section often can be the same size as the Operations Section from the personnel standpoint. There are many jobs necessary to support the operations at a large, complex incident, and this takes people. The Logistics Section may require a large number of personnel. You may find that qualified non-uniformed employees in your agency can accomplish some of these jobs effectively if they are trained.

Again, it takes agency planning to make sure that you are prepared for the worst, not just for the norm.

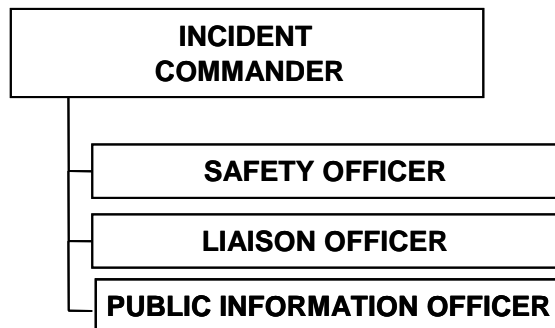
Finance/Administration Section



There must be personnel to record equipment and personnel time and to manage the commissary operation; to administer outside contracts, vendors, leases, and fiscal agreements; to manage any compensation or claims arising from the incident; and for collecting all cost data and providing cost estimates and cost saving recommendations.

Most of these jobs can be accomplished by nonuniformed personnel from various agencies within your jurisdiction, or related agencies. But, it does take some planning and some training--a job that your agency must do.

Command Staff



Safety Officer

You may find that you need not only **Safety Officers** with structural experience, but also hazardous materials Safety Officers at any given scene. It is critical to personnel safety that these positions be filled with competent, experienced people. They must understand their role and the responsibilities placed on them. They must understand when they can act on their own and at what times they must get approval from the IC.

Liaison Officer

There will be many response agencies reporting to a terrorist incident. Some of them have a responsibility for outcome, while others are support agencies like the American Red Cross or the Salvation Army. There are specific differences in the representatives of these groups and their resultant responsibilities. You must be selective when placing these representatives in the ICS organization.

Those with a legal responsibility for the outcome will be in Unified Command and Unified Operations; the others will need to have someone from the Command Staff with whom to interface. We must provide that interface. A **liaison area** needs to be established early in the incident to ensure control of these agencies. Also, note that many fire, police, and medical personnel, both off duty and from other jurisdictions, will come to help. This "help" will create a management nightmare if it is not controlled, organized by Liaison, and then assigned by Command.

Again, you need a plan to manage these responders.

Public Information Officer

The media--local, State, and national--will converge on your community. It is critical to the public that information be given to the media for dissemination. The media need to be updated consistently about the incident and agency operations. Their questions need to be answered. A **Public Information Officer (PIO)**, with possible assistants, must be appointed early in the incident. Other agencies may need information from the scene to do their job effectively. Establish a **media area** that is out of harm's way; all media will be directed to report to that area.

Information and Intelligence Management Options in the NIMS

- **As an Officer in the Command Staff.**

This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.

- **As a Unit within the Planning Section.**

This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.

- **As a Branch within the Operations Section.**

This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.

- **As a General Staff Section.**

This option may be most appropriate when an incident is heavily influenced by intelligence factors, or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information.

This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Regardless of how it is organized, the information and intelligence function also is responsible for developing, conducting, and managing information-related security plans and operations as directed by the IC. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the PIO, particularly where such public awareness activities may affect information or operations security.

INCIDENT TYPES AND INCIDENT MANAGEMENT TEAMS

The type and complexity of an incident will help determine if mutual aid, in the form of an incident management team (IMT), should be requested. When an IMT is implemented, a Delegation of Authority must be completed before the IMT can begin work. A Delegation of Authority transfers the responsibility and authority for incident management to the recipient, e.g., a designated IC. This is a written transfer of authority vesting the designated IC with the control and management of the incident in accordance with prescribed instructions and limitations. The Delegation of Authority is given by the Agency Administrator. In this application, the Agency Administrator is a generic term for the (local) person having scope, jurisdiction, and authority for the safety and welfare of the locality. This could be a Mayor, City Manager, County Executive, etc. The Delegation of Authority is similar to a Transfer of Command and sets forth the conditions and parameters under which the IMT is expected to perform its duties.

There are five types of incidents based on complexity level. This discussion begins with the most basic and, comparatively, least experienced in large incident management.

Type 5

- The incident can be handled with one or two single resources, with up to six personnel.
- Command and General Staff positions (other than the IC) are not activated.
- No written Incident Action Plan (IAP) is required.
- Typically the incident is contained within an hour or two hours after resources arrive on scene.
- Examples include a vehicle fire, injured person, or police traffic stop.

Type 4

- Command Staff and General Staff functions are activated only if needed.

- Several resources are required to mitigate the incident, including a Task Force or Strike Team.
- Typically, the incident is contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.
- The Agency Administrator may have briefings, and ensure the complexity analysis and Delegation of Authority are updated.
- No written IAP is required, but a documented operational briefing will be completed for all incoming resources.
- Examples may include a major structure fire, a multivehicle crash with multiple patients, an armed robbery, or a small haz mat spill.

Type 3

- Some or all of the Command and General Staff positions may be activated.
- Type 3 IMT will manage initial action incidents with a significant number of resources, and extended attack incident, or an expanding incident.
 - Some jurisdictions have a predetermined Type 3 IMT formally designated.
 - Some jurisdictions will form a Type 3 organization at the incident.
- The incident may extend into multiple operational periods.
- Typically, a written IAP typically is required for each operational period.
- Examples may include a tornado touchdown, earthquake, flood, or multiday hostage/standoff situation.

Type 2

- Most or all of the Command and General Staff positions are filled.
- A written IAP is required for each operational period.

- Many of the functional units are staffed.
- Number of operations personnel normally does not exceed 200 per operational period and the total of personnel does not exceed 500.
- Agency Administrator is responsible for the incident complexity analysis, Agency Administrator briefings, and the written Delegation of Authority.
- Typically involve incidents of regional significance.

Type 1

- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period, and total incident personnel exceed 1,000.
- Branches may need to be established.
- Agency Administrator will have briefings and will ensure the complexity analysis and Delegation of Authority are updated.
- Typically involve incidents of national significance.

INCIDENT MANAGEMENT TEAM DEVELOPMENT

Large-scale and complex emergency incidents that require the use of an expanded emergency management system can occur in any community.

Fire and police organizations that serve heavily populated urban areas usually have sufficient personnel available to staff the Command positions that are required to manage these types of incidents effectively. Smaller departments, when faced with the need for an expanded ICS to deal with a major incident, may lack the readily available number of officers for adequate staffing of the required supervisory positions.

A practical solution to this problem, in many cases, is to organize IMT's.

IMT's are similar to the "overhead teams" that are used by Federal agencies in managing large forest fires. An IMT normally consists of fire or police officers and other specialized support personnel from various agencies who have the **expertise** to provide onscene management and support for large or complex emergency situations. **Normally, the IMT is**

a concept that applies mainly to larger departments with sufficient officers to gather and staff the necessary functions quickly at a large, complex, multijurisdictional incident.

However, IMT's can be assembled on a geographic or statewide basis. **Normally they operate in a true "team" concept, in that the same team members meet to plan, train, and operate together when they arrive at the incident scene.** Familiarity with each other, concurrent training, and expertise developed through their previous experiences enhance their ability to organize and manage emergency incidents.

Incident Management Teams are Capable of Filling all General Staff and Command Staff Functions

In addition to filling General Staff and Command Staff functions within the ICS structure, an IMT also may provide additional specialized assistance or support. An example is structural liaison or wildland liaison at incidents such as wildland fires that require concurrent structural protection.

When requested, IMT's usually are dispatched without regard to individual work schedules or assignments. IMT's operate under the overall direction of the agency within whose jurisdiction the incident has occurred. Tactical resources are provided by the agency in whose jurisdiction the incident is located, and may be supplemented by tactical resources provided by other agencies.

IMT's frequently use members from both forestry firefighting agencies and rural fire departments to provide ICS management expertise and support in situations involving wildland fires with structural exposures.

Optional Method of Assembling an Incident Management Team

Another method to form an IMT consists of individuals who are assigned to a "pool" of trained and qualified officers who will function in General Staff or Command Staff positions to assist the requesting agency in management of large or complex incidents.

The IMT pool for ICS General Staff or Command Staff positions consists of experienced officers who are **qualified and trained** to function in one or more specific ICS General or Command Staff positions that will be required in the management of large or complex incidents.

IMT's may be coordinated on a county-wide or regional basis. Tactical resources are provided by the agency in whose jurisdiction the incident is

located and may be supplemented by tactical resources provided by other agencies. On request of the agency in whose jurisdiction the incident occurs, a complete team is dispatched to the scene. Team members are sent regardless of work assignment or duty status. This requires some type of constant communications.

Incident Management Teams are Used to Fill Specific General Staff and Command Staff Positions

General Staff or Command Staff teams will be dispatched, or individuals from the team pool will be dispatched for specific General Staff or Command Staff positions. Usually assignments from the IMT pool are based on duty schedules and availability of qualified pool members.

Although all pool members are qualified through training and experience for the positions to which they are assigned, they do not necessarily train together and may not have worked together previously as a team.

Members of an IMT operate in cooperation with, and under the overall direction of officials of the agency in whose jurisdiction the incident has occurred.

IMT's provide ICS management expertise for fire or police departments within that county who may need assistance in staffing General Staff and Command Staff positions when large/complex incidents occur.

Complexity Analysis

A complexity analysis can be described as a checklist to document and organize the issues of the incident. This is a tool to help analyze incident elements and determine if the existing management structure is appropriate. Forms that begin the complexity analysis process include ICS Form 201: Incident Briefing, the Resource and Situation Status Record, and the Primary Factors Sizeup Chart.

The following information, published by the National Wildfire Coordinating Group (NWCG) represents factors contributing to incident complexity. Although this information is presented for a wildland incident, there is application of the principles to long-duration incidents managed by municipal organizations.

The responsible Agency Administrator and staff should analyze each factor specific to the actual or potential circumstances of a wildland fire incident. The summary of that analysis should serve as a guideline to

identify the complexity level of the fire and assign the appropriate type of incident management organization to it. Since the time required to assemble and move an IMT to a fire may be as much as 24 hours, this analysis should consider both the current state of the fire and its probable state in 24 hours, under the influences of burning conditions and current management organization.

Incident Complexity Analysis (Type 3, 4, 5)

Fire Behavior

- fuels extremely dry and susceptible to long-range spotting, or you are currently experiencing extreme fire behavior;
- weather forecast indicating no significant relief or worsening conditions; and
- current or predicted fire behavior dictates indirect control strategy with large amounts of fuel within planned perimeter.

Firefighter Safety

- performance of firefighting resources affected by cumulative fatigue;
- overextended mentally and/or physically; and
- communication ineffective with tactical resources or dispatch.

Organization

- operations are at the limit of span of control;
- IAP's, briefings, etc., missing or poorly prepared;
- variety of specialized operations, support personnel, or equipment;
- unable to staff air operations properly;
- limited local resources available for initial attack;
- heavy commitment of local resources to logistical support;
- existing forces worked 24 hours without success; and
- resources unfamiliar with local conditions and tactics.

Values to be protected

- urban interface; structures, developments, recreational facilities, or potential for evacuation;

- fire burning or threatening more than one jurisdiction and potential for Unified Command with different or conflicting management objectives;
- unique natural resources, special-designation areas, critical municipal watershed, T&E species habitat, cultural value sites; and
- sensitive political concerns, media involvement, or controversial fire policy.

If you have checked "Yes" on three to five of the above issues, consider requesting the next level of incident management support.

As you have seen, a fully established ICS is a necessity at a terrorist incident. Your agency must be prepared to establish these functions very early in the incident. You must have a plan and have trained personnel to assume these jobs. Next we will cover how you can begin to get prepared by establishing IMT's in your organization.

All-Hazard Incident Management Team Technical Assistance Program

This training is provided to localities that want to establish IMT capabilities in accordance with national standards.

The course prefers prerequisite training (USFA's *Command and General Staff Functions in the Incident Command System*) and includes the following topics:

- all-hazard IMT course;
- shadowing experience;
- Type 3 position-specific training; and
- refresher/sustainment training.

The all-hazard IMT course is delivered to the entire team and emphasizes Command and General Staff functions, Unified Command, multiagency coordination, and team dynamics, and discusses transition to IMT2 integration. Courses are simulation-intensive for hands-on skills development. The customized simulations are tailored for specific audiences

The shadowing experience is coordinated through the National Interagency Fire Center (NIFC) under a Memorandum of Understanding between USFA and USFS. Three to eight candidates shadow a Type 1 or

Type 2 IMT during a major incident. The sending entity is responsible for all travel expenses. Experience is documented in Position Task Books.

Completion of requirements will result in a special certificate from USFA. Any additional certification will be done by the individual State or other appropriate entity.

For additional information contact:

All-Hazard Incident Management Team Technical Assistance
Program
www.usfa.fema.gov/subjects/incident/imt
301-447-7888

PLANNING FOR THE INCIDENT MANAGEMENT TEAM

The following is a checklist to begin the planning process for IMT's.

- _____ 1. If you are not the chief or head of your agency, have them read this document.
- _____ 2. Using your persuasive skills, if needed, have the agency head approve a preliminary plan to have upper-level management participate in a discussion and planning session based on the information presented here. Make sure you consider the representatives of other agencies that need to coordinate with you at the scene.
- _____ 3. Set a date for the session.
- _____ 4. Provide upper-level management from all represented agencies with a copy of this book and present the USFA AHIMT PowerPoint® slide program to them.
- _____ 5. After presentation of the program, lead a discussion on the pro's and con's of being/not being prepared for a terrorist incident.
- _____ 6. Assuming that the leadership wants to be prepared, discuss the possible ways the agency can achieve an IMT ICS organization.
- _____ 7. Determine the most effective method from the ones discussed.

- _____ 8. Set up a committee to determine the specific method, possible dissemination of materials, training, and communications; establish a timeframe.
- _____ 9. Create a project timeframe chart showing responsibilities and the people responsible for various phases of the development, with mandatory completion dates.
- _____ 10. Go to work.

It is critical to have the agency leadership directing the implementation of the plan to create IMT's. All agency personnel must understand that the agency head wants this implementation and that this person not only supports it, but will demand that it be accomplished in a timely manner.

Ensure that other agencies that should be involved in incident management at a terrorist incident (or any major incident in your locale) are included in the meeting and planning. These other agencies will be greatly needed at large, complex, multijurisdictional incidents. If they are coming, they must be organized and trained properly before they arrive. It is too late to train them to be effective ICS managers **after** the incident occurs.

Make sure you read this document in its entirety. The section below on Area Command will have an effect on the personnel you assign to your IMT.

AREA COMMAND

Introduction

Area Command may be required at large, terrorist incidents, or at any other major incident or simultaneous incidents that may occur.

First, let's deal with multiple incidents that are relatively close to one another, occurring at the same time. What can we expect from the individual IC's at each incident? They all will be requesting large numbers of resources and specialists. Often, the amount of these resources in any community will be limited. Someone has to decide which incident receives what resources, based on need and priority. Someone has to set the priorities.

Secondly, each incident command organization will attempt to do planning based on its specific incident, with the intent to get everything it needs and wants to bring control, save lives, and protect property. Without direction from somewhere, these plans will be destroyed when

certain resources do not get to the incident. Therefore, someone has to decide the priority of each incident, based on both technical and political requirements. The priority of each incident needs to be determined, and that priority needs to be transmitted to each IC. Then, the Planning Section Chief at each incident can evaluate the incident priority and effectively plan accordingly.

Thirdly, the Logistics Section at each incident will be requesting large amounts of outside agency resources. Initially, these requests will probably go through fire/police communications, but also could come through police or public works communications. No doubt there will be duplication of resource requests. Someone must determine which resources go to which incident, by priority.

Most of what was said above can be said of a large, complex single incident (like the WTC terrorist incident). All response agencies will want large amounts of resources sent to them specifically, for their particular use, without regard for the needs of other agencies to do their jobs effectively. Obviously, there must be people who can set the priorities and send the correct, but limited, resources to the right commander.

In too many cases, fire, police, and EMS each set up their own CP operations. Someone has to bring them together into one organization, if those agencies are going to be effective. There must be a top-level incident command organization that can make the necessary decisions. This leads us to a discussion of the duties and responsibilities of the functions in Area Command.

Why is Area Command Established?

Area Command is an organization that is established to:

- oversee the management of multiple incidents that each are being handled by an ICS organization; or
- oversee the management of a very large incident that has multiple IMT's assigned to it.

Example of an Area Command Organization

Usually Area Command is used only when the incidents are of a similar nature, e.g., two or more fires, two or more haz mat spills, two terrorist incidents, etc. When incidents are of different kinds, they would be handled as separate incidents.

Unified Area Command

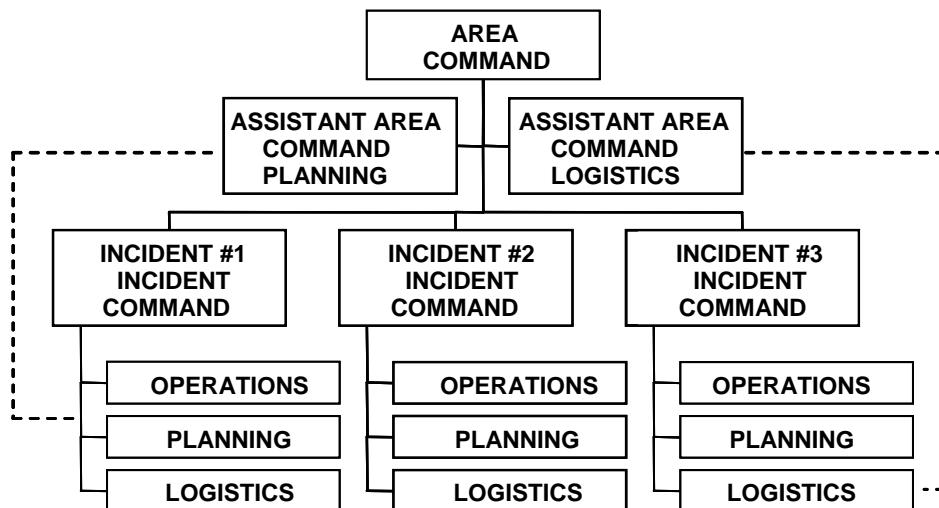
If incidents under the authority of the Area Command are multijurisdictional, a **Unified Area Command** should be established. This will allow each jurisdiction to have representation in the Area Command.

Duties and Responsibilities of Area Command

Some of the duties of those in an Area Command organization include the following:

- set overall incident-related priorities;
- allocate critical resources based on priorities;
- ensure that all resources are properly managed; and
- ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.

Area Command Organization



Organization is normally small, with personnel assigned to Command, Planning, and Logistics. Depending on the complexity of the interface between incidents, specialists in other areas may be assigned to the Area Command, e.g., FBI, law enforcement, health, EMS, etc.

Reporting Relationships of Area Command

IC's for the incidents under the authority of Area Command report directly to the Area Commander.

The Area Commander is accountable to the agency or jurisdictional executive or administrator.

Need for Area Command

When multiple incidents are occurring, the use of an Area Command makes the job of IC's and agency executives easier for the following reasons:

- Interagency liaison and coordination required of each IC is accomplished at the Area Command level.
- It sets priorities between incidents and allocates critical resources according to priorities established by agency executives.
- It helps agency executives by ensuring that agency policies, priorities, constraints, and guidance are made known to respective IC's.
- Area Command reduces the workload of the agency executive, especially if there are multiple incidents in progress at the same time.

Establishing Area Command

A proactive approach must be taken when considering the use of Area Command. Make sure that conflicts between similar incidents in the same area do not arise. Agency dispatchers often will recognize potential problems first. Realize that it may take hours to establish the Area Command.

Have a plan in place. Consider using existing facilities and communications systems to reduce setup time. Example: the use of an existing jurisdictional Emergency Operations Center (EOC).

Examples of Criteria for Using Area Command

- Several major or complex incidents of the same kind are in close proximity.
- Critical human or property values are at risk due to the size or number of incidents.
- Incidents will be prolonged or will continue into the next operational period.
- Incidents are similar, and critical resources are limited.
- Difficulties are encountered with incident resource allocation and coordination.

Planning for Area Command

Establishing an Area Command organization is similar to establishing IMT's. The primary difference lies in the application of which agency officers are assigned to Area Command functions.

Area Command assignments should go to your upper-level supervisors. For the fire and police services, that may mean the chief of department and a few deputy chiefs. For health and public works it may mean agency heads and a few deputies.

It is critical not to assign the same person to two different jobs, one at the IMT level and one at the Area Command level, without a specific daily assignment list being established for all to see. If you want these operations to work smoothly, ensure that your personnel know where they are expected to be on any given incident or incidents.

When an IMT or Area Command is established on a terrorist incident, you must request that your local EOC be opened as soon as possible to support incident operations with resources.

Activity 2.1

Resource Procurement for Major Incidents

Purpose

To provide practice in brainstorming agencies and contractors who can provide resources during major incidents.

Directions

1. You will be divided into four small groups.
2. Each group will complete the assignment at its table.
3. The instructor will assign each table group one of the following:
 - a. Local government resources.
 - b. State government resources.
 - c. Federal government resources.
 - d. Private and nonprofit resources.
4. Each group will have 15 minutes to compile a list on an easel pad.
5. Select a spokesperson to report your group's findings.

Activity 2.1 (cont'd)

Worksheet

Local Resources: _____

State Resources: _____

Federal Resources: _____

Private/Nonprofit Resources: _____

NOTE-TAKING GUIDE

Slide 2-1

**UNIT 2:
PREINCIDENT PLANNING,
INCIDENT MANAGEMENT
TEAMS, AND AREA
COMMAND**

Slide 2-1

Slide 2-2

TERMINAL OBJECTIVE

Given lecture and a group activity, the students will be able to anticipate the needed resources for the response to major and catastrophic incidents.

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ENABLING OBJECTIVES

The students will:

- Understand the importance of preincident planning for major and catastrophic incidents.
- Understand the reasons for developing local and/or regional Incident Management Teams (IMT's).
- Understand the concept of Area Command.

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Slide 2-4

INTRODUCTION

- Major and catastrophic incidents are a potential for any community.
- These types of incidents may affect the people employed by, or in the immediate area of, the structure or facility.
- They may affect the entire community and be very devastating.
- Preincident planning helps in understanding one's capability.

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PREPLANNING FOCUS

Look first at all the target hazards in the community--facilities with a potential for large life or monetary loss.

- Public assemblies.
- Hospitals.
- Nursing and assisted living facilities.
- Theaters.

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PREPLANNING FOCUS (cont'd)

- Commercial occupancies using hazardous materials
- Railroad rights-of-way
- Highways
- Schools
- Malls

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PREPLANNING FOCUS (cont'd)

- Consider the required resource response to each facility and evaluate your agency's capability.
- Determine how and where you can obtain resources to meet the shortfalls.
- Prepare a written plan that will address resource procurement/ordering.
- Use the plan to justify budget increases as well.

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RESOURCE DEPLETION

- Major and catastrophic incidents quickly deplete local resources.
- If there are large numbers of injured, medical care facilities will overload rapidly.
- Fear may grip the residents of a community and response personnel during a terrorist event.

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RESOURCE DEPLETION (cont'd)

Will you have sufficient local:

- Fire, law enforcement, and Emergency Medical Services (EMS) vehicles and personnel?
- Hospital facilities and staff?
- Fire flow?
- Equipped haz mat personnel?
- Personnel for more than one operational period?
- Trained incident management personnel from all agencies?
- Decontamination capability?

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**RESOURCE DEPLETION
(cont'd)**

- The availability or lack of resources drives the incident operations.
- Have an effective plan to augment depleted resources.
- The lack of resources will drive the Incident Commander (IC) to a strategy that is not suitable or effective for the command and control effort.

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**RESOURCE DEPLETION
(cont'd)**

- Develop resource lists.
- Failure to develop resource lists will lead to increased problems in the command and control effort.

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**PREPLANNING FOR
RESOURCE PROCUREMENT**

- Create lists for procurement.
- The lists are part of the Emergency Operations Plan (EOP).
- Spend time on the details.

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PREPLANNING FOR RESOURCE PROCUREMENT (cont'd)

Develop a list of cooperating and assisting agencies:

- Police
- Fire
- Health
- Environmental
- County agencies
- State agencies
- Federal agencies
- Private/Nonprofit agencies
- Public works/utilities

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PREPLANNING FOR RESOURCE PROCUREMENT (cont'd)

The EOP should include the following information:

- Item (kind and type).
- Where it can be located or obtained.
- Contact person.
- Quantity available.
- Cost.
- Delivery time.
- All other pertinent information about the item.

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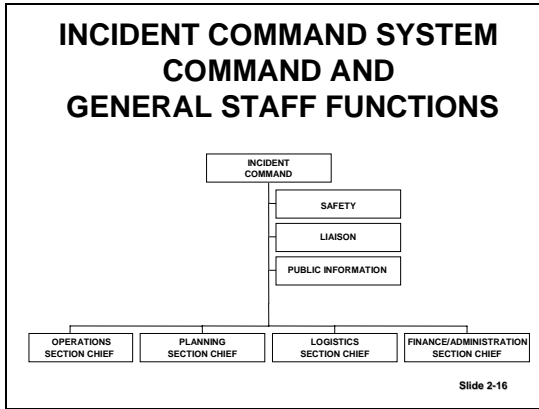
Slide 2-15

INCIDENT MANAGEMENT TEAMS

- The majority of U.S. fire and law enforcement agencies have limited experience with managing major and catastrophic incidents.
- For the fire service, a large percent of the incidents are handled by a single alarm.
- It is essential that the Incident Command System (ICS) Command and General Staff functions be staffed on the small percentage of incidents posing extraordinary situations and circumstances.

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**INCIDENT MANAGEMENT
TEAMS (cont'd)**

- These functions apply not only to fire departments, but to most other response agencies with a statutory responsibility for outcome.
- Disregard for the establishment of these functions is highly detrimental to response personnel, interfacing agencies, and the public.

Slide 2-17

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**NEEDS OF THE INCIDENT
MANAGEMENT TEAM**

- ICS-qualified personnel must be available to respond to major and catastrophic incidents.
- These personnel fill the ICS functions.
- Personnel need to be trained thoroughly in their duties and responsibilities.

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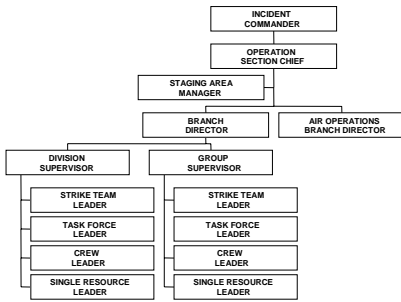
NEEDS OF THE INCIDENT MANAGEMENT TEAM (cont'd)

- After training, they can provide effective management.
- On major incidents, there is an incredible demand on the management team:
 - To command and control the resources.
 - To obtain resources.
 - To distribute resources.

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OPERATIONS SECTION



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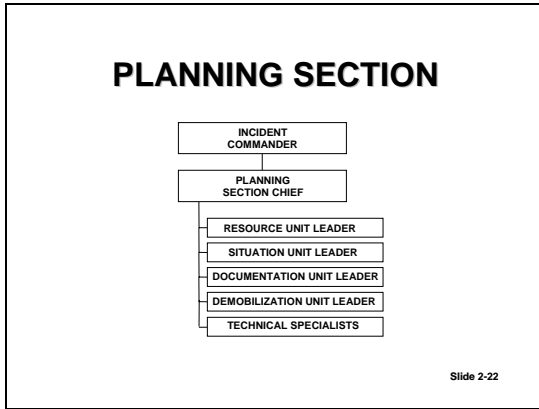
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OPERATIONS SECTION (cont'd)

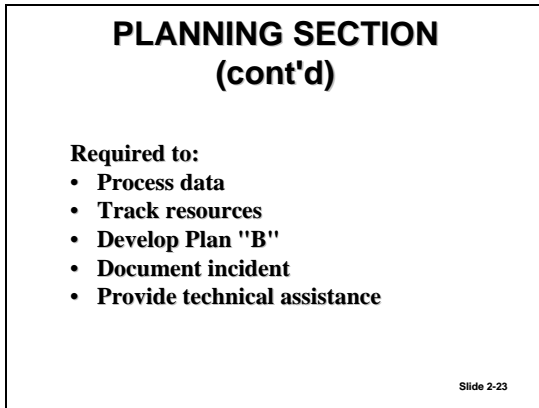
- Establish Operations to allow the IC to focus on the incident's "Big Picture."
- Operations will do tactics while the IC does objectives and strategy.
- This division of work is absolutely necessary on major incidents.

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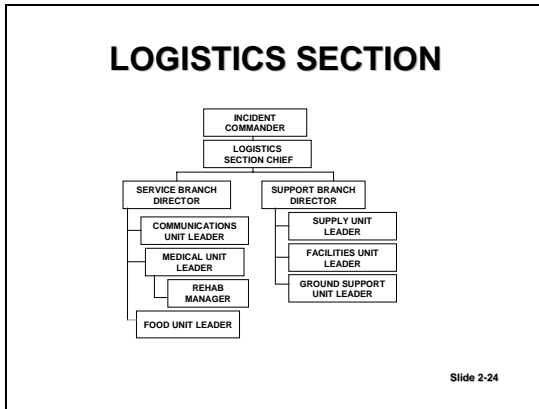
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LOGISTICS SECTION (cont'd)

- Logistical needs could be overwhelming.
- The incident will need
 - Communications plan.
 - Medical plan.
 - Feeding capability.
 - Supply operation.
 - Personnel to set up base, Command Post, etc.
 - Personnel and supply transportation operation.

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Slide 2-26

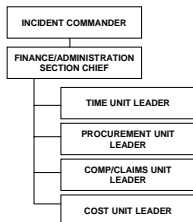
LOGISTICS SECTION (cont'd)

- The Logistics Section may require a large number of personnel.
- You may be able to use qualified non-uniformed personnel in this section, if they are trained properly.

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FINANCE/ADMINISTRATION SECTION



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FINANCE/ADMINISTRATION SECTION (cont'd)

There must be personnel to:

- Record equipment and personnel time
- Administer outside contracts, vendors, leases, and fiscal agreements
- Manage compensation and claims
- Collect incident cost data and provide cost-saving recommendations
- Manage the commissary operations

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SAFETY OFFICER

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graph TD; IC[INCIDENT COMMANDER] --- SO[SAFETY OFFICER]; IC --- LO[LIAISON OFFICER]; IC --- PIO[PUBLIC INFORMATION OFFICER];
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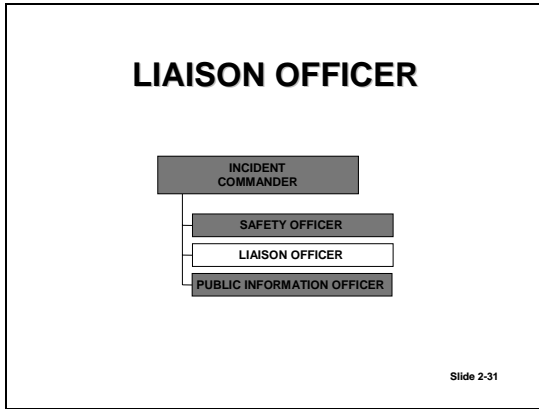
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SAFETY OFFICER (cont'd)

- Most agencies have Safety Officers with limited scope.
- Most fire departments have only structural Safety Officers.
- Some have haz mat Safety Officers.
- Well-trained and experienced personnel must be selected for the Safety Officer function.
- There may need to be a number of Assistant Safety Officers (ASO's).

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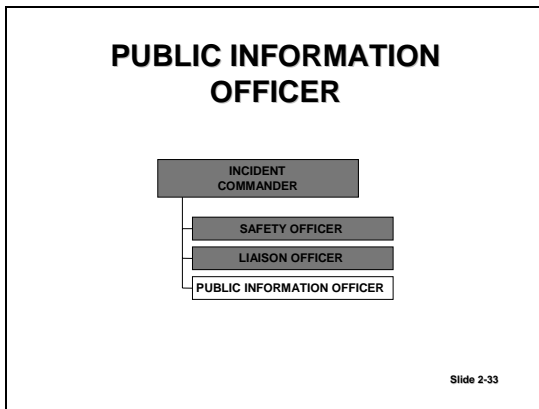
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LIAISON OFFICER (cont'd)

- Serves as point of contact for agency representatives.
- Establish a Liaison Area.
- People will self-dispatch themselves to help you on catastrophic incidents.
- Liaison can help bring order to the chaos of this response.

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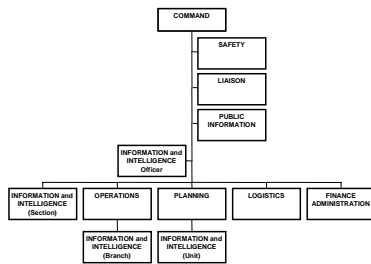
PUBLIC INFORMATION OFFICER (cont'd)

- Major and catastrophic incidents draw media from all levels.
- It is critical that the public be kept informed.
- Assistant Public Information Officers (PIO's) may be required.
- Your agency's PIO may be part of a Joint Information Center (JIC).

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INFORMATION AND INTELLIGENCE IN NIMS



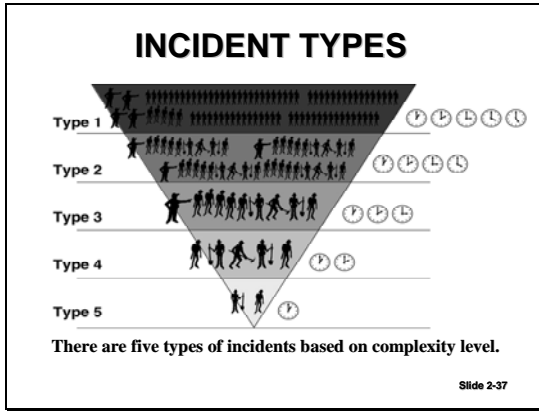
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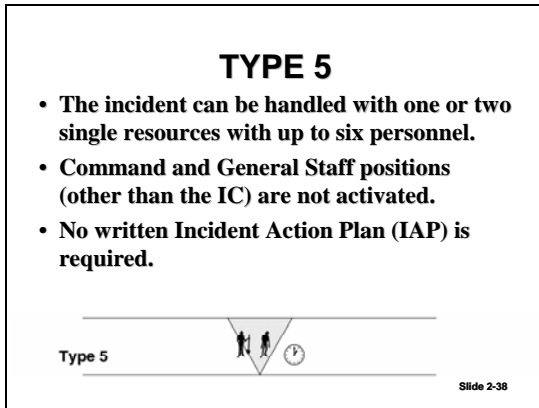
INCIDENT TYPES AND INCIDENT MANAGEMENT TEAMS

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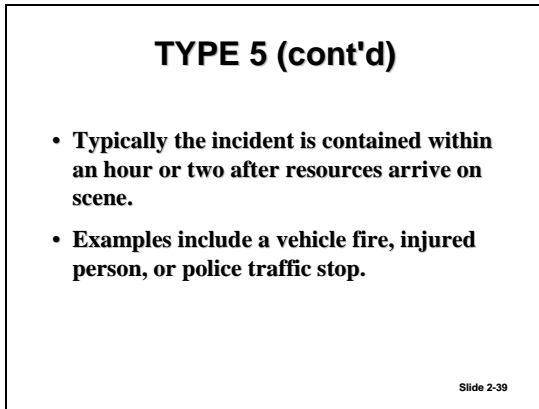
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TYPE 4

- **Command Staff and General Staff functions are activated only if needed.**
- **Several resources are required to mitigate the incident, including a Task Force or Strike Team.**
- **Typically the incident is contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.**

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TYPE 4 (cont'd)


- **The Agency Administrator may have briefings, and ensure the complexity analysis and Delegation of Authority are updated.**
- **No written IAP is required, but a documented operational briefing will be completed for all incoming resources.**

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TYPE 4 (cont'd)

- **Examples may include a major structure fire, a multivehicle crash with multiple patients, an armed robbery, or a small haz mat spill.**

Type 4 

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TYPE 3


- Some or all of the Command and General Staff positions may be activated
- Type 3 IMT will manage initial action incidents with a significant number of resources, and extended attack incident, or an expanding incident
 - Some jurisdictions have a predetermined Type 3 IMT formally designated.
 - Some jurisdictions will form a Type 3 organization at the incident.

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TYPE 3 (cont'd)

- The incident may extend into multiple operational periods.
- Typically a written IAP is required for each operational period.
- Examples may include a tornado touchdown, earthquake, flood, or multiday hostage/standoff situation.

Type 3 

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TYPE 2


- Most or all of the Command and General Staff positions are filled.
- A written IAP is required for each operational period.
- Many of the functional units are staffed.
- Number of operations personnel normally does not exceed 200 per operational period; total does not exceed 500.

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TYPE 2 (cont'd)

- Agency Administrator is responsible for the incident complexity analysis, Agency Administrator briefings, and the written Delegation of Authority.
- Typically involve incidents of regional significance.




Type 2 Slide 2-46

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TYPE 1

- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period, and total incident personnel exceeds 1,000.
- Branches may need to be established.




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TYPE 1 (cont'd)

- Agency Administrator will have briefings, and ensure the complexity analysis and Delegation of Authority are updated.
- Typically involve incidents of national significance.



Type 1 Slide 2-48

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ALL-HAZARD INCIDENT MANAGEMENT TEAM TECHNICAL ASSISTANCE PROGRAM

- All-hazard IMT course
- Shadowing experience
- Type 3 position-specific training
- Refresher/Sustainment training

www.usfa.fema.gov/subjects/incident/imt

301-447-7888

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COMPLEXITY ANALYSIS

- A checklist to document and organize the issues of the incident
- A tool to help analyze incident elements and determine if the existing management structure is appropriate
- Forms that begin the complexity analysis:
 - ICS-201, Incident Briefing
 - Resource and Situation Status Record
 - Primary Factors Sizeup Chart

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COMPLEXITY ANALYSIS (cont'd)

Factors to determine the complexity of an incident may include

- Threat to life and property
- Resources threatened and values at risk
- Political sensitivity, external influences
- Area involved, jurisdictional boundaries
- Agency policies
- Weather and other influences
- Resources committed
- Safety
- Change in incident objectives, strategies, and tactics

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**REQUESTING A NATIONAL
TYPE 1 OR TYPE 2 INCIDENT
MANAGEMENT TEAM**

Certain catastrophic incidents, such as the World Trade Center, the Oklahoma City-Murrah Building bombing, and other catastrophic events have required a level of ICS expertise that no fire department presently has.

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**REQUESTING A NATIONAL
TYPE 1 OR TYPE 2 INCIDENT
MANAGEMENT TEAM (cont'd)**

The following set of conditions has to be met to request a National Type 1 IMT:

- Local government contacts State Office of Emergency Management for an IMT.
- If State has a Type 2 IMT, it is sent to the local government.

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**REQUESTING A NATIONAL TYPE
1 OR TYPE 2 INCIDENT
MANAGEMENT TEAM (cont'd)**

- If no State team, Office of Emergency Management contacts the Federal Emergency Management Agency (FEMA) and requests a Type 1 IMT.
- On weapons of mass destruction (WMD) incidents, FBI requests a team through FEMA.
- On Federal Disasters, the State goes directly to FEMA for a Type 1 IMT.

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AREA COMMAND

- Used on major situations or when two or more individual incidents are in the same geographical area and would draw on the same pool of resources.
- There must be a decisionmaking entity who will prioritize the incidents and dispatch resources per the priorities set.
- This is a function of Area Command.

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AREA COMMAND (cont'd)

Reasons Area Command is established.

- Oversee management of multiple incidents that are being managed by an ICS organization.
- Oversee management of a very large incident being handled by multiple IMT's.

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AREA COMMAND (cont'd)

Examples of large-scale incidents:

- Earthquake
- Tornado
- Blizzard
- Multiple wildland fires
- Multiple terrorist attacks in a community

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UNIFIED AREA COMMAND

- The Area Command often will be a Unified Area Command.
- All agencies having a statutory responsibility for outcome should be included in the Area Command.

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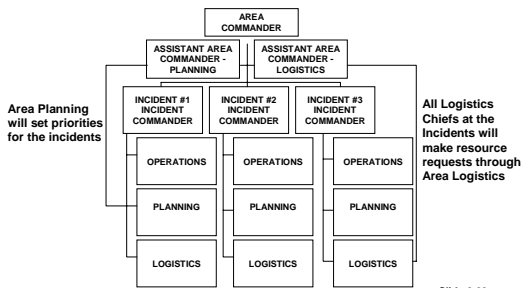
DUTIES OF THE AREA COMMAND ORGANIZATION

- Set overall incident-related priorities
- Allocate critical resources based on the priorities
- Ensure that all resources are managed properly
- Ensure incident objectives are met and do not conflict with each other or with agency policy

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AREA COMMAND ORGANIZATION



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AREA COMMAND (cont'd)

Reporting relationships:

- All IC's report directly to the Area Commander.
- Planning for all incidents must have a coordinated approach.

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AREA COMMAND (cont'd)

All Logistics Section Chiefs at the incidents will request resources through Area Command Logistics.

- Priorities for resources are set by the Area Command.
- Resources are distributed based on those priorities.

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Activity 2.1

Resource Procurement

for Major Incidents

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SUMMARY

- Focus on preplanning
- Resource depletion
- Preplanning for resource procurement
- IMT's
- Area Command

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UNIT 3: UNIFIED COMMAND

TERMINAL OBJECTIVE

Given lecture and a group activity, the students will be able to understand the operation of a Unified Command organization.

ENABLING OBJECTIVES

The students will:

- 1. Describe Unified Command.*
 - 2. Define the advantages of Unified Command.*
 - 3. Given a scenario, identify the representatives who will comprise a Unified Command organization.*
-

INTRODUCTION

Early in the development of the Incident Command System (ICS), it was recognized that many incidents crossed jurisdictional boundaries or exceeded 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 multijurisdictional 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 possible legally or advisable politically.

On the other hand, it also was recognized that every incident must have **one** person with the responsibility and the authority to direct tactical actions. Lacking a single authority, chaos prevails easily on multi-jurisdictional or multiagency incidents.

The ICS designers chose a solution that is called Unified Command. Unified Command has been used many times, and has become a major feature of the ICS.

DESCRIPTION OF UNIFIED COMMAND

Unified Command is a team effort process, allowing all agencies with responsibility for an incident, either geographical or functional, to establish a common set of incident objectives and strategies that all can subscribe to. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Unified Command is not a new process, or one that is unique to the ICS. The U.S. military has used a similar concept in integrating military services in joint operations for years. In describing Unified Command, an imperfect analogy can be drawn with the United Nations' multinational military forces used to respond to global situations requiring outside intervention.

FOUR ELEMENTS OF UNIFIED COMMAND

There are four elements to consider in applying Unified Command.

Policies, Objectives, and Strategies

In joint military operations, setting policies, objectives, and strategies is the responsibility of the coalition of countries operating within the United Nations mandate. In ICS, policy responsibility belongs to the various jurisdictional and agency administrators who set policy and are accountable to their agencies. This activity is done in advance of tactical operations, and may be coordinated from a location other than where the direct action takes place.

Organization

In joint military operations, the organization consists of the unified Force Command established at the scene. In ICS, the organization consists of various statutory, jurisdictional, or agency onscene senior representatives (agency IC's) operating within a Unified Command structure.

Resources

There are two methods of ordering resources for an incident: single-point ordering and multipoint ordering. The single-point method is the better of the two. This method requires that all orders be placed through a single point at the incident scene. This method produces the following:

- elimination of redundant orders for resources that may be made in multipoint ordering;
- the failure to receive specific resources at an incident due to multipoint ordering personnel who believe that the resource has been ordered by another person in the multipoint ordering process;
- a more effective tracking of resources that have been ordered and received at the scene; and
- increased cost-effectiveness when there is no duplication.

Operations

In joint military operations, after objectives, strategies, and interagency agreements are decided, a single Force Commander is designated to develop tactical action plans and to direct tactical operations. In ICS Unified Command that person is the incident Operations Section Chief.

In both joint military operations and ICS Unified Command, resources stay under the administrative and policy control of their agencies. However, operationally they respond to mission assignments under the

coordination and direction of the Force Commander or the Operations Section Chief, based on the requirements of the action plan.

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

PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION

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 of participants in a Unified Command organization will depend on:

- the **location** of the incident, which often determines the jurisdictions that must be involved; and
- the **type** of incident, which dictates the functional agencies of the involved jurisdiction(s), 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 jurisdiction.

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

Collocated (Shared) Facilities

By bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post (ICP), a coordinated effort can be maintained for as long as the Unified Command structure is required.

One base can serve the needs of multiple agencies. Similarly, resources from several agencies can be brought together in Staging Areas.

A Single Planning Process and Incident Action Plan

The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident.

One important distinction is the need for every jurisdiction or functional agency's IC to get together before the first operational period planning meeting in a Command Meeting.

Shared Planning, Logistics, Finance/Administration Sections

The Unified Command incident organization also can benefit by integrating multijurisdictional and/or multiagency personnel into various other functional areas.

GUIDELINES FOR THE USE OF UNIFIED COMMAND

Understand the Incident Command System 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.

Ask Unified Command participants the following questions:

- What is your legal authority?
- Did you bring resources and a checkbook?
- Can you tolerate being named in a lawsuit?

Collocate Essential Functions

Establish a single ICP and, as needed, other facilities, where all agencies can operate together. Avoid the confusion created by separate Command, Planning, and Logistics setups.

Implement Unified Command at an Early Stage of Multijurisdictional or Multiagency Incidents

It is essential to begin joint planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional responsibilities come together on an incident. This is important on those incidents where there may be conflicting priorities based on agency responsibilities.

It may be appropriate to select a "Lead" agency to represent the Unified Command. The agency may change as the dynamics and "focus" of the incident change. An example may be the fire department as the "lead" until the rescue phase is completed, then law enforcement may become the "lead" for investigation. All other participants in the UC continue to develop and support the agreed-upon objectives and operations.

Concur on an Operations Section Chief and Other General Staff Members

Normally the Operations Section Chief 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. The selection of the Operations Section Chief **must be agreed upon** by the Unified Command. This position will have **full authority** to implement the Operations portion of the IAP. It also is necessary to agree on other General Staff personnel who will be implementing their portions of the IAP.

If Necessary, Designate One Member of the Unified Command to be a Spokesperson for the Unified Command

The IC's may see the need to identify one of them to act as an Operational Period Duty Officer and/or spokesperson for the Unified Command.

This can provide a designated channel of communications from General and Command Staff members into Unified Command. That person does **not** make Unified Command decisions, but does provide a point of contact as necessary for the General and Command Staffs.

Train Often as a Team

Finally, it is important to conduct training exercises in using Unified Command with adjacent jurisdictions and functional agencies whenever possible.

FUNCTIONING IN UNIFIED COMMAND

Individually and collectively, the designated agency IC's functioning in a Unified Command have the following responsibilities at an incident:

- They must be clear on their jurisdictional or agency limitations.
- Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.

They must be 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.

Members of the Unified Command have the responsibility to manage the incident to the best of their abilities. This includes

- working closely with the other IC's 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:

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

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 Initial Unified Command Meeting should include

- stating jurisdictional/agency priorities and objectives;
- presenting jurisdictional limitations, concerns, restrictions;
- developing a collective set of incident objectives;
- establishing and agreeing on acceptable priorities;
- adopting an overall strategy or strategies to accomplish objectives;
- agreeing on the basic organizational structure;
- designating the best qualified and acceptable Operations Section Chief;
- agreeing on General Staff personnel designations and Planning, Logistics, and Finance/Administration agreements and procedures;
- agreeing on the resource ordering process to be followed;
- agreeing on cost-sharing procedures;
- agreeing on informational matters; and
- designating one agency official to act as the Unified Command spokesperson.

Initial Unified Command Meeting Requirements

- The Command Meeting should include **only** agency IC's who will comprise 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 described previously, and be prepared to discuss them.

Activity 3.1

Determining the Makeup of a Unified Command Organization

Purpose

To determine the agency representatives who will make up a Unified Command organization and the other cooperating agencies that will be required at an incident.

Directions

1. You will be divided into four small groups.
2. Each group will complete the assignment at its table.
3. Read the scenario designated by the instructor for your group.
4. There is a Chemical Safety Data Card for sulfuric acid in the Student Manual (SM).
5. Working with your group, determine which local and State agencies may have agency representatives in the Unified Command.
6. Also determine which other agencies, not with statutory responsibility for outcome, would be needed at the incident.
7. Place your answers on an easel pad.
8. You will have 15 minutes to complete the lists.
9. Each group will select a spokesperson to report the group's findings.

Scenario 1

Your community has been warned that the continued rain for the past 4 days will produce flooding from the Roaring River that runs through the center of the city. The flooding has started to a minor degree already, but is predicted to get worse over the next 10 hours. The rain is expected to continue to fall at the same rate for the next 2 days. Already the fire department is engaged in a few rescues of civilians in very low-lying areas at this time.

The Unified Command organization for the community is being activated. Which local and State agencies would be represented in your Unified Command organization? Also list what other agencies, without statutory responsibility, would be required at the incident.

Scenario 2

Tornadoes have been sighted close to your community. Weather reports indicate a tornado warning has been issued. The mayor decides that the Unified Command organization should be implemented as soon as possible to deal with a likely tornado touchdown.

The Unified Command organization for the community is being activated. Which local and State agencies would be represented in your Unified Command organization? Also list what other agencies, without statutory responsibility, would be required at the incident.

Scenario 3

Snow is falling in your community. It is expected by the weather bureau that there could be 18 to 24 inches of snowfall. This obviously will paralyze the community. The Agency Administrator decides to implement the Unified Command organization for the impending storm.

The Unified Command organization for the community is being activated. Which local and State agencies would be represented in your Unified Command organization? Also list what other agencies, without statutory responsibility, would be required at the incident.

Scenario 4

There has been a major accident involving a tanker truck and several automobiles on the Interstate in your community. The tanker truck is carrying 8,000 gallons of sulfuric acid. It has ruptured and the contents are flowing into a nearby stream that leads to the Roaring River.

The fire department has activated the Unified Command organization. Which local and State agencies would be represented in your Unified Command organization? Also list what other agencies, without statutory responsibility, would be required at the incident.

SULFURIC ACID		ICSC: 0362	
Sulfuric acid 100% Oil of vitriol H_2SO_4 Molecular mass: 98.1			
CAS # 7664-93-9 UN # 1830 EC # 016-020-00-8			
TYPES OF HAZARD/ EXPOSURE	ACUTE HAZARDS/ SYMPTOMS	PREVENTION	FIRST AID/ FIREFIGHTING
FIRE	Not combustible. Many reactions may cause fire or explosion. Gives off irritating or toxic fumes (or gases) in a fire.	NO contact with flammable substances. NO contact with combustibles.	NO water. In case of fire in the surroundings: powder, AFFF, foam, carbon dioxide.
EXPLOSION	Risk of fire and explosion on contact with base(s), combustible substances, oxidants, reducing agents, or water.		In case of fire: keep drums, etc., cool by spraying with water but NO direct contact with water.
EXPOSURE		PREVENT GENERATION OF MISTS! AVOID ALL CONTACT!	IN ALL CASES CONSULT A DOCTOR!
• INHALATION	Corrosive. Burning sensation. Sore throat. Cough. Labored breathing. Shortness of breath. Symptoms may be delayed (see Notes).	Ventilation, local exhaust, or breathing protection.	Fresh air, rest. Half-upright position. Artificial respiration if indicated. Refer for medical attention.
• SKIN	Corrosive. Redness. Pain. Blisters. Serious skin burns.	Protective gloves. Protective clothing.	Remove contaminated clothes. Rinse skin with plenty of water or shower. Refer for medical attention.
• EYES	Corrosive. Redness. Pain. Severe deep burns.	Face shield, or eye protection in combination with breathing protection.	First rinse with plenty of water for several minutes (remove contact lenses if easily possible), then take to a doctor.
• INGESTION	Corrosive. Abdominal pain. Burning sensation. Shock or collapse.	Do not eat, drink, or smoke during work.	Rinse mouth. Do NOT induce vomiting. Refer for medical attention.

UNIFIED COMMAND

SPILLAGE DISPOSAL	STORAGE	PACKAGING & LABELLING
<p>Consult an expert! Evacuate danger area! Do NOT absorb in sawdust or other combustible absorbents. (Extra personal protection: complete protective clothing including self-contained breathing apparatus). Do NOT let this chemical enter the environment.</p>	<p>Separated from combustible and reducing substances, strong oxidants, strong bases, food and feedstuffs, incompatible materials. See Chemical Dangers. May be stored in stainless steel containers. Store in an area having corrosion-resistant concrete floor.</p>	<p>Unbreakable packaging; put breakable packaging into closed unbreakable container. Do not transport with food and feedstuffs. Note: B C symbol R: 35 S: 1/2-26-30-45 UN Hazard Class: 8 UN Packing Group: II</p>

International Chemical Safety Cards

SULFURIC ACID

ICSC: 0362

<p style="text-align: center;">I M P O R T A N T D A T A</p>	<p>PHYSICAL STATE; APPEARANCE: COLORLESS, OILY, HYGROSCOPIC LIQUID, WITH NO ODOR.</p> <p>PHYSICAL DANGERS:</p> <p>CHEMICAL DANGERS: The substance is a strong oxidant and reacts violently with combustible and reducing materials. The substance is a strong acid, it reacts violently with bases and is corrosive to most common metals forming a flammable/explosive gas (hydrogen--see ICSC 0001). Reacts violently with water and organic materials with evolution of heat (see Notes). Upon heating, irritating or toxic fumes (or gases) (sulfur oxides) are formed.</p> <p>OCCUPATIONAL EXPOSURE LIMITS: TLV: 1 mg/m³ (as TWA); RET3 mg/m³ (as STEL) A2 sulfuric acid contained in strong inorganic acid mists (ACGIH 2000). MAK: 1 mg/m³; inhalable fraction of aerosol (1999). OSHA PEL: TWA 1 mg/m³ NIOSH REL: TWA 1 mg/m³ NIOSH IDLH: 15 mg/m³</p>	<p>ROUTES OF EXPOSURE: The substance can be absorbed into the body by inhalation of its aerosol and by ingestion.</p> <p>INHALATION RISK: Evaporation at 20°C is negligible; a harmful concentration of airborne particles can, however, be reached quickly on spraying.</p> <p>EFFECTS OF SHORT-TERM EXPOSURE: Corrosive. The substance is very corrosive to the eyes, the skin, and the respiratory tract. Corrosive on ingestion. Inhalation of an aerosol of this substance may cause lung edema (see notes).</p> <p>EFFECTS OF LONG-TERM OR REPEATED EXPOSURE: Lungs may be affected by repeated or prolonged exposure to an aerosol of this substance. Risk of tooth erosion upon repeated or prolonged exposure to an aerosol of this substance. Strong inorganic acid mists containing this substance are carcinogenic to humans.</p>
<p style="text-align: center;">PHYSICAL PROPERTIES</p>	<p>Boiling point (decomposes): 340°C Melting point: 10°C Relative density (water = 1): 1.8 Solubility in water: miscible</p>	<p>Vapor pressure, kPa at 146°C: 0.13 Relative vapor density (air = 1): 3.4</p>
<p style="text-align: center;">ENVIRONMENTAL DATA</p>	<p>The substance is harmful to aquatic organisms.</p>	

NOTES

The symptoms of lung edema often do not become manifested until a few hours have passed and they are aggravated by physical effort. Rest and medical observation are therefore essential. NEVER pour water into this substance; when dissolving or diluting always add it slowly to the water. Other UN numbers: UN1831 Sulfuric acid, fuming, hazard class 8, subsidiary hazard 6.1, pack group I; UN1832 Sulfuric acid, spent, Hazard class 8, Pack group II.

Transport Emergency Card: TEC (R)-10B
NFPA Code: H 3; F 0; R 2; W

NOTE-TAKING GUIDE

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**UNIT 3:
UNIFIED COMMAND**

Slide 3-1

Slide 3-2

TERMINAL OBJECTIVE

Given lecture and a group activity, the students will be able to understand the operation of a Unified Command organization.

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Slide 3-3

ENABLING OBJECTIVES

The students will:

- **Describe Unified Command.**
- **Define the advantages of Unified Command.**
- **Given a scenario, identify the representatives who will comprise a Unified Command organization.**

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Slide 3-4

**DESCRIPTION OF UNIFIED
COMMAND**

- **Unified Command:**
 - Is a team effort process.
 - Allows multiple agencies to set common objectives and strategies.
 - Agencies do not lose authority, responsibility, or accountability.
- **Unified Command is not a new process.**
 - U.S. military has used it for years.
 - United Nations uses a similar method for multinational forces.

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**FOUR ELEMENTS OF
UNIFIED COMMAND**

Policies, objectives, and strategies:

- **Policy responsibility belongs to Agency Administrators.**
- **All done in advance of tactical operations.**
- **Coordinated from some location other than where the action takes place.**

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**FOUR ELEMENTS OF
UNIFIED COMMAND
(cont'd)**

Organization:

- **Consists of various statutory, jurisdictional, or agency onscene representatives.**
- **They operate in a multiagency structure.**

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FOUR ELEMENTS OF UNIFIED COMMAND (cont'd)

Resources:

- Personnel and equipment supplied by the jurisdictions and agencies.
- The agency representatives must have statutory or jurisdictional authority.
- They must be able to commit the resources of their agencies.

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FOUR ELEMENTS OF UNIFIED COMMAND (cont'd)

Operations:

- Under the command of the Operations Section Chief.
- Resources stay under the administrative and policy control of their agencies.
- These resources may respond to assignments under coordination and direction of the Operations Section Chief.

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PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION

- A single integrated incident organization
- Participant mix depends on:
 - Location of the incident
 - Type of incident

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PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION (cont'd)

Unified Command participants could consist of:

- One responsible person from each jurisdiction
- One department manager or representative from each agency within a single jurisdiction

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PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION (cont'd)

Collocated facilities.

- Coordinated effort by bringing people together.
- One base area can serve the needs of multiple agencies.
- Resources from multiple agencies can be brought together in Staging Areas.

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PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION (cont'd)

Shared Planning, Logistics, and Finance/ Administration functions:

- Deputy Section Chiefs from various agencies can be appointed.
- Increased savings by placing multiple agency representatives in Situation Unit, Resources Unit, and Demobilization Unit.
- A Deputy Logistics Section Chief can help coordinate incident support and ordering activities.

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PRIMARY FEATURES OF A UNIFIED COMMAND ORGANIZATION (cont'd)

A coordinated process for resource ordering.

- The Planning Meeting will determine resource requirements for the incident.
- Multiple resource ordering points generally are less desirable than the use of a single resource ordering point.

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GUIDELINES FOR THE USE OF UNIFIED COMMAND

Understand Incident Command System (ICS) Unified Command.

- Knowledge of ICS principles and structure makes Unified Command more acceptable to managers.
- Lack of knowledge of ICS can limit the willingness of some jurisdiction and agencies.
- Impossible to implement Unified Command unless agencies have agreed to participate.

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GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

Ask Unified Command participants the following questions:

- What is your legal authority?
- Do you bring resources and a checkbook?
- Can you tolerate being named in a lawsuit?

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GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

Collocate essential functions

- Establish a single Incident Command Post (ICP)
- Avoid the confusion created by separate Command, Planning, and Logistics setups

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GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

Implement Unified Command at an early stage of multijurisdictional or multiagency incidents.

- Important to begin joint planning as soon as two or more agencies arrive.
- Critical where conflicting priorities are found.
- May be appropriate to select a "lead" agency to represent the Unified Command. The agency may change as the dynamics and "focus" of the incident change.

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GUIDELINES FOR THE USE OF UNIFIED COMMAND (cont'd)

Concur on an Operations Section Chief and other General Staff members

- Operations normally from agency with greatest involvement
- Should be most qualified and experienced person available
- Must be agreed upon by the Unified Command.
- Will have full authority to implement the Incident Action Plan (IAP)

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**GUIDELINES FOR THE USE OF
UNIFIED COMMAND
(cont'd)**

If necessary, designate one member of the Unified Command to be a spokesperson.

- Can provide a communications channel between Unified Command and Command and General Staff.
- Spokesperson does NOT make Unified Command decisions, just provides a point of contact.

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**GUIDELINES FOR THE USE OF
UNIFIED COMMAND
(cont'd)**

Train often as a team

- Conduct training exercises
- Train with adjacent jurisdictions and functional agencies
- Preplan potential multijurisdictional events

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**FUNCTIONING IN
UNIFIED COMMAND**

Majority of U.S. fire, police, and Emergency Medical Services (EMS) have limited Unified Command experience.

- All must be clear on their jurisdictional or agency limitations.
- Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.

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**FUNCTIONING IN
UNIFIED COMMAND
(cont'd)**

They must be authorized to approve certain activities and actions, such as:

- Ordering additional resources.
- Loaning or sharing resources.
- Agreeing on cost-sharing of resources.

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**FUNCTIONING IN
UNIFIED COMMAND
(cont'd)**

Responsibility to manage the incident to best of their ability:

- Working closely with other IC's
- Providing sufficient qualified staff
- Anticipating and resolving problems
- Delegating authority as needed
- Inspecting and evaluating performance
- Communicating with their own agencies on priorities, plans, problems, and progress

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**FUNCTIONING IN
UNIFIED COMMAND
(cont'd)**

They must function as a team to ensure effective coordination. There are two levels of coordination:

- Horizontal coordination with other members of the team.
- Vertical coordination with higher authorities, agency administrators, etc.

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INITIAL UNIFIED COMMAND MEETING

- **There must be an Initial Unified Command Meeting before the team's first operational period.**
- **This meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.**

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INITIAL UNIFIED COMMAND MEETING (cont'd)

The agenda should include

- **Stating jurisdictional/agency priorities and objectives**
- **Presenting jurisdictional limitations, concerns, and restrictions**
- **Developing a collective set of incident objectives**
- **Adopting an overall strategy or strategies**
- **Agreement on basic organizational structure**
- **Designating the best qualified and acceptable Operations Section Chief**

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INITIAL UNIFIED COMMAND MEETING (cont'd)

- **Agreement on General Staff personnel designations**
- **Agreement on the resource ordering process to be followed**
- **Agreement on cost-sharing procedures**
- **Agreement on informational matters**
- **Designating one official to act as the Unified Command spokesperson**

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INITIAL UNIFIED COMMAND MEETING (cont'd)

- Only agency IC's who will comprise the Unified Command shall attend the meeting.
- Occurs prior to the Tactics Meeting.

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**Activity 3.1
Determining the Makeup
of a Unified Command
Organization**

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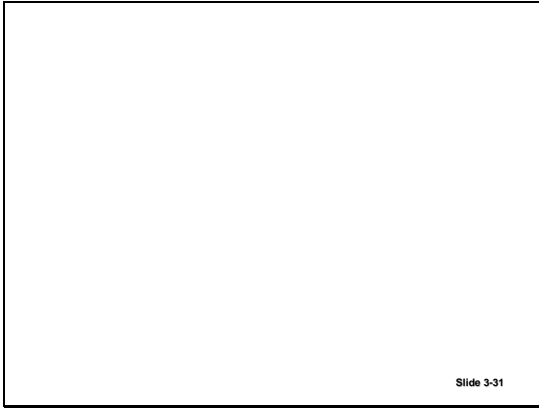
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SUMMARY

- Unified Command
 - Elements of Unified Command
 - Features Unified Command
 - Using Unified Command
 - Functioning in Unified Command
- Initial Unified Command Meeting

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UNIT 4: MULTIAGENCY COORDINATION SYSTEMS

TERMINAL OBJECTIVE

Given lecture, the students will be able to understand a Multiagency Coordination System (MACS) and the operation of an Emergency Operations Center (EOC).

ENABLING OBJECTIVES

The students will:

- 1. Understand the purpose of the MACS.*
 - 2. Describe the EOC.*
 - 3. Understand the composition of members at an EOC.*
 - 4. Understand the functions, assignments, and the role of the EOC.*
-

INTRODUCTION

An Emergency Operations Center (EOC) operation is critical to the success of major and catastrophic incidents. The Incident Commander(s) (IC) will need policy guidance and resource support in order to make effective progress on the incident.

The EOC also can provide resources for human services, public information, infrastructure restoration, and damage assessment. These services may include mass casualty care resources, public health, donations of goods and services, and animal protection. For infrastructure restoration, the EOC can provide resources for the restoration of transportation facilities and equipment, communications, public works, and energy systems.

The EOC is part of a larger system, called the Multiagency Coordination System (MACS).

MULTIAGENCY COORDINATION SYSTEM

Definition

A MACS is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. The primary functions of MACS are to 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. Direct tactical and operational responsibility for conducting incident management activities rests with the IC.

System Elements

MACS may contain EOC's and (in certain multijurisdictional or complex incident management situations) multiagency coordinating entities.

DESCRIPTION OF THE EMERGENCY OPERATIONS CENTER

In the National Incident Management System (NIMS), EOC's represent the physical location at which the coordination of information and resources to support incident management activities normally takes place. The Incident Command Post (ICP) located at or in the immediate vicinity of an incident site, although primarily focused on the tactical onscene response, may perform an EOC-like function in smaller scale incidents or during the initial phase of the response to larger, more complex events. Standing EOC's, or those activated to support larger, more complex events, typically are established in a more central or permanently established facility at a higher level of organization within a jurisdiction. EOC's are organized by major functional discipline (fire, law enforcement, medical services, and so on); by jurisdiction (city, county, region, and so on); or, more likely, by some combination thereof. Department Operations Centers normally focus on internal agency incident management and response and are linked to and, in most cases, are physically represented in a higher level EOC. ICP's also should be linked to EOC's to ensure effective and efficient incident management.

For complex incidents, EOC's may be staffed by personnel representing multiple jurisdictions and functional disciplines and a wide variety of resources. For example, a local EOC established in response to a bioterrorism incident likely would include a mix of law enforcement, emergency management, public health, and medical personnel (representatives of health care facilities, prehospital Emergency Medical Services (EMS), patient transportation systems, pharmaceutical repositories, laboratories, etc.).

EOC's may be permanent organizations and facilities or may be established to meet temporary, short-term needs. The physical size, staffing, and equipping of an EOC will depend on the size of the jurisdiction, resources available, and anticipated incident management workload. EOC's may be organized and staffed in a variety of ways. Regardless of the specific organizational structure used, EOC's should include the following core functions: coordination; communications; resource dispatch and tracking; and information collection, analysis, and dissemination. EOC's also may support multiagency coordination and joint information activities as discussed below.

On activation of a local EOC, communications and coordination must be established between the IC or Unified Commander and the EOC, when they are not collocated. Incident Command System (ICS) field organizations also must establish communications with the activated local EOC, either directly or through their parent organizations. Additionally, EOC's at all levels of government and across functional agencies must be

capable of communicating appropriately with other EOC's during incidents, including those maintained by private organizations. Communications between EOC's must be reliable and contain built-in redundancies. The efficient functioning of EOC's most frequently depends on the existence of mutual-aid agreements and joint communications protocols among participating agencies.

The purpose of the EOC is to provide a central location from which government at any level can provide interagency coordination and executive decisionmaking for managing disaster response and recovery.

The EOC encompasses both people and a location. It can exist and be activated at the local, county, or State level. The EOC is similar, in some respects, to an ICP. The main differences:

- The EOC focuses on the "big picture," affecting the entire community. **The EOC does not have an operational focus.**
- It is not located at the incident scene.
- An ICP focuses on the specific incident and is in close proximity to the scene.
- The EOC provides resources and guidance, but **does not** manage the strategic and tactical operations of the incident.

As an IC, you should know:

- How your community, county, and State have coordinated their Emergency Operating Plans (EOP's).
- The sequence of steps required to initiate activation of the various EOC's.

EMERGENCY OPERATIONS CENTER FACILITY

The EOC is the resource procurement and coordination center. It is the location where leaders and members of the community meet to manage and coordinate the resource response to a community-wide incident.

The EOC should be located remotely. It should be in a low-threat location. If your present EOC is located in a police building, fire headquarters, public safety building, etc., your community should look for an alternate site.

The size of the EOC facility depends on the number of participants that could be involved in a catastrophic event. Design it bigger, rather than smaller.

EMERGENCY OPERATIONS CENTER STAFF--MAKEUP AND INTERACTION

The EOC staff varies from community to community. In large metropolitan areas there may be a 24-hour, full-time staff led by an Emergency Management Director. The EOC may be staffed and patterned after the National Response Plan with 15 Emergency Support Functions (ESF's). The ESF's identified in the National Response Plan (NRP) are listed below:

- 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 Mitigation; and
- ESF #15--External Affairs.

In small or rural settings, the EOC staff may consist of citizens who have other employment and respond to the EOC when paged. In other communities, there is a small, full-time staff augmented by personnel who respond when the EOC is activated.

Once activated the EOC usually is led by the chief executive officer of the community. This is usually the mayor or county executive; this person is known as the Agency Administrator.

The Emergency Management Director assists the Agency Administrator and assumes the role of EOC Operations Chief. There also will be department heads and other decisionmakers from the various community response and resource agencies. Every agency representative who acts in place of a department head must have full authority for that agency.

- The incident can last for days. Ability to maintain the EOC operations 24 hours per day is critical.
- On weapons of mass destruction (WMD) incidents, Federal agencies also will be part of the EOC operation.

The EOC Public Information Officer (PIO) is an important component of the EOC during major and catastrophic incidents. The civilian population must be kept informed of matters relating to the community and their safety. The EOC PIO will function as part of a joint information system (JIS) if that has been implemented for the incident. The PIO plays a large role in quelling rumors.

Joint Information Centers

Coordination of Public Information

During emergencies, the public may receive information from a variety of sources. Part of the PIO's job is ensuring that the information that the public receives is accurate, coordinated, timely, and easy to understand.

One way to ensure the coordination of public information is to establish a Joint Information Center (JIC). Using the JIC as a central location, information can be coordinated and integrated across jurisdictions and agencies and among all government partners, the private sector, and nongovernmental agencies.

A JIC is the physical location where public information staff involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions.

JIC's provide the organizational structure for coordinating and disseminating critical information.

Organization Retain Their Independence

IC's and multiagency coordination entities are responsible for establishing and overseeing JIC's, including processes for coordinating and clearing public communications. In the case of a Unified Command, those contributing to joint public information management do not lose their individual identities or responsibilities. Rather, each entity contributes to the overall unified message.

Levels and Characteristics of JIC's

JIC's may established at various levels of government. All JIC's must communicate and coordinate with each other on an ongoing basis using established JIS protocols. When multiple JIC's are established,

information must be coordinated among them to ensure that a consistent message is disseminated to the public.

- The JIC includes representatives of all players in managing the response. This may include jurisdictions, agencies, private entities, and nongovernmental organizations.
- Each JIC must have procedures and protocols for communicating and coordinating effectively with other JIC's, and with the appropriate components of the ICS organization.

A single JIC location is preferable, but the JIS should be flexible enough to accommodate multiple JIC's when the circumstances of the incident require.

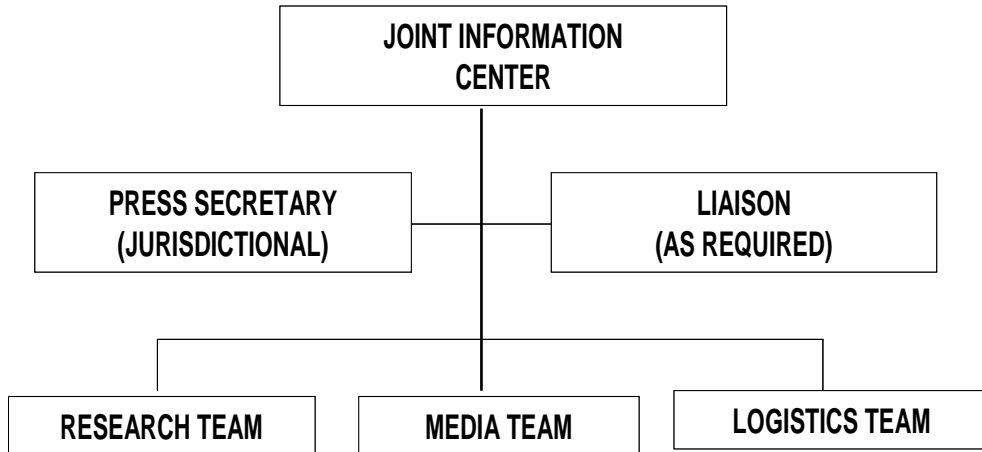


Figure 4-1

A JIC organization chart showing the press secretaries from involved jurisdictions and a liaison (if needed) as staff functions reporting to the PIO, and research, media, and logistics teams handling their specific functional areas.

Additional functions may be added as necessary to meet the public information needs of the incident.

There will be private sector support agencies at the EOC. These include the American Red Cross and/or the Salvation Army. These agencies are an enormous help in feeding and caring for the general population. Local private industry representatives also may be present. The industrial leaders may be able to assist with resources, technical advice, etc.

The EOC must be kept current on the progress of the incident and what is happening in the community. Regular briefings should occur between the IC and the EOC. When staff at the EOC is rotated for each operational period, the incoming members should receive a thorough briefing.

FOUR MAIN FUNCTIONAL AREAS OF THE EMERGENCY OPERATIONS CENTER

Polycymaking

The policy function is composed of the Agency Administrator and the immediate staff. The policy function focuses on:

- overall priorities for the jurisdiction; and
- setting policy.

Normally the policy function would include

- chief elected official (Agency Administrator);
- Emergency Manager;
- PIO; and
- key department heads.

Situation Assessment Function

This function collects and analyzes data. It interprets and predicts damage and makes an assessment. It includes managers from various agency departments and other staff, as necessary.

Operations Function

The operations function coordinates emergency operations (**not** incident scene strategy and tactical operations, but resource procurement). This function handles personnel and equipment from the various responding agencies in the jurisdiction(s). The operations function is divided into five functional groups, as needed:

- law enforcement;
- fire and rescue;
- public works;
- medical; and
- welfare and shelter operations.

Each group may include

- A Chief Operations Officer;
- appropriate support staff; and
- dispatch and communications personnel for each department, or links to dispatch.

Resource Acquisition and Allocation Function

This function oversees operational supply functions (including donated goods and services) and maintains contact between government and the various private, commercial, and industrial organizations. It also provides logistical support to ICS, and ensures availability of resources.

Multiagency Coordination Entities

When incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios, a multiagency coordination entity, such as an emergency management agency, may be used to facilitate incident management and policy coordination. The situation at hand and the needs of the jurisdictions involved will dictate how these multiagency coordination entities conduct their business, as well as how they are structured. Multiagency coordination entities typically consist of principals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities. These entities are sometimes referred to as crisis action teams, policy committees, incident management groups, executive teams, or other similar terms. For example, the wildland fire community has such an entity, the Multiagency Coordination Group (MAC Group). In some instances, EOC's may serve a dual function as a multiagency coordination entity; in others, the preparedness organizations discussed in the NIMS document, Chapter III, may fulfill this role. Regardless of the term or organizational structure used, these entities provide strategic coordination during domestic incidents. If constituted separately, multiagency coordination entities, preparedness organizations, and EOC's must coordinate and communicate with one another to provide uniform and consistent guidance to incident management personnel.

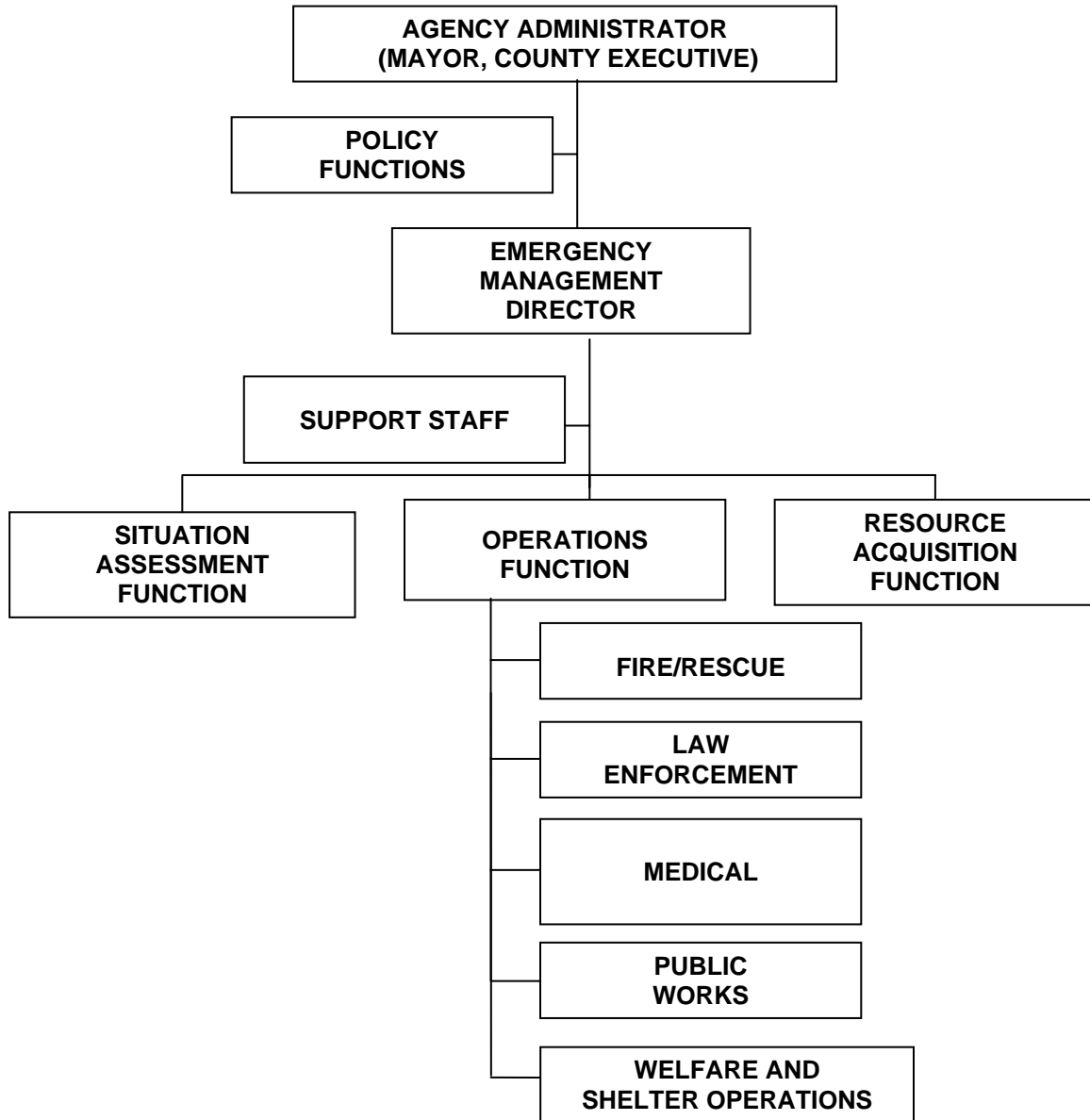
Regardless of form or structure, the principal functions and responsibilities of multiagency coordination entities typically include the following:

- ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information;

- establishing priorities between incidents and/or Area Commands in concert with the IC or Unified Commanders involved;
- acquiring and allocating resources required by incident management personnel in concert with the priorities established by the commander;
- anticipating and identifying future resource requirements;
- coordinating and resolving policy issues arising from the incident(s); and
- providing strategic coordination as required.

Following incidents, multiagency coordination entities also are responsible for ensuring that improvements in plans, procedures, communications, staffing, and other capabilities necessary for improved incident management are acted on. These improvements also should be coordinated with appropriate preparedness organizations, if these organizations are constituted separately.

EOC Organization Chart



NOTE-TAKING GUIDE

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**UNIT 4:
MULTIAGENCY
COORDINATION SYSTEMS**

Slide 4-1

Slide 4-2

TERMINAL OBJECTIVE

Given lecture, the students will be able to understand a Multiagency Coordination System (MACS) and the operation of an Emergency Operations Center (EOC).

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ENABLING OBJECTIVES

The students will:

- **Understand the purpose of the MACS.**
- **Describe the EOC.**
- **Understand the composition of members at an EOC.**
- **Understand the functions, assignments, and the role of the EOC.**

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Slide 4-4

MULTIAGENCY COORDINATION SYSTEMS

- A combination of
 - Facilities
 - Equipment
 - Personnel
 - Procedures
 - Communications
- Integrated into a common system with responsibility for coordinating and supporting domestic incident management activities

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MULTIAGENCY COORDINATION SYSTEMS (cont'd)

Primary functions:

- Support incident management policies and priorities
- Facilitate logistics support and resource tracking
- Develop resource allocation decisions using incident management priorities
- Coordinate incident-related information
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

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MULTIAGENCY COORDINATION SYSTEMS (cont'd)

- System elements
 - May contain EOC's
 - Multiagency coordinating entities
- Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Commander (IC)

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DESCRIPTION OF THE EMERGENCY OPERATIONS CENTER

In the National Incident Management System (NIMS) EOC's represent the physical location at which the coordination of information and resources to support incident management activities normally takes place.

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DESCRIPTION OF THE EMERGENCY OPERATIONS CENTER (cont'd)

The EOC encompasses both people and a location. It can exist and be activated at the local, county, or State level.

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DESCRIPTION OF THE EMERGENCY OPERATIONS CENTER (cont'd)

The EOC is similar to an Incident Command Post (ICP). The main differences are

- The EOC focuses on the (community) "big picture."**
- It is not located at the incident scene.**
- The ICP focuses on the specific incident.**
- The EOC provides resources and guidance, but DOES NOT manage the strategic and tactical operations at the incident.**

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DESCRIPTION OF THE EMERGENCY OPERATIONS CENTER (cont'd)

As an IC, you should know

- How your community, county, and State have coordinated their Emergency Operating Plans (EOP's).
- The sequence of steps required to initiate the activation of the various EOC's.

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EMERGENCY OPERATIONS CENTER FACILITY

- The EOC is the resource procurement and coordination center.
- The location where leaders and members of the community meet to manage and coordinate the resource response to a community-wide incident.
- The EOC should be located remotely.

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EMERGENCY OPERATIONS CENTER FACILITY (cont'd)

- It should be in a low-threat location.
- If not in a low-threat location, make alternate plans.
- The size of the EOC depends on the number of participants that could be involved in a catastrophic event.

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EMERGENCY OPERATIONS CENTER STAFF--MAKEUP AND INTERACTION

- The EOC staff varies from community to community.
- In metro areas, may be a full-time, 24-hour staff with an Emergency Management Director.
- May be staffed and patterned after the National Response Plan (NRP) with 15-Emergency Support Functions (ESF's).

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Slide 4-14

EMERGENCY OPERATIONS CENTER STAFF--MAKEUP AND INTERACTION (cont'd)

- In small or rural settings, may consist of citizens who respond to the EOC when paged.
- In others, a small full-time staff is augmented by personnel who respond when the EOC is activated.

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EMERGENCY OPERATIONS CENTER STAFF--MAKEUP AND INTERACTION (cont'd)

Once activated, the EOC usually is led by the Chief Executive Officer of the community.

- The Emergency Management Director assists.
- There will be department heads and other decisionmakers.

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**EMERGENCY OPERATIONS
CENTER STAFF--MAKEUP AND
INTERACTION (cont'd)**

Every agency representative must have full authority for that agency.

- The incident can last for days. Ability to maintain the EOC operations 24 hours per day is critical.
- On weapons of mass destruction (WMD) incidents, Federal agencies will be part of the EOC.

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**EMERGENCY OPERATIONS CENTER
STAFF--MAKEUP AND INTERACTION
(cont'd)**

EOC Public Information Officer (PIO):

- An important component of the EOC during major and catastrophic incidents.
- The population must be kept informed of matters relating to their community and safety.
- Must coordinate with the incident PIO's or participate in a Joint Information System (JIS), if appropriate.
- Plays a large part in quelling rumors.

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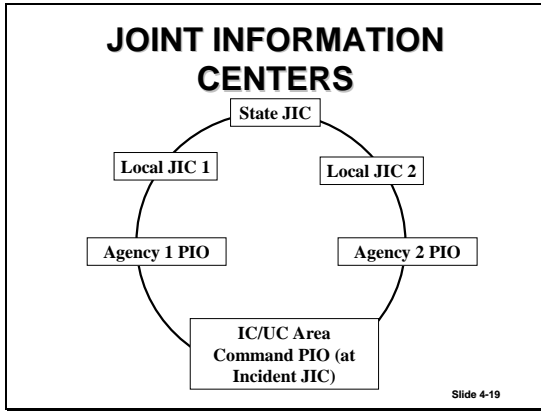
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**THE JOINT INFORMATION
CENTER**

- Physical location where public information staff collocate.
- Provides the structure for coordinating and disseminating critical information.
- Organizations retain their independence.

Slide 4-18

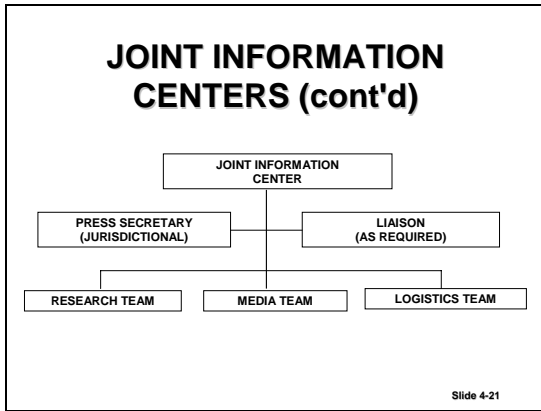
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EMERGENCY OPERATIONS CENTER STAFF--MAKEUP AND INTERACTION (cont'd)

Private-sector support agencies:

- Nongovernmental Organizations (NGO's) such as:
 - American Red Cross, Salvation Army, and others.
 - These agencies can feed and help care for the general population.
- Local private industry may be able to assist with resources, technical advice, etc.

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Slide 4-23

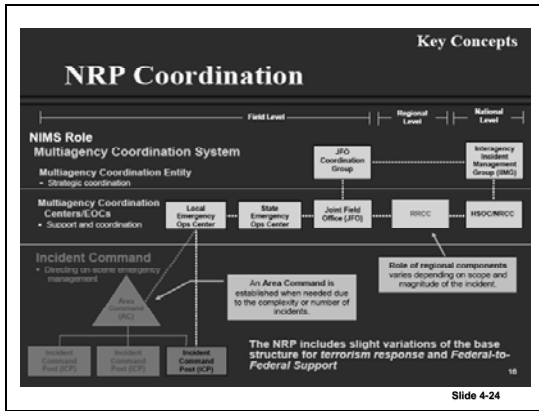
EMERGENCY OPERATIONS CENTER STAFF--MAKEUP AND INTERACTION (cont'd)

The EOC must be kept current on the progress of the incident and what is happening in the rest of the community.

- Regular briefings between the IC and the EOC.
- When staff is rotated, the incoming members should receive a briefing before relieving the off-going personnel.

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FOUR MAIN FUNCTIONAL AREAS

- **Policymaking**
- **Situation assessment**
- **Operations**
- **Resource acquisition and allocation**

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FOUR MAIN FUNCTIONAL AREAS (cont'd)

Policymaking:

- **Agency Administrator and staff**
- **Focuses on:**
 - **Overall priorities**
 - **Setting policy**

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FOUR MAIN FUNCTIONAL AREAS (cont'd)

Normally the policymaking function would include

- **Agency Administrator**
- **Chief elected official**
- **Emergency Manager**
- **PIO**
- **Key department heads**

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FOUR MAIN FUNCTIONAL AREAS (cont'd)

Situation assessment function:

- Collects and analyzes data
- Interprets and predicts damage
- Includes agency department managers and other staff, as necessary

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FOUR MAIN FUNCTIONAL AREAS (cont'd)

- The operations function coordinates emergency operations (NOT incident scene strategy and tactical operations).
- This function coordinates personnel and equipment from the various agencies in the jurisdiction(s).

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FOUR MAIN FUNCTIONAL AREAS (cont'd)

The operations function is divided into five functional groups, as needed:

- Law enforcement
- Fire and rescue
- Public works
- Medical
- Welfare and shelter operations

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FOUR MAIN FUNCTIONAL AREAS (cont'd)

Each group may include

- A Chief Operations Officer
- Appropriate support staff
- Dispatch and communications personnel for each department, or links to dispatch

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FOUR MAIN FUNCTIONAL AREAS (cont'd)

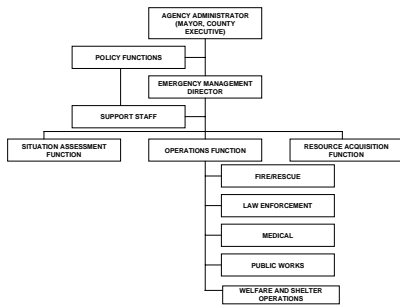
The resource acquisition and allocation function oversees operational supply and functions (including donated goods and services) and maintains contact between government and various private, commercial, and industrial organizations. It also:

- Provides logistical support to ICS and to specific incidents.
- Ensures availability of resources.

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EOC ORGANIZATION CHART



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Slide 4-34

**MULTIAGENCY
COORDINATING ENTITIES**

- **Appropriate when incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios**
- **May be used to facilitate incident management and policy coordination**

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**MULTIAGENCY
COORDINATING ENTITIES
(cont'd)**

- **Sometimes referred to as:**
 - Crisis action teams
 - Policy committees
 - Incident management groups
 - Executive teams, or other similar terms
- **The wildland fire community has such an entity, the Multiagency Coordination Group (MAC Group).**

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**MULTIAGENCY
COORDINATING ENTITIES
(cont'd)**

Principal functions and responsibilities of multiagency coordination entities typically include

- **Ensuring that each agency is providing appropriate situational awareness and resource status information**
- **Establishing priorities between incidents and/or Area Commands**
- **Acquiring and allocating resources required by incident management personnel**

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**MULTIAGENCY
COORDINATING ENTITIES
(cont'd)**

- Anticipating and identifying future resource requirements
- Coordinating and resolving policy issues arising from the incident(s)
- Providing strategic coordination as required

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SUMMARY

- MACS
 - EOC's
 - EOC functional areas
 - Multiagency coordinating entities
- MACS information:
<http://training.fema.gov/emiweb/emicourses>

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UNIT 5: FEDERAL RESPONSE TO UNIFIED COMMAND INCIDENTS

TERMINAL OBJECTIVE

Given lecture and an activity, the students will be able to prepare an effective Unified Command organization on terrorism or weapons of mass destruction (WMD) incidents.

ENABLING OBJECTIVES

The students will:

- 1. Describe similarities and differences between haz mat and terrorism incidents.*
 - 2. Understand the role and purpose of the National Response Plan (NRP).*
 - 3. Identify the Federal agencies that can assist with terrorism incidents.*
 - 4. Understand the need for an effective Unified Command organization upon the arrival of the Federal Bureau of Investigation (FBI).*
 - 5. Develop a Unified Command structure with an FBI interface with the Unified Command organization.*
-

SIMILARITIES AND DIFFERENCES OF HAZARDOUS MATERIALS AND TERRORISM INCIDENTS

Similarities

Often response to a terrorism incident is compared to haz mat response, and in many ways they are similar.

- Both types of incidents expose responders and the community at large to **consequences** that affect them adversely in many ways, including **psychologically, physically, financially, and socially**.
- Both types of incidents necessitate the use of **specialized tools and skilled responders**.
- Both types of incidents require that certain **regulations, standards, and procedures** be followed.

Differences

Experience has shown that the general response practices employed at a haz mat incident are quite appropriate at terrorist incidents. So what are the main differences between the two, and why is this important to the Incident Commander (IC)? To answer these questions, it is essential to examine the individual aspects of a terrorism incident closely and recognize the impact of the event on the response.

Intent

Unlike the haz mat incident, there is **intent** associated with a terrorism incident. For instance, a terrorist event involving chemical weapons differs from a haz mat incident because it is a **planned event**--a deliberate attack--meant not only to make some political or other ideological statement, but also to inflict harm intentionally. One or more persons have made a conscious decision to unleash a substance harmful to the general public and the responders.

The fact that this human element of intent has been injected into the fray dictates that the IC employ all the proven haz mat strategies and tactics appropriate for the situation, recognize the indicators of a terrorism incident, and adjust these strategies accordingly.

Federal Involvement

Many haz mat incidents are handled routinely by the local fire department or haz mat response team, with the assistance of law enforcement for perimeter control, traffic control, or possibly evacuation. Often, the local, regional, or State environmental authorities are present as well, to assist the IC in mitigating the incident, taking their place within a relatively simple, uncomplicated Incident Command System (ICS) structure.

One of the first things the IC must understand about a terrorism incident is that its potentially far-reaching effects, as well as certain regulations and directives, necessitate the **involvement of agencies not normally associated with haz mat response**. This requires a **multijurisdictional, multiagency response**. In addition to a local law enforcement and environmental agency presence, the IC can expect to interact with many Federal law enforcement, regulatory, and military agencies.

Emergency Operations Center Activation

The impact of such an event on the community and response agencies usually necessitates **activation of the jurisdiction's Emergency Operations Center (EOC)**, as resources are depleted quickly. The IC must adjust and coordinate the response strategy and tactics with the resources the EOC makes available.

Mass Casualties

Unlike a haz mat response at a transportation incident or fixed facility, the IC must recognize that the terrorism incident is a deliberate attack on the community. While the injuries at the transportation incident would be relatively few--possibly involving one or two vehicle operators--or even where a significant amount of product is released injuring many individuals downwind, it can be expected that the community has prepared contingency plan for such events and has the infrastructure in place to deal with it. However, the intent in a terrorism incident is to inflict **large numbers of casualties**. The terrorism incident is designed to inflict injuries and cause harm of a magnitude that the community is not readily equipped to deal.

Responders as Targets/Secondary Device

Quite often, the community is not the only intended victim of a terrorism incident. The responders themselves are also primary targets. Therefore,

the IC always must be wary of the **existence of a secondary device**. A well-placed **secondary device** aimed at responders can have a profound and insidious effect on the entire response effort, disabling the first responders and causing the initial attack to be that much more effective.

It is easy to see how a secondary device can cause a domino effect in the complications associated with response:

- The initially hurt cannot get treated.
- Their injuries become more severe, requiring more care.
- The responders who are injured require care themselves.
- The strain on resources occurs early in the incident...and so on.

In such a scenario, even treatable injuries inflicted on a small number of victims in the initial attack can become fatalities if the responders are disabled and the initially injured cannot receive treatment.

The success of the operation is severely compromised unless the IC gives the possible existence of a secondary device significant consideration in the action plan.

Law Enforcement Needs/Crime Scene

As a haz mat incident presents an environmental peril thrusting haz mat responders into a lead role in the response effort, similarly, the intent of the terrorist in creating the terrorism incident and the deliberateness of the act draws the law enforcement community into the response structure to an unparalleled extent. The IC must be aware of the unique **law enforcement needs** of the terrorism incident response.

The IC may never before have been exposed to such a degree of law enforcement presence and now must defer authority for certain aspects of the incident. The IC also must consider that the scene of the terrorism incident is a **crime scene**. Procedures normally employed at a haz mat scene must be altered to accommodate the law enforcement aspects of the response effort. This requires the haz mat responders to operate somewhat differently than at a routine haz mat scene to preserve evidence. For instance, actions taken and movements made within the hot zone must be more focused, more planned, and more deliberate. An operational plan for each entry must include functions such as scene sketching, photography, debris marking, victim outlining, etc. It may be that in addition to haz mat responders making entry to do monitoring, appropriately trained law

enforcement personnel must accompany them into the hot zone to perform evidence recovery or the aforementioned tasks.

As much as these issues may seem tactical in nature and not affecting the IC, the reality is that such tactical issues have a direct impact on the strategies chosen. The need to perform such additional tasks at a terrorism incident requires the IC to deal with agencies and timeframes not normally associated with haz mat response, presenting jurisdictional issues and legal questions never before faced by the IC.

THE NATIONAL RESPONSE PLAN

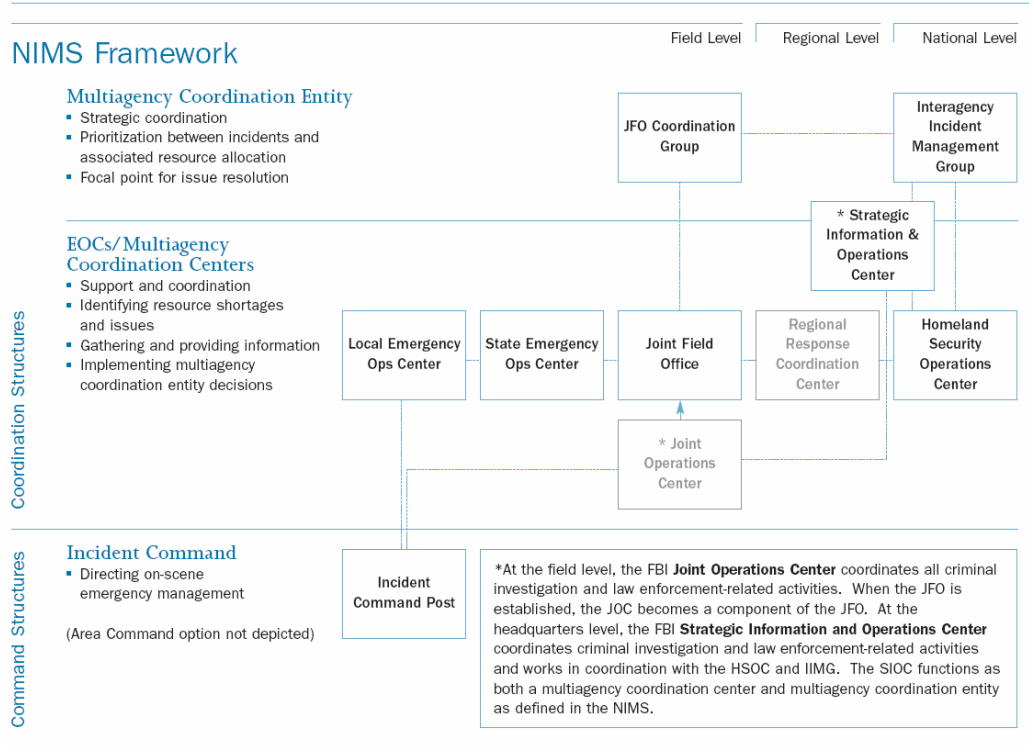
The National Response Plan (NRP) establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines--homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, Emergency Medical Services (EMS), and the private sector--and integrates them into a unified structure. It forms the basis of how the Federal government coordinates with State, local, and tribal governments and the private sector during incidents.

The NRP, using the NIMS, establishes mechanisms to:

- maximize the integration of incident-related prevention, preparedness, response, and recovery activities;
- improve coordination and integration of Federal, State, local, tribal, regional, private-sector, and nongovernmental organization partners;
- maximize efficient use of resources needed for effective incident management and critical infrastructure/key resources (CI/KR) protection and restoration;
- improve incident management communications and increase situational awareness across jurisdictions and between the public and private sectors;
- facilitate emergency mutual aid and Federal emergency support to State, local, and tribal governments;
- facilitate Federal-to-Federal interaction and emergency support;
- provide a proactive and integrated Federal response to catastrophic events; and
- address linkages to other Federal incident management and emergency response plans developed for specific types of incidents or hazards.

At a terrorist incident where Federal assets and agencies are operating, the NRP will provide the coordination as depicted in the following diagram.

FIGURE 4. Structure for NRP coordination: Terrorist incident



**Figure 5-1
Structure for NRP Coordination: Terrorist Incident**

The role of regional coordinating structures varies depending on the situation. Many incidents may be coordinated by regional structures using regional assets. Larger, more complex incidents may require direct coordination between the Joint Field Office (JFO) and national level (National Resource Coordinating Center--NRCC), with regional components continuing to play a supporting role.

The NRP was released in the fall of 2004. It will have an initial review 1 year after release and then incorporate a deliberate 4-year review and reissue cycle. The most current version of the NRP can be accessed through the following sites:

- <http://www.dhs.gov/dhspublic/>
- <http://www.fema.gov/>

Federal Agencies Available to Assist

An incident involving a weapon of mass destruction (WMD) requires the response and participation of Federal government agencies to some degree. There are a vast array of Federal resources available to local communities to assist in the response to a terrorism incident:

- Department of Homeland Security (DHS);
- Department of Defense (DOD);
- Department of Energy (DOE);
- Department of Health and Human Services (DHHS); and
- the Environmental Protection Agency (EPA).

Examples of Federal Assets

- US&R--Urban Search & Rescue Teams: Designed for rescue in collapsed concrete reinforced structures.
- MMRS--Metropolitan Medical Response System: A medical treatment resource designed to treat civilian populations exposed to chemical and radiological agents.
- CST--Civil Support Team: National Guard asset that can provide (almost definitive) site characterization (chemical) as well as communication "reach-back" capabilities to other Federal agencies and assets.
- SNS--Strategic National Stockpile--cache of pharmaceutical supplies for distribution during a biologic event. Can be accessed through the local public health organization.

Federal Bureau of Investigation Assets

- Operates 56 field offices (see Appendix) and 400 resident agencies (RA) throughout the U.S.
- Maintains deployable, operational units to assist in the field. The Hazardous Materials Response Unit (HMRU) based in Quantico, Virginia, and 17 Hazardous Materials Response Teams (HMRT's) geographically dispersed throughout the United States*, are trained and equipped to perform law enforcement functions, such as evidence collection, within the hot zone of a WMD. The HMRU can provide immediate technical support by telephone and can be wheels-up within 4 hours of notification. The HMRU or an HMRT can be anywhere in the United States within 12 hours from the time of request.

***NOTE: The 17 cities hosting FBI HMRT's are Baltimore, Boston, Buffalo (NY), Chicago, Dallas, Denver, Los Angeles, Louisville (KY), Miami, Minneapolis, New York City, Norfolk (VA), Philadelphia, San Diego, San Francisco, Tampa, and Washington (DC).**

- Can provide Special Weapons and Tactics (SWAT) support, Hostage Response Teams (HRT's), and Evidence Response Teams (ERT's).

Department of Justice/Federal Bureau of Investigation Activation and Response Time

The FBI must be notified immediately of any occurrence of a threat or act of terrorism within your community. This notification process should be spelled out in the terrorism annex of your community's Emergency Operations Plan (EOP).

Response varies depending on the size and nature of the incident, but FBI involvement is certain whenever (1) a credible threat has been made or detected, (2) an explosive device or WMD has been discovered, or (3) the detonation of an explosive or release of a WMD has occurred, regardless of the extent of injury or damage.

Response time varies depending on incident location. The FBI can be on scene from within minutes to a matter of hours.

Federal Bureau of Investigation Procedures for Activating a Joint Operations Center

The Special Agent in Charge (SAC) will ensure that a Joint Operations Center (JOC) is established and activated at the JFO or in reasonable proximity to the event site. Assigned staff members will assemble at the identified JOC facility. The JOC facility should be capable of permitting senior representatives from several Federal law enforcement agencies with relevant responsibilities to convene and exchange information and coordinate interagency activities.

INCIDENT COMMAND SYSTEM ORGANIZATION INCORPORATING THE FEDERAL BUREAU OF INVESTIGATION

On a response to a probable terrorism incident, even a minor one, there should be at least a partial activation of your EOC. On a major terrorism incident, full activation of the EOC should occur as soon as possible. Be sure that dispatch has notified the FBI.

With the arrival of at least two agencies with statutory responsibility, start Unified Command. This will usually be the local fire and police departments.

The two IC's (fire and police) should begin to plan together immediately to handle the incident. As other statutory agency representatives arrive, hold a Command Meeting and follow the agenda given previously in Unit 3: Unified Command.

The intelligence and information function may be organized in one of the following ways in the NIMS:

- Officer within the Command Staff;
- Unit within the Planning Section;
- Branch within the Operations Section; or
- Separate General Staff Section.

- **As an Officer in the Command Staff:**

This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.

- **As a Unit within the Planning Section:**

This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.

- **As a Branch within the Operations Section:**

This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.

- **As a General Staff Section:**
 - When an incident is heavily influenced by intelligence factors.
 - When there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information.
 - This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information related security plans and operations as directed by the IC. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions. The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer (PIO), particularly where such public awareness activities may affect information or operations security.

The incident management ICS organization may be similar to the following diagram.

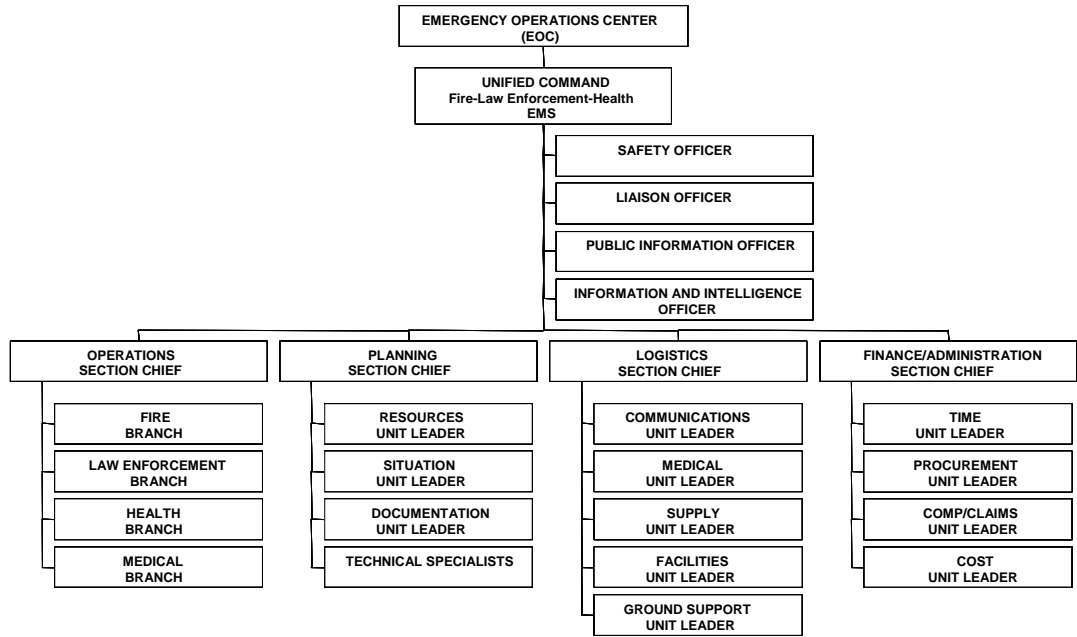


Figure 5-2
Unified Command Prior to FBI Arrival

To accomplish this level of ICS in your organization, you must have a trained Incident Management Team (IMT) ready to go, as described in Unit 2: Preincident Planning, Incident Management Teams, and Area Command.

After the FBI arrives, the following changes will occur to your ICS organization:

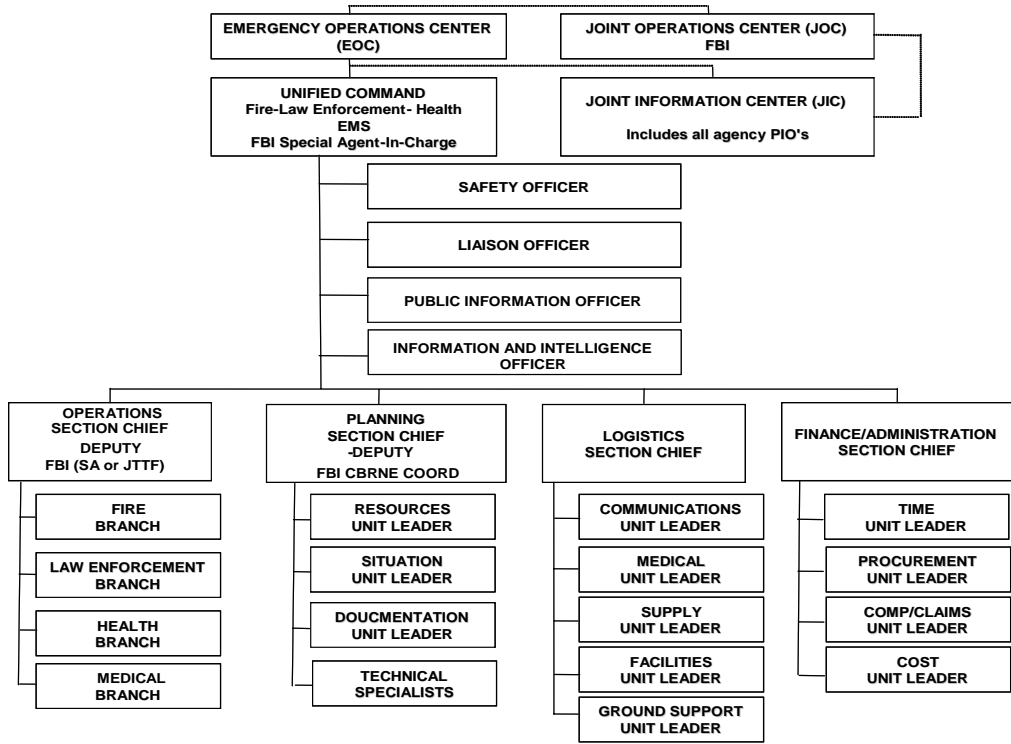


Figure 5-3
FBI Integration into a Unified Command Structure

The first component of this procedure is to deploy a Joint Terrorism Task Force (JTTF) immediately to the event site. Included in this JTTF deployment will be an assigned FBI Special Agent (SA). Upon arrival at the event site, this SA will assume the role as the initial FBI representative to the Unified Command team. The SA will be responsible for overall Federal law enforcement coordination at the incident, as well as directing any FBI-specific operations.

The second component of this procedure is to deploy a WMD coordinator immediately to the event site. The WMD coordinator will assume the role of a Deputy Planning Section Chief functioning under the ICS Planning Section Chief.

The third component of this procedure is to deploy the Special Agent in Charge (SAC) and Assistant Special Agent in Charge (ASAC) immediately to the event site. The SAC will assume the role of the FBI unified commander initially filled by the first-arriving SA, and will be

responsible for overall Federal law enforcement coordination at the incident. The ASAC will direct any FBI-specific operations necessary as a result of the incident. Upon the SAC replacing the SA as the FBI Unified Commander, the SA will assume the role of a Deputy Operations Chief functioning under the ICS Operations Section Chief.

Additional information can be found in the USFA publication, *Responding to Incidents of National Significance* (FA-282). This report researched Incidents of National Consequence and provides guidance to fire and emergency service organizations to prepare for, respond to, and recover from major multijurisdictional (local) events that have national consequences and may involve national response resources. The report can be downloaded from:

<http://www.usfa.fema.gov/applications/publications/>

Activity 5.1

Developing a Plan to Implement an Effective Unified Command at a Terrorism Incident

Purpose

To develop a written plan to prepare your department for implementation of a Unified Command System organization for a terrorism incident.

Directions

1. List the steps that you will follow to implement a plan to prepare your community response agencies to provide an effective Unified Command organization for a terrorism event in your community. Do this on a plain sheet of paper.
2. Prioritize the steps into an accomplishable order.
3. List the personnel in your community agencies (including your own) to whom you have to "sell" your plan.
4. Use the following Worksheet to record your plan.
5. You will have 20 minutes to develop the steps after prioritizing them.
6. Several students will be asked by the instructor to share their plans with the class.

NOTE-TAKING GUIDE

Slide 5-1

**UNIT 5:
FEDERAL RESPONSE TO
UNIFIED COMMAND
INCIDENTS**

Slide 5-1

Slide 5-2

TERMINAL OBJECTIVE

Given lecture and an activity, the students will be able to prepare an effective Unified Command organization on terrorism or weapons of mass destruction (WMD) incidents.

Slide 5-2

Slide 5-3

ENABLING OBJECTIVES

The students will:

- **Describe similarities and differences between haz mat and terrorism incidents.**
- **Understand the role and purpose of the National Response Plan (NRP).**
- **Identify the Federal agencies that can assist with terrorism incidents.**

Slide 5-3

Slide 5-4

**ENABLING OBJECTIVES
(cont'd)**

- Understand the need for an effective Unified Command organization upon the arrival of the Federal Bureau of Investigation (FBI).
- Develop a Unified Command structure with an FBI interface with the Unified Command organization.

Slide 5-4

Slide 5-5

**SIMILARITIES OF HAZARDOUS
MATERIALS AND TERRORISM
INCIDENTS**

Often response to a terrorism incident is compared to haz mat response, and in many ways they are similar:

- Expose responders and the community at large to consequences
- Necessitate the use of specialized tools and skilled responders
- Require that certain regulations, standards, and procedures be followed

Slide 5-5

Slide 5-6

**DIFFERENCES OF HAZARDOUS
MATERIALS AND TERRORISM
INCIDENTS**

- There also are differences.
- There is an intent by the perpetrators because it is a planned event.

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Slide 5-7

**CONSIDERATIONS FOR
TERRORISM INCIDENTS**

Federal involvement:

- **Incident Commander (IC) must recognize the far-reaching effects of a terrorism incident.**
- **IC's must understand that certain regulations and directives apply.**

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Slide 5-8

**CONSIDERATIONS FOR
TERRORISM INCIDENTS (cont'd)**

- **Resources of the local community may be depleted very rapidly.**
- **Activation of the Emergency Operations Center (EOC) is critical.**
- **The IC must coordinate his/her response, strategy, and tactics with the resources the EOC makes available.**

Slide 5-8

Slide 5-9

**CONSIDERATIONS FOR
TERRORISM INCIDENTS (cont'd)**

Mass casualties:

- **Deliberate attack to inflict a large number of casualties.**
- **Most communities are not prepared to deal with the number of injuries that may be caused by a terrorism attack.**

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Slide 5-10

**CONSIDERATIONS FOR
TERRORISM INCIDENTS (cont'd)**

- Responders as targets/secondary device:
- IC always must be wary of the existence of a secondary device.
 - A secondary device can cause a domino effect in the entire control effort.
 - Responders may be the primary target.

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Slide 5-11

**CONSIDERATIONS FOR
TERRORISM INCIDENTS (cont'd)**

- Law enforcement needs/crime scene:
- IC must be aware of the unique law enforcement needs.
 - This is a crime scene. The IC must defer authority for certain aspects of the incident.
 - Preservation of evidence will make haz mat personnel operate differently than usual.

Slide 5-11

Slide 5-12

**CONSIDERATIONS FOR
TERRORISM INCIDENTS (cont'd)**

- Haz mat actions must be more focused, planned, and deliberate.
- Entries into hot zone may include sketching, photography, debris marking, victim outlining, etc.
- Properly trained law enforcement may accompany haz mat during entry.

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Slide 5-13

NATIONAL RESPONSE PLAN

- Establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents.
- Incorporates best practices and procedures from incident management disciplines and integrates them into a unified structure.
- Forms the basis of how the Federal government coordinates with State, local, and tribal governments and the private sector during incidents.

Slide 5-13

Slide 5-14

**NATIONAL RESPONSE PLAN
(cont'd)**

The NRP, using the NIMS, establishes mechanisms to:

- Maximize the integration of incident-related prevention, preparedness, response, and recovery activities
- Improve coordination and integration of Federal, State, local, tribal, regional, private-sector, and nongovernmental organization partners

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Slide 5-15

**NATIONAL RESPONSE PLAN
(cont'd)**

- Maximize efficient use of resources needed for effective incident management and critical infrastructure/key resources (CI/KR) protection and restoration
- Improve incident management communications and increase situational awareness across jurisdictions and between the public and private sectors

Slide 5-15

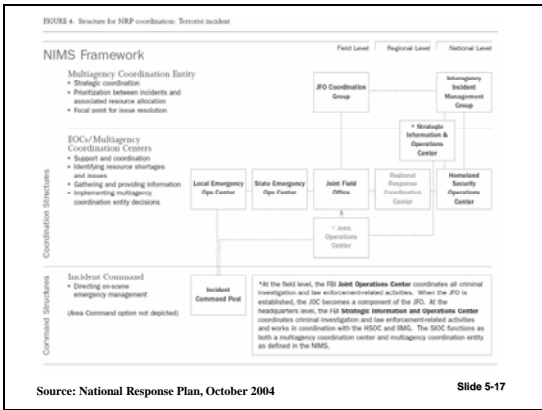
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**NATIONAL RESPONSE PLAN
(cont'd)**

- **Facilitate emergency mutual aid and Federal emergency support to State, local, and tribal governments**
- **Facilitate Federal-to-Federal interaction and emergency support**
- **Provide a proactive and integrated Federal response to catastrophic events**
- **Address linkages to other Federal incident management and emergency response plans developed for specific types of incidents or hazards**

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Slide 5-18

**NATIONAL RESPONSE PLAN
(cont'd)**

- **The NRP was released in the fall of 2004.**
- **The NRP will have an initial review 1 year after release and then incorporate a deliberate 4-year review and reissue cycle.**
- **The most current version of the NRP can be accessed through the following sites:**
<http://www.dhs.gov/dhspublic/>
<http://www.fema.gov/>

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**NATIONAL RESPONSE PLAN
(cont'd)**

- A terrorism incident requires the response and participation of Federal agencies to some degree.
- Other agencies that may participate:
 - Department of Homeland Security (DHS).
 - Department of Defense (DOD).
 - Department of Energy (DOE).
 - Department of Health and Human Services (DHHS).
 - Environmental Protection Agency (EPA).

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**EXAMPLES OF FEDERAL
ASSETS**

- US&R--Urban Search & Rescue Teams
- MMRS--Metropolitan Medical Response System
- CST--Civil Support Team (National Guard)
- SNS--Strategic National Stockpile

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Slide 5-21

FBI ASSETS

The Hazardous Materials Response Unit (HMRU)

- Based in Quantico, VA
- 17 Hazardous Materials Response Teams (HMRT's) throughout U.S.
- Trained to perform law enforcement functions, such as evidence collection in the hot zone

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FBI ASSETS (cont'd)

HMRU can provide immediate technical support by telephone.

- Can be wheels-up within 4 hours.
- Can be anywhere in the U.S. in 12 hours.
- Can provide SWAT support, Hostage Response Teams, and Evidence Response Teams.

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FBI ASSETS (cont'd)

Department of Justice (DOJ)/FBI activation and response time:

- The FBI must be notified immediately of any occurrence of a threat or act of terrorism.
- This notification should be spelled out in the terrorism annex of your community's Emergency Operation Plan (EOP).

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FBI ASSETS (cont'd)

- Federal response varies, but FBI involvement is certain when:
 - A credible threat has been made or detected.
 - An explosive device or WMD has been discovered.
 - An explosive has been detonated or a WMD has been released.
- Response time varies: it can be from minutes to a matter of hours.

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FBI PROCEDURES

FBI procedures for activating a Joint Operations Center (JOC):

- **Special Agent in Charge (SAC) will ensure that a JOC is established and activated in reasonable proximity to the event site.**
- **Assigned staff members will assemble at the identified JOC facility.**

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FBI PROCEDURES (cont'd)

JOC facility should be capable of permitting senior representatives from several Federal agencies with relevant responsibilities to convene and exchange information and coordinate interagency activities.

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INCIDENT COMMAND SYSTEM ORGANIZATION INCORPORATING THE FEDERAL BUREAU OF INVESTIGATION

- **For any terrorist incident, even a minor one, there should be a partial activation of the EOC.**
- **On major incidents, a full activation should occur early in the incident.**
- **When two or more agencies with statutory responsibility arrive, begin Unified Command. This usually will be the local fire and police departments.**

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Slide 5-28

INCIDENT COMMAND SYSTEM ORGANIZATION INCORPORATING THE FEDERAL BUREAU OF INVESTIGATION (cont'd)

- The two IC's, police and fire, should begin to plan together immediately to manage the incident.
- As other statutory agency representatives arrive, hold a Command Meeting.

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INFORMATION AND INTELLIGENCE OPTIONS IN NIMS

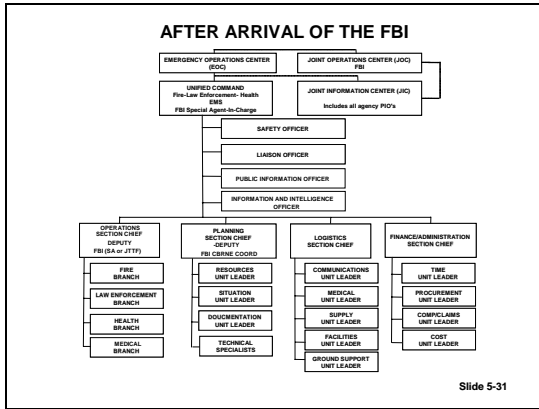
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PRIOR TO FBI ARRIVAL

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**INCIDENT COMMAND SYSTEM
ORGANIZATION INCORPORATING THE
FEDERAL BUREAU OF INVESTIGATION
(cont'd)**

FBI integration into a Unified Command structure:

- First component--deploy a Joint Terrorism Task Force (JTTF)
- Second component--deploy a WMD coordinator to the event site
- Third component--deploy the SAC and Assistant Special Agent in Charge (ASAC) to the event site

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ADDITIONAL INFORMATION

- USFA publication, *Responding to Incidents of National Significance* (FA-282)
- Researched Incidents of National Consequence
- Provides guidance to fire and emergency service organizations to prepare for, respond to, and recover from major multijurisdictional (local) events that have national consequences and may involve national response resources
- Download from:
<http://www.usfa.fema.gov/applications/publications/>

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**Activity 5.1
Developing a Plan to
Implement an Effective
Unified Command at a
Terrorism Incident**

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SUMMARY

- **Similarities and differences in haz mat and terrorist incidents**
- **Terrorist incident considerations**
- **NRP**
- **Examples of Federal assets**
- **FBI**
 - **Assets**
 - **NIMS-ICS integration**
- **Additional information**

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UNIT 6: THE PLANNING PROCESS

TERMINAL OBJECTIVE

Given lecture and an activity, the students will be able to complete a basic Incident Action Plan (IAP).

ENABLING OBJECTIVES

The students will:

- 1. Describe the steps in the planning process.*
 - 2. Select the correct Incident Command System (ICS) Forms for use in preparing an IAP.*
 - 3. Fill out the appropriate ICS Forms for an IAP related to a specific incident.*
 - 4. Prepare an accurate IAP for a specific incident.*
-

THE PLANNING PROCESS

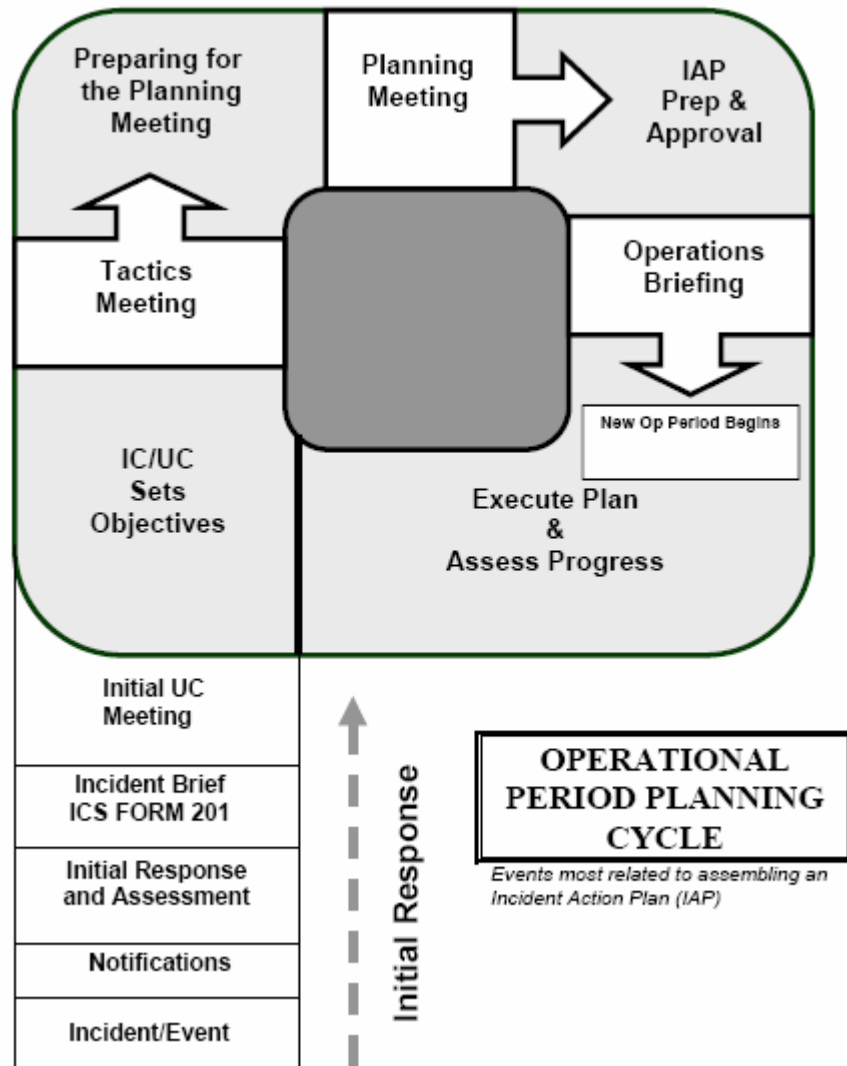
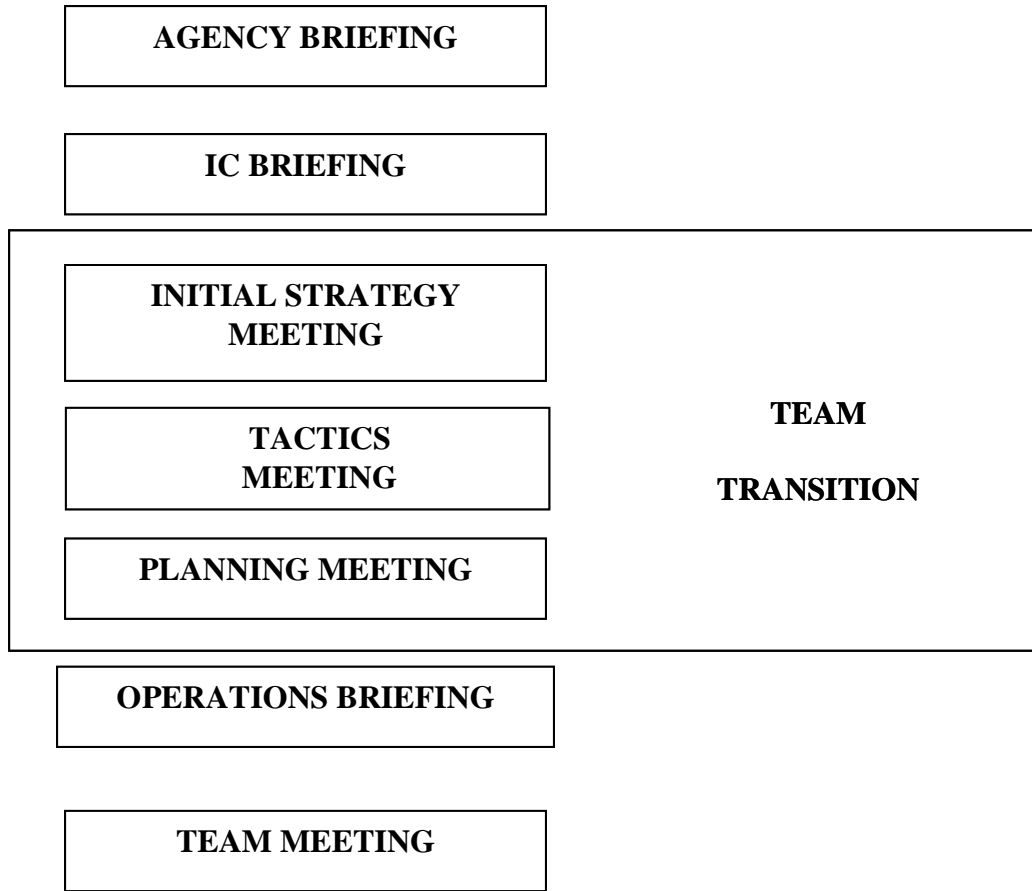


Figure 6-1
Planning Cycle, Meetings, Briefings, and the Planning Chart



**Figure 6-2
Meeting Chart**

Information Gathering

Information for the meetings and processes described below will be gathered by the following team members:

- Agency Administrator--the person for whom the Incident Management Team (IMT) actually works;
- initial Incident Commander (IC);
- IMT IC;
- Operations Section Chief;
- Planning Section Chief;
- Logistics Section Chief;
- Finance/Administration Section Chief;
- Public Information Officer (PIO);
- Liaison Officer; and
- Safety Officer.

Initial Response and Assessment

The period of initial response and assessment occurs in all incidents. Short-term responses, which are small in scope and/or duration (e.g., a few resources working one operational period) can often be coordinated using only ICS Form 201, Incident Briefing Form.

Incident Briefing

During the Transfer-of-Command process, briefing using ICS Form 201 provides the incoming IC/Unified Commander (UC) with basic information regarding the incident situation and the resources allotted to the incident. Most importantly it functions as the IAP for the initial response and remains in force and continues to develop until the response ends or the Planning Section generates the incident's first IAP. It also is suitable for briefing individuals newly assigned to the Command and General Staff, as well as needed assessment briefings for the staff.

ICS Form 201 facilitates documentation of response objectives, situational awareness, resource employment and deployment, and significant actions taken. This Form is essential for future planning and the effective management of initial response activities.

When: New IC/UC; staff briefing as required.

Facilitator: Current IC/UC.

Attendees: Prospective IC/UC; Command and General Staff, as required.

General Tasks

Incident Commander (IC):

- obtain incident brief using ICS Form 201;
- assess operational requirements; and
- determine organizational and response requirements and objectives.

Operations (OPS):

- obtain briefing from IC;
- consider available Contingency Plan;
- develop strategies and tactics;
- assemble resources; and
- conduct response using ICS Form 201.

Planning: If/When activated, orders staff.

Logistics: If/When activated, orders staff.

Finance/Administration: If/When activated, orders staff.

Agenda: Using ICS Form 201 as an outline, include

1. Situation (note territory, exposures, safety concerns, etc.; use map/charts).
2. Current priorities.
3. Strategy(s) and tactics.
4. Current organization.
5. Resource assignments.
6. Resources en route and/or ordered.
7. Facilities established.

Initial Unified Command Meeting

Provides UC officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The meeting should be brief, and important points documented. Prior to the meeting, parties should have an opportunity to review and prepare to address the agenda items. Planning Meeting participants will use the results of this meeting to guide the operational efforts prior to the first Tactics Meeting.

When: The UC is formed prior to the first meeting.

Facilitator: UC member.

Attendees: Only IC's who will make up the UC.

General Tasks

Incident Commander (IC):

- determine need for UC;
- negotiate/facilitate UC participation;
- clarify UC roles and responsibilities;
- negotiate and agree on response organization, facilities, and support; and
- determine Operational Period length/start time.

Operations: Brief UC members on current operations.

Planning: If activated, contact UC members as directed by IC.

Logistics: May not be activated at this time.

Finance/Administration: May not be activated at this time.

Agenda:

1. Identify UC, based on Chapter 6 criteria.
2. Identify jurisdictional priorities and objectives.
3. Present jurisdictional limitations, concerns, and restrictions.
4. Develop a collective set of incident objectives.
5. Establish and agree on acceptable priorities.
6. Agree on basic organization structure.
7. Designate the best-qualified and acceptable Operations Section Chief.
8. Agree on General Staff personnel designations and planning, logistical, and financial agreements and procedures.
9. Agree on resource ordering procedures to follow.
10. Agree on cost-sharing procedures.
11. Agree on informational matters.
12. Designate a UC Public Information Officer.

Unified Command Objectives Meeting

The IC/UC will identify/review and prioritize objectives for the next operational period on ICS Form 202. In this process, objectives from the previous operational period are reviewed and any new objectives are identified.

Incident Objectives and Strategy

Incident objectives are statements of guidance and direction necessary for the selection of appropriate strategy(s), 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 specific, measurable, attainable, realistic, and time sensitive, 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 rescue, exposures, confinement, extinguishment, overhaul, ventilation, and salvage.

Definitions and Examples

Agency direction--Remove people from the 100-year floodplain.

Incident objectives--Provide evacuation and transportation for people in the floodplain area.

Strategy--Evacuate all areas of the floodplain.

Tactics--Divide the floodplain into manageable areas. Use fire and police personnel and support vehicles for removal. Establish medical care and shelters for victims.

When: Prior to tactics meeting.

Facilitator: UC Member

Attendees: UC Members; Command and General Staff as appropriate

General Tasks

Incident Commander (IC/UC):

- develop SMART incident objectives;
- consider "Best Response"; and
- delegate and provide guidance to Command and General Staff.

Operations: May be present if invited.

Planning:

- may be present if invited; and
- propose draft SMART objectives to IC/UC.

Logistics: May be present if invited.

Finance/Administration: May be present if invited.

Agenda:

1. Review/identify objectives for the next operational period (Clearly stated and attainable with the resources available, yet flexible enough to allow members to choose tactics).
2. Review any open agenda items from initial/previous meetings.

Tactics Meeting

This 30-minute meeting creates the blueprint for tactical deployment during the next operational period. In preparation for the Tactics Meeting, the Planning Section and Operations Section Chiefs review the first stage of response operations, or the current IAP situation status information as provided by the Situation Unit, to assess work progress against IAP objectives. Jointly they develop primary and alternate strategies to meet objectives for consideration at the next Planning Meeting. The Safety Officer will evaluate safety aspects of the primary and alternate strategies.

When: Prior to Planning Meeting.

Facilitator: PSC.

Attendees: Planning Section Chief, Operations Section Chief, Logistics Section Chief, Resources Unit Leader, and Safety Officer.

General Tasks

Incident Commander: Provide guidance/clarification.

Safety Officer: Analyze safety needs using ICS-215A.

Operations:

- be prepared!
- brief current operations; and
- develop strategies, tactics, and resource needs using ICS-215, Operational Planning Worksheet.

Planning:

- facilitate meeting;
- determine support requirements for ICS-215; and
- consider alternative strategies.

Logistics:

- participate/contribute logistics information as necessary; and
- verify support requirements.

Finance/Administration: Not normally present.

Agenda:

1. Review the objectives for the next operational period and develop strategies (primary and alternatives).
2. Prepare a draft of ICS Form 215 (used in Planning Meeting) to identify resources that should be ordered through Logistics.

Activity 6.1

Understanding the Completion of ICS Forms Associated with an Incident Action Plan

Purpose

To learn how to fill out ICS Forms for a given scenario and to prepare you for Activity 6.2.

Directions

1. You will be shown a PowerPoint® program that details the completion of both the ICS Form 215 and several ICS Forms 204, Assignment List. It also shows completed ICS Forms 202; 203, Organization Assignment List; 205, Incident Radio Communications Plan; and 206, Medical Plan, used in an IAP.
2. Do not worry about the typing of engines, dozers, or crews, if you are not a wildland practitioner.
3. This scenario shows two Divisions: A and Z (Z is an accepted identification in wildland firefighting and is chosen so that if the incident were to expand in complexity additional divisions can be added between A and Z without changing their positions on the fire, e.g., rather than A-B designations).
4. The fire is anticipated to threaten the structures, hence a Structure Protection Group is defined and tasked.
5. The scenario uses standard ICS nomenclature and symbols for facilities, e.g., ICP, Drop Points (DP), and fire origin (x).
6. This sample IAP:
 - a. Demonstrates the use of an ICS Form 215 to determine resource needs to accomplish the incident objectives (ICS Form 202).
 - b. Displays the incident organization (ICS Form 203).
 - c. Defines the incident work assignments (ICS Forms 204--one for each Division and Group on the incident).
 - d. Clarifies the incident communications (ICS Form 205).
 - e. Sets forth a medical plan (ICS Form 206) for the operational period.
7. Instructions for completing ICS Form 215 can be found in the SM following Activity 6.2.
8. Other IAP Elements may include those listed on the slide.

PREPARE FOR THE PLANNING MEETING

During this phase of the Planning Cycle, the Section Chiefs and their associated staff members begin the work of preparing for the upcoming Planning Meeting. Section Chiefs are responsible for ensuring that their Planning Meeting responsibilities are met. The Planning Section Chief should facilitate this to the greatest extent possible to ensure that the material, information, resources, etc., to be used or discussed in the Planning Meeting is organized and prepared. There are to be no surprises in the Planning Meeting.

When: After the Tactics Meetings.

Facilitator: PSC.

General Tasks

Incident Commander:

- provide guidance/clarification; and
- monitor ongoing operations.

Operations:

- continue Operations; and
- prepare for Planning Meeting

Planning:

- Facilitate General Staff and attendees' preparations for Planning Meeting;
- Publish/distribute meeting schedule and ensure attendees know roles; and
- Allow no surprises.

Logistics:

- prepare for Planning Meeting; and
- verify support requirements.

Finance/Administration:

- prepare for Planning Meeting; and
- verify financial and administrative requirements.

PLANNING MEETING

This meeting defines incident objectives, strategies, and tactics and identifies resource needs for the next operational period. Depending on incident complexity, this meeting should last no longer than 45 minutes. This meeting fine tunes objectives and priorities, identifies and solves problems, and defines work assignments and responsibilities on a completed ICS Form 215.

Displays in the meeting room should include ICS Form 202 for the next period, large sketch maps or charts clearly dated and timed, a poster-sized ICS Form 215 and ICS-215A, a current resource inventory prepared by the Resource Unit, and current situation status displays prepared by the Situation Unit. After the meeting, ICS Form 215 is used by the Logistics Section Chief to prepare the off-incident tactical and logistical resource orders, and used by the Planning Section Chief to develop IAP assignment lists.

When: After the UC and Tactics Meetings.

Facilitator: PSC.

Attendees: Determined by IC/UC, generally IC/UC, Command Staff, General Staff, Air Operations Branch Director, the Resources Unit Leader, Safety Officer, and Technical Specialists, as required.

General Tasks

Incident Commander:

- provide appropriate leadership; and
- brief incident objectives.

Operations:

- brief operational strategies, and tactics using ICS-215, maps, charts, etc.; and
- brief Branch/Division/Group functions and boundaries

Planning:

- facilitate Planning Meeting agenda;
- brief present situation; and
- address/resolve response coordination issues as needed, gain consensus.

Logistics: brief logistical support and resource ordering status.

Finance/Administration: Brief administrative and financial status/projections, etc.

Agenda	Primary Responsibility
1. State incident objectives and policy issues.	IC/UC
2. Briefing of situation, critical and sensitive areas, weather forecast, and resource status/availability.	SUL
3. State primary and alternative strategies to meet objectives.	OPS
4. Designate Branch, Division, and Group boundaries and functions as appropriate, use maps and ICS Form 215.	OPS
5. Specify tactics for each Division, note limitations.	OPS
6. Specify resources needed by Divisions/Groups.	OPS
7. Specify operations facilities and reporting locations and plot on map	OPS/LSC
8. Develop resources, support, and overhead order (orders).	LSC
9. Consider support: communications, traffic, safety, medical, etc.	LSC
10. Contributing organization/agency considerations regarding work plan.	LO
11. Safety considerations regarding work plan; use ICS-215A.	SO
12. Media considerations regarding work plan.	IO
13. Report on expenditures and claims.	F/ASC
14. Finalize and approve work plan for the next operational period.	IC/UC

INCIDENT ACTION PLAN PREPARATION

Attendees immediately prepare their assignments for the IAP to meet the PSC deadline for assembling the IAP components. The deadline will be early enough to permit timely IC/UC approval and duplication of sufficient copies for the Operations Briefing and for overhead.

When: Immediately following the Planning Meeting, the PSC assigns the deadline.

Facilitator: Planning Section Chief

General Tasks

Incident Commander: Review, approve, and sign IAP

Operations:

- provide required information for inclusion into IAP; and
- communicate incident status changes.

Planning:

- facilitate General Staff's IAP input;
- ensure assignments and expectations are clear;
- provide completed IAP to IC/UC for review/approval; and
- distribute completed IAP.

Logistics:

- provide logistics information for IAP; and
- verify resources ordered.

Finance/Administration: Verify financial and administrative requirements for IAP.

Common Components	Primary Responsibility
1. Incident Objectives (ICS form 202).	Resources Unit
2. Organization List/Chart (ICS FORMS 203/207).	Resources Unit
3. Assignment List (ICS form 204).	Resources Unit
4. Communication Plan (ICS form 205).	Communications Unit
5. Medical Plan (ICS form 206).	Medical Unit
6. Incident Map.	Situation Unit
7. Safety Plan.	Safety Officer
8. Decontamination Plan (if necessary)	Technical Specialist
9. Waste Management or Disposal Plan (if necessary)	Technical Specialist
Optional Components (use as pertinent):	
1. Air Operations Summary (ICS form 220).	Air Operations Branch Director
2. Traffic Plan.	Ground Support Unit
3. Demobilization Plan.	Demobilization Unit

OPERATIONS BRIEFING

This 30-minute, or less, meeting presents the IAP to the oncoming shift of the response organization. After this meeting, off-going supervisors should be interviewed by their relief and by Operations in order to further confirm or adjust the course of the oncoming shift's IAP. Shifts in tactics may be made by the Division/Group Supervisor in whose purview they are. Similarly, a supervisor may reallocate resources within that division to adapt to changing conditions.

When: About an hour prior to each shift change.

Facilitator: Planning Section Chief.

Attendees: IC/UC, Command Staff, General Staff, Branch Directors, Division/Group Supervisors, Task Force/Strike Team Leaders (if possible), Unit Leaders, others as appropriate.

General Tasks

Incident Commander:

- provide guidance / clarification; and
- provide leadership presence.

Operations:

- provide Operations Briefing for next operational period; and
- ensure ICS Form 204 tasking is clear.

Planning:

- facilitate General Staff and attendees briefing responsibilities; and
- resolve questions.

Logistics: Brief transportation, communication, and supply issues.

Finance/Administration: Brief administrative issues and provide financial report.

Agenda:	Primary Responsibility
1. Review IC/UC objectives and changes to IAP.	PSC
2. Discuss current response actions and last shift's accomplishments.	OPS
3. Review weather conditions forecast.	SUL
4. Division/Group and Air Operations assignment.	OPS
5. Trajectory analysis.	SUL
6. Transport, communications, and supply updates.	LSC
7. Safety message.	SO
8. Incident Action Plan (IAP) approval and motivational remarks.	IC/UC

Assess Progress--Following the Operations brief, all Section Chiefs will review the incident response progress and make recommendations to the IC/UC in preparation for the next UC Objective Meeting for the next operational period. This feedback/information is gathered from various sources, including Field Observers, responder debriefs, stakeholders, etc.

<p>General Tasks</p> <p>Incident Commander:</p> <ul style="list-style-type: none"> • monitor ongoing operations; • measure progress against stated objectives; and • consider "Best Response." <p>Operations:</p> <ul style="list-style-type: none"> • monitor on-going operations and make tactical changes as necessary; and • measure/ensure progress against stated objectives. <p>Planning</p> <ul style="list-style-type: none"> • facilitate General Staff's effectiveness and efficiency as appropriate; and • provide response objectives recommendations to IC/UC.

Logistics: Verify resources, resolve logistical problems.

Finance/Administration: Facilitate smooth administrative and financial reporting.

SPECIAL PURPOSE MEETINGS

The special purpose meetings are most applicable to larger incidents requiring an Operational Period Planning Cycle, but may be useful during initial response and assessment.

Command Staff Meeting--Coordinate Command Staff functions, responsibilities, and objectives. It is held before the Tactical Meeting. Command Staff (IC/UC, Safety Officer, LO, PIO) attend.

Command and General Staff Meeting--An opportunity for the Command and General Staffs to gather under informal conditions (breakfast/dinner) to discuss developing issues.

Business Management Meeting--This under-30-minute meeting develops and updates the operating plan for finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees include Finance/Administration Section Chief, Cost Unit Leader, Logistics Section Chief, SUL, DUL.

Agency Representative Meeting--This meeting is held to update Agency Representatives and ensure that they can support the IAP. It is conducted by the LO, and attended by Agency Representatives. It is most appropriately held after the Planning Meeting in order to announce plans for the next Operational Period. It allows for changes should the plan not meet the expectations of the Agency Representatives.

News Briefing--This meeting briefs media and the public on the most current and accurate facts. It is set up by the PIO, moderated by a UC spokesperson, and features selected spokespersons. This briefing must be held away from the Incident Command Post (ICP). Spokespersons should be prepared by the PIO to address anticipated issues. The briefing should be well-planned, organized, and scheduled to meet the media's needs.

Activity 6.2

Developing an Incident Action Plan

Purpose

To participate as a member of the IMT to produce an IAP for a major incident.

Directions

1. You will be assigned roles within the IMT.
2. Every Command and General Staff function of the ICS will be played by students.
3. Read the scenario for the incident.
4. The instructor will hand out appropriate ICS Forms to the various sections and the IC.
5. The **IC** will meet with the **Agency Administrator** (Instructor) and receive the **Incident Parameters** handout (also in Student Manual).
6. The **IC** and the **Operations Section Chief** will determine the **incident objectives** and the **strategies** for the incident. These will be put on easel pad paper and placed on the wall for all to see.
7. You will gather information and begin to formulate the elements of the IAP.
 - a. The **Operations Section Chief** and **Safety Officer** will determine the strategy. A completed ICS Form 215 for the flood incident is in the Student Manual (SM). All students should review this Form.

During the exercise, the Operations Section will complete another ICS Form 215 for the tank farms at R Street and 24th Street, and at M Street and 5th Street.

- b. The **Liaison Officer** will evaluate the possible coordinating and assisting agencies and produce a list of each on an easel pad. Liaison should advise the IC of the list of agencies responding.
- c. The **PIO** will evaluate how media releases will occur, and write the method on an easel pad. The PIO also will determine which other agency PIO's need to be involved in the media releases and do an initial press release in writing.

- d. The **Planning Section Chief** will provide input to the Operations Section Chief on possible alternative solutions, and recommend the need for additional resources to the IC and Logistics Section Chief and complete ICS Form 203 and one ICS Form 204 for the incident.
 - e. The **Logistics Section Chief** will place orders for equipment and personnel. They will use an Ordering Form to record the ordering of the additional resources, and complete the ICS Form 205 and ICS Form 206 for the incident. Do a Traffic Plan (on easel pad) for the division evacuating Columbia Veterans Hospital. Pass Ordering Forms to Finance/Administration Section Chief.
 - f. The **Finance/Administration Section Chief** will begin to provide cost data for the resources being ordered by Logistics after receiving Ordering Forms from Logistics.
8. When all ICS Forms for the IAP are completed, there will be a debriefing.
 9. You have 2 hours and 30 minutes to complete your work.
 10. Support materials for this Activity are at the end of this unit.

Incident Scenario

It has been raining in Central City for the past 3 days. The weather service has announced the probability of flooding, and has established a Flood Watch. Roaring River and Swatera Creek are now at flood stage. The rain is expected to continue for the next 48 hours.

The mayor of Central City has contacted the chief of the fire department and directed the city IMT to meet and prepare a plan for handling the flooding situation for the floodplain areas.

The fire chief has contacted the city IMT members and set up a meeting for 0900 hours this morning to develop an IAP. The members of the city IMT are

- fire chief;
- police chief;
- public works director;
- health department director; and
- roads department.

The facility that is in most danger of early flooding is the Columbia Veterans Hospital at "J" Street and 7th Street near the Swatera Creek. This is a 180-bed hospital.

The community in greatest danger is the Colonial Heights subdivision around the Columbia Veterans Hospital near Swatera Creek.

Truman Elementary School at "Q" Street and 21st Street is also in the floodplain area of the Roaring River. Truman Elementary School has 400 students. There are fuel storage tanks at "R" Street and 24th Street and "M" Street and 5th Street.

The following shelters will be opened initially for the dislocated citizens:

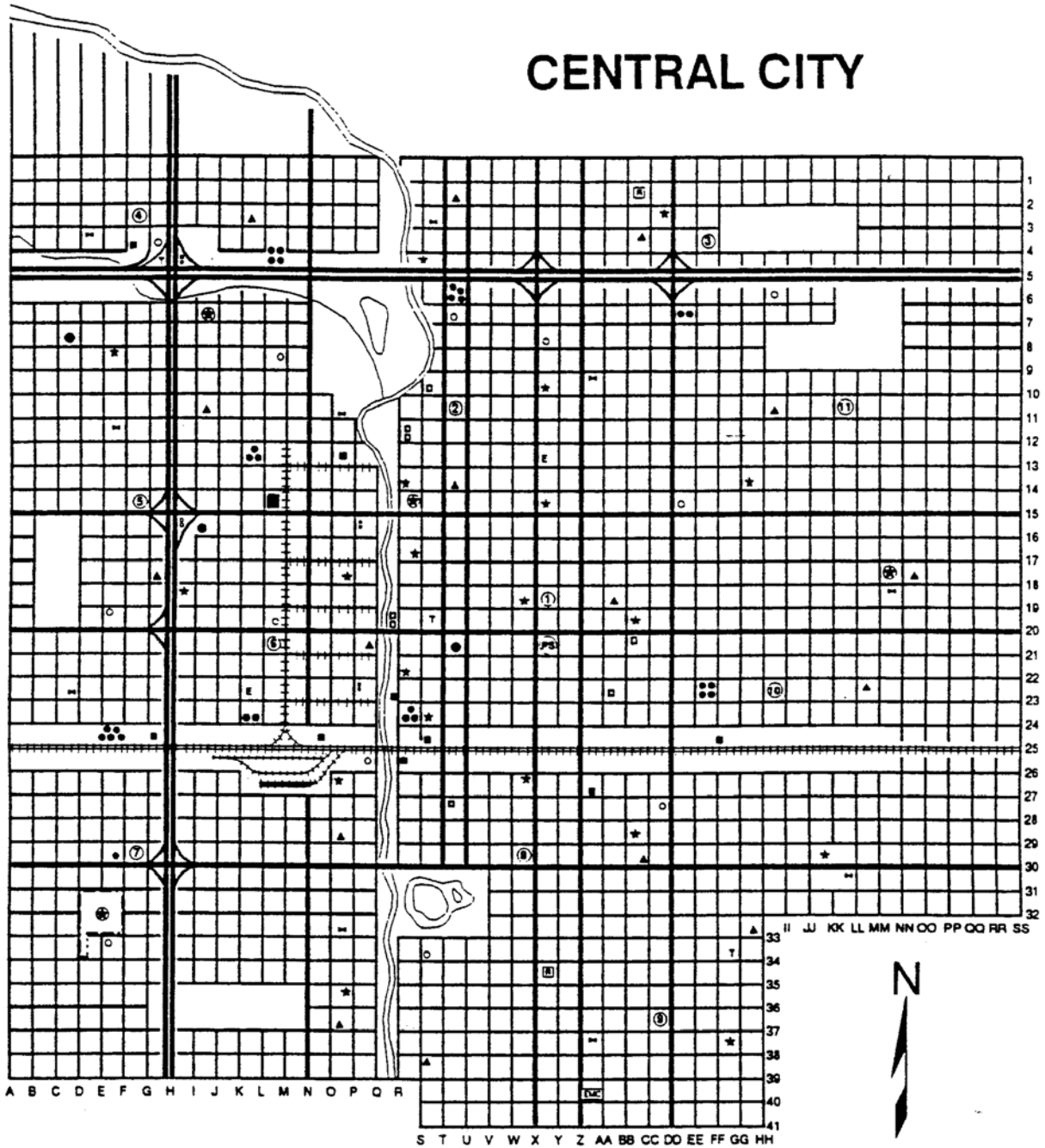
- U.S. Grant High School--"I" Street and 11th Street--west side of Central City. Capacity--1,200.
- Central City Junior High School--"AA" Street and 19th Street--east side of Central City. Capacity--1,000.

SUPPORT MATERIALS
FOR
ACTIVITY 6.2

**INCIDENT PARAMETERS RECEIVED FROM THE AGENCY
ADMINISTRATOR**

- 1. Columbia Veterans 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. Establish evacuation routes and open shelters where necessary. City schools are open.**
- 4. The American Red Cross has opened two shelters, one on each side of the river.**
- 5. Evaluate bridges over the Roaring River and Swatera Creek.**
- 6. Provide medical services to both sides of the river.**
- 7. You have the authority to place personnel on 12-hour shifts.**
- 8. The Mayor has declared a Local Emergency.**
- 9. The Mayor has requested a State Declaration from the Governor.**
- 10. Cost containment is critical due to our budget deficit.**
- 11. Weather forecast for the next 2 days is more rain.**
- 12. County flood control personnel on 24-hour duty.**
- 13. Colonial Heights near Columbia Veterans Hospital needs special attention--Mayor lives there.**
- 14. Central City Emergency Operations Center is open.**

CENTRAL CITY



☉ CENTRAL CITY POLICE STATION	① FIRE STATIONS	▲ SCHOOLS
★ SHELTER COMPLEX HEADQUARTERS	⊞ CITY EQUIPMENT YARD	⋈ TELEPHONE SWITCHBOARDS
⊞ RELOCATION CENTERS	○ HEAVY EQUIPMENT AREAS	⊞ ELECTRIC POWER STATIONS
■ NATIONAL GUARD FACILITIES	● FUEL STORAGE TANKS	⊞ RESERVOIRS
⊞ HOSPITALS	⊞ CITY TRANSPORTATION CENTERS	● RADIO AND TV STATIONS
■ FOOD STORAGE FACILITIES	⊞ EMERGENCY MANAGEMENT CENTER	

SCALE: 7 BLOCKS = 1 MILE

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 _____
TOTAL _____

III. DOZER COSTS
1. Agency Owned (All Agencies/All Types)
Number Dozers _____ Est. Cost _____
Number Tenders _____ Est. Cost _____
Number Transports _____ Est. Cost _____
Subtotal _____
2. Rental Dozers
Number Dozers _____ Est. Cost _____
Number Tenders _____ Est. Cost _____
Number Transports _____ Est. Cost _____
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/ALL TYPES)
Number Command Staff _____ Est. Cost _____
Number Operators 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 (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 _____
_____ Number _____ Est. Cost _____
TOTAL _____

THE PLANNING PROCESS

Private Resources	Capability	Equipment Cost Per Hour (Includes Fuel)	Operator Cost Per Hour Rate (Includes Fringe Benefits)	Other
Backhoe (tracks)	1.75 cubic yard bucket	142.00	50.00	
Backhoe loader 4-wheel drive	1.0 cubic yard loader	35.00	50.00	
Front-end loader 4-wheel drive	5.50 cubic yard	115.00	50.00	
Bulldozer (tracks)	71 HP	45.00	50.00	
Bulldozer, midsize	140 HP	75.00	50.00	
Dump truck 10-wheeler	15 cubic yards	60.00	45.00	
Dump truck 6-wheeler	7 cubic yards	35.00	45.00	
Crane	15-ton lift 60' extension boom	100.00	50.00	
Crane	113-ton lift 50' extension boom	250.00	100.00	
Crane	450-ton lift 80' extension boom	800.00	100.00	
Recycled concrete (fine)		10.00 cubic yard (includes loading & delivery)		1-1/2-hour roundtrip time
Sand (fine or lumpy)		10.00 cubic yard (includes loading & delivery)		1-1/2-hour roundtrip time
Sandbags--filled		30.00 cubic yard (includes loading & delivery)		1-1/2-hour roundtrip time
Broken concrete		10.00 cubic yard (includes loading & delivery)		1-1/2-hour roundtrip time
Salt/Cinders		10.00 cubic yard (includes loading & delivery)		1-1/2-hour roundtrip time
Foam--all purpose		500.00 (per 55 gallon drum)		
Containment boom		100.00 cubic yard (includes delivery)		
Laborers			40.00	
Portable lights	30' tower (6 lights)		17.00 (includes fuel)	
Centrifugal pumps	4" diesel heavy-duty 40,000 GPH		25.00	
Chainsaws	Wood/Metal		2.00	

THE PLANNING PROCESS

Local Government Resource	Capability	Equipment Cost Per Hr. (Includes Fuel)	Operator Cost Per Hour Rate (Includes Fringe Benefits)	Other
Firefighters			35.00	14% difference between ranks
Pumpers	1500 GPM	125.00	See firefighter rate	
Ladder truck	100' aerial	150.00	See firefighter rate	
Tower ladder	85' bucket	160.00	See firefighter rate	
Command cars/vans		50.00	See firefighter rate	
Bunker gear	Per set	400.00		
Tyvex suit	Per set	40.00		
Dispatchers			30.00	14% difference between ranks
Police officers			35.00	14% difference between ranks
Police cruiser		50.00	See police officer rate	
EMS personnel		35.00	See EMS personnel rate	14% difference between ranks
EMS ambulance		20.00	75.00	
Health department personnel		20.00	40.00	
Gas company resources		100.00	35.00	
Power company resources		100.00	35.00	
Public works resources		See private resources	35.00	See private resources
Public health resources		100.00	40.00	
Medical teams			1500.00 (includes two surgeons & three nurses)	
Engineers			100.00	
Chemist			100.00	
Chainsaws	Concrete		6.00	
Buses	Regular	70.00	40.00	
Buses	Handicapped equipped	75.00	40.00	

THE PLANNING PROCESS

Local Government Resource	Capability	Equipment Cost Per Hr. (Includes Fuel)	Operator Cost Per Hour Rate (Includes Fringe Benefits)	Other
Vans (paratrans)	Eight-passenger handicapped equipped	50.00	30.00	
Tow trucks	Light duty	75.00	40.00	
Tow trucks	Heavy duty	90.00	40.00	
Porta potties		5.00 (includes pick-up, delivery & fuel)		
Water	5-gallon containers	5.00 per container (includes delivery)		
Generators	10K	5.00 (includes pick-up, delivery & fuel)		
Portable heaters		5.00 (includes pick-up, delivery & fuel)		
Cooled zone	Portable air condition	50.00 (includes pick-up, delivery & fuel)		
Boats	Boston whaler 16'	50.00		
Canoes	12'	20.00		
Rafts	6'	15.00		
Jet ski/with trailer		40.00	25.00	

**INSTRUCTIONS FOR COMPLETING THE INCIDENT OBJECTIVES
(ICS FORM 202)**

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		Note: ICS Form 202, Incident Objectives, serves only as a cover sheet and is not considered complete until attachments are included.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter the date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5.	General Control Objectives (include alternatives)	Enter short, clear, and concise statements of the objectives for managing the incident, including alternatives. The control objectives usually apply for the duration of the incident.
6.	Weather Forecast for Operational Period	Enter weather prediction information for the specified operational period.
7.	General/Safety Message	Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached.
8.	Attachments	The form is ready for distribution when appropriate attachments are completed and attached to the form.
9.	Prepared By	Enter the name and position of the person completing the form (usually the Planning Section Chief).
10.	Approved By	Enter the name and position of the person approving the form (usually the Incident Commander).

THE PLANNING PROCESS

INCIDENT OBJECTIVES	1. INCIDENT NAME FLOOD	2. DATE PREPARED 5/09/03	3. TIME PREPARED 0600
4. OPERATIONAL PERIOD (DATE/TIME) MAY 9, 2003 1200-2400			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
Remove all endangered occupants from flood area			
Rescue any trapped civilians			
Evacuate Columbia Vets Hospital			
Treat/Transport all injured to medical facility			
Provide police security for evacuated areas			
Sandbag appropriate areas			
Provide shelters for displaced persons			
202 ICS 3-80	9. PREPARED BY (PLANNING SECTION CHIEF)		10. APPROVED BY (INCIDENT COMMANDER)

THE PLANNING PROCESS

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"/></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"/></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"/></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"/>	<input type="checkbox"/> MEDICAL PLAN (ICS 206)	<input type="checkbox"/> _____	<input type="checkbox"/> ASSIGNMENT LIST (ICS 204)	<input type="checkbox"/>	<input type="checkbox"/> INCIDENT MAP	<input type="checkbox"/> _____	<input type="checkbox"/> COMMUNICATIONS PLAN (ICS 205)	<input type="checkbox"/>	<input type="checkbox"/> TRAFFIC PLAN	<input type="checkbox"/> _____
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<input type="checkbox"/> COMMUNICATIONS PLAN (ICS 205)	<input type="checkbox"/>	<input type="checkbox"/> TRAFFIC PLAN	<input type="checkbox"/> _____												
202 ICS 3-80	9. PREPARED BY (PLANNING SECTION CHIEF)	10. APPROVED BY (INCIDENT COMMANDER)													

THE PLANNING PROCESS

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												
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<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)										

INSTRUCTIONS FOR COMPLETING THE ORGANIZATION ASSIGNMENT LIST (ICS FORM 203)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		An Organization Assignment List may be completed any time the number of personnel assigned to the incident increases or decreases or a change in assignment occurs.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter the date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
	Operational Period	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
4. thru 8.		Enter the names of personnel staffing each of the listed positions. Use at least first initial and last name. For units indicate Unit Leader and for Divisions/Group indicate Division/Group Supervisor. Use an additional page if more than three branches are activated.
9.	Prepared By	Enter the name and position of the person completing the form (usually the Planning Section Chief).

THE PLANNING PROCESS

POSITION		NAME	4. OPERATIONAL PERIOD (DATE/TIME)	
5. INCIDENT COMMANDER AND STAFF			5/9/03	1200-2400
INCIDENT COMMANDER		D/C E. Burns	9. OPERATIONS SECTION	
DEPUTY			CHIEF	D/C G. Rogers
SAFETY OFFICER		B/C J. Willis	DEPUTY	
PUBLIC INFORMATION OFFICER		Capt. T. Morris	a. West BRANCH	
LIAISON OFFICER		Capt. J. Jones	BRANCH DIRECTOR	B/C T. Baker
6. AGENCY REPRESENTATIVES			DEPUTY	
AGENCY	NAME		DIVISION/GROUP	A Capt. L. Short
Police	Maj. D. Devilbiss		DIVISION/GROUP	Z Capt. Q. Miler
P.W.	T. Friedman		DIVISION/GROUP	
Health	M. Arthur		DIVISION/GROUP	
U.S.C.G.	Cdr. R. Smith		DIVISION/GROUP	
			b. East BRANCH	
			BRANCH DIRECTOR	B/C S. Tiger
7. PLANNING SECTION			DEPUTY	
CHIEF		D/C B. Phelps	DIVISION/GROUP	B Capt. R. Simons
DEPUTY			DIVISION/GROUP	C Capt. C. Parks
RESOURCES UNIT		Lt. P. Taylor	DIVISION/GROUP	
SITUATION UNIT		B/C N. Cannes	DIVISION/GROUP	
DOCUMENTATION UNIT		Lt. W. Parks	DIVISION/GROUP	
DEMOBILIZATION UNIT			c. BRANCH III - DIVISION/GROUPS	
TECHNICAL SPECIALISTS			BRANCH DIRECTOR	
			DEPUTY	
			DIVISION/GROUP	
			DIVISION/GROUP	
			DIVISION/GROUP	
			DIVISION/GROUP	
			DIVISION/GROUP	
8. LOGISTICS SECTION			d. AIR OPERATIONS BRANCH	
CHIEF		D/C P. McLaughlin	AIR OPERATIONS BR. DIR.	
DEPUTY			AIR TACTICAL GROUP SUP.	
a. SUPPORT BRANCH			AIR SUPPORT GROUP SUP.	
DIRECTOR		Capt. D. Tuel	HELICOPTER COORDINATOR	
SUPPLY UNIT		Lt. R. Stroebel	AIR TANKER/FIXED-WING CRD.	
FACILITIES UNIT		Lt. R. Cookus	10. FINANCE SECTION	
GROUND SUPPORT UNIT		Capt. T. Brown	CHIEF	J. Boerger
b. SERVICE BRANCH			DEPUTY	
DIRECTOR		Capt. B. Chandler	TIME UNIT	T. Melvin
COMMUNICATIONS UNIT		Capt. B. Loud	PROCUREMENT UNIT	M. Goodman
MEDICAL UNIT		B/C G. Oldershaw	COMPENSATION/CLAIMS UNIT	L. Smith
FOOD UNIT		Capt. L. Mooreland	COST UNIT	C. Woodward
9. PREPARED BY (RESOURCES UNIT)				
Lt. P. Taylor				

THE PLANNING PROCESS

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
POSITION		4. OPERATIONAL PERIOD (DATE/TIME)		
5. INCIDENT COMMANDER AND STAFF				
INCIDENT COMMANDER		9. OPERATIONS SECTION		
DEPUTY		CHIEF		
SAFETY OFFICER		DEPUTY		
PUBLIC INFORMATION OFFICER		a. BRANCH I - DIVISION/GROUPS		
LIAISON OFFICER		BRANCH DIRECTOR		
6. AGENCY REPRESENTATIVES		DEPUTY		
AGENCY	NAME	DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		b. BRANCH II - DIVISION/GROUPS		
7. PLANNING SECTION		BRANCH DIRECTOR		
CHIEF		DEPUTY		
DEPUTY		DIVISION/GROUP		
RESOURCES UNIT		DIVISION/GROUP		
SITUATION UNIT		DIVISION/GROUP		
DOCUMENTATION UNIT		DIVISION/GROUP		
DEMOBILIZATION UNIT		DIVISION/GROUP		
TECHNICAL SPECIALISTS		c. BRANCH III - DIVISION/GROUPS		
		BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
		DIVISION/GROUP		
8. LOGISTICS SECTION		d. AIR OPERATIONS BRANCH		
CHIEF		AIR OPERATIONS BR. DIR.		
DEPUTY		AIR TACTICAL GROUP SUP.		
a. SUPPORT BRANCH		AIR SUPPORT GROUP SUP.		
DIRECTOR		HELICOPTER COORDINATOR		
SUPPLY UNIT		AIR TANKER/FIXED-WING CRD.		
FACILITIES UNIT		10. FINANCE SECTION		
GROUND SUPPORT UNIT		CHIEF		
b. SERVICE BRANCH		DEPUTY		
DIRECTOR		TIME UNIT		
COMMUNICATIONS UNIT		PROCUREMENT UNIT		
MEDICAL UNIT		COMPENSATION/CLAIMS UNIT		
FOOD UNIT		COST UNIT		
PREPARED BY (RESOURCES UNIT)				

THE PLANNING PROCESS

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED																						
POSITION NAME 5. INCIDENT COMMANDER AND STAFF		4. OPERATIONAL PERIOD (DATE/TIME)																								
INCIDENT COMMANDER DEPUTY SAFETY OFFICER PUBLIC INFORMATION OFFICER LIAISON OFFICER		9. OPERATIONS SECTION CHIEF _____ DEPUTY _____ a. BRANCH I - DIVISION/GROUPS BRANCH DIRECTOR _____ DEPUTY _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ b. BRANCH II - DIVISION/GROUPS BRANCH DIRECTOR _____ DEPUTY _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ c. BRANCH III - DIVISION/GROUPS BRANCH DIRECTOR _____ DEPUTY _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ DIVISION/GROUP _____ d. AIR OPERATIONS BRANCH AIR OPERATIONS BR. DIR. _____ AIR TACTICAL GROUP SUP. _____ AIR SUPPORT GROUP SUP. _____ HELICOPTER COORDINATOR _____ AIR TANKER/FIXED-WING CRD. _____ 10. FINANCE SECTION CHIEF _____ DEPUTY _____ TIME UNIT _____ PROCUREMENT UNIT _____ COMPENSATION/CLAIMS UNIT _____ COST UNIT _____																								
6. AGENCY REPRESENTATIVES <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">AGENCY</th> <th>NAME</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		AGENCY	NAME																							
AGENCY	NAME																									
7. PLANNING SECTION CHIEF _____ DEPUTY _____ RESOURCES UNIT _____ SITUATION UNIT _____ DOCUMENTATION UNIT _____ DEMOBILIZATION UNIT _____ TECHNICAL SPECIALISTS _____ _____ _____ _____ _____																										
8. LOGISTICS SECTION CHIEF _____ DEPUTY _____ a. SUPPORT BRANCH DIRECTOR _____ SUPPLY UNIT _____ FACILITIES UNIT _____ GROUND SUPPORT UNIT _____ b. SERVICE BRANCH DIRECTOR _____ COMMUNICATIONS UNIT _____ MEDICAL UNIT _____ FOOD UNIT _____ _____ _____																										
PREPARED BY (RESOURCES UNIT) _____																										

**INSTRUCTIONS FOR COMPLETING THE ASSIGNMENT LIST
(ICS FORM 204)**

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
		A separate sheet is used for each Division or Group. The identification letter of the Division is entered in the form title. Also enter the number (roman numeral) assigned to the Branch.
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter the date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period	Enter the time interval for which the form applies. Record the start time and end time and include date(s).
5.	Operations Personnel	Enter the name of the Operations Chief, applicable Branch Director, and Division Supervisor.
6.	Resources Assigned Strike Team/Task Force/Resource Designator	List resource designators, leader name, and total number of personnel for strike teams, task forces, or single resources assigned.
7.	Control Operations	Provide a statement of the tactical objectives to be achieved within the operational period. Include any special instructions for individual resources.
8.	Special Instructions	Enter statement calling attention to any safety problems or specific precautions to be exercised or other important information.
9.	Division Communication Summary	The Communications Unit provides this information on the form for Command, Division, Tactical, Support, and Ground-to-Air frequencies.
10.	Prepared By	Enter the name of the Resources Unit Member preparing the form.
11.	Approved By	Enter the name of the person approving the form (usually the Planning Section Chief).

THE PLANNING PROCESS

1. BRANCH West		2. DIVISION/GROUP A		ASSIGNMENT LIST					
3. INCIDENT NAME Flood				4. OPERATIONAL PERIOD DATE <u>3/9/03</u> TIME <u>1200-2400</u>					
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF <u>D/C G. Rogers</u>				DIVISION/GROUP SUPERVISOR <u>Capt. L. Short</u>					
BRANCH DIRECTOR <u>B/C T. Baker</u>				AIR TACTICAL GROUP SUPERVISOR _____					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF PT/TIME	PICK-UP PT/TIME			
E-4	√	Lt. D. Helper	4	No					
E-5	√	Capt. N. Carr	4	No					
Boat 4	√	FF. C. Teddy	2	No					
T-5	√	Lt. E. Michaels	4	No					
A-4	ALS	FF. D. Nelms	2	No					
7. CONTROL OPERATIONS									
<p>Evaluate threatened areas in division. Provide Medical Care/Transport as needed Perform water rescue as required.</p>									
8. SPECIAL INSTRUCTIONS									
<p>Keep a constant eye on water level and rate of rise. Operate North of 15th St, west of the roaring River</p>									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL		CCFD	2	SUPPORT	LOCAL		CCFD	3
	REPEAT					REPEAT			
DIV/GROUP TACTICAL			CCFD	4	GROUND-TO- AIR				
10. PREPARED BY (RESOURCES UNIT) Lt. P. Taylor				11. APPROVED BY (PLANNING SECTION CHIEF) D/C B. Phelps		DATE 5/9/03		TIME 0600	

THE PLANNING PROCESS

1. BRANCH	2. DIVISION/GROUP	ASSIGNMENT LIST							
3. INCIDENT NAME				4. OPERATIONAL PERIOD DATE _____ TIME _____					
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF _____				DIVISION/GROUP SUPERVISOR _____					
BRANCH DIRECTOR _____				AIR TACTICAL GROUP SUPERVISOR _____					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF PT/TIME	PICK-UP PT/TIME			
7. CONTROL OPERATIONS									
8. SPECIAL INSTRUCTIONS									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV/GROUP TACTICAL					GROUND-TO-AIR				
10. PREPARED BY (RESOURCES UNIT)				11. APPROVED BY (PLANNING SECTION CHIEF)			DATE	TIME	

THE PLANNING PROCESS

1. BRANCH		2. DIVISION/GROUP		ASSIGNMENT LIST					
3. INCIDENT NAME				4. OPERATIONAL PERIOD DATE _____ TIME _____					
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF _____				DIVISION/GROUP SUPERVISOR _____					
BRANCH DIRECTOR _____				AIR TACTICAL GROUP SUPERVISOR _____					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF PT/TIME	PICK-UP PT/TIME			
7. CONTROL OPERATIONS									
8. SPECIAL INSTRUCTIONS									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV/GROUP TACTICAL					GROUND-TO- AIR				
10. PREPARED BY (RESOURCES UNIT)				11. APPROVED BY (PLANNING SECTION CHIEF)			DATE	TIME	

INSTRUCTIONS FOR COMPLETING THE INCIDENT RADIO COMMUNICATIONS PLAN (ICS FORM 205)

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3.	Operational Period Date/Time	Enter the date and time interval for which the Radio Communications Plan applies. Record the start time and end time and include date(s).
4.	Basic Radio Channel Utilization System/Cache	Enter the radio cache system(s) assigned and used on the incident (e.g., Boise Cache, FIREMARS, Region 5 Emergency Cache, etc.)
	Channel Number	Enter the radio channel numbers assigned.
	Function	Enter the function each channel number is assigned (i.e., command, support, division tactical, and ground-to-air).
	Frequency	Enter the radio frequency tone number assigned to each specified function (e.g., 153.400).
	Assignment	Enter the ICS organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
	Remarks	This section should include narrative information regarding special situations.
5.	Prepared By	Enter the name of the Communications Unit Leader preparing the form.

INCIDENT COMMUNICATIONS PLAN		1. INCIDENT NAME	2. DATE / TIME PREPARED	3. OPERATIONAL PERIOD	
		FLOOD	5/9/03 0600	5/9/03 1200-2400	
SYSTEM / CACHE	CHANNEL	FUNCTION	FREQ / TONE	ASSIGNMENT	REMARKS
CCFD	1	Dispatch	800.25	All Dispatchers	
CCFD	2	Command	800.30	IC / Section Chiefs	
CCFD	3	Support	800.35	Logistics Units	
CCFD	4	West Branch	800.40	All West Branch Tactical	
CCFD	5	East Branch	800.45	All East Branch Tactical	
205 ICS					5. PREPARED BY: (COMMUNICATIONS UNIT)
					CAPT. B. LOUD

INCIDENT RADIO COMMUNICATIONS PLAN			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					

INCIDENT RADIO COMMUNICATIONS PLAN						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

**INSTRUCTIONS FOR COMPLETING THE MEDICAL PLAN
(ICS FORM 206)**

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Operational Period Date/Time	Record the date and time of the operational period for which this plan is in effect.
5.	Incident Medical Aid Stations	Enter name and location of the incident medical aid stations (e.g., Cajon Staging Area, Cajon Campground) and indicate with a √ if paramedics are located at the site.
6.	Transportation	
	A. Ambulance Services	List name and address of ambulance services (e.g., Shaeffer, 4358 Brown Parkway, Corona). Provide phone number and indicate if ambulance company has paramedics.
	B. Incident Ambulances	Name of organization providing ambulances and the incident location. Also indicate if paramedics are aboard.
7.	Hospitals	List hospitals which could serve this incident. Incident name, address, the travel time by air and ground from the incident to the hospital, phone number, and indicate with a √ if the hospital is a burn center and has a helipad.
8.	Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel.
9.	Prepared By	Enter the name of the Medical Unit Leader preparing the form.
10.	Reviewed By	Obtain the name of the Safety Officer who must review the plan.

THE PLANNING PROCESS

MEDICAL PLAN	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD				
	FLOOD	5/9/03	0600	5/9/03 1200-2400				
5. INCIDENT MEDICAL AID STATIONS								
MEDICAL AID STATIONS		LOCATION		PARAMEDICS				
				YES	NO			
West Br. Aid Station #1		10th & B St.		√				
West Br. Aid Station #2		32 & D St.		√				
East Br. Aid Station #1		12 & U St.		√				
East Br. Aid Station #2		30 & P St.		√				
6. TRANSPORTATION								
A. AMBULANCE SERVICES								
NAME		ADDRESS		PHONE	PARAMEDICS			
					YES	NO		
CCFD		Fire Headquarters		911	√			
B. INCIDENT AMBULANCES								
NAME		LOCATION		PARAMEDICS				
				YES	NO			
CCFD		All Aid Stations		√				
7. HOSPITALS								
NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
CC Hospital	'D' Street	5	10	483-7000	√		√	
Faith Hospital	'S' & 14th	5	12	725-6500		√		√
Levine Hospital	MM & 17th	5	10	725-8000	√			√
Fisherville Hospital	S & 1st, Fisherville	10	22	861-1500	√			√
8. MEDICAL EMERGENCY PROCEDURES								
Treat and transport all injured response personnel to CC hospital								
Fully document treatment and transportation								
ICS 206 5-94		9. PREPARED BY (MEDICAL UNIT LEADER)			10. REVIEWED BY (SAFETY OFFICER)			
		B/C G. Oldershaw			B/C J. Willis			

THE PLANNING PROCESS

MEDICAL PLAN	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											
ICS 206 5-94		9. PREPARED BY (MEDICAL UNIT LEADER)			10. REVIEWED BY (SAFETY OFFICER)						

NPES 1331

THE PLANNING PROCESS

MEDICAL PLAN	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								
ICS 206 5-94	9. PREPARED BY (MEDICAL UNIT LEADER)	10. REVIEWED BY (SAFETY OFFICER)						

NPES 1331

Instructions for Completing the Incident Status Summary (ICS Form 209).

ITEM NUMBER	INSTRUCTIONS
1.	Enter date and time report completed (mandatory).
2.	Check appropriate space (mandatory-no computer entry).
3.	Provide name given to incident by Incident Commander or Agency (mandatory).
4.	Enter number assigned to incident by Agency (mandatory).
5.	Enter first initial and last name of Incident Commander (optional).
6.	Enter Agency or Municipality (mandatory).
7.	Enter County where incident is occurring (optional).
8.	Enter type incident, e.g., wildland fire (enter fuel type), structure fire, hazardous chemical spill, etc. (mandatory).
9.	Enter legal description and general location. Use remarks for additional date if necessary (mandatory).
10.	Enter date and zulu time incident started (mandatory - maximum of 6 characters for date and 4 characters for time).
11.	Enter specific cause or under investigation (mandatory).
12.	Enter area involved, e.g., 50 acres, top three floors of building, etc. (mandatory).
13.	Enter estimate of percent of containment (mandatory).
14.	Enter estimate of date and time of total containment (mandatory).
15.	Enter estimated date and time of control (mandatory).
16.	Enter actual date and time fire was declared controlled (mandatory).
17.	Report significant threat to structures, watershed, timber, wildlife habitat, or other valuable resources (mandatory).
18.	Enter control problems, e.g., accessibility, fuels, rocky terrain, high winds, structures (mandatory).
19.	Enter estimated dollar value of total damage to date. Include structures, watershed, timber, etc. Be specific in remarks (mandatory).
20.	Enter estimate of values saved as result of all suppression efforts (optional).
21.	Enter any serious injuries or deaths which have occurred since the last report. Be specific in remarks (mandatory).
22.	Indicate the extent of line completed by chains or other units of measurement (optional).
23.	Indicate line to be constructed by chains or other units of measurement (optional).
24.	Indicate current weather conditions at the incident (mandatory).
25.	Indicate predicted weather conditions for the next optional period (mandatory).
26.	Provide total incident cost to date (optional).
27.	Provide estimated total cost for entire incident (optional).
28.	List agencies which have resources assigned to the incident (mandatory).
29.	Enter resource information under appropriate Agency column by single resource or strike team (mandatory).

- 30.** List by name those agencies which are providing support, e.g., Salvation Army, Red Cross, Law Enforcement, National Weather Service, etc. (mandatory).
- 31.** The remarks space can be used to (1) list additional resources not covered in Section 28/29; (2) provide more information on location; (3) enter additional information regarding threat control problems, anticipated release or demobilization, etc. (mandatory).
- 32.** This will normally be the incident Situation Unit Leader (mandatory).
- 33.** This will normally be the incident Planning Section Chief (mandatory).
- 34.** The ID of the Agency entering the report will be entered (optional-no computer entry).

THE PLANNING PROCESS

Incident Status Summary (ICS-209)

1: Date	2: Time	3: Initial 	Update 	Final 	4: Incident Number	5: Incident Name
6: Incident Kind	7: Start Date / Time	8: Cause	9: Incident Commander	10: IMT Type	11: State-Unit	
12: County	13: Latitude and Longitude Lat: Long:	14: Short Location Description (in reference to nearest town):				
Current Situation						
15: Size/Area Involved	16: % Contained or MMA	17: Expected Containment Date: Time:	18: Line to Build (# chains)	19: Costs to Date	20: Declared Controlled Date: Time:	
21: Injuries this Reporting Period:	22: Injuries to Date:	23: Fatalities	24: Structure Information			
			Type of Structure	# Threatened	# Damaged	# Destroyed
25: Threat to Human Life/Safety: Evacuation(s) in progress _____ No evacuation(s) imminent _____ Potential future threat _____ No likely threat _____			Residence			
			Commercial Property			
			Outbuilding/Other			
26: Communities/Critical Infrastructure Threatened (in 12, 24, 48 and 72 hour time frames):						
12 hours:						
24 hours:						
48 hours:						
72 hours:						
27: Critical Resource Needs (kind & amount, in priority order):						
1.						
2.						
3.						
28: Major problems and concerns (control problems, social/political/economic concerns or impacts, etc.) Relate critical resources needs identified above to the Incident Action Plan.						
29: Resources threatened (kind(s) and value/significance):						

ICS-209 (06/03) NFES 1333 Previous editions obsolete

THE PLANNING PROCESS

30: Current Weather Conditions Wind Speed: mph Temperature: Wind Direction: Relative Humidity:		31: Resource benefits/objectives (for prescribed/wildland fire use only):	
32: Fuels/Materials Involved: Enter the predominant fuel from the Thirteen Fuel Models for Fire Behavior in the adjacent box to the right. List additional fuels and/or materials involved in the block below.			
33: Today's observed fire behavior (leave blank for non-fire events):			
34: Significant events today (closures, evacuations, significant progress made, etc.):			
Outlook			
35: Estimated Control Date and Time:	36: Projected Final Size:	37: Estimated Final Cost:	38: Tomorrow's Forecasted Weather Wind Speed: mph Temperature: Wind Direction: Relative Humidity:
39: Actions planned for next operational period:			
40: Projected incident movement/spread during next operational period:			
41: For fire incidents, describe resistance to control in terms of:			
1. Growth Potential -			
2. Difficulty of Terrain -			
42: How likely is it that containment/control targets will be met, given the current resources and suppression/control strategy?			
43: Projected demobilization start date:			
44: Remarks:			

ICS-209 (06/03) NFES 1333 Previous editions obsolete

THE PLANNING PROCESS

45: Committed Resources																
Agency	CRW1		CRW2		HEL1	HEL2	HEL3	ENGS			DOZR		WTDR	OVHD	Camp Crews	Total Personnel
	SR	ST	SR	ST	SR	SR	SR	SR	ST	SR	ST	SR	SR			
Total																
46: Cooperating and Assisting Agencies Not Listed Above:																
Approval Information																
47: Prepared by:				48: Approved by:				49: Sent to:				by:				
								Date:				Time:				

ICS-209 (06/03) NFES 1333 Previous editions obsolete

GENERAL MESSAGE (ICS FORM 213)

The General Message form in use within the ICS is a three-part form.

Purpose. The General Message form is used by:

1. Incident dispatchers to record incoming messages which cannot be orally transmitted to the intended recipients.
2. Command Post and other incident personnel to transmit messages to the Incident Communications Center for transmission via radio or telephone to the addressee.
3. Incident personnel to send any message or notification to incident personnel which requires hard-copy delivery.

Initiation of Form. The General Message form may be initiated by incident dispatchers and any other personnel on an incident.

Distribution. Upon completion, the General Message may be:

1. Hand carried to the addressee.
2. Hand carried to the incident Communication Center for transmission.

Instructions for Completing the General Message (ICS Form 213).

ITEM TITLE	INSTRUCTIONS
To	Indicate Unit/Person the General Message is intended for. Be specific.
Office	Indicate the location where the Unit/Person is located, e.g., Ground Support Unit Leader, Simpson Camp, Communications, etc.
From	Indicate appropriate designation and location of sender.
Subject	Fill in if applicable.
Date	List the date and time.
Message	Briefly complete. Think through your message before writing it down. Try to be as concise as possible.
Reply	This section is intended to be used by the Unit/Person who receives the message to reply to your message.
Date	Record the date and time of reply.
Signature	Record signature and title of person replying.

White Copy/Pink Copy Both copies are sent by person who initiates the message.
 Yellow Copy Retained by the person who initiates the message.
 Pink Copy May be returned to the person who initiates the message.

UNIT LOG (ICS FORM 214)

Purpose. The Unit Log is used to record details of unit activity including strike team activity. The file of these logs provides a basic reference from which to extract information for inclusion in any after-action report.

Initiation of Log. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are forwarded to supervisors who provide to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. It is necessary that one copy of each log be submitted to the Documentation Unit.

Instructions for Completing the Unit Log (ICS Form 214).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date Prepared	Enter date prepared (month, day, year).
3.	Time Prepared	Enter time prepared (24-hour clock).
4.	Unit Name	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
5.	Unit Leader	Enter the name of the individual in charge of the Unit.
6.	Operational Period	Enter the time span covered by the log (e.g., 1800 Oct. 12 to 0600 Oct. 13).
7.	Personnel Roster	List the name, position, and home base of each Member assigned to the unit during the operational period.
8.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
9.	Prepared By	Enter the name and title of the person approving the log. Provide log to immediate supervisor at the end of each operational period.

**INSTRUCTIONS FOR COMPLETING THE OPERATIONAL PLANNING
WORKSHEET (ICS FORM 215)**

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3.	Operational Period	Enter the time interval for which the information applies. Record the start time and end time and date(s).
4.	Division or Other Location	Enter the Division letter or location of the work assignment for the resources.
5.	Work Assignments	Enter the specific work assignments given to each of the Divisions.
6.	Resource	Complete resource headings, both for kind and type appropriate for the incident. Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) required "REQ," and the number of resources available "HAVE" to perform the work assignment. Then record the number of resources needed "NEED" by subtracting the number in the "HAVE" row from the number in the "REQ" row.
7.	Reporting Location	Enter the specific location the "needed" resources are to report for the work assignment (staging area, location on the fire line, etc.).
8.	Requested Arrival Time	Enter time resources are requested to arrive at the reporting location.
9.	Total Resources Required, On Hand, Ordered	Enter the total number of resources by type (engines, crews, dozers, etc.) required, on hand, and ordered.
10.	Prepared By	Record the name and position of the person completing the form.

THE PLANNING PROCESS

1. INCIDENT NAME FLOOD			2. DATE PREPARED 5/9/03		3. OPERATIONAL PERIOD (DATE/TIME) 5/90/3 1200-2400														
			TIME PREPARED 0100																
4. DIVISION OR OTHER LOCATION	5. WORK ASSIGNMENTS	6. RESOURCES BY TYPE (SHOW STRIKE TEAM AS ST)			7. REPORTING LOCATION	8. REQUESTED ARRIVAL TIME													
		RESOURCE TYPE	ENGINES	AMB			BOAT	BUS	POLICE	DUMP TRUCKS									
DIV A	Evacuate Columbia Vets Hospital	REQ	5											6			Staging	1200	
HAVE		2	10							7				3					
NEED		3	5								6				3				
DIV B	Evacuate Colonial Hights Subdivision	REQ	6											10			Staging	1200	
HAVE		3	2							3				2					
NEED		3	1								2				2				
DIV C	Sandbag Tank Farm at R St. 7 & 24th St.	REQ	2											5			Staging	1200	
HAVE		1	1							1				0					
NEED		1	1								1				5				
		REQ																	
		HAVE																	
		NEED																	
		REQ																	
		HAVE																	
		NEED																	
		REQ																	
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		REQ																	
		HAVE																	
		NEED																	
		REQ																	
		HAVE																	
		NEED																	
215 ICS 2-98	9. TOTAL RESOURCES REQUIRED	SINGLE RESOURCES	14	13	3	10									5				
	TOTAL RESOURCES ON HAND	STRIKE TEAMS	6	6	11	6									0				
	TOTAL RESOURCES NEEDED	SINGLE RESOURCES	7	6	4	4									5				
NFES 1338		STRIKE TEAMS																	
	10. PREPARED BY (NAME AND POSITION) Tom Jones LOG. Section Chief																		

OPERATIONAL PLANNING WORKSHEET				1. INCIDENT NAME		2. DATE PREPARED		3. OPERATIONAL PERIOD (DATE/TIME)		
						TIME PREPARED				
4. DIVISION OR OTHER LOCATION	5. WORK ASSIGNMENTS	6. RESOURCES BY TYPE (SHOW STRIKE TEAM AS ST)						7. REPORTING LOCATION	8. REQUESTED ARRIVAL TIME	
		RESOURCE TYPE								
		REQ								
		HAVE								
		NEED								
		REQ								
		HAVE								
		NEED								
		REQ								
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		REQ								
		HAVE								
		NEED								
		REQ								
		HAVE								
		NEED								
		SINGLE RESOURCES								
		STRIKE TEAMS								
9.		TOTAL RESOURCES REQUIRED								
		TOTAL RESOURCES ON HAND								
		TOTAL RESOURCES NEEDED								
215 ICS 9-66										
NFES 1338										
10. PREPARED BY (NAME AND POSITION)										

THE PLANNING PROCESS

4. DIVISION OR OTHER LOCATION		5. WORK ASSIGNMENTS	6. RESOURCE TYPE	RESOURCES BY TYPE (SHOW STRIKE TEAM AS ST)	7. REPORTING LOCATION	8. REQUESTED ARRIVAL TIME	3. OPERATIONAL PERIOD (DATE/TIME)	
							2. DATE PREPARED	TIME PREPARED
							1. INCIDENT NAME	
			REQ					
			HAVE					
			NEED					
			REQ					
			HAVE					
			NEED					
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			REQ					
			HAVE					
			NEED					
			REQ					
			HAVE					
			NEED					
			REQ					
			HAVE					
			NEED					
		9. SINGLE RESOURCES	TOTAL RESOURCES REQUIRED	TOTAL RESOURCES ON HAND	TOTAL RESOURCES NEEDED	10. PREPARED BY (NAME AND POSITION)		
215 ICS 9-66								
NFES 1338								

APPENDIX

DELEGATION OF AUTHORITY

Fire Name: _____

Start Date: _____ Start Time: _____

Legal Description at Origin: _____

I am delegating my full authority and responsibility to manage this incident within the framework of laws and policies to _____, Incident Commander Team. You will assume command of this incident on ____/____/____ at _____ hours.

You are accountable to me for this delegation, or my designated representative:

Your primary responsibility will be to organize and direct your resources toward the safe, efficient, and cost effective suppression of this fire.

Specific directions to you on managing this incident, including elements that you will be evaluated on are contained in “Attachment A” that becomes part of this delegation.

Agency Administrator _____ Date _____ Time _____

Office Phone: _____
Cell Phone: _____
Home Phone: _____

Incident Commander _____ Date _____ Time _____

ICP Phone: _____
Cell Phone: _____

Attachment A

Delegation of Authority

Incident Name: _____

Date: ____/____/____

Safety

- Provide for firefighter and public safety at all times.
- Adhere to a 2:1 work/rest ratio for all fire line personnel. Document any decisions to deviate from this direction.
- Immediately notify the agency administrator and his representative when the health or safety of any incident personnel has been compromised.

Agency Administrator Representative

- _____ will be the agency representative to this fire. He can be reached at the following phone numbers:
 - Office: _____
 - Cell: _____
 - Home: _____
 - Pager: _____

The agency representative's responsibilities are:

- _____
1. Provide incident management team with information on _____
 2. Point of contact for team or public contact.

a. Incident Management

- Establish unified command with: _____
- Establish a safe and efficient transition with the current incident management and build upon their accomplishments.
- Coordinate and work through expanded dispatch for all resource needs. The supervisor for expanded dispatch is: _____.
- Cooperate with fire districts and local law enforcement in developing structural protection and evacuation plans where needed.
- Coordinate significant communications with the media through the region manager's representative, or through _____.
- Coordinate with the agency administrator or his representative on any interaction with elected officials.
- When possible provide training opportunities for local resources on the fire.
- Use local private and fire district resources when it is safe, cost effective and timely to do so.
- Fire investigation will be conducted by the region, the lead fire investigator will be _____. The team is expected to cooperate with this investigation.
- Maintain good relations with the community, private landowners, timber industry representatives, elected officials and other stakeholders.
- A resource advisor _____ has/ has not been assigned.
- A fire prevention team has been assigned to the area to do prevention work during the duration of this incident. The prevention team leader is: _____, phone number is _____. The team will/will not need to have logistical support provided by your incident management team.

b. Suppression

- Provide updated copies of maps that show burned areas, structures, rehab issues, ownerships, etc.

THE PLANNING PROCESS

- Take all reasonable efforts to limit acreage burned while following safety direction.
- Notify the region manager or his representative as soon as practicable if there is a threat of the loss of structures, or there is a threat to existing containment or control.
- Roads used during suppression operations will be maintained at an appropriate level to avoid damage to the subgrade and significant accumulations of surface dust.
- Provide initial attack response for the following area:

OR

THE REGION MAY REQUEST THAT THE TEAM PROVIDE INITIAL ATTACK ASSISTANCE IF LOCAL RESOURCE CAPABILITIES ARE EXCEEDED.

INCIDENT BUSINESS MANAGEMENT

- The agency's incident business management representative for this incident is _____ or designee (office phone: _____).
- Provide a daily accounting of incident management expenditures to the region manager's representative.
- The team will assist in preparing a cost share agreement between the following agencies:

_____ this process should be within 72 hours.
- Incident Close Out Standards
- The IMT will have developed a transition plan and briefed the next level of incident management.
- The incident commander will have conducted a close out briefing with the region manager or his designated representative.
- All incidents within the incident will have been investigated and appropriate documentation will have been completed. This includes accidents, tort claims, etc.
- Expect to have a preliminary team evaluation at the incident close out and may receive a final evaluation at the end of fire when all incident business transactions have been finalized.

Evaluation Criteria

1. Was the delegation of authority and specific direction followed?
2. Was the team professional and cooperative with initial attack personnel or other incident management teams as they assumed command of the incident?
3. Did the team place proper emphasis on safety?
4. Was the team cost effective in management of the incident?
5. Did the team work cooperatively with the hosting agency(s) throughout the incident?
6. Were the team's planning, strategies and implementation effective? (???)
7. Did the team respond effectively to changing conditions or demands?
8. Was the team proactive with public outreach and sensitive to public concerns?
9. Was the IC aggressive in assuming responsibility of the incident and initiating action?
10. Were agency policies and business management practices followed?

NOTE-TAKING GUIDE

Slide 6-1

**UNIT 6:
THE PLANNING PROCESS**

Slide 6-1

Slide 6-2

TERMINAL OBJECTIVE

**Given lecture and an activity,
the students will be able to
complete a basic Incident
Action Plan (IAP).**

Slide 6-2

Slide 6-3

ENABLING OBJECTIVES

The students will:

- Describe the steps in the planning process.
- Select the correct Incident Command System (ICS) Forms for use in preparing an IAP.
- Fill out the appropriate ICS Forms for an IAP related to a specific incident.
- Prepare an accurate IAP for a specific incident.

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Slide 6-4

THE PLANNING PROCESS

- It is necessary to have a signed Delegation of Authority from the Agency Administrator BEFORE assuming any responsibility for an incident.
- In your own community, there is an implied Delegation of Authority, but not in neighboring jurisdictions or other parts of the State.
- A Delegation of Authority sample letter is in the Student Manual (SM) Appendix.

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Slide 6-5

INFORMATION GATHERING

Information for the IAP development will be gathered by the following team members:

```
graph TD; IC[Incident Commander] --> PSC[Planning Section Chief]; IIC[Initial Incident Commander] --> PSC; AA[Agency Administrator] --> PSC; OSC[Operations Section Chief] --> PSC; LSC[Logistics Section Chief] --> PSC; FAS[Finance/Administration Section Chief] --> PSC; PIO[Public Information Officer] --> PSC; LO[Liaison Officer] --> PSC; SO[Safety Officer] --> PSC; PSC --> IAP[IAP]
```

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Slide 6-6

TURNING AGENCY DIRECTION INTO TACTICS

Agency Direction: Remove people from the 100-year floodplain
↓
Incident Objectives: Provide evacuation and transportation for people in the floodplain
↓
Strategy: Evacuate all areas in the floodplain
↓
Tactics: Divide the floodplain into manageable areas.
- Use fire and police personnel and support vehicles for removal
- Establish medical care and shelters for victims

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Slide 6-7

INCIDENT INFORMATION

WHERE and HOW incident information is acquired

and

WHEN and WHERE it is collected and shared

Slide 6-7

Slide 6-8

THE PLANNING "P"

A schematic for:

- A planning cycle
- Meetings
- Briefings

Slide 6-8

Slide 6-9

MEETING CHART

AGENCY BRIEFING

IC BRIEFING

INITIAL STRATEGY MEETING

TACTICS MEETING

PLANNING MEETING

OPERATIONS BRIEFING

TEAM MEETING

TEAM TRANSITION

Slide 6-9

Slide 6-10

INCIDENT BRIEFING--ICS-201

- Situation
- Current priorities
- Strategy(s) and tactics
- Current organization
- Resource assignments
- Resources en route and/or ordered
- Facilities established

General Tasks

- 1. Determine need for ICS
- 2. Negotiate/Establish ICS participation
- 3. Clarify ICS roles & responsibilities
- 4. Negotiate and agree on incident organizational structure, facilities and support
- 5. Determine ICS Period length/start time

Incident Commander (IC)

- 1. Establish ICS
- 2. Brief ICS members on current situation
- 3. If activated, contact UC members as directed by UC

Objectives

- 1. May not be activated at this time.

Communications

- 1. May not be activated at this time.

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Slide 6-11

INITIAL UNIFIED COMMAND MEETING

- Identify Unified Commander (UC)
- Identify jurisdictional priorities and objectives
- Present jurisdictional limitations, concerns, restrictions
- Develop a collective set of objectives

General Tasks

- 1. Determine need for ICS
- 2. Negotiate/Establish ICS participation
- 3. Clarify ICS roles & responsibilities
- 4. Negotiate and agree on incident organizational structure, facilities and support
- 5. Determine ICS Period length/start time

Incident Commander (IC)

- 1. Establish ICS
- 2. Brief ICS members on current situation
- 3. If activated, contact UC members as directed by UC

Objectives

- 1. May not be activated at this time.

Communications

- 1. May not be activated at this time.

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Slide 6-12

INITIAL UNIFIED COMMAND MEETING (cont'd)

- Establish and agree on acceptable priorities
- Agree on basic organizational structure
- Designate best qualified and acceptable Operations Section Chief

General Tasks

- 1. Determine need for ICS
- 2. Negotiate/Establish ICS participation
- 3. Clarify ICS roles & responsibilities
- 4. Negotiate and agree on incident organizational structure, facilities and support
- 5. Determine ICS Period length/start time

Incident Commander (IC)

- 1. Establish ICS
- 2. Brief ICS members on current situation
- 3. If activated, contact UC members as directed by UC

Objectives

- 1. May not be activated at this time.

Communications

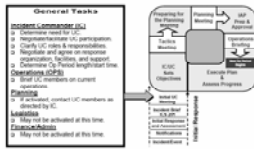
- 1. May not be activated at this time.

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Slide 6-13

INITIAL UNIFIED COMMAND MEETING (cont'd)

- Agree on General Staff personnel and planning, logistical, and financial agreements and procedures
- Agree on resource ordering procedures, cost sharing procedures, and informational matters
- Designate a UC Public Information Officer (PIO)



The diagram shows the Incident Command Structure (ICS) with a central Incident Commander (IC) box. To the left are boxes for Planning, Operations, Logistics, and Finance. To the right are boxes for Training, Public Information, and Administration. Arrows indicate the flow of information and resources between these components.

General Tasks

Incident Commander (IC)

1. Establish Incident Command
2. Clarify IC roles & responsibilities
3. Negotiate and agree on resource allocation, facilities, and support
4. Determine ICS organizational structure

Operations (OPS)

1. Direct ICS members on current assignments

Finance

1. If assigned, contact IC members as directed by IC

Logistics

1. May not be activated at this time
2. May not be activated at this time

Public Information

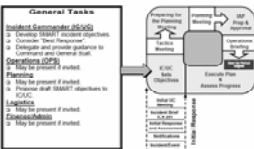
1. May not be activated at this time

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Slide 6-14

INCIDENT COMMANDER/UNIFIED COMMANDER SETS OBJECTIVES

- Review/Identify objectives for next Operational Period (OP)
- Review any open agenda items from initial/previous meetings



The diagram shows the Incident Command Structure (ICS) with a central Incident Commander (IC) box. To the left are boxes for Planning, Operations, Logistics, and Finance. To the right are boxes for Training, Public Information, and Administration. Arrows indicate the flow of information and resources between these components.

General Tasks

Incident Commander (IC)

1. Identify ICS organizational structure
2. Clarify IC roles & responsibilities
3. Negotiate and agree on resource allocation, facilities, and support
4. Determine ICS organizational structure

Operations (OPS)

1. Direct ICS members on current assignments

Finance

1. If assigned, contact IC members as directed by IC

Logistics

1. May not be present if needed
2. May not be present if needed

Public Information

1. May not be present if needed

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Slide 6-15

STRATEGY MEETINGS

- Unless the incident objectives change or there is a need, the initial strategy meeting is all that may be required.
- Schedule additional meetings as needed.
- Most teams will schedule a daily team meeting to take the pulse of the team and the incident.

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TACTICS MEETING

- Review the objectives for next OP and develop strategies (primary and alternatives)
- Prepare a draft ICS Form 215 to identify resources and ICS Form 215A to identify safety concerns

The diagram illustrates the planning process. It starts with 'General Tasks' which include: 1. Review Incident Commander (IC) Objectives, 2. Review Incident Action Plan (IAP) for current operations, 3. Develop strategies, tactics, and allocate resources using ICS 215, 4. Prepare meeting, 5. Obtain resource requirements for ICS 215, 6. Develop alternative strategies, 7. Obtain resource requirements information as necessary to verify requirements, 8. Obtain approval. These tasks lead to a 'Planning Meeting' which produces 'ICS Form 215' and 'ICS Form 215A'. These forms then lead to the 'Incident Action Plan'.

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Slide 6-17

Activity 6.1 Understanding the Completion of ICS Forms Associated with an Incident Action Plan

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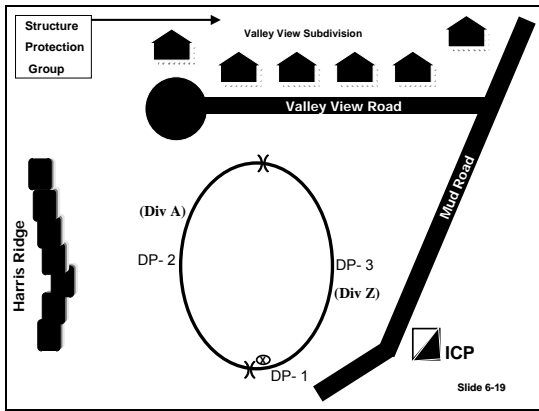
MUD FIRE

Preparation of the Incident Action Plan

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THE PLANNING PROCESS

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INCIDENT OBJECTIVES		1. INCIDENT NAME	2. DATE	3. TIME
OPERATIONAL - PRIMARY OBJECTIVE		MUD	8/20	2300
GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (PERIOD OF OPERATION)		8/21 0700-1800		
<ul style="list-style-type: none"> Provide for Safety of civilians and responders Protect structures in Valley View Subdivision Maintain evacuation route on Mud Road Contain the fire: <p style="text-align: center;">South of Valley View Road West of Mud Road East of Harris Ridge</p>				
<p>TEMPERATURE FORECAST FOR OPERATIONAL PERIOD</p> <p>Temps: 80 - 85 F, Winds: NE 5 - 10 mph (Afternoon gusts 15 - 20 mph), RH: 18%</p> <p>PERFORMER SAFETY MESSAGE</p> <p>All personnel will be in proper PPE, hydrate, hydrate, hydrate, Watchouts, Rattlesnakes, Snags, Poison Ivy</p>				
<input type="checkbox"/> OPERATIONAL LIST (SEE 602) <input type="checkbox"/> MEDICAL PLAN (SEE 604) <input type="checkbox"/> COMMUNICATIONS PLAN (SEE 603)		<input type="checkbox"/> MEDICAL PLAN (SEE 604) <input type="checkbox"/> INCIDENT PLAN		
APPROVED BY INCIDENT COMMANDER: P. Hännemann		APPROVED BY INCIDENT COMMANDER: J. Stumpf		

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ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE	3. TIME
OPERATIONAL - PRIMARY OBJECTIVE		MUD	8/20	2300
GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (PERIOD OF OPERATION)		8/21 0700-1800		
<p>1. INCIDENT COMMANDER AND STAFF</p> <p>INCIDENT COMMANDER: P. Hännemann</p> <p>DEPUTY INCIDENT COMMANDER: J. Stumpf</p> <p>SAFETY OFFICER: []</p> <p>LOGISTICS OFFICER: []</p> <p>COMMUNICATIONS OFFICER: []</p> <p>OPERATIONAL OFFICER: []</p> <p>RESCUE OFFICER: []</p> <p>EMERGENCY SERVICES OFFICER: []</p> <p>OPERATIONAL OFFICER 1: []</p> <p>OPERATIONAL OFFICER 2: []</p> <p>OPERATIONAL OFFICER 3: []</p> <p>OPERATIONAL OFFICER 4: []</p> <p>OPERATIONAL OFFICER 5: []</p> <p>OPERATIONAL OFFICER 6: []</p> <p>OPERATIONAL OFFICER 7: []</p> <p>OPERATIONAL OFFICER 8: []</p> <p>OPERATIONAL OFFICER 9: []</p> <p>OPERATIONAL OFFICER 10: []</p> <p>OPERATIONAL OFFICER 11: []</p> <p>OPERATIONAL OFFICER 12: []</p> <p>OPERATIONAL OFFICER 13: []</p> <p>OPERATIONAL OFFICER 14: []</p> <p>OPERATIONAL OFFICER 15: []</p> <p>OPERATIONAL OFFICER 16: []</p> <p>OPERATIONAL OFFICER 17: []</p> <p>OPERATIONAL OFFICER 18: []</p> <p>OPERATIONAL OFFICER 19: []</p> <p>OPERATIONAL OFFICER 20: []</p> <p>OPERATIONAL OFFICER 21: []</p> <p>OPERATIONAL OFFICER 22: []</p> <p>OPERATIONAL OFFICER 23: []</p> <p>OPERATIONAL OFFICER 24: []</p> <p>OPERATIONAL OFFICER 25: []</p> <p>OPERATIONAL OFFICER 26: []</p> <p>OPERATIONAL OFFICER 27: []</p> <p>OPERATIONAL OFFICER 28: []</p> <p>OPERATIONAL OFFICER 29: []</p> <p>OPERATIONAL OFFICER 30: []</p> <p>OPERATIONAL OFFICER 31: []</p> <p>OPERATIONAL OFFICER 32: []</p> <p>OPERATIONAL OFFICER 33: []</p> <p>OPERATIONAL OFFICER 34: []</p> <p>OPERATIONAL OFFICER 35: []</p> <p>OPERATIONAL OFFICER 36: []</p> <p>OPERATIONAL OFFICER 37: []</p> <p>OPERATIONAL OFFICER 38: []</p> <p>OPERATIONAL OFFICER 39: []</p> <p>OPERATIONAL OFFICER 40: []</p> <p>OPERATIONAL OFFICER 41: []</p> <p>OPERATIONAL OFFICER 42: []</p> <p>OPERATIONAL OFFICER 43: []</p> <p>OPERATIONAL OFFICER 44: []</p> <p>OPERATIONAL OFFICER 45: []</p> <p>OPERATIONAL OFFICER 46: []</p> <p>OPERATIONAL OFFICER 47: []</p> <p>OPERATIONAL OFFICER 48: []</p> <p>OPERATIONAL OFFICER 49: []</p> <p>OPERATIONAL OFFICER 50: []</p> <p>OPERATIONAL OFFICER 51: []</p> <p>OPERATIONAL OFFICER 52: []</p> <p>OPERATIONAL OFFICER 53: []</p> <p>OPERATIONAL OFFICER 54: []</p> <p>OPERATIONAL OFFICER 55: []</p> <p>OPERATIONAL OFFICER 56: []</p> <p>OPERATIONAL OFFICER 57: []</p> <p>OPERATIONAL OFFICER 58: []</p> <p>OPERATIONAL OFFICER 59: []</p> <p>OPERATIONAL OFFICER 60: []</p> <p>OPERATIONAL OFFICER 61: []</p> <p>OPERATIONAL OFFICER 62: []</p> <p>OPERATIONAL OFFICER 63: []</p> <p>OPERATIONAL OFFICER 64: []</p> <p>OPERATIONAL OFFICER 65: []</p> <p>OPERATIONAL OFFICER 66: []</p> <p>OPERATIONAL OFFICER 67: []</p> <p>OPERATIONAL OFFICER 68: []</p> <p>OPERATIONAL OFFICER 69: []</p> <p>OPERATIONAL OFFICER 70: []</p> <p>OPERATIONAL OFFICER 71: []</p> <p>OPERATIONAL OFFICER 72: []</p> <p>OPERATIONAL OFFICER 73: []</p> <p>OPERATIONAL OFFICER 74: []</p> <p>OPERATIONAL OFFICER 75: []</p> <p>OPERATIONAL OFFICER 76: []</p> <p>OPERATIONAL OFFICER 77: []</p> <p>OPERATIONAL OFFICER 78: []</p> <p>OPERATIONAL OFFICER 79: []</p> <p>OPERATIONAL OFFICER 80: []</p> <p>OPERATIONAL OFFICER 81: []</p> <p>OPERATIONAL OFFICER 82: []</p> <p>OPERATIONAL OFFICER 83: []</p> <p>OPERATIONAL OFFICER 84: []</p> <p>OPERATIONAL OFFICER 85: []</p> <p>OPERATIONAL OFFICER 86: []</p> <p>OPERATIONAL OFFICER 87: []</p> <p>OPERATIONAL OFFICER 88: []</p> <p>OPERATIONAL OFFICER 89: []</p> <p>OPERATIONAL OFFICER 90: []</p> <p>OPERATIONAL OFFICER 91: []</p> <p>OPERATIONAL OFFICER 92: []</p> <p>OPERATIONAL OFFICER 93: []</p> <p>OPERATIONAL OFFICER 94: []</p> <p>OPERATIONAL OFFICER 95: []</p> <p>OPERATIONAL OFFICER 96: []</p> <p>OPERATIONAL OFFICER 97: []</p> <p>OPERATIONAL OFFICER 98: []</p> <p>OPERATIONAL OFFICER 99: []</p> <p>OPERATIONAL OFFICER 100: []</p>				

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THE PLANNING PROCESS

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OPERATIONAL PLANNING WORKSHEET (Generic)										Incident Name		Time		Operational Period			
Mud										8/20		8/21		0700-1800			
A. Work Assignments	B. Resource By Type	C. Resource by Type				D. Resource by Type				E. Resource by Type	F. Resource by Type	G. Resource by Type	H. Resource by Type	I. Resource by Type	J. Resource by Type		
		Engineer	Operator	Tractor	Tractor	Engineer	Operator	Tractor	Tractor								
A 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 - 2 break, mop-up 2 ft from fire's edge into the burn	Engineer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Operator	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Z Construct 4 ft wide handline from DP-1 to DP-1, mop-up 50 ft from fire's edge into the burn Construct 1 blade wide dozerline from DP-3 to Div Z - A break, mop-up 2 ft from fire's edge into the burn	Engineer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Operator	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Structure Group	Engineer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Operator	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	Tractor	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
2.00 ICS 215-G										Total Resources Required		Total Resources on Hand		Total Resources on Need		OSC NAME REEL	

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ASSIGNMENT LIST										1. Branch		2. Division/Group			
MUD												A			
3. Incident Name										4. Operational Period		Date: 8/21		Time: 0700 - 1800	
5. Operations Personnel										Operations Chief		Division/Group Supervisor			
										SMITH		JONES			
6. Resource Assigned this Period															
Strike Team/Task Force/Resource Designator	Leader	#/hr	Trans. Needed	Drop Off PT/Time	Pick Up PT/Time										
BELLVIEW OC	WHINER	20	NO	DP1 0700	DP2 1800										
PORTLAND OC	BLUEDUCK	20	NO	DP1 0700	DP2 1800										
MIDWEST #3	DRIESBACK	20	NO	DP1 0700	DP2 1800										
EASTSIDE WT	BUFORD	1	NO	DP1 0700	DP2 1800										
ASST. SAFE OFF	JOINER	1	NO	DP1 0700	DP2 1800										
ST-9140G	VALLERGA	16	NO	DP2 0700	A/Z BREAK 1800										
D-1444	WALLIS	1	NO	DP2 0700	A/Z BREAK 1800										
ASST. SAFE OFF	GREEN	1	NO	DP2 0700	A/Z BREAK 1800										
7. Special Instructions: LCES: WORK FROM ESTABLISHED ANCHOR POINTS, COORDINATE NEEDED AIR SUPPORT THROUGH DIV A. FALL THREATENING SNAGS WITHIN CAPABILITIES/TRAINING, HYDRATE CONTINUOUSLY															
8. Division/Group Communication Summary															
Function	Frequency	Day	Channel	Function	Frequency	System	Channel								
Command	154.325	KING	4	Logistics		King	REC								
Tactical	154.180	KING	3	Air to Ground	154.330	KING	2								
Prepared by (Resource Unit Leader): HONEYCUTT										Approved by (Planning Supervisor): BREHMANN		Date: 08/21		Time: 0400	

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ASSIGNMENT LIST										1. Branch		2. Division/Group			
MUD												Z			
3. Incident Name										4. Operational Period		Date: 8/21		Time: 0700 - 1800	
5. Operations Personnel										Operations Chief		Division/Group Supervisor			
										SMITH		BARRON			
6. Resource Assigned this Period															
Strike Team/Task Force/Resource Designator	Leader	#/hr	Trans. Needed	Drop Off PT/Time	Pick Up PT/Time										
RED MTN OC	RUIS	20	NO	DP1 0700	DP3 1800										
WOLF CRK OC	FREDRICK	20	NO	DP1 0700	DP3 1800										
APACHE #2	GERONIMO	20	NO	DP1 0700	DP3 1800										
WALTON FPD WT	RANDOLPH	1	NO	DP1 0700	DP3 1800										
ASST. SAFE OFF	SAVERS	1	NO	DP1 0700	DP3 1800										
ST-9124C	JEE	16	NO	DP3 0700	Z/A BREAK 1800										
D-2440	APPELWHITE	1	NO	DP3 0700	Z/A BREAK 1800										
ASST. SAFE OFF	LOWE	1	NO	DP3 0700	Z/A BREAK 1800										
7. Special Instructions: LCES: WORK FROM ESTABLISHED ANCHOR POINTS, COORDINATE NEEDED AIR SUPPORT THROUGH DIV A. FALL THREATENING SNAGS WITHIN CAPABILITIES/TRAINING, HYDRATE CONTINUOUSLY															
8. Division/Group Communication Summary															
Function	Frequency	Day	Channel	Function	Frequency	System	Channel								
Command	154.325	KING	4	Logistics		King	REC								
Tactical	154.180	KING	3	Air to Ground	154.330	KING	2								
Prepared by (Resource Unit Leader): HONEYCUTT										Approved by (Planning Supervisor): BREHMANN		Date: 08/21		Time: 0400	

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THE PLANNING PROCESS

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ASSIGNMENT LIST		1. Branch	2. Division/Group				
3. Incident Name MUD		4. Operational Period Date: 8/21	Time: 0700 - 1800				
5. Structure/Group STRUCTURE PROTECT GRP							
6. Operations Personnel							
Operations Chief SMITH		Division/Group Supervisor MALM					
Branch Director		Air Attack Supervisor No.					
7. Resource Assigned this Period							
Strike Team/Task Force/ Resource Designator	Location	# of Personnel	Trains Needed	Drop Off PT/Time	Pick Up PT/Time		
ST XAL 2004 A	BERRY	21	NO	A/Z BRK 0700	A/Z BREAK 1800		
ST XMD 1919 B	ABSHEAR	16	NO	A/Z BRK 0700	A/Z BREAK 1800		
REDDING HS	LAKEY	20	NO	A/Z BRK 0700	A/Z BREAK 1800		
ASST. SAFE OFF	COLE	1	NO	A/Z BRK 0700	A/Z BREAK 1800		
ASST. SAFE OFF	TEIF	1	NO	A/Z BRK 0700	A/Z BREAK 1800		
8. Covered Operations Triage structures in immediate area, develop pretreatments, pre-position apparatus, remain in contact w/OSC							
9. Special Instructions Have a minimum of 45 gals of Class A foam with Strike Team							
10. Division/Group Communication Summary							
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.325	KING	4	Logistics		KING	4
Tactical Div/Group	154.325	KING	6	Air to Ground	154.330	KING	2
Prepared by (Resource Unit Leader) HONEYCUTT		Approved by (Planner) HONNEWMANN		Date	Time		
				08/21	0400		

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INCIDENT RADIO COMMUNICATIONS PLAN		1. INCIDENT NAME MUD	2. INCIDENT DATE 8/20	3. OPERATIONAL PERIOD 8/21 0700 - 1800
4. INCIDENT LOCATION (STREET ADDRESS)				
5. INCIDENT TYPE (CLASSIFICATION)				
UNIT/PERSONNEL	CHANNEL	FUNCTION	ASSIGNMENT	REMARKS
King	6	TAC 4	154.225	Struc Protect Grp
King	4	TAC 6	154.325	Command
King	1	TAC 3	154.160	Div A
King	3	TAC 5	154.180	DIV Z
King	2	TAC 10	154.330	Air-to-Grnd
6. OTHER COMMUNICATIONS (PROBABLE/ASSUMED)				

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MEDICAL PLAN		1. INCIDENT NAME MUD	2. INCIDENT DATE 8/20	3. OPERATIONAL PERIOD 2300 - 0700 - 1800
4. INCIDENT LOCATION (STREET ADDRESS)				
5. INCIDENT TYPE (CLASSIFICATION)				
6. MEDICAL RESOURCES				
MED UNIT		BASE		
7. TRANSPORTATION				
8. MEDICAL PERSONNEL				
Name		Address		
American Med Response		Chatter Ave, Bellview		
		471-1212		
9. MEDICAL EQUIPMENT				
Name		Assignment		
AMR-315		MED UNIT- BASE		
10. MEDICAL SERVICES				
Name		Assignment		
CENTRAL		BELLVIEW		
		7-20		
		471-2290		
		X		
		X		
11. MEDICAL NOTES				
Provide immediate first aid as possible. Report all injuries to immediate supervisor who will notify Operations for coordination of the most expedient medical transport.				
2001-020-0019		3. Prepared by (and organization)		
R. Blood, MDUL		B. Sale, SOFR		

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OTHER ELEMENTS

- Cover page
- Traffic Plan
- Safety Message
- Incident map
- Area map
- Demobilization Plan
- Contingency Plan/Incident within an incident
- Contact List-ICS Form 205A-Telephone #s

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Slide 6-29

PREPARE FOR THE PLANNING MEETING

Command and General Staff prepare specific information for the Planning Meeting.

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COMMAND

The Incident Commander (IC) would

- Give direction
- Communicate
- Be a manager
- Not get involved in details

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**PLANNING SECTION CHIEF
PREPARATION FOR THE
PLANNING MEETING**

- Prepare incident map(s)
- Develop information for IAP
- Develop situation status and predictions
- Acquire information and ICS Forms to write an IAP

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**OPERATIONS SECTION
CHIEF PREPARATION FOR THE
PLANNING MEETING**

- Obtain good incident information
- Communicate current information
- Determine probable tactics
- Calculate resource requirements
- Operations Section Chief and Safety Officer should work out a draft ICS Form 215 prior to the Planning Meeting.

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**LOGISTICS SECTION CHIEF
PREPARATION FOR THE
PLANNING MEETING**

- Inventory service and support items on the incident
- Determine medical needs
- Determine what may be needed
- Determine communication needs

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**FINANCE/ADMINISTRATION
SECTION CHIEF
PREPARATION FOR THE
PLANNING MEETING**

- **Collect information on rental agreements and contracts**
- **Determine potential or actual claims**

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**SAFETY OFFICER
PREPARATION FOR THE
PLANNING MEETING**

- **Identify risks and hazards (ICS Form 215A)**
- **Provide safety information on the establishment of the incident base**
- **Work with the Operations Section Chief on safety issues for tactical operations**

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**LIAISON OFFICER
PREPARATION FOR THE
PLANNING MEETING**

- **Identify cooperating or assisting agencies**
- **Identify special agency needs**
- **Determine capabilities of cooperating and assisting agencies**
- **Confirm names and contact location of agency representatives**

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**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

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**DON'T LEAVE A TEAM MEMBER
LOOKING LIKE THIS!**



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THE PLANNING MEETING

- Held after the Tactics Meeting--draft IAP forms may be completed prior to the meeting.
- The Agency Administrator and other invitees may be requested to attend to review the IC's plan for control of the incident (no speaking part in the Planning Meeting).

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**THE PLANNING MEETING
(cont'd)**

- Moderated by the Planning Section Chief-- the meeting should last no more than about 30 minutes.
- At the conclusion of this meeting, the Resources Unit Leader will complete the ICS Forms 204.

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INFORMATION SHARING

- Share what's relevant to the plan
- Share other information, one on one, prior to the meeting or after the meeting with those who need to know
- Share important information ASAP
- Avoid open debate of tactics
- Do share information that will prevent the tactics from being successful

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**THE PLANNING MEETING
(cont'd)**

Props:

- A posted agenda
- Posted objectives
- Large ICS Form 215 and 215A
- Incident map

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THE PLANNING PROCESS

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THE PLANNING MEETING (cont'd)

General Tasks

Incident Commander (IC/UC)

- Provide appropriate leadership
- Brief incident objectives

Operations (OPS)

- Brief operational strategies, and tactics using ICS-215, maps, charts, etc.
- Brief Branch/Division/Group functions and boundaries

Planning

- Facilitate Planning Meeting agenda
- Brief present situation
- Address/resolve response coordination issues as needed, gain consensus

Logistics

- Brief logistical support and resource ordering status

Finance/Admin

- Brief administrative and financial status/projections, etc.

The diagram shows a central 'Planning Meeting' box. To its left is 'Preparing for the Planning Meeting' (containing 'Tactics Meeting' and 'IC/UC Sets Objectives'). To its right is 'IAP Prep & Approval' (containing 'Operations Briefing' and 'Execute Plan & Assess Progress'). A vertical timeline on the left lists: Initial UC Briefing, ICS 215, Initial Response and Assessment, Notifications, and Incident/Event. A vertical timeline on the right lists: Initial Response and Initial Response.

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PLANNING MEETING AGENDA

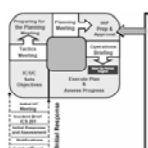
CHECKLIST	PRIMARY RESPONSIBILITY
Briefing on situation and resource status	PSC
Set control objectives	IC
Plot control lines, establish Division boundaries, identify Group assignments	OSC
Specify tactics/safety for each Division	OSC/SO
Specify resources needed by Division/Group	OSC/PSC
Specify Operations facilities and reporting Locations-plot on map	OSC/PSC/LSC
Develop resource and personnel order	LSC
Consider Communications, Medical, and Traffic Plan requirements.	PSC/LSC
Finalize, approve, and implement IAP	PSC/IC/OSC

THE PLANNING PROCESS

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INCIDENT ACTION PLAN PREPARATION

Attendees immediately prepare their assignments to meet the deadline set by the PSC



General Tasks

Incident Commander (IC)

1. Review, approve and sign IAP
2. Distribute IAP to all personnel
3. Communicate incident status changes

Planning Section

1. Prepare, General Staff for next period
2. Ensure assignments and expectations are clear
3. Provide completed IAP to IC/IC for review/signature
4. Distribute completed IAP

Logistics Section

1. Verify resource assignments for shift
2. Verify resources ordered
3. Verify IAP
4. Verify financial and administrative requirements for shift

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INCIDENT COMMAND SYSTEM FORMS

ICS FORM #	COMPLETED BY
202	IC/Safety/PSC
203	Planning Section--Resources Unit Leader
204	Planning Section--Resources Unit Leader
205	Logistics Section--Communications Unit Leader
206	Logistics Section--Medical Unit Leader
215*	Operations Section and Safety
Traffic Plan	Logistics Section--Ground Support Unit Leader
Map	Logistics Section--Ground Support Unit Leader

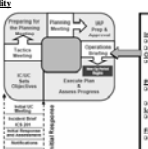
* ICS Form 215 not part of the IAP but is a tool for the other forms.

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OPERATIONS BRIEFING

Agenda	Primary Responsibility
1. Review IC/UC objectives and changes to IAP	PSC
2. Discuss current response actions and last shift's accomplishments	OFS
3. Review weather forecast	SUL
4. Division/Group and Air Operations assignment	OFS
5. Trajectory analysis	SUL
6. Transport, communications, and supply updates	LSC
7. Safety message	SO
8. Incident Action Plan (IAP) approval and motivational remarks	IC/UC



General Tasks

Incident Commander (IC/UC)

1. Provide guidance/corrections
2. Provide feedback/praise

Operations Section

1. Prepare Operations Briefing for next operational period
2. Ensure ICS 204 talking in clear

Planning

1. Facilitate General Staff and attendees being operational
2. Review questions

Logistics

1. Verify communication, transportation, and supply issues

Finance/Admin

1. Brief administrative issues and provide financial report

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SPECIAL PURPOSE MEETINGS

- **Command Staff Meeting**
 - Held before the Tactics Meeting
 - IC/UC, SO, LO, PIO
- **Command and General Staff Meeting**
 - Informal conditions (breakfast/dinner) to discuss developing issues
- **Agency Representative Meeting**
 - Held to update Agency Representatives and ensure that they can support the IAP.
 - Conducted by the LO, and attended by Agency Representatives.

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**Activity 6.2
Developing an
Incident Action Plan**

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CENTRAL CITY

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SUMMARY

- **Unified Command**
 - **Elements of Unified Command**
 - **Features of Unified Command**
 - **Using Unified Command**
 - **Functioning in Unified Command**
- **Initial Unified Command Meeting**
- **ICS Forms--Sample IAP**

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APPENDIX A



FIELD OPERATIONS GUIDE

ICS 420-1

INCIDENT COMMAND SYSTEM PUBLICATION

JUNE 2004

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.

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NOTE: Each of the above Chapters has its own Table of Contents. Those Chapters with position checklists may have references in parentheses following the position title. Those references are the Incident Command System (ICS) position manuals that describe the full duties and responsibilities for that position.

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.
- 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 and security 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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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 MAC Group Coordinator 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 all matters related to public affairs (VIP tours, etc.).
- f. Act as escort for facilitated agency tours of incident areas, as appropriate.

CHAPTER 3
AREA COMMAND

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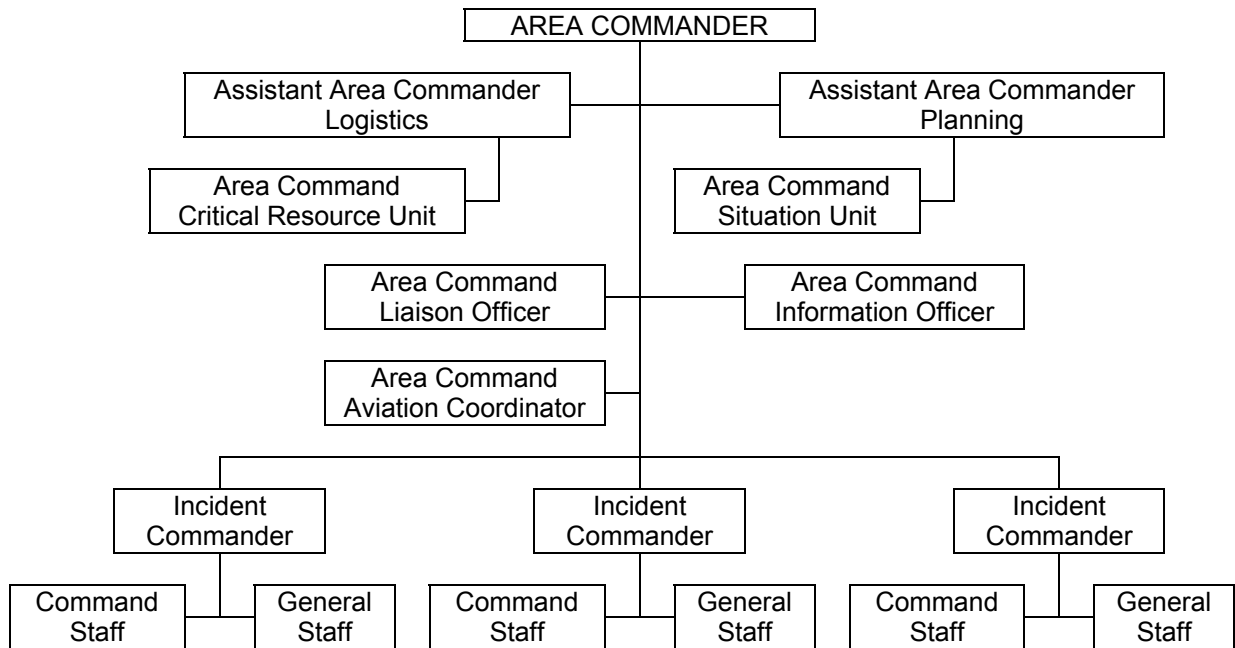
AREA COMMAND

Area Command is an expansion of the incident command function primarily designed to manage a very large incident or area that has multiple incident management teams assigned. 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.

The function of the 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 to the area.

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 the Area Command.

AREA COMMAND ORGANIZATION FOR THREE INCIDENT MANAGEMENT TEAMS



POSITION CHECKLISTS

AREA COMMANDER (Single or Unified Area Command) - The Area Commander 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 Assistant Area Commander, Planning 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 Assistant Area Commander, Logistics 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 Command 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.

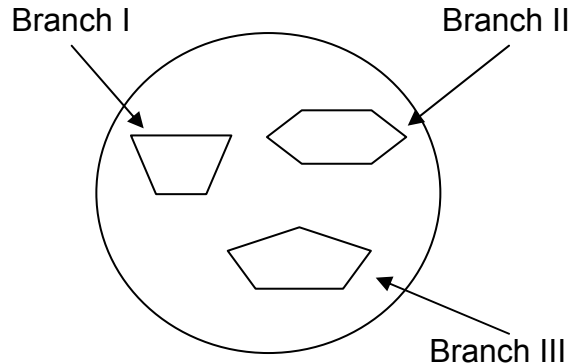
- i. Ensures that a process is in place for timely transmittal of incident reports and oversees the process to ensure corrective action is taken.
- j. Coordinates with incident, dispatch, and coordination centers to determine availability and status of committed and uncommitted of aviation resources, and to give status reports and situation appraisals for aviation assets and resources.
- k. Coordinate with Incident Air Operations Branch Directors, Communication 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

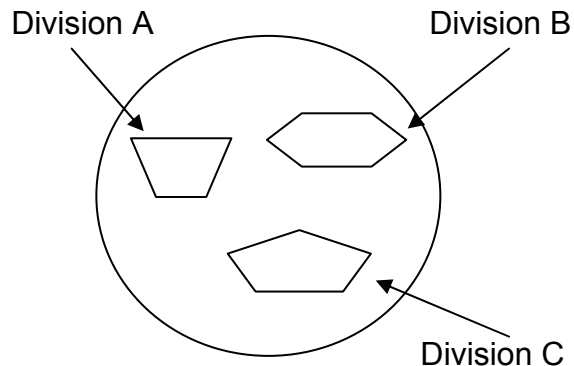
COMPLEX

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.

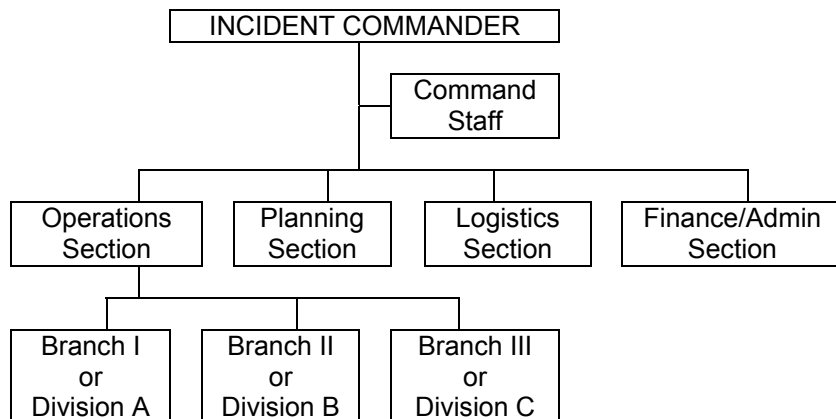
These diagrams at the right illustrate a number of incidents in the same general proximity. These incidents may be identified as Branches or Divisions within the Operations Section.



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.



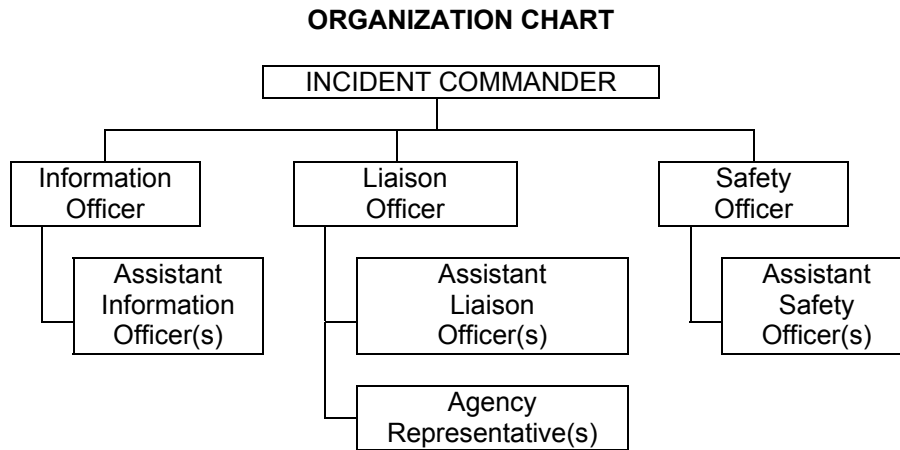
A typical organization would be as follows:



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COMMAND

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ESTABLISHMENT AND TRANSFER OF COMMAND

Command is initially established by the highest-ranking official of the jurisdictional agency (ies) at the scene of the incident. 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 Enroute 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 (ICS 220-1) - The Incident Commander's responsibility is the overall management of the incident. On most incidents, a single Incident Commander carries out the command activity, however, Unified Command may be appropriate. The Incident Commander 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).

INFORMATION OFFICER (ICS 220-2) - The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have Assistant Information Officers as necessary, and the Assistant 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 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. Inform media and conduct media briefings.
- f. Arrange for tours and other interviews or briefings that may be required.
- g. Obtain media information that may be useful to incident planning.
- h. Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- i. Assign Assistant Information Officers as appropriate.
- j. Maintain Unit/Activity Log (ICS Form 214).

LIAISON OFFICER (ICS 220-3) - Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer 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 (ICS 220-5) - 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.

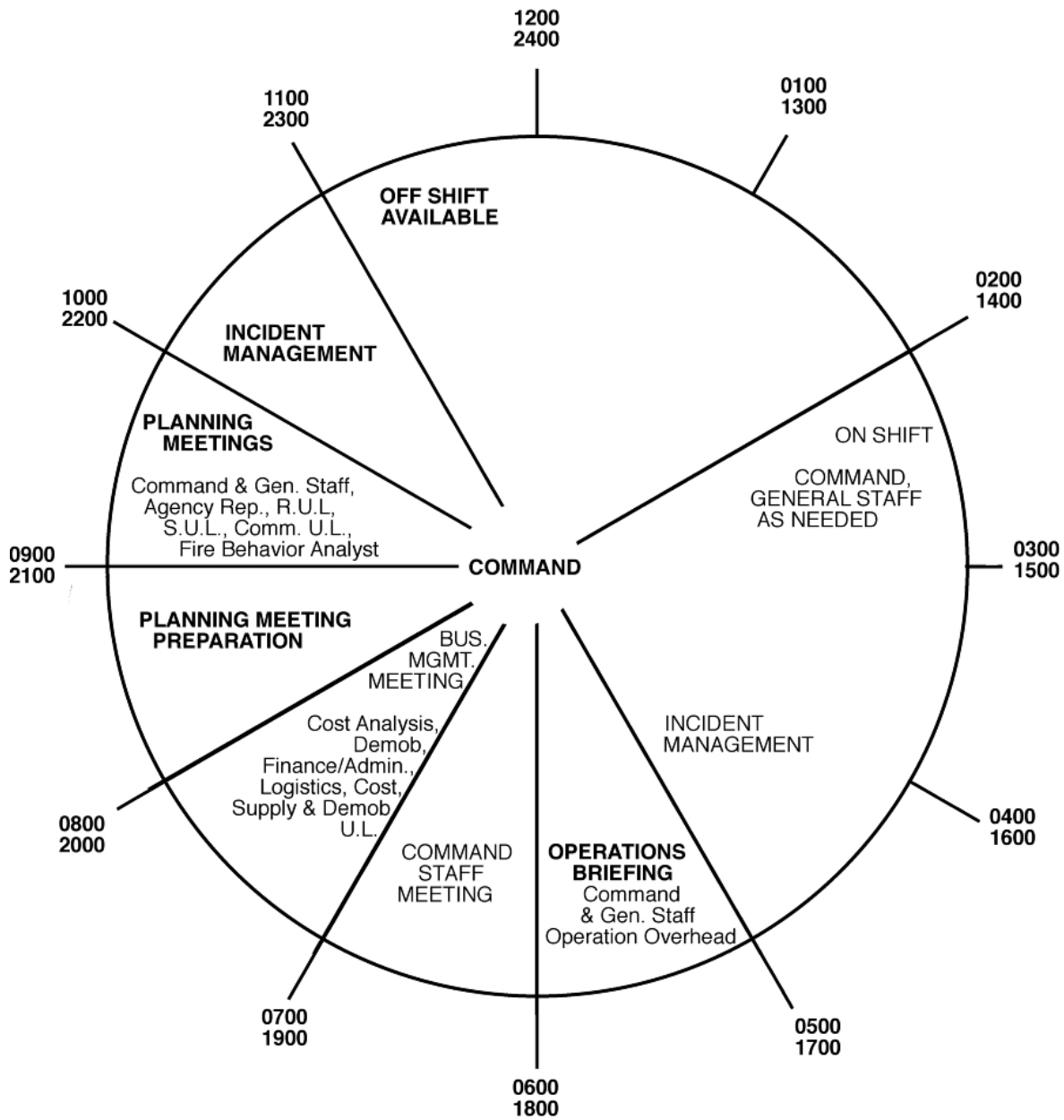
- a. Review Common Responsibilities (Page 1-2).
- b. Ensure that all agency resources are properly checked-in at the incident.
- c. Obtain briefing from the Liaison Officer or Incident Commander.
- d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position 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 (ICS 220-4) - The Safety Officer'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 Safety Officer 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.
- 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. 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. 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 Representatives 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 agency's 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.

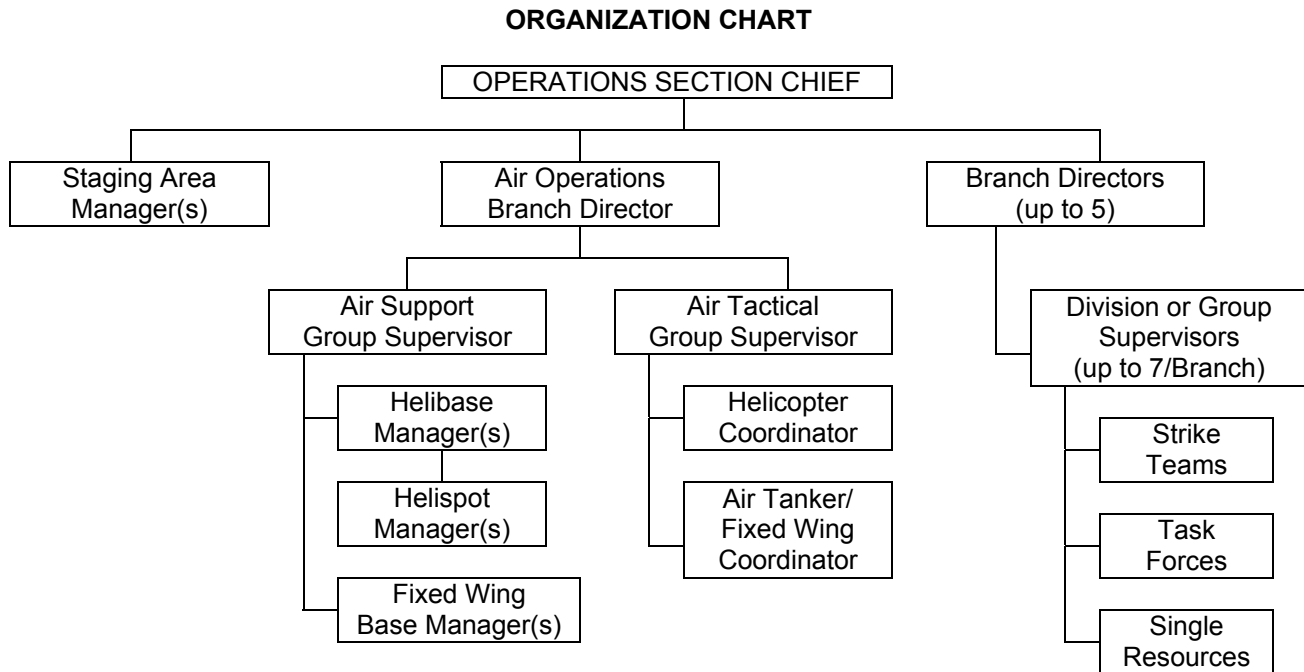
The following checklist provides a series of items to be addressed during the meeting among Incident Commanders where the development of incident strategy and objectives is done.

- 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 be 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.

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POSITION CHECKLISTS

OPERATIONS SECTION CHIEF (ICS 222-1) - The Operations Section Chief, 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 Operations Chief activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The Operations Chief 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, 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 (ICS 222-2) - Operations Branch Directors 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 Operations Section Chief when the Incident Action Plan is to be modified, additional resources are needed, 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 (ICS 222-3) – Division and Group Supervisors report to the Operations Section Chief (or 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 is 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 Branch Director 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 (ICS 222-4) - The Strike Team 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 assigns 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).

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 Staging Area Manager 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 (ICS 222-5) -The Air Operations Branch Director, 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 Operation 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 (ICS 222-6) -The Air Tactical Group Supervisor is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. The Air Tactical Group Supervisor performs these coordination activities while airborne. The Air Tactical Group Supervisor 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, 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 (ICS 222-7) -The Helicopter Coordinator is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The Helicopter Coordinator can be airborne or on the ground operating from a high vantage point. The Helicopter Coordinator 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 Helicopter Coordinator 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 (ICS 222-8) - The Air Tanker/Fixed Wing Coordinator 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 communications 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 (ICS 222-9) - The Air Support Group Supervisor 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 or Helispot Managers. The Air Support Group Supervisor 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 Helibase Manager 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 Controller.
- 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 Helispot Manager 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 Mixmaster is responsible for providing fire retardant to helicopters at the rate specified and for the expected duration of job. The Mixmaster 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 Coordinator is responsible for providing coordination of a Helibase landing area for personnel and cargo movement. The Deck Coordinator 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 aircraft rescue firefighting procedures are understood by deck personnel.
- 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. (Load Masters 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 Landing and Takeoff Coordinator.
- n. Maintain agency records.
- o. Maintain Unit/Activity Log (ICS Form 214).

LOADMASTER (PERSONNEL/CARGO) - The Loadmaster is responsible for the safe operation of loading and unloading of cargo and personnel at a Helibase. The Loadmaster 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 Takeoff and Landing Controller.
- i. Maintain Unit/Activity Log (ICS Form 214).

PARKING TENDER - The Parking Tender is responsible for the takeoff and landing of helicopters at an assigned helicopter pad. The Parking Tender reports to the Deck Coordinator. A Parking Tender 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 CONTROLLER - The Takeoff and Landing Controller is responsible for providing coordination of arriving and departing helicopters at a Helibase and all helicopter movement on and around the Helibase. The Takeoff and Landing Controller 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 Manager and Parking Tender before commencing operation and during operation.
- h. Maintain Unit/Activity Log (ICS Form 214).

HELIBASE RADIO OPERATOR - The Helibase Radio Operator is responsible for establishing communication between incident assigned helicopters and Helibases, Air Tactical Group Supervisor, Air Operations Branch Director and Takeoff and Landing Controller. The Helibase Radio Operator reports to the Helibase Manager.

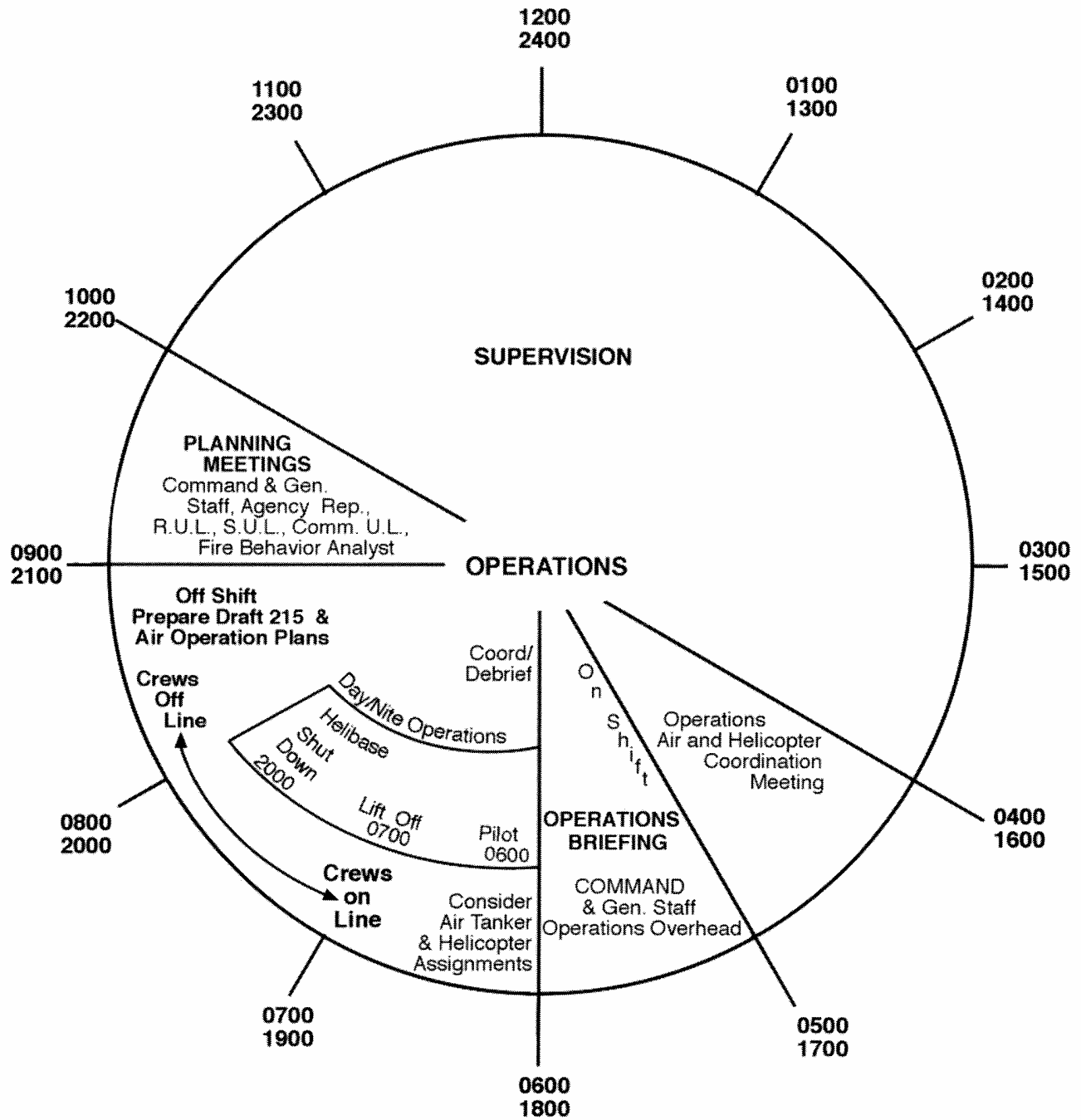
- a. Review Common Responsibilities (Page 1-2).
- b. Obtain Air Operations Summary (ICS Form 220).
- c. Establish communication needs at Helibase.
- d. Ensure orders from Air Operations Branch Director are relayed to Helibase Manager.
- e. Maintain constant communications with all helicopters.
- f. Notify Takeoff/Landing Coordinator of incoming helicopters.
- g. Verify daily radio frequencies with Helibase Manager.
- h. Maintain a log of all helicopter takeoff/landings, ETA's, ETD's and flight route check-ins.
- i. Establish helicopter identification call numbers and post.
- j. Ensure helicopter timekeeping is completed.
- k. Establish and enforce proper radio procedures.

- l. Notify Air Operations Branch Director immediately of any overdue or missing helicopters.
- m. Understand aircraft rescue firefighting procedures.
- n. Receive clearance from Air Tactical Group Supervisor before launching helicopters.
- o. Maintain Unit/Activity Log (ICS Form 214).

HELICOPTER TIMEKEEPER - The Helicopter Timekeeper is responsible for keeping time on all helicopters assigned to the Helibase. Helicopter Timekeeper 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

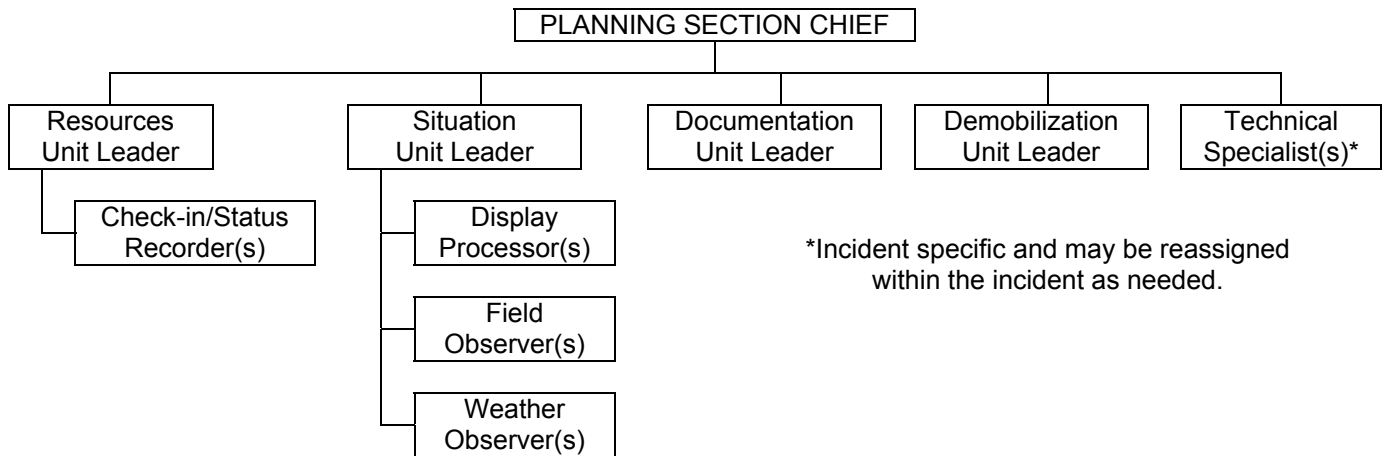


Example Based on 12-Hour Operational Period

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ORGANIZATION CHART



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, identify Group assignments OSC
- 4. Specify tactics for each Division/Group OSC
- 5. Specify safety mitigation measures for identified hazards in Divisions/GroupsSOF
- 6. Specify resources needed by Division/GroupOSC, PSC
- 7. Specify Operations facilities and reporting locations – Plot on map OSC, PSC, LSC
- 8. Develop resource and personnel order LSC
- 9. Consider Communications, Medical, and Traffic Plan 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

POSITION CHECKLISTS

PLANNING SECTION CHIEF (ICS 221-1) - The Planning Section Chief, 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 Planning Section Chief is 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 (ICS 221-3) - The Resources Unit Leader 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 Check-in/Status 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).

CHECK-IN/STATUS RECORDER - Check-in/Status Recorders 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 Display Processor 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 Field Observer 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 which 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 Weather Observer is responsible to collect current incident weather information and provide the information to an assigned meteorologist, Fire Behavior Specialist 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 (ICS 221-10) - The Documentation Unit Leader 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 (ICS 221-4) - The Demobilization Unit Leader 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 (ICS 221-5) - 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. Specific Technical Specialists 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 Technical Specialists not otherwise specified, use the checklist at the end of this section.

DAMAGE INSPECTION TECHNICAL SPECIALIST (ICS-221-5) - The Damage Inspection Technical Specialist is primarily responsible for inspecting damage and/or potential “at-risk” property, and natural resources. The Damage Inspection Technical Specialists 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 Environmental Specialist 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 Environmental Specialist 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 SPECIALIST - 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 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 Technical Specialist - GIST is responsible for spatial information collection, display, analysis, and dissemination. The Technical Specialist GIS 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. Technical Specialist - GIS 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 Check-In/Status 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 Training Specialist coordinates incident training opportunities and activities, ensuring the quality of the training assignments and completing documentation of the incident training. The Training Specialist 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.

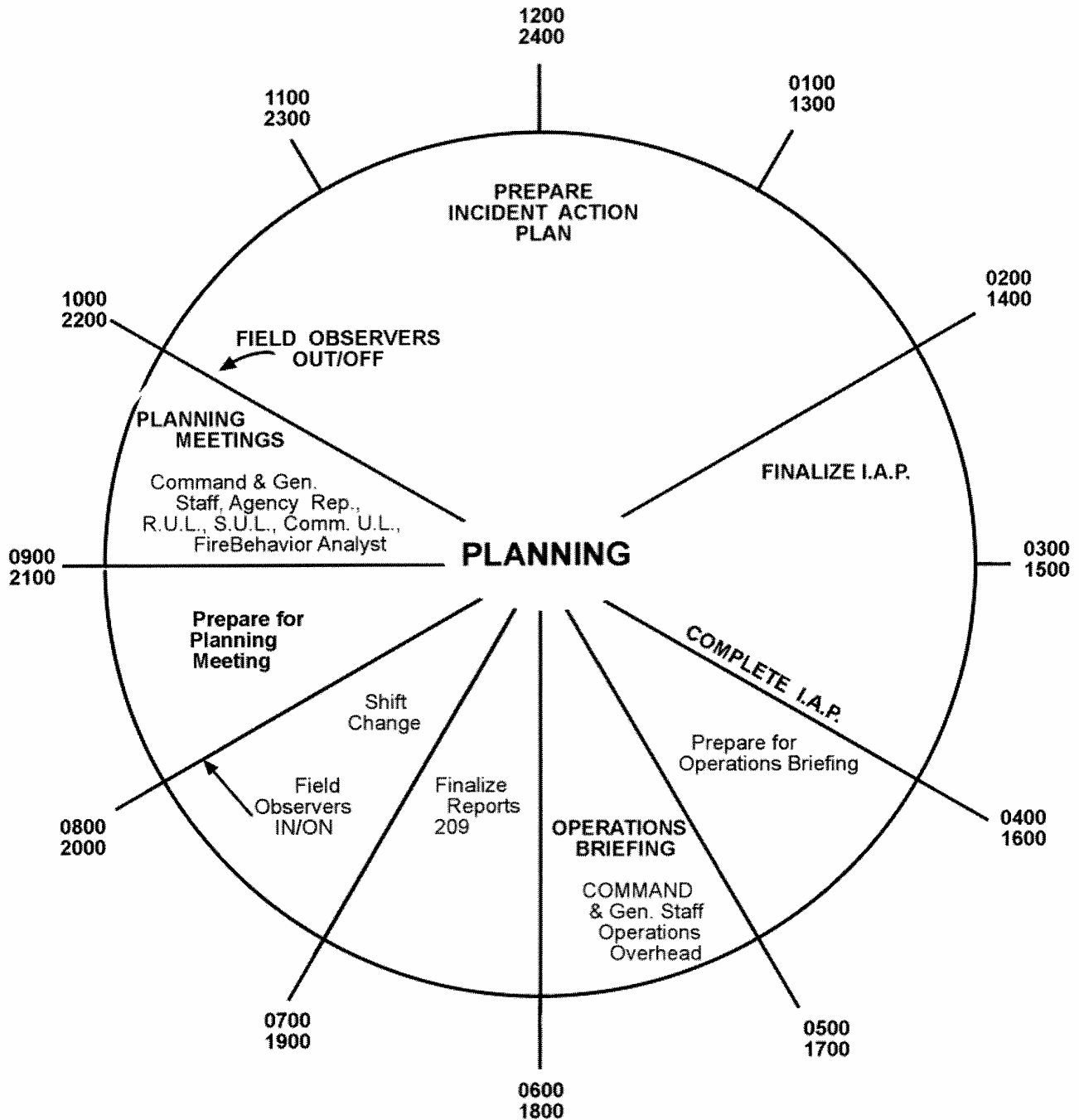
- a. Review Common Responsibilities (Page 1-2).
- b. Participate in the development of the Incident Action Plan and review general control objectives, including alternative strategies presently in effect.
- c. Collect and validate water resource information within the incident area.
- d. Prepare information 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).

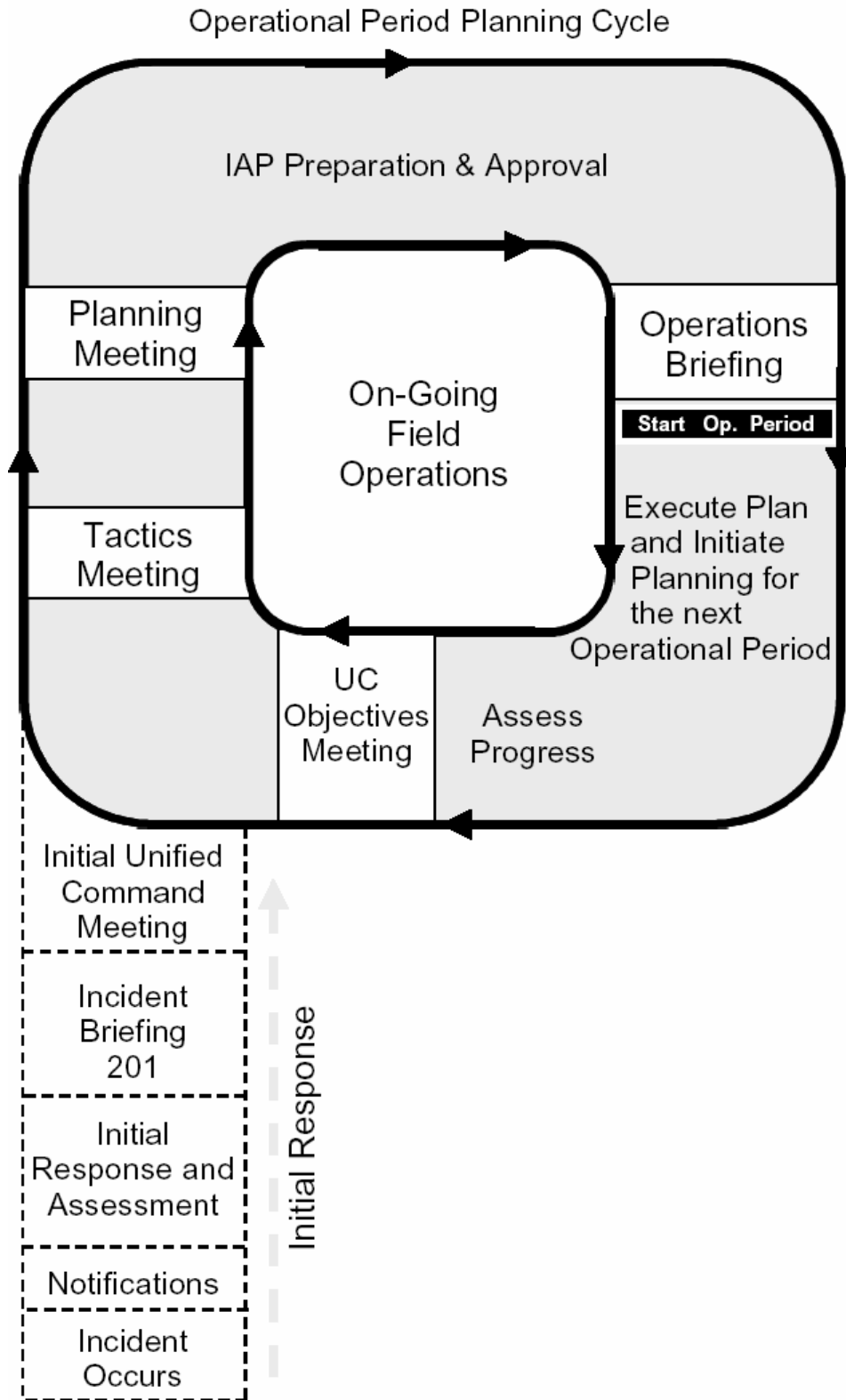
TECHNICAL SPECIALISTS (NOT OTHERWISE SPECIFIED)

- a. Review Common Responsibilities (Page 1-2).
- b. Check in with the Check-In/Status 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

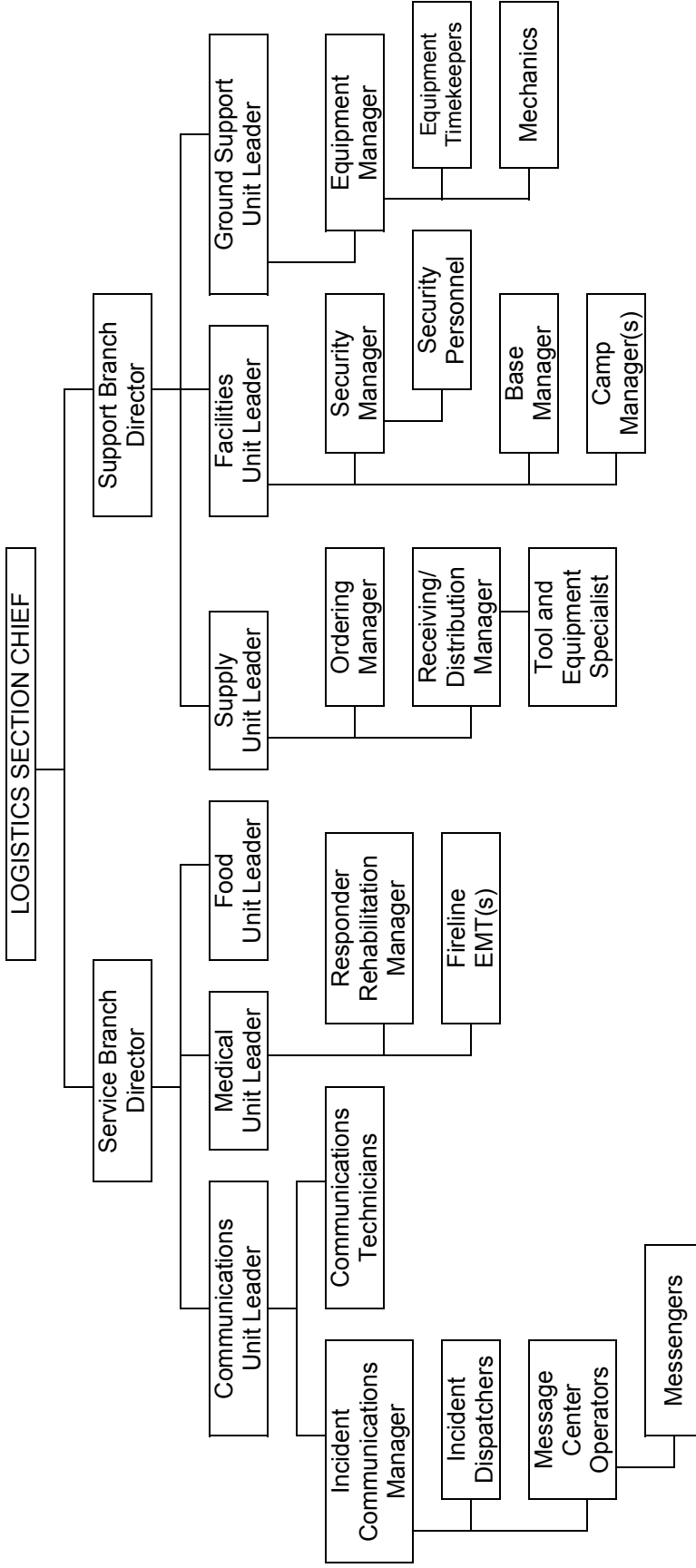


Planning “P”: Planning Process Alternative – U.S. Coast Guard Model

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LOGISTICS SECTION

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ORGANIZATION CHART



POSITION CHECKLISTS

LOGISTICS SECTION CHIEF (ICS 223-1) - The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Section Chief 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 (ICS 223-6) - The Service Branch Director, 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 Branch Director 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 Chief of Branch activities.
- j. Resolve Service Branch problems.
- k. Maintain Unit/Activity Log (ICS Form 214).

COMMUNICATIONS UNIT LEADER (ICS 223-5) - The Communications Unit Leader, 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 are installed and tested.
- 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. Ensure equipment is tested and repaired.
- n. Recover equipment from relieved or released units.
- o. Maintain Unit/Activity Log (ICS Form 214).

INCIDENT COMMUNICATIONS MANAGER - The Incident Communications Manager (including Incident Dispatcher) 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.
- 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 (ICS 223-7) - The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan, 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.

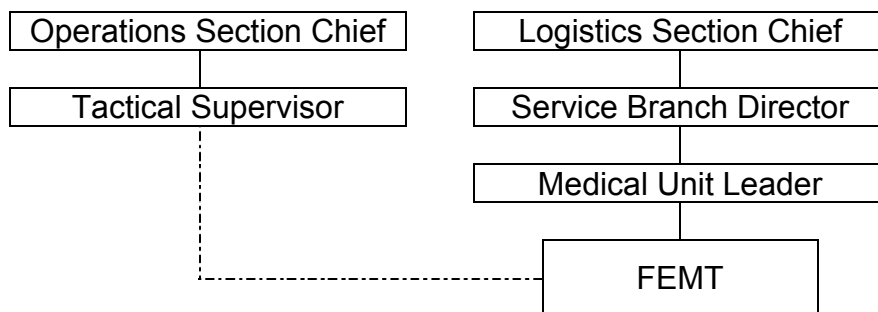
- a. Review Common Responsibilities (Page 1-2).
- b. Designate responder rehabilitation location and have location announced on radio with radio designation “Rehab.”
- c. Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
- d. Request necessary resources 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 (ICS 223-10) – The Fireline Emergency Medical Technician (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).

ORGANIZATION - 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 personnel to whom they are assigned. The FEMT is assigned as illustrated:



NOTE: The FEMT will be supervised by the tactical (line) supervisor while at the tactical location.

PERSONNEL – The FEMT shall be ordered at the discretion of the Incident Commander. The FEMT order will specify if the FEMT is required to arrive with or without equipment. The number of tactically assigned FEMT's will depend upon the complexity, duration, and hazards of the incident. The FEMT may be assigned as a single resource; however, they can be paired due to safety or workload considerations.

The FEMT must, at minimum, be currently certified/licensed as an Emergency Medical Technician (EMT-I). The FEMT may also be an EMT-II or Paramedic (EMT-P). All levels of EMT's may be ordered to fulfill the role of an FEMT and are permitted to function within their Scope of Practice regardless of jurisdictional or political boundaries.

MAJOR RESPONSIBILITIES AND PROCEDURES – The major responsibilities of the FEMT are stated below. Following each activity, the procedures for implementing the activity are listed.

- a. Obtain briefing from the Logistics Section Chief, or the Medical Unit Leader, if established. The briefing should provide the following:
 1. Current incident situation.
 2. Review the Medical Plan and receive priorities.
 3. Incident communications channels.
 4. Overview of the FEMT assignment and potential hazards to assigned line personnel.
 5. Anticipated incident medical needs.
 6. Local medical protocols to include documentation procedures.
- b. Receive assignment and assess current situation.
 1. Number of personnel in assigned area.
 2. Fire behavior, weather conditions, terrain, other natural hazards, and safety alerts.
- c. Anticipate needs and obtain medical supplies from the incident. Refer to Medical Supply List as a recommended minimum requirement.
- d. Secure copies of local emergency medical service forms/ paperwork as necessary. If not available use FEMT's jurisdictional agency EMS forms.
- e. Obtain a portable radio with all incident frequencies.
- f. Prior to each shift, obtain a copy of the Incident Action Plan (IAP) and review the Medical Plan (ICS Form 206).
- g. Identify and contact assigned tactical supervisor and confirm your travel route, transportation and ETA prior to leaving your check-in location.
- h. Meet with assigned tactical supervisor and obtain a briefing.
- i. Obtain a briefing from the FEMT you are relieving, if applicable.
- j. Upon arrival at your assigned location, perform a radio check with your assigned tactical supervisor, incident Communications Unit and the Medical Unit, if established.
- k. Maintain ongoing contact and interaction with personnel on your assignment to assess medical needs and provide assistance when needed.
- l. Make requests for transportation of ill and injured personnel, through channels, as outlined in the Medical Plan (ICS Form 206).
- m. Make notifications of incident related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).

- n. 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.
- o. Secure operations and demobilize as outlined in the Demobilization Plan.
- p. Maintain Unit/Activity Log (ICS Form 214).

DEFINITIONS

Licensure/Certification- Documentation certifying that one has met specific requirements. These requirements may be successfully passing a written examination, skills examination and/or peer review process.

Protocol- A medically accepted course of treatment for a defined medical emergency. A protocol must be within the rescuer's Scope of Practice.

Scope Of Practice – Laws, guidelines, and regulations defining the policies, procedures and responsibilities for a given group or practice. These are the authorized skills and procedures that an EMT-I, EMT-II or EMT-P may perform on a patient within scope of practice of their certifying authority.

EQUIPMENT

The FEMT shall respond with Personal Protective Equipment (PPE) appropriate for the assignment. The incident should provide medical supplies for the FEMT to meet or exceed the contents listed in ICS 223-10. The FEMT can be ordered with/without equipment.

FOOD UNIT LEADER (ICS 223-4) – The Food Unit Leader 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 (ICS 223-2) – The Support Branch Director, 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 Support Branch Director 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 Service 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 Section Chief of activities.
- i. Resolve problems associated with requests from Operations Section.
- j. Maintain Unit/Activity Log (ICS Form 214).

SUPPLY UNIT LEADER (ICS 223-9) – The Supply Unit Leader 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 Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager 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 Receiving and Distribution Manager 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 Receiving and Distribution Manager 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).

TOOL AND EQUIPMENT SPECIALIST – The Tool and Equipment Specialist is responsible for sharpening, servicing and repair of all hand tools. The Tool and Equipment Specialist reports to the Receiving and Distribution Manager.

- a. Review Common Responsibilities (Page 1-2).
- b. Determine personnel requirements.
- c. Obtain necessary equipment and supplies.
- d. Set up tool storage and conditioning area.
- e. Establish tool inventory and accountability system.
- f. Maintain all tools in proper condition.
- g. Assemble tools for issuance each operational period per Incident Action Plan.
- h. Receive and recondition tools after each operational period.
- i. Ensure that all appropriate safety measures are taken in tool conditioning area.
- j. Maintain Unit/Activity Log (ICS Form 214).

FACILITIES UNIT LEADER (ICS 223-8) – The Facilities Unit Leader 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 Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service, and general maintenance. The Facility Unit Leader 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 and Camp Managers.
- j. Provide sleeping facilities.
- k. Provide security services.
- l. Provide facility maintenance services-sanitation, lighting, clean up.
- m. Maintain Unit/Activity Log (ICS Form 214).

FACILITY MAINTENANCE SPECIALIST – The Facility Maintenance Specialist 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 Security Manager 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 MANAGER – The Base Manager is responsible to ensure that appropriate sanitation, security, and facility management services are conducted at the Base. The Base 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 facilities and equipment are set up and properly functioning.
- e. Supervise the establishment of sanitation, showers, and sleeping facilities.
- f. Make sleeping area assignments.
- g. Ensure that strict compliance is made with all applicable safety regulations.
- h. Ensure that all facility maintenance services are provided.
- i. Maintain Unit/Activity Log (ICS Form 214).

CAMP MANAGER – On large incidents, one or more Camps may be established by the General Staff to provide better support to operations. 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.

- 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 Camp.
- g. Ensure that strict compliance is made with all applicable safety regulations.
- h. Ensure that all Camp-to-Base communications are centrally coordinated.
- i. Ensure that all Camp-to-Base transportation scheduling is centrally coordinated.
- j. Provide overall coordination of all 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 (ICS 223-3) – The Ground Support Unit Leader 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.

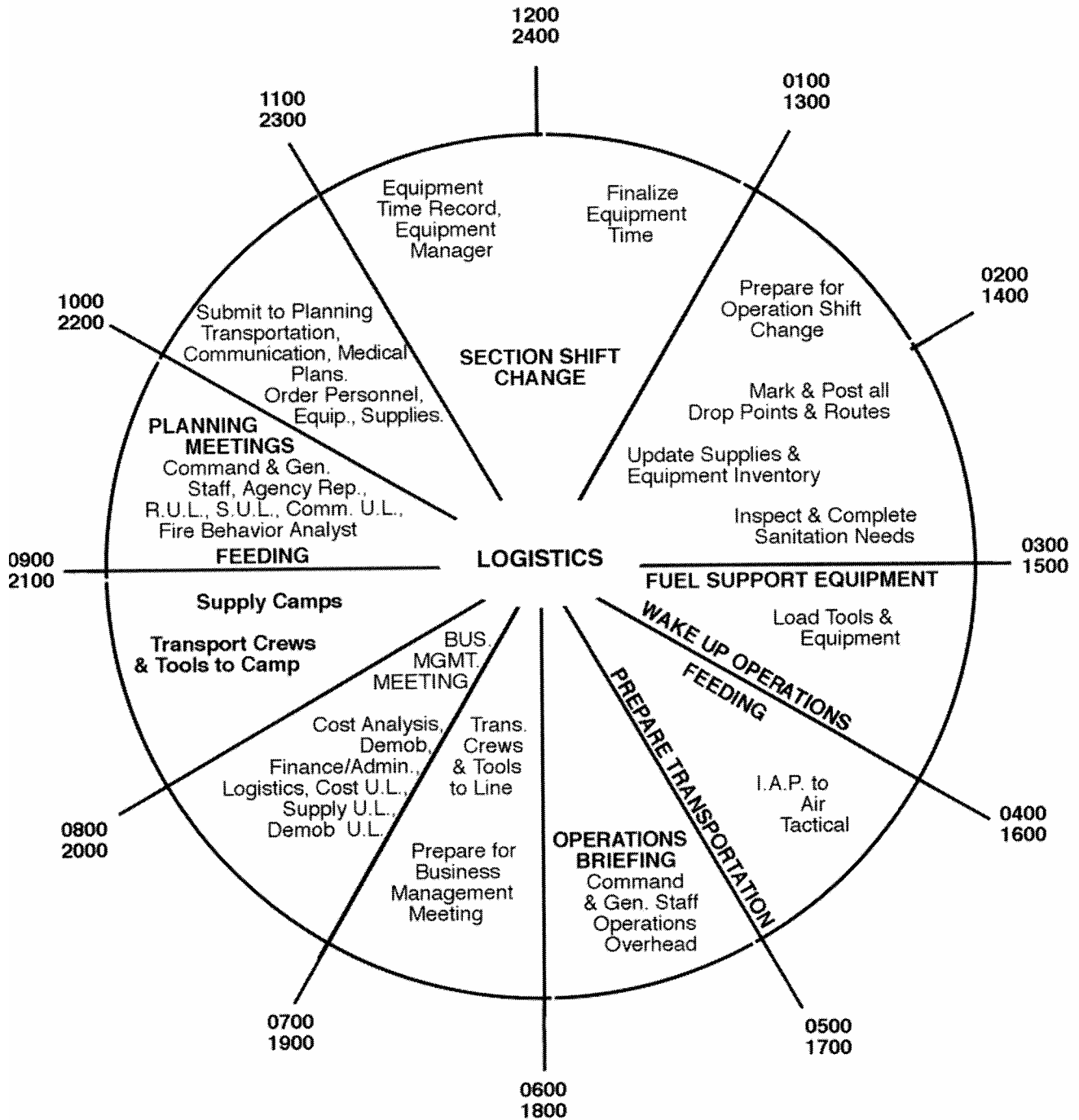
- a. Review Common Responsibilities (Page 1-2).
- b. Review Unit Leader Responsibilities (Page 1-2).
- c. Participate in Support Branch/Logistics Section planning activities.
- d. Develop and implement Traffic Plan.

- 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 (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 Equipment Manager 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

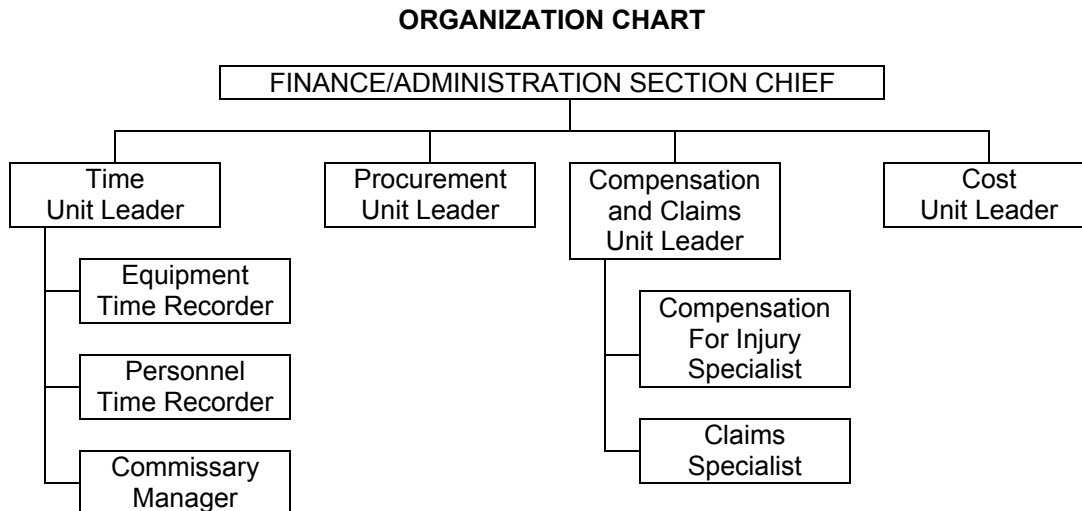


Example Based on 12-Hour Operational Period

CHAPTER 10

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POSITION CHECKLISTS

FINANCE/ADMINISTRATION SECTION CHIEF (224-1) – The Finance/Administration Section Chief 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
- i. Finance/Administration matters.
- j. Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- k. Provide financial input to demobilization planning.
- l. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- m. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- n. Maintain Unit/Activity Log (ICS Form 214).

TIME UNIT LEADER (224-2) – The Time Unit Leader 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 (ies) 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, Equipment Time Recorder 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, Personnel Time Recorder 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, Commissary Manager 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 (ICS 224-5) – The Procurement Unit Leader 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 (ICS 224-4) – The Compensation/Claims Unit Leader 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 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.
- 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 Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident.

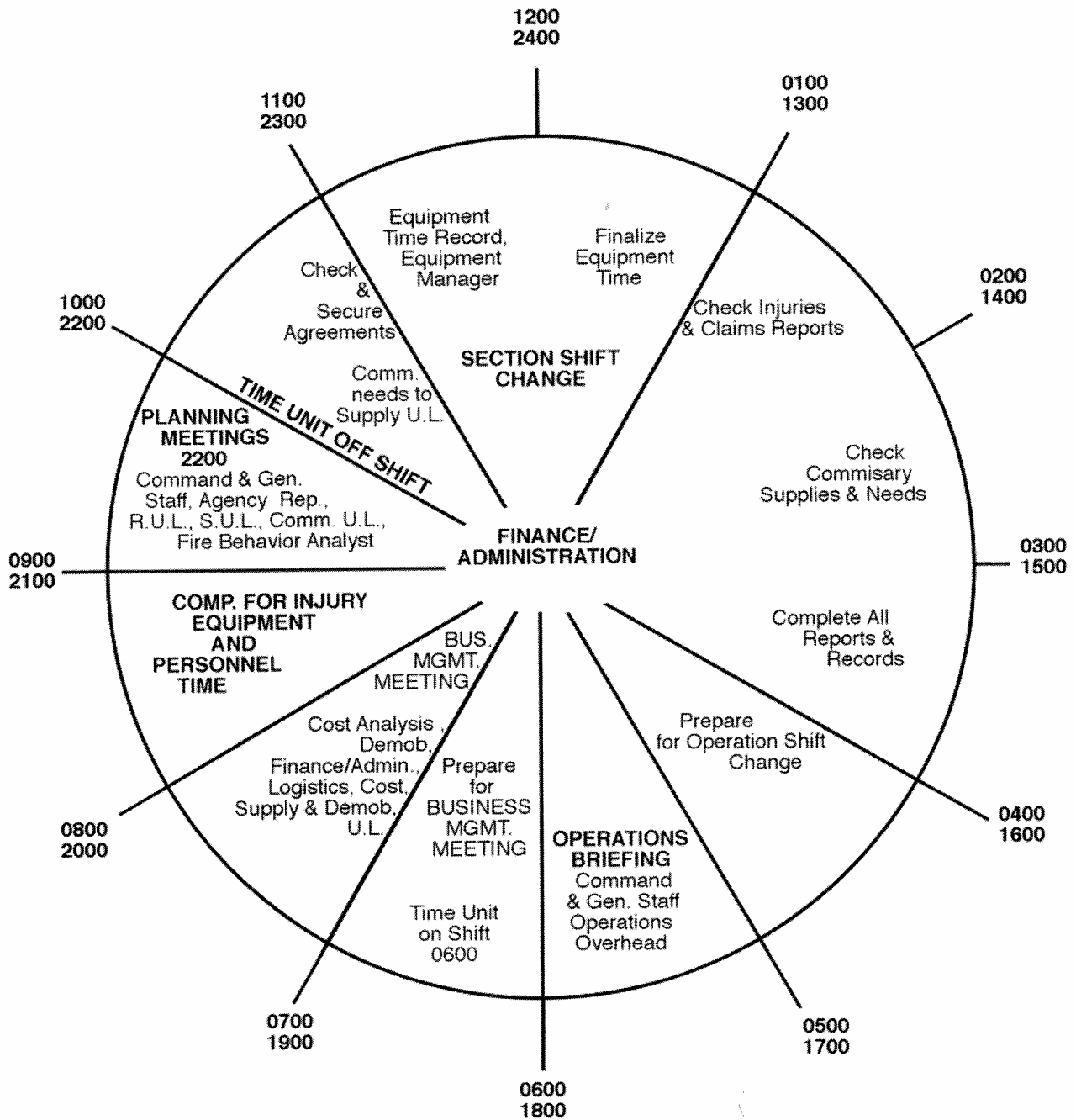
- a. Review Common Responsibilities (Page 1-2).
- b. Develop and maintain a log of potential claims.

- 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 (ICS 224-3) – The Cost Unit Leader 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

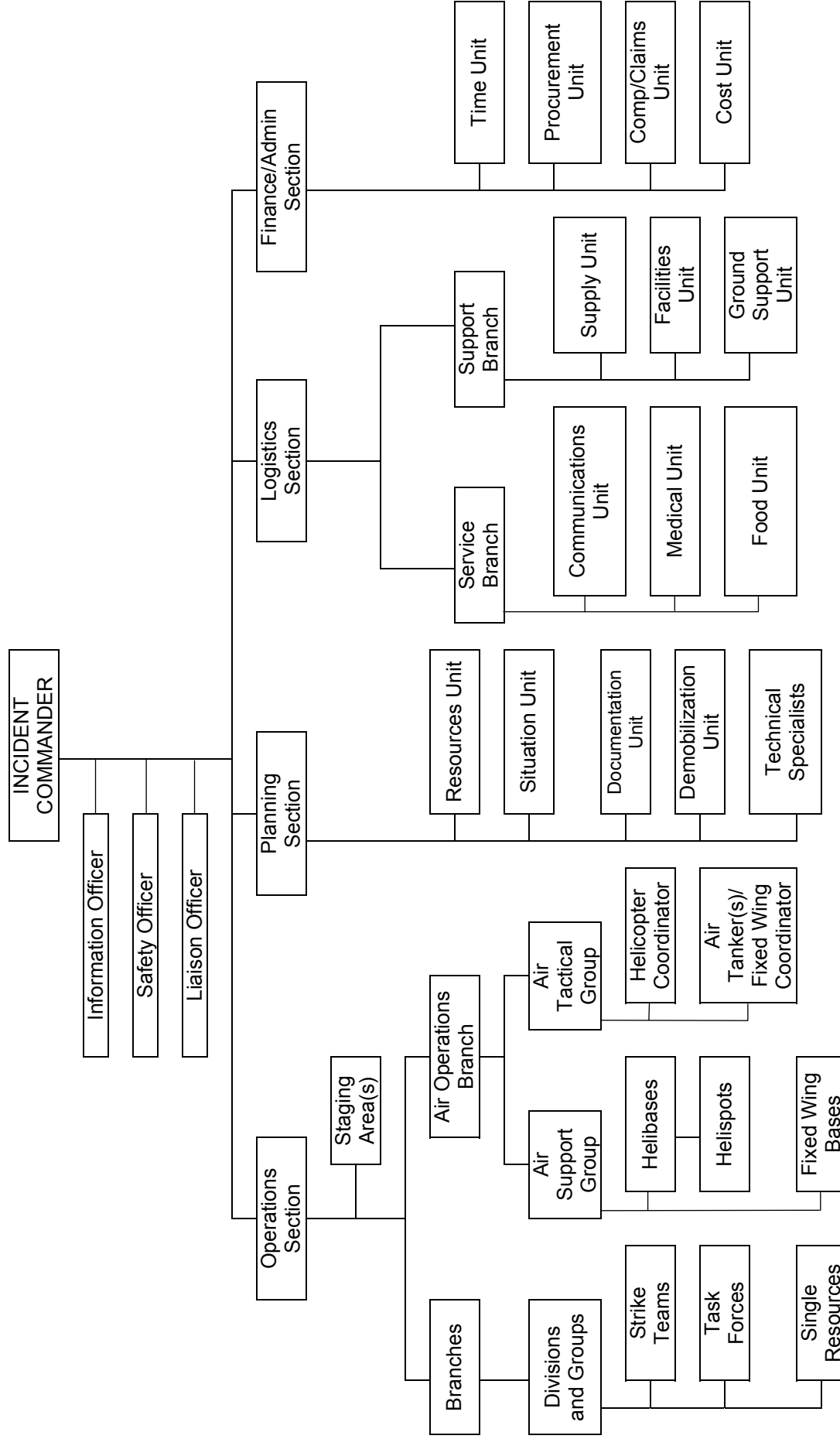


Example Based on 12-Hour Operational Period

CHAPTER 11
ORGANIZATIONAL GUIDES

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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.

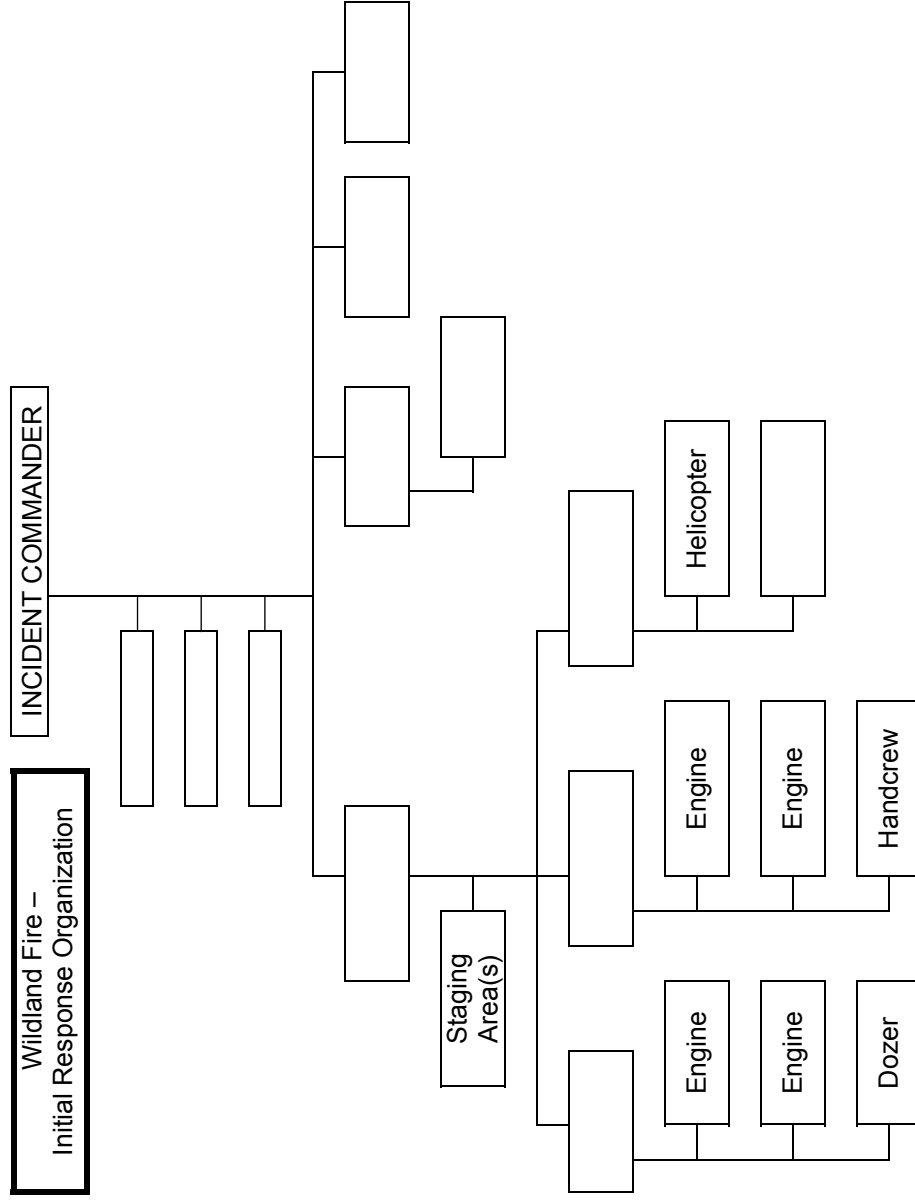
Certain terms are used to identify the level of resource commitment or organizations structure. The terms associated with these levels are:

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.

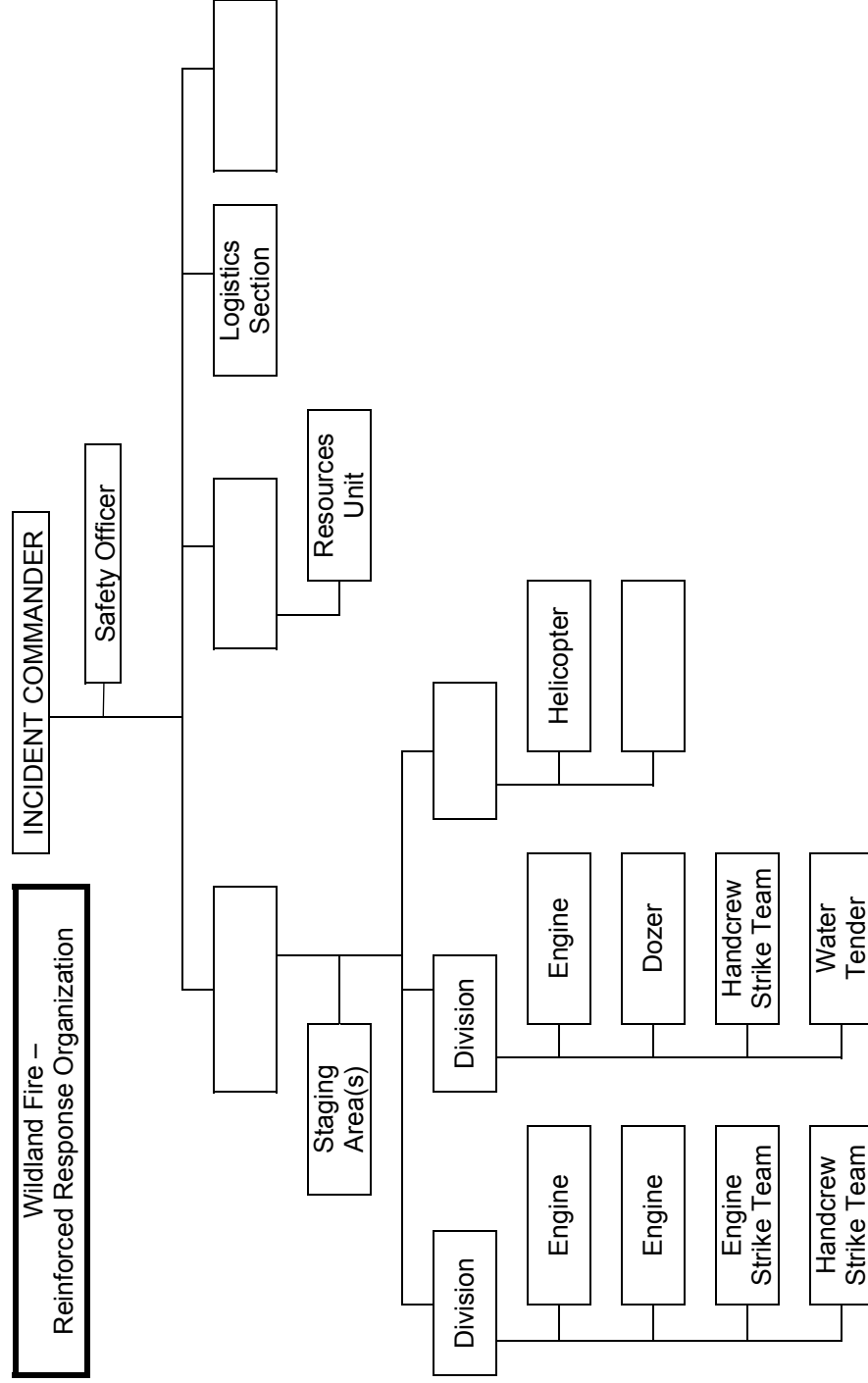
Reinforced Response – This example depicts an expansion of the organizational structure to accommodate additional resources.

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.

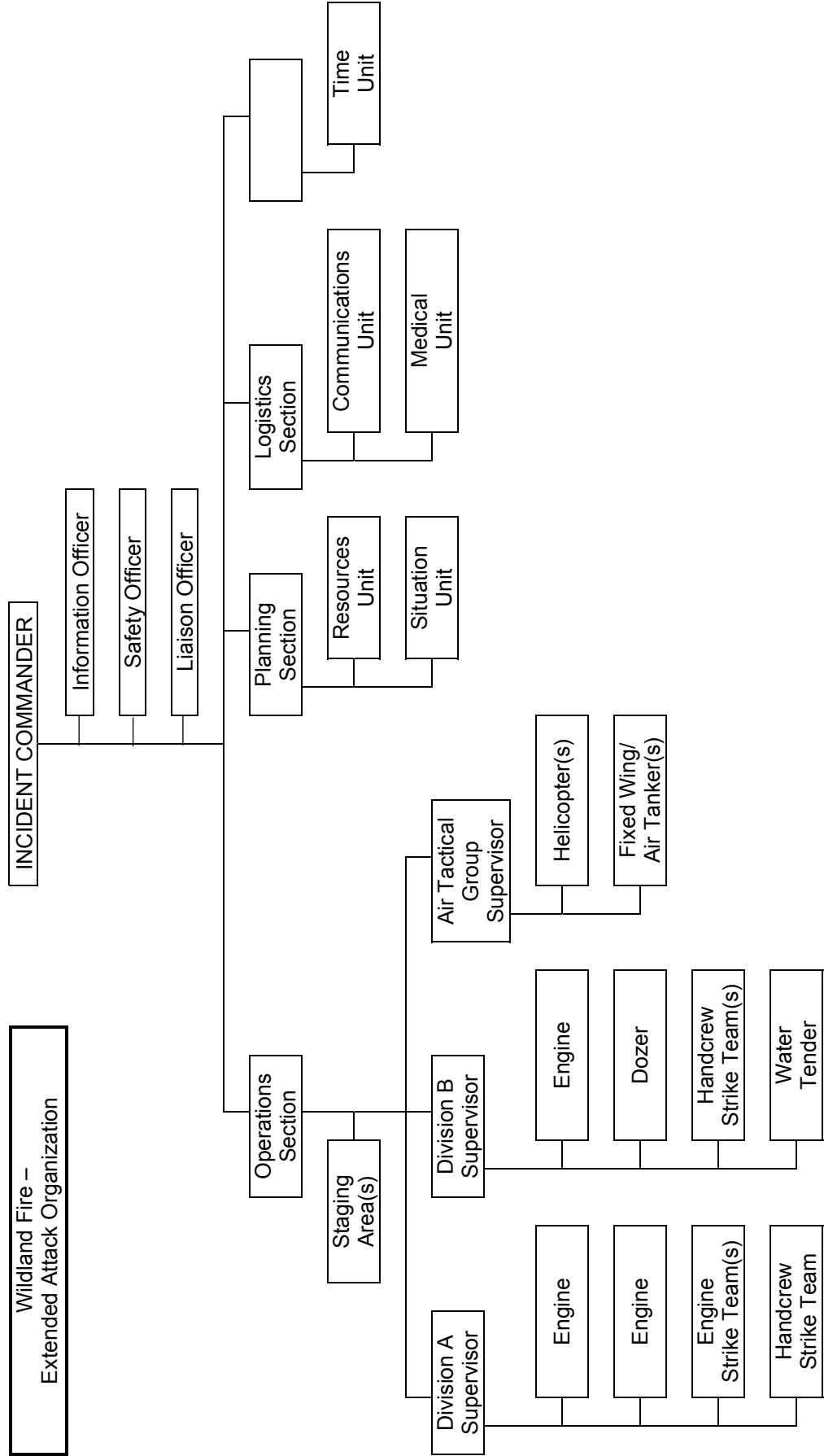
Multi-Branch – This example depicts an organization that may be used for wildland incidents that have grown in area to require multiple levels of management to accommodate span of control concerns and increased support for the number of personnel assigned to the incident.



Wildland Fire – Initial Response 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.

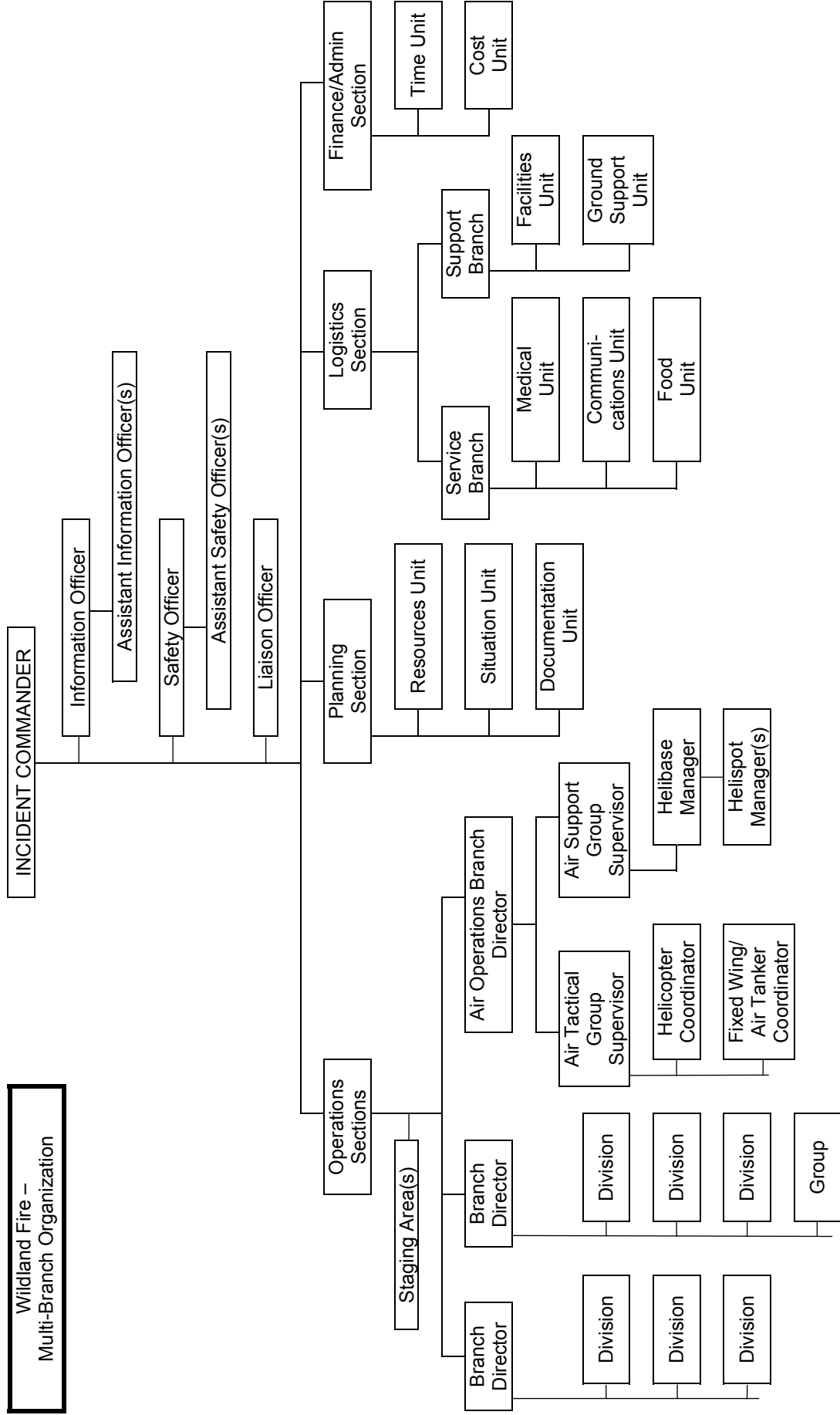


Wildland Fire – Reinforced Response Organization (example): Additional resources have arrived. Span of control concerns as well as the need for tactical supervision have necessitated that the Incident Commander establish two Divisions with qualified Supervisors assigned. A Safety Officer is assigned 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



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:

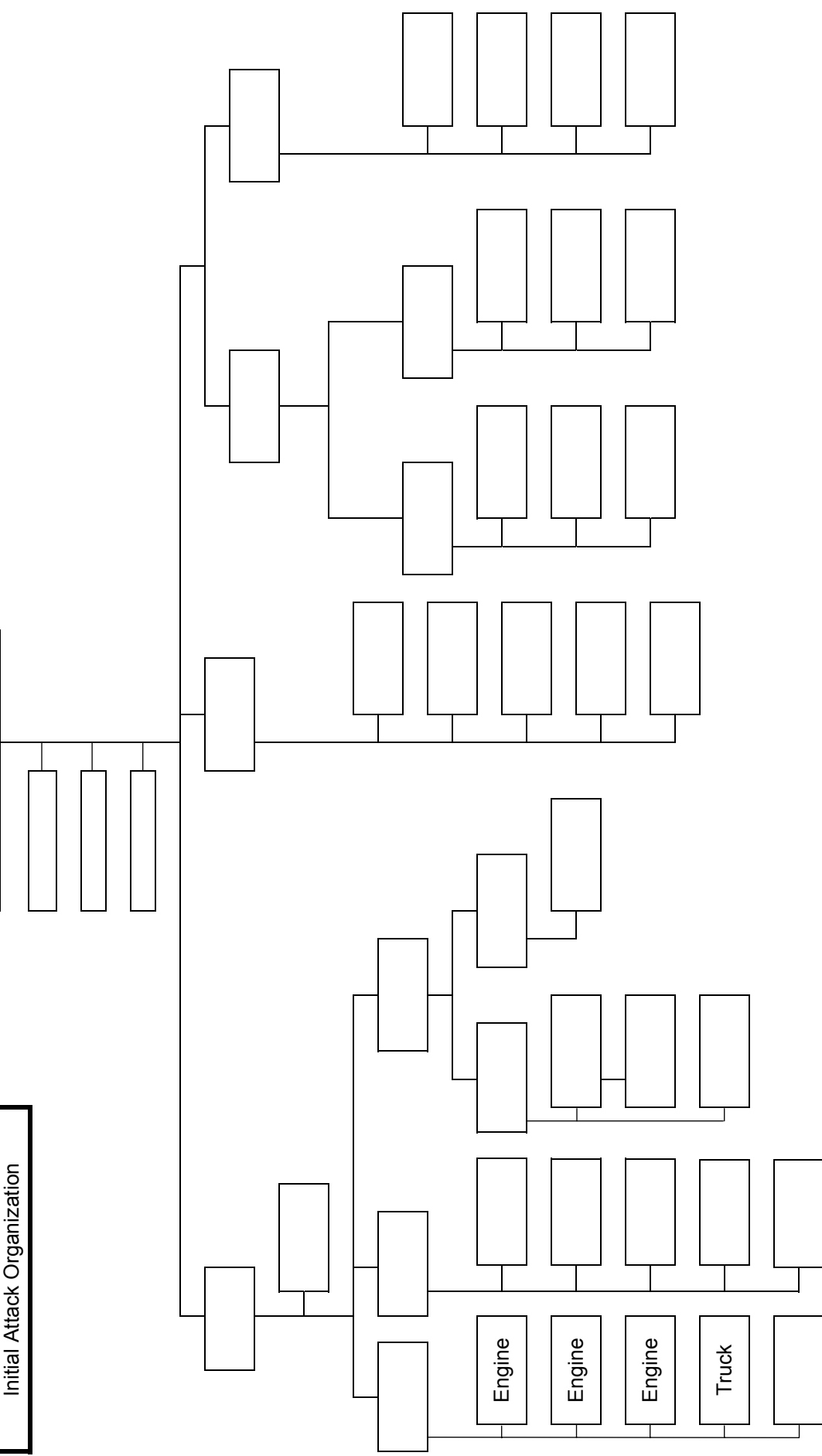
Initial Attack – This example depicts an agency’s initial response level (three Engines, one Truck Company, and a Command Officer) to a reported fire involving a building and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand 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

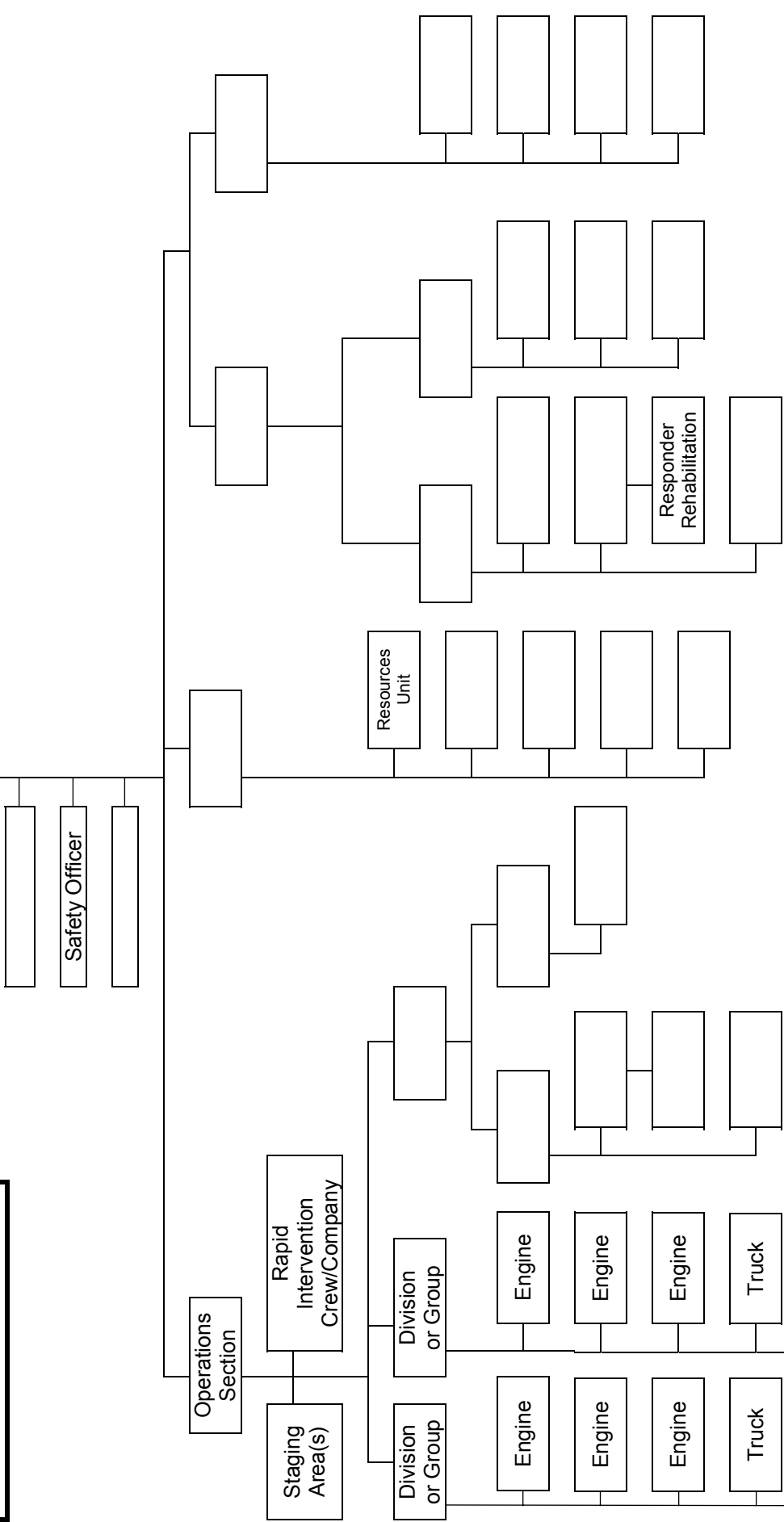
INCIDENT COMMANDER



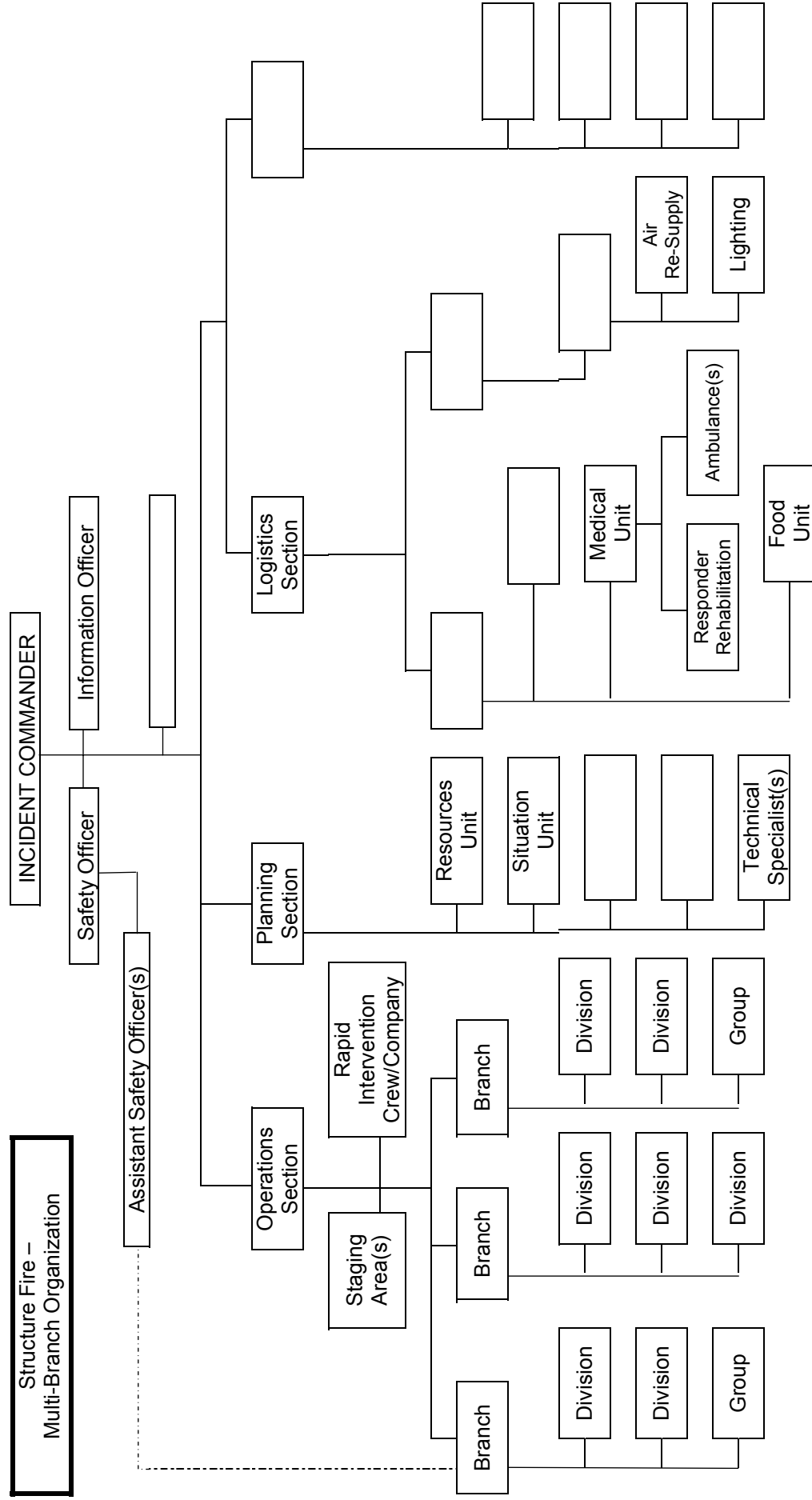
Structure Fire – Initial Attack Organization (example): This example depicts the assignment of three engines, a single truck company and a Command Officer on a structural fire. The Incident Commander manages all elements of the response. The only formal ICS position identified is that of Incident Commander (IC). If these resources can handle the incident and no escalation is anticipated, no further ICS development is advised.

Structure Fire – Reinforced Attack Organization

INCIDENT COMMANDER



Structure Fire – Reinforced Attack 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, Divisions 2 and 3 and a Ventilation Group may be established). The Incident Commander has activated 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. An Information Officer is assigned to deal with inquiries from the media and local citizens.

ICS ORGANIZATION GUIDE						
C O M M A N D	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.					
INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS (PER TWELVE-HOUR OPERATIONAL PERIOD)						
(If camps are established, the minimum personnel requirements for the Base may be modified or additional personnel may be added to support camps.)						
UNIT POSITION		SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
		2	5	10	15	25
O P E R A T I O N S	Operations Section Chief	One Per Operational Period				
	Branch Director		2	3	4	6
	Division/Group Supervisor	2	5	10	15	25
	Strike Team Leaders	As Needed				
	Task Force Leaders	As Needed				
	Air Operations Director		1	1	1	1
	Air Tactical Group Supervisor	1	1	1	1	1
	Air Tanker/Fixed Wing Coordinator	As Needed				
	Helicopter Coordinator	As Needed				
	Air Support Group Supervisor	1	1	1	1	1
	Helibase Manager	One Per Helibase				
	Helispot Manager	One Per Helispot				
	Fixed Wing Support Leader	One Per Airport				
	Staging Area Manager	One Per Staging Area				
Technical Specialist	As Needed					
P L A N N I N G	Planning Section Chief	One Per Incident				
	Resources Unit Leader	1	1	1	1	1
	Status Recorders	1	2	3	3	3
	Check-In Recorders	As Needed				
	Technical Specialists	As Needed				
	Situation Unit Leader	1	1	1	1	1
	Field Observer		1	2	2	3
	Weather Observer	As Needed				
	GIS Technical Specialist	As Needed				
	Damage Inspection Specialist	As Needed				
	Aerial/Ortho Photo Analyst	As Needed				
	Display/Report Processor		1	1	1	2
	IR Equipment Operators	Two If Needed				
	Computer Terminal Operator		1	1	1	1
	Photographer			1	1	1
	Documentation Unit Leader		1	1	1	1
	Demobilization Unit Leader			1	1	1
	(Demobilization Recorders from Resources)	As Needed				

	UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)				
		2	5	10	15	25
L O G I S T I C S	Logistics Section Chief	One Per Incident				
	Service Branch Director	As Needed				
	Communications Unit Leader	1	1	1	1	1
	Incident Communications Manager	1	1	1	1	1
	Incident Dispatcher	1	2	3	3	4
	Message Center Operator		1	1	2	2
	Messenger		1	2	2	2
	Communications Technician		1	2	4	4
	Medical Unit Leader	1	1	1	1	1
	Medical Unit Assistant(s)	As Needed				
	Fireline EMT	As Needed				
	Responder Rehabilitation Manager	As Needed				
	Food Unit Leader		1	1	1	1
	Food Unit Assistant (each camp)	As Needed				
	Mobile Food Service		1	1	1	1
	Support Branch Director	As Needed				
	Supply Unit Leader		1	1	1	1
	Camp Supply Assistant (each camp)	As Needed				
	Ordering Manager			1	1	1
	Receiving/Distribution Manager		1	1	1	1
	Tool/Equipment Specialist			1	1	1
	Recorders		1	1	2	2
	Helpers		2	2	2	2
	Facility Unit Leader		1	1	1	1
	Base Manager		1	1	1	1
	Camp Manager (each camp)	As Needed				
	Facility Maintenance Specialist		1	1	1	1
	Security Manager		1	1	1	1
	Helpers		6	6	12	12
	Ground Support Unit Leader	1	1	1	1	1
	Equipment Manager		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					
F I N - A D M I N	Finance/Administration Section Chief	One Per Incident				
	Time Unit Leader		1	1	1	1
	Time Recorder, Personnel		1	3	3	5
	Time Recorder, Equipment		1	2	2	3
	Procurement Unit Leader		1	1	1	1
	Compensation/Claims Unit Leader		1	1	1	1
	Compensation Specialist	As Needed				
	Claims Specialist	As Needed				
	Cost Unit Leader		1	1	1	1
	Cost Analyst			1	1	1
Technical Specialist	As Needed					

T-CARD COLORS AND USES		
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
INCIDENT COMMAND SYSTEM FORMS		
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	

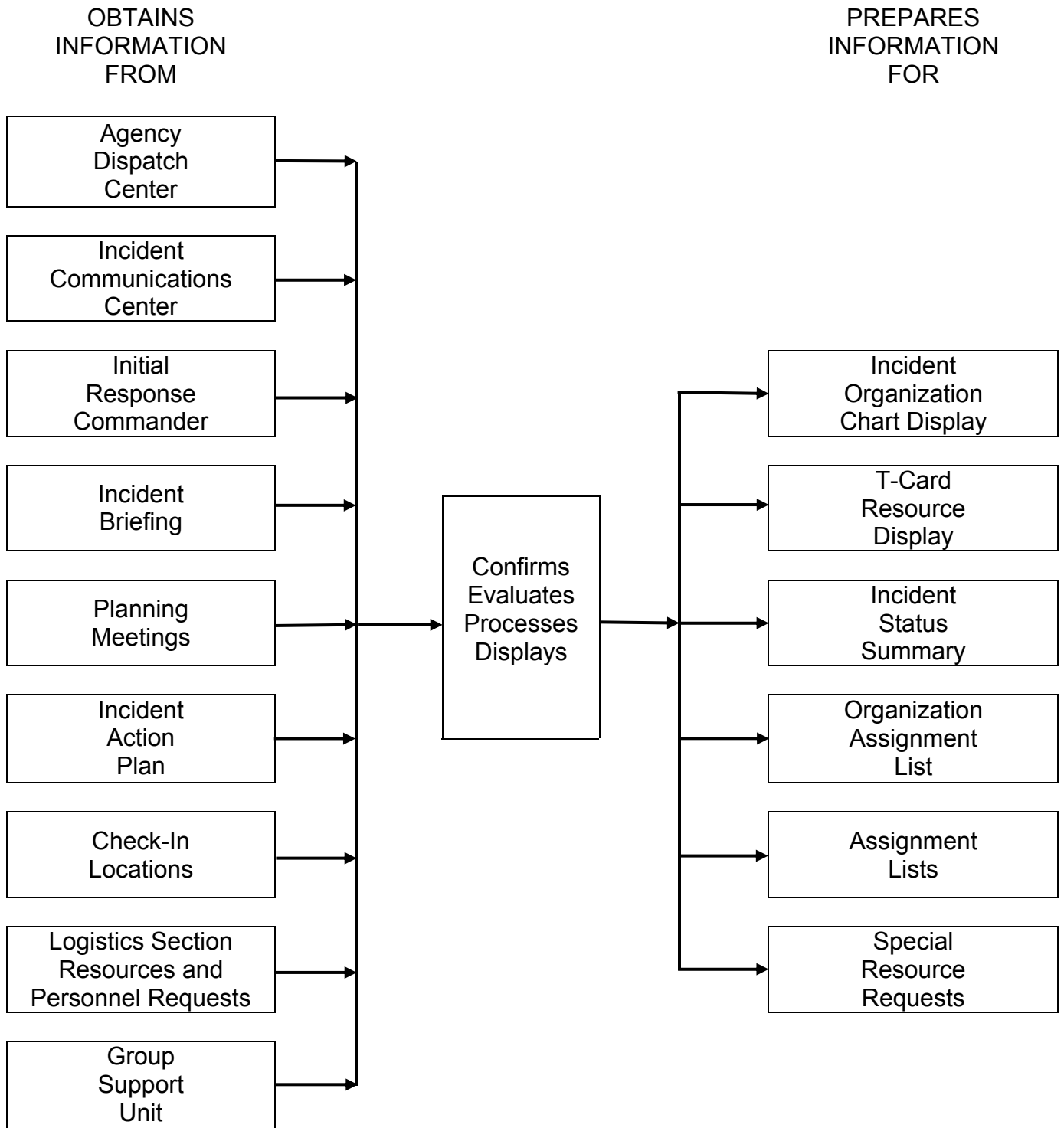
ICS MAP DISPLAY SYMBOLOGY

SUGGESTED FOR PLACEMENT ON BASE MAP		SUGGESTED FOR PLACEMENT ON OVERLAYS	
MINIMUM RECOMMENDED			
BLACK	<ul style="list-style-type: none"> HIGHLIGHTED GEOGRAPHIC OR MANMADE FEATURES 	RED	<ul style="list-style-type: none"> UNCONTROLLED FIRE EDGE SPOT FIRE HOT SPOT
BLACK	<ul style="list-style-type: none"> COMPLETED DOZER LINE COMPLETED LINE LINE BREAK COMPLETED 	ORANGE	<ul style="list-style-type: none"> FIRE SPREAD PREDICTION PLANNED FIRE LINE PLANNED SECONDARY LINE
RED	<ul style="list-style-type: none"> FIRE ORIGIN HAZARD (IDENTIFY TYPE OF HAZARD, e.g. POWER LINES) 	BLACK	<ul style="list-style-type: none"> BRANCHES DIVISIONS WIND SPEED AND DIRECTION INITIALLY NUMBERED CLOCKWISE FROM FIRE ORIGIN INITIALLY LETTERED CLOCKWISE FROM FIRE ORIGIN PROPOSED DOZER LINE FIRE BREAK (PLANNED OR INCOMPLETE)
BLUE	<ul style="list-style-type: none"> INCIDENT COMMAND POST INCIDENT BASE CAMP (IDENTIFY BY NAME) 	BLUE	<ul style="list-style-type: none"> REDFERN STAGING AREA (IDENTIFY BY NAME)
BLUE	<ul style="list-style-type: none"> HELISPOT (LOCATION AND NUMBER) HELIBASE REPEATER/MOBILE RELAY 		
OPTIONAL			
BLUE	<ul style="list-style-type: none"> TELEPHONE FIRE STATION WATER SOURCE (IDENTIFY TYPE, i.e. POND, CISTERN, HYDRANT) or e.g. MOBILE WEATHER UNIT IR GROUND LINK FIRST AID STATION 		

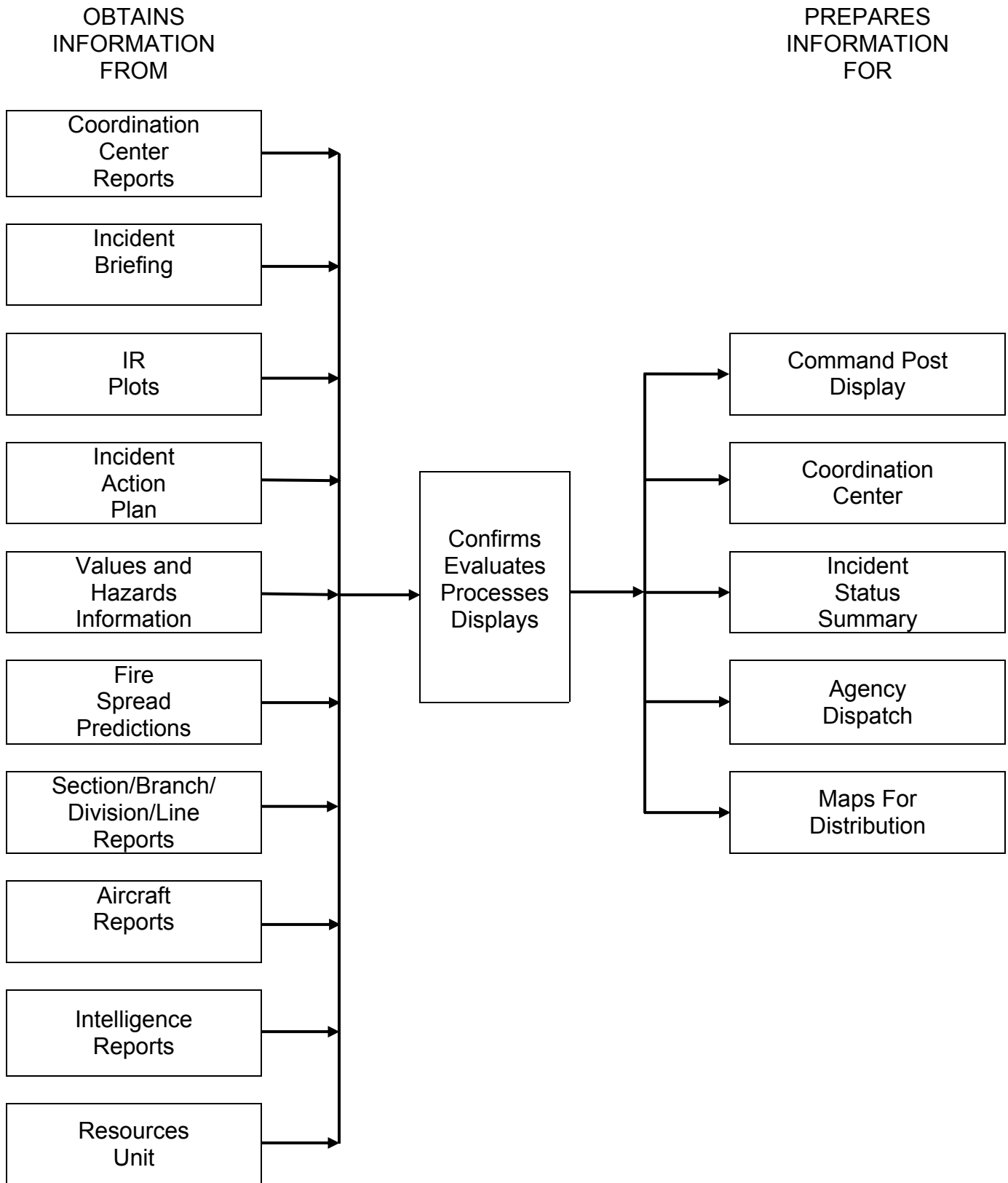
* - TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS (NO COLOR)

ALL OVERLAYS MUST CONTAIN REGISTRATION MARKS. THESE MAY CONSIST OF IDENTIFIED ROAD INTERSECTIONS, TOWNSHIP/RANGE COORDINATES, MAP CORNERS, ETC.

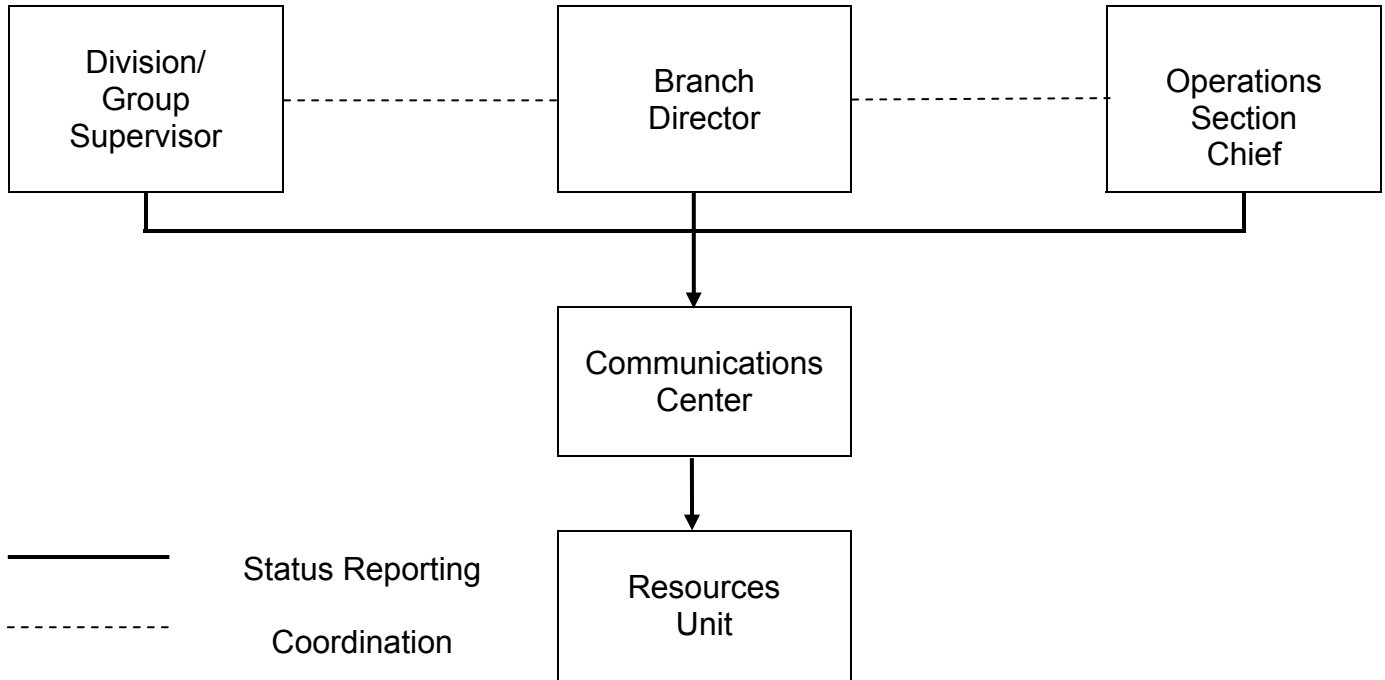
RESOURCES UNIT FUNCTIONS AND INTERACTIONS



SITUATION UNIT FUNCTIONS AND INTERACTIONS

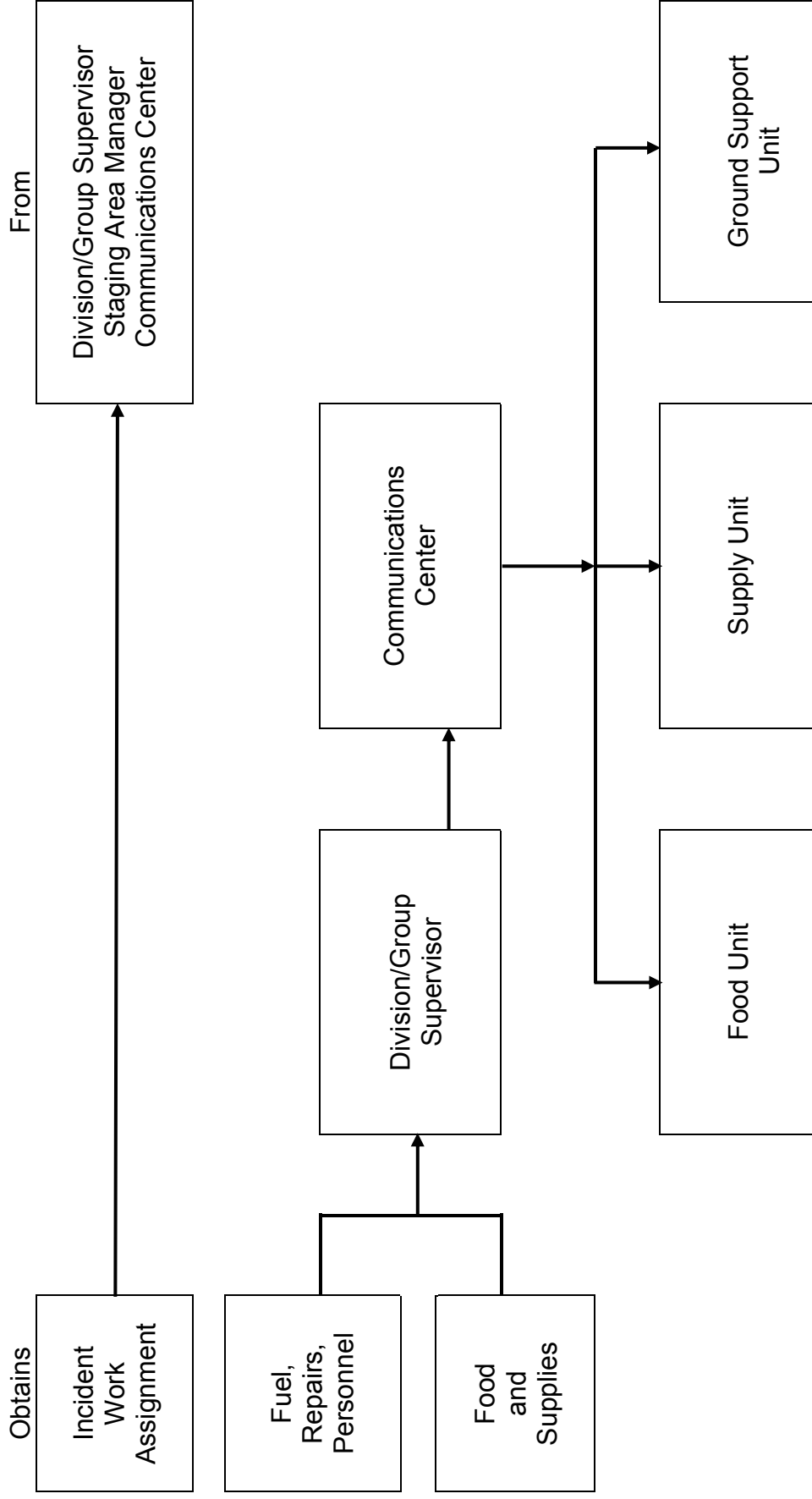


RESOURCE STATUS CHANGE REPORTING



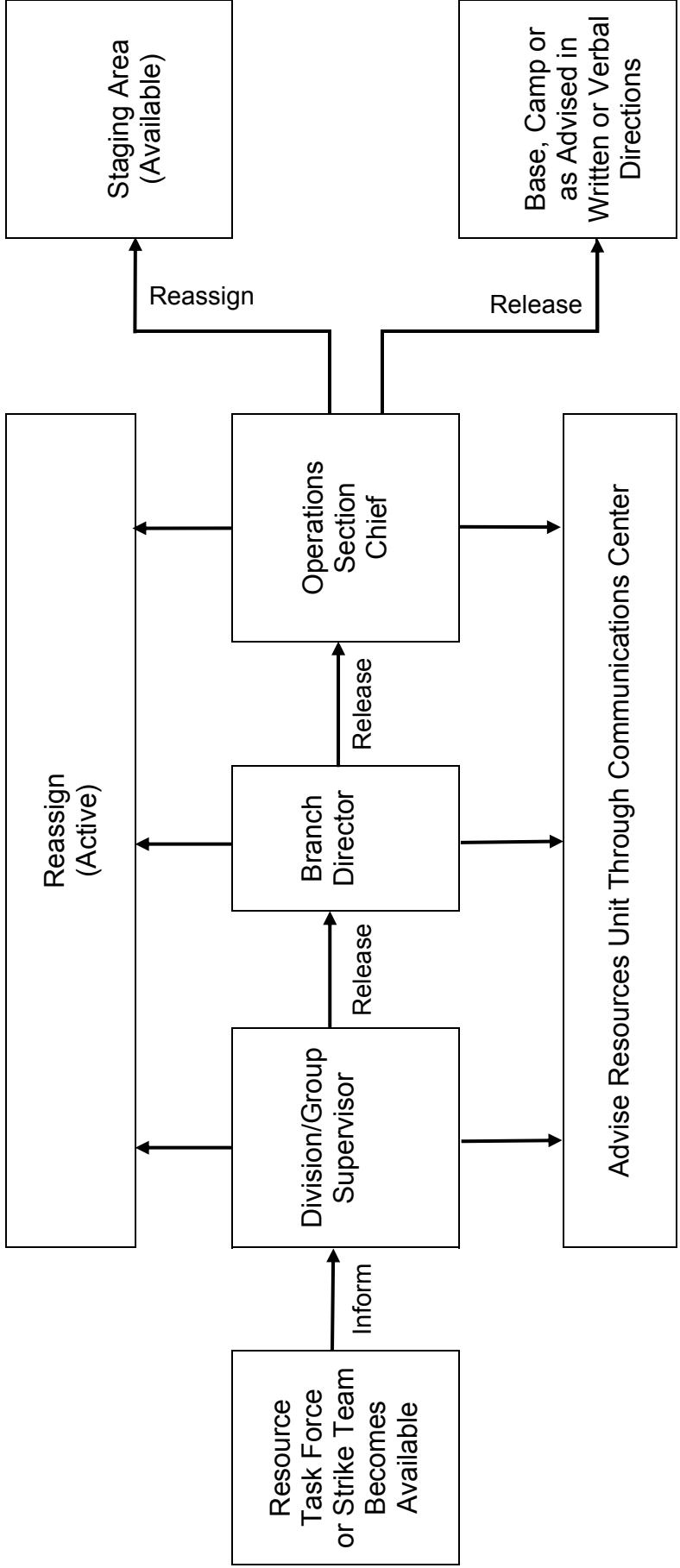
1. Report:
 - A) Resources changing status (assigned, available, out of service)
 - B) Resources moving between Divisions
2. Note: Authority who approves the status change is responsible for reporting it to Resources Unit

STRIKE TEAM LEADER INTERACTIONS



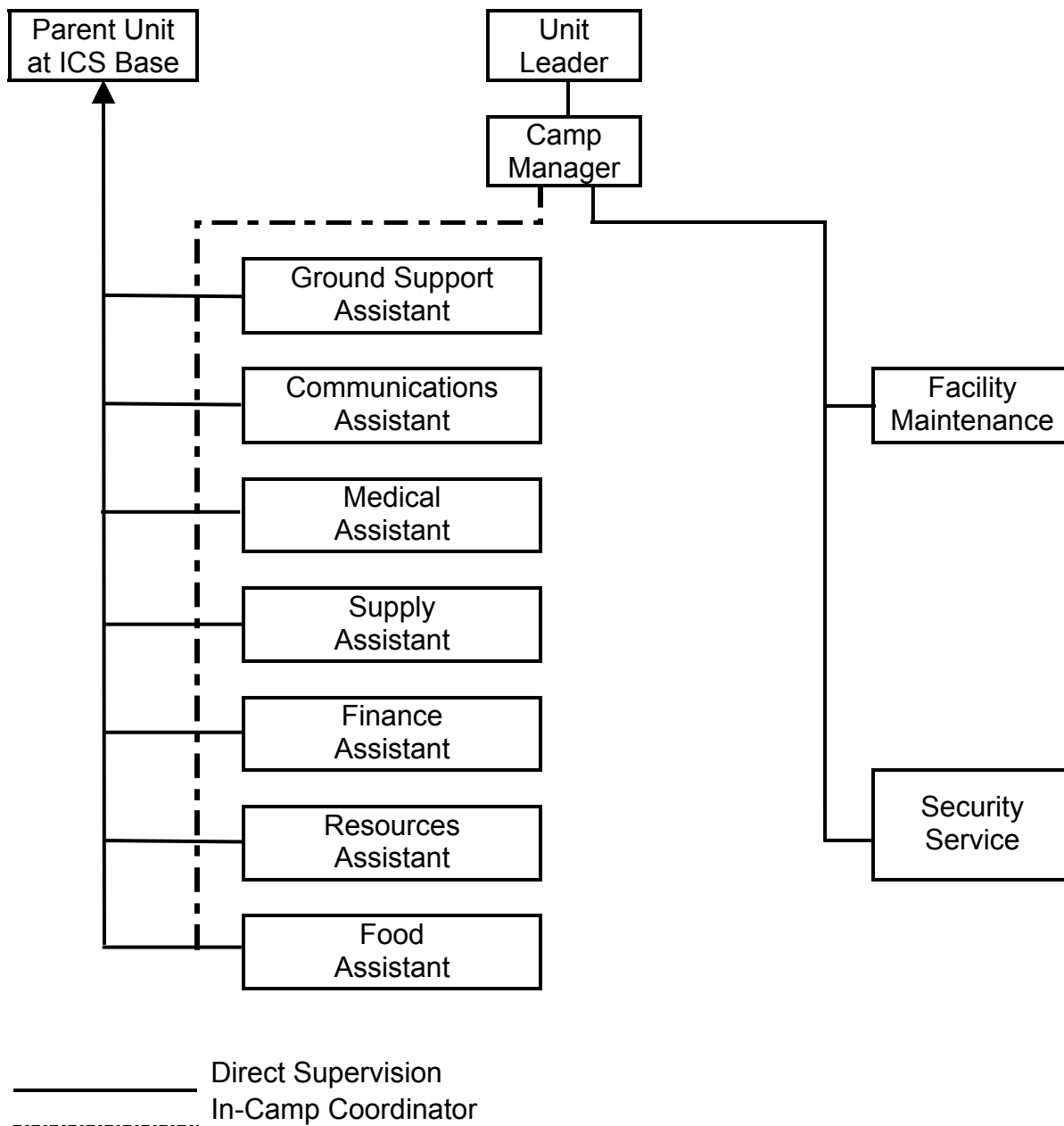
Note: Out-of-service resources interact directly with appropriate units for service and support

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 12

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	1000 GPM 400 Gal. 1200 Ft. 400 Ft. 200 Ft. 20 Ft. Ext. 500 GPM 4	500 GPM 400 Gal. 1000 Ft. 500 Ft. 300 Ft. 20 Ft. Ext. - 3	120 GPM 300 Gal. - 1000 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 2000 Gal.	120 GPM 1000 Gal.	50 GPM 1000 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"> • Highest training level • No use restriction • Fully mobilized • Highest experience level • Fully equipped • Permanently assigned supervision 	<ul style="list-style-type: none"> • Minimum training or • Some use restriction or • Not fully mobilized or • Moderate experience or • Minimum equipment or • No assigned supervision
<p>* Indicates <u>minimum</u> number of crew personnel including supervision.</p>			<p><u>State</u> <u>Federal</u> CDC (12) Hotshot (18) CYA (12) Regular (18) CCC (12) Fly Crew (10) Fly Crew (8)</p> <p><u>Local Govt.</u> Inmate (12) Fly Crew (8) Paid (10) Hotshot (18)</p>	<p>Federal (Blue Card) (18) State (12)</p>

RESOURCE	RADIO CALL	COMPONENTS	TYPES			
			1	2	3	4
Fire Boat	Boat	Pumping Capability	5,000 GPM	1000 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, DC-7	1,800 DC-4 SP2H,P2V	600 S-2	100 Thrush
Helicopters	Copter	Seats, including pilot Card weight capacity (lbs) Gallons Examples:	16 5000 700 Bell 214	10 2500 300 Bell 204, 205, 212	5 1200 100 Bell 206	3 600 75 Bell 47
Helitanker	Helitanker	- Fixed Tank - Air tanker Board Certified - 1,100 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	1000	300	
Fuel Tender	Fuel Tender	Fuel Specify: Gas, Jet Fuel, Diesel, Etc.	1000 Gal	100 Gal	
Heavy Equipment Transport	Transport	Capacity Examples:	Heavy D-7, D-8	Medium D-6	Light D-4
Portable Pump	N/A	Pumping Capacity	500 GPM	250 GPM	50 GPM
Illumination Unit	Light	Lighting Units (500 watts each) Extension Cord Specify: Mounted or Portable	6 1000 Ft.	3 500 Ft.	
Mobile Communications	Comm	<ul style="list-style-type: none"> • Consoles/ Workstations • Frequency Capability • Power Source • Telephone Systems • Personnel 	2 Multi Range*, Programmable Internal 6 Trunk/16 Extension Lines 2	2 Multi Range*, Programmable Internal 2	1 Single Range**, Programmable External 1
* Multi Range: 150-174 MHz, 450-470 MHz, 800 MHz (Simplex and Repeated) ** Single Range: 150-174 MHz only					
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
ENGINE	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									
	H		Type 2 Handcrews may have use restrictions									
DOZERS	K	2 – Type 1 1 – Dozer Tender	Heavy Dozer Minimum 200 HP (D-7, D-8 or equivalent)									
	L	2 – Type 2 1 – Dozer Tender	Medium Dozer Minimum 100 HP (D-5, D-6 or equivalent)									
	M	2 – Type 3 1 – Dozer Tender	Light Dozer Minimum 50 HP (D-4 or equivalent)									

CHAPTER 13
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 primary functions will be directed by the Hazardous Materials Group Supervisor or the Hazardous Materials Branch Director (if activated), 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

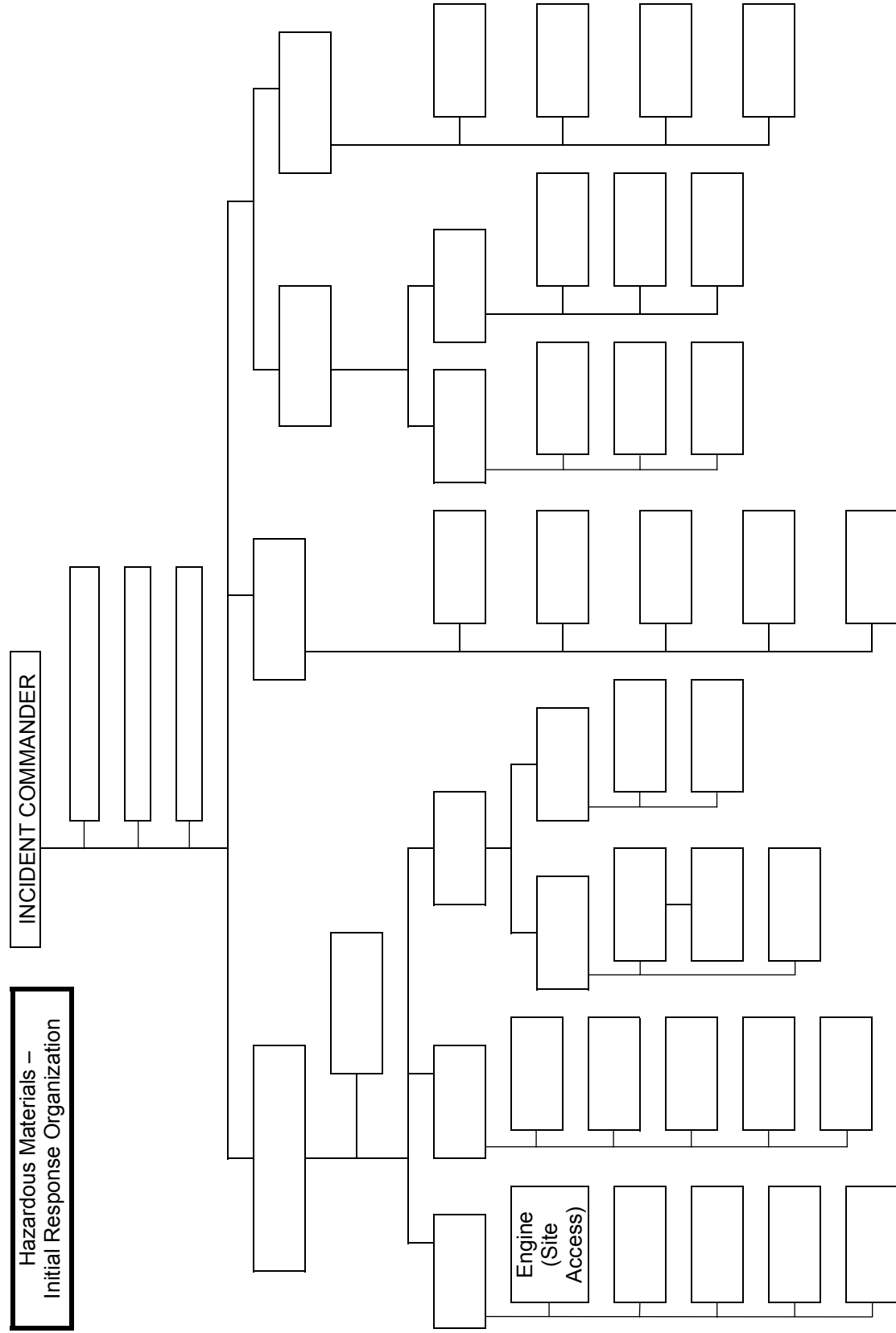
A series of examples of modular development are included to illustrate one method of expanding the incident organization.

Initial Response - Initial response resources are managed by the Incident Commander who will handle all Command and General Staff responsibilities.

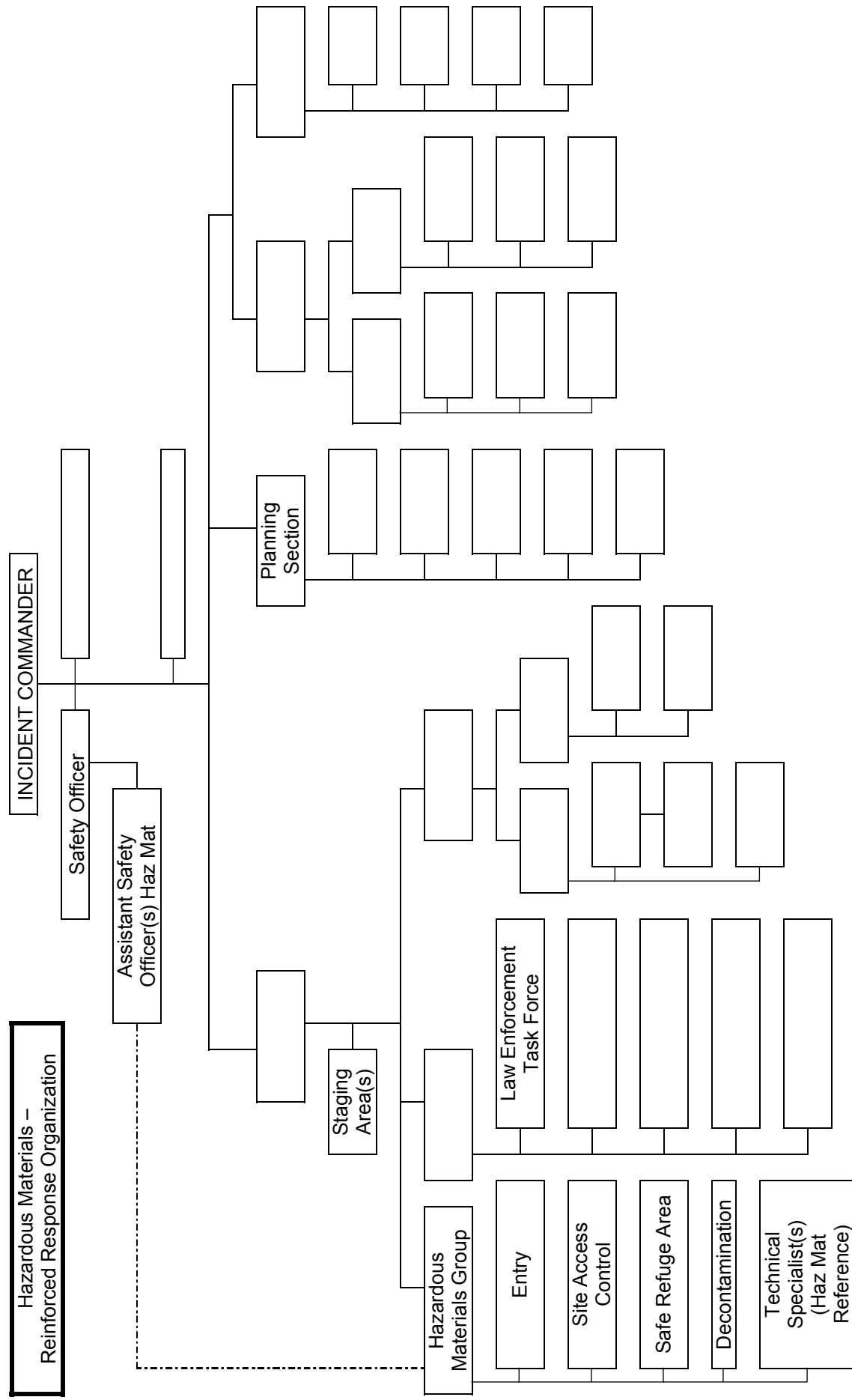
Reinforced Response - (three to fifteen fire and/or law enforcement units) The two Incident Commanders have met and have established Unified Command. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have organized Law Enforcement units into a task 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.

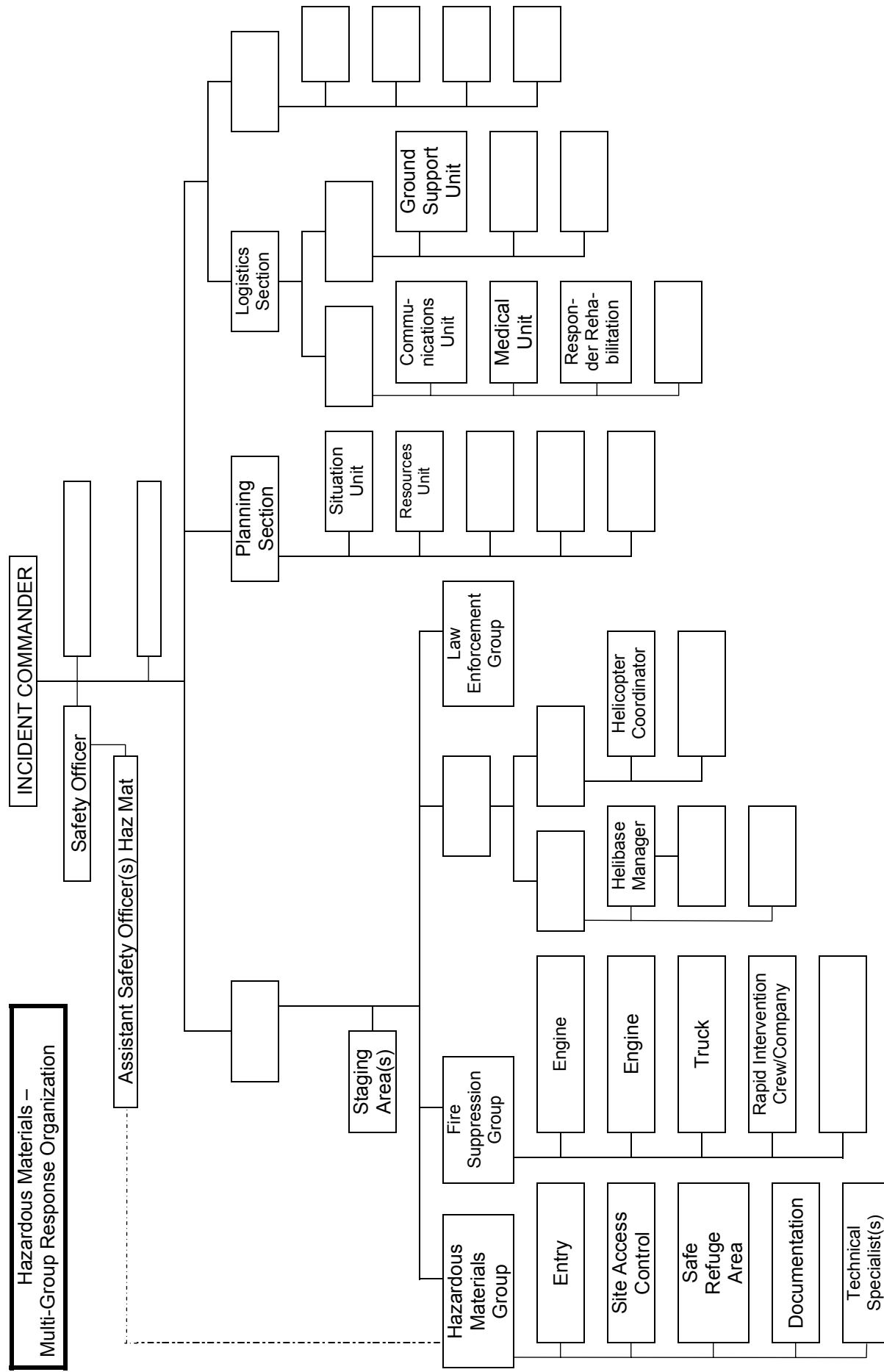
Multi-Branch - The Incident Commanders have activated all Command and General Staff positions and have established four branches in the Operations Section.



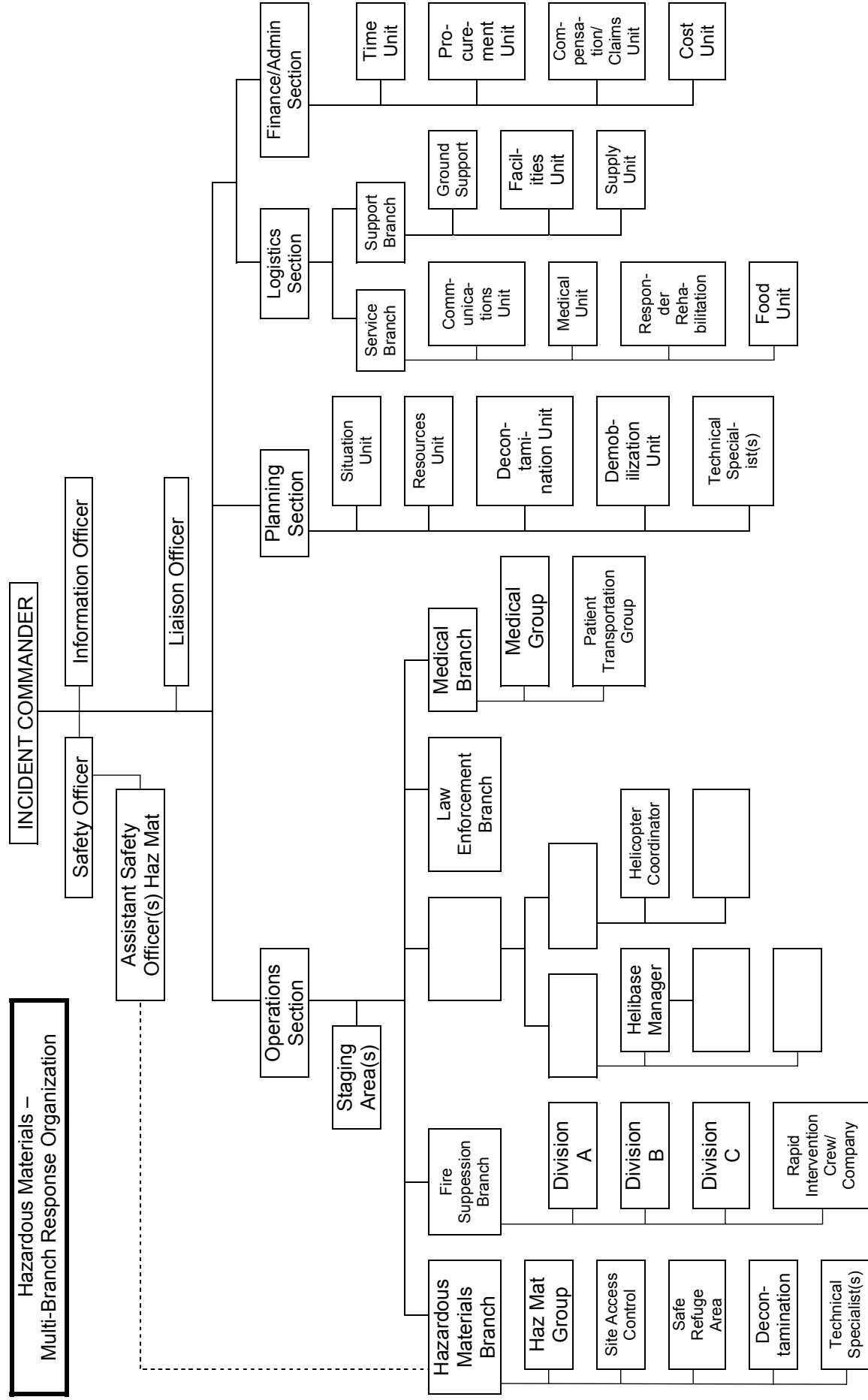
Hazardous Materials – Initial Response Organization (example): The Engine Company has arrived to find a release of a Hazardous Materials and is initiating immediate actions to isolate the area (Site Access). In addition, the Company Officer has assumed Incident Command and is ordering additional resources.



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-Group Response Organization (example): Additional resources have arrived and the incident Commander has established a Fire Suppression Group to address other risks on the incident. Aviation resources are assigned and appropriate supervision is established. Planning and Logistics Sections are partially established. An Assistant Safety Officer is specifically assigned to the Hazardous Materials Group.



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 (ICS-HM-222-1) - 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 (ICS-HM-222-2) - 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 (ICS-HM-222-3) - 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
- f. Contamination Reduction Zone.
- g. Maintain communications and coordinate operations with the Entry Leader.
- h. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- i. Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
- j. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.
- k. Maintain Unit/Activity Log (ICS Form 214).

SITE ACCESS CONTROL LEADER (ICS-HM-222-4) - 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 (ICS-HM-222-5) -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 (ICS-HM-222-6) - 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 (ICS-HM-222-7) - 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:

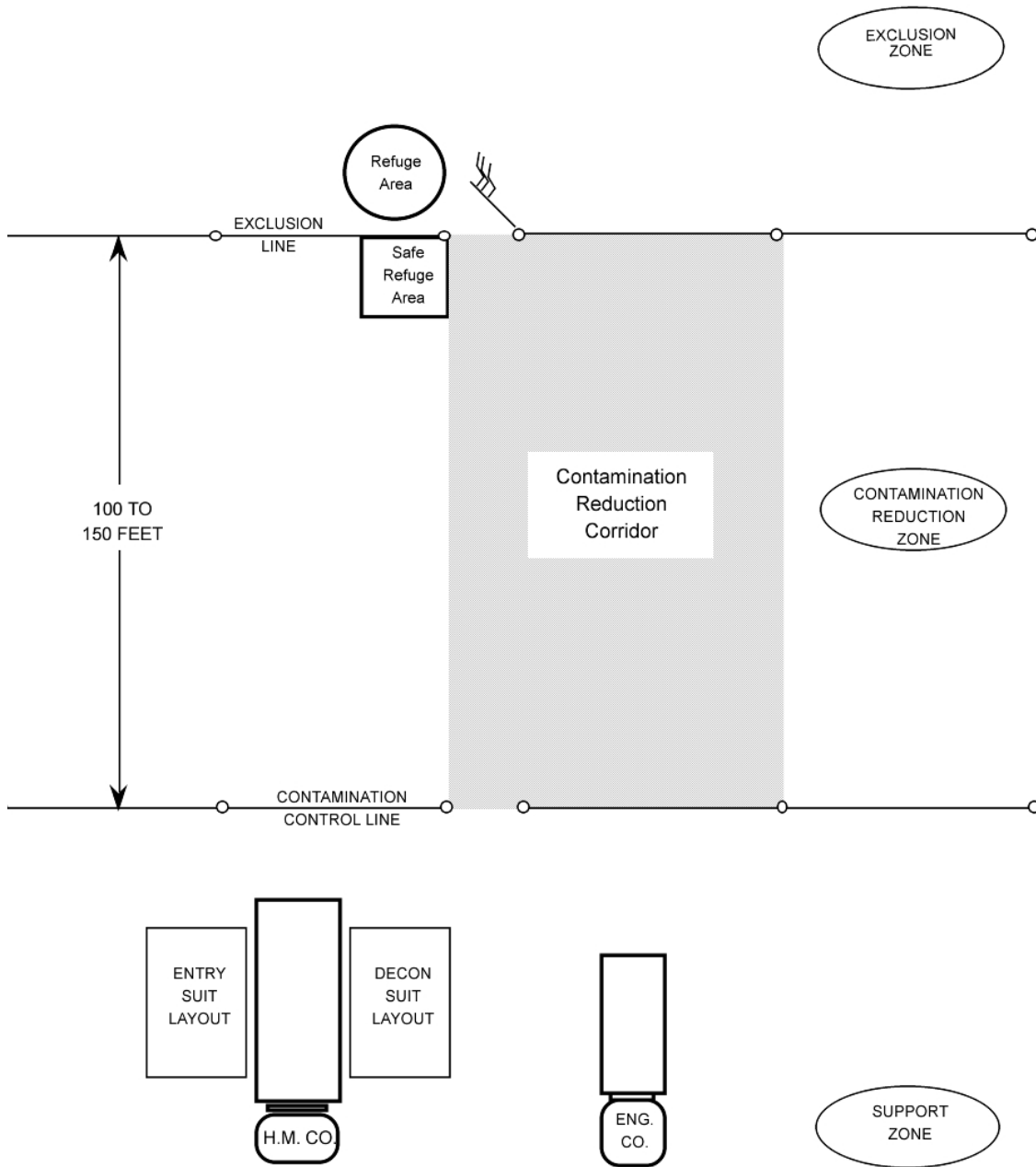
- a. Isolate the incident area.
- b. Manage crowd control.
- c. Manage traffic control.
- d. Manage public protective action.
- e. Provide scene management for on-highway incidents.
- f. Manage criminal investigations.
- g. Evidence collection.

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 clean up.

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

Components	Type I	Type II	Type III
Field Testing	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
Air Monitoring	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		
Sampling: Capturing Labeling Evidence Collection	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
Radiation Monitoring And Detection	Gamma	Gamma	Gamma
	Beta	Beta	
	Alpha	Alpha	
	Radio Nuclei		
Chemical Protective Clothing: Ensembles	Liquid-Splash Protective	Liquid-Splash Protective	Liquid-Splash Protective
	Vapor Protective	Vapor Protective	
	Flash Fire Vapor Protective	Flash Fire Vapor Protective	
	WMD Chem / Bio Vapor Protective		
	WMD Chem / Bio Liquid Splash Protective		

Components	Type I	Type II	Type III
Chemical Protective Clothing: Gloves - Boots	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		
Technical Reference	Printed and Electronic	Printed and Electronic	Printed and Electronic
	Plume Air Modeling, Map Overlays	Plume Air Modeling, Map Overlays	
	WMD Chem / Bio Sources		
Special Capabilities	Heat Sensing	Heat Sensing	
	Night Vision	Night Vision	
	Digital Photo	Digital Photo	
	Digital Video		
Intervention	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		
Decontamination Primary	Known Chemicals	Known Chemicals	Known Chemicals
	Unknown Chemicals	Unknown Chemicals	
	WMD Chem / Bio		
Communications	In-Suit	In-Suit	In-Suit
	Cell Phone	Cell Phone	Cell Phone
	Wireless Fax, Copy, Web Access	Wireless Fax, Copy, Web Access	

Components	Type I	Type II	Type III
Respiratory Protection	SCBA	SCBA	SCBA
	Umbilical Air Support		
	APR or PAPR, WMD Chem / Bio Compliant		
Personnel: Training & Staffing	Haz Mat Specialist ② WMD Chem / Bio ③ 7 ④	Haz Mat Specialist ② 5 ④	Haz Mat Technician ① 5 ④

1. All company personnel must meet the hazardous materials training requirements for Technician in CCR Title 19, Section 2520.
2. All company personnel must meet the hazardous materials training requirements for Specialist in CCR Title 19, Section 2520.
3. All company personnel trained to WMD Chem / Bio: Training shall be, at a minimum, equivalent to the 24-hour CSTI curricula "Technician Specialist Terrorism".
4. One company member trained to minimum level of Assistant Safety Officer HAZMAT (ICS-HM-222-5).
5. The explanation of components and criteria document will be located in the OSD and in the FIRESCOPE website (www.firescope.org).
6. 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).

CHAPTER 14
MULTI-CASUALTY

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Simple Triage and Rapid Transport (START) System Flowchart 14-12

MEDICAL BRANCH

DEFINITION

The Medical Branch structure is designed to provide the Incident Commander with a basic, expandable system for managing a large number of patients during an incident. If incident conditions warrant, one or more additional Medical Groups may be established under the Medical Branch Director. The degree of implementation will depend upon the complexity of the incident.

MULTI-CASUALTY ICS FORMS

ICS-MC-305 Multi-Casualty Branch Worksheet
ICS-MC-306 Multi-Casualty Recorder Worksheet
ICS-MC-308 Multi-Casualty Hospital Resource Availability
ICS-MC-310 Multi-Casualty Ambulance Resource Status
ICS-MC-312 Medical Supply Receipt and Inventory

MODULAR DEVELOPMENT

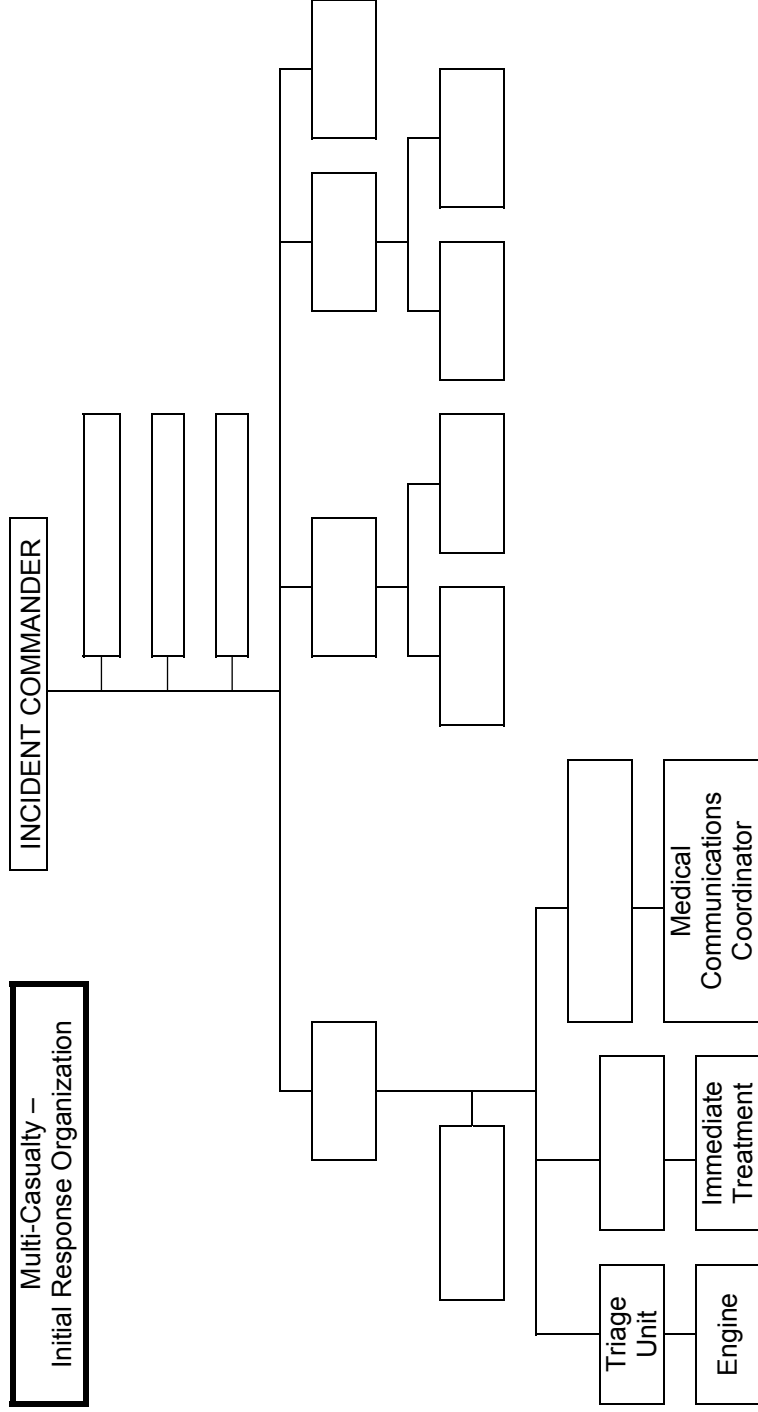
A series of examples for the modular development of the Medical Branch within an incident involving mass casualties are included to illustrate one possible method of expanding the incident organization.

Initial Response Organization: Initial response resources are managed by the Incident Commander who will handle 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.

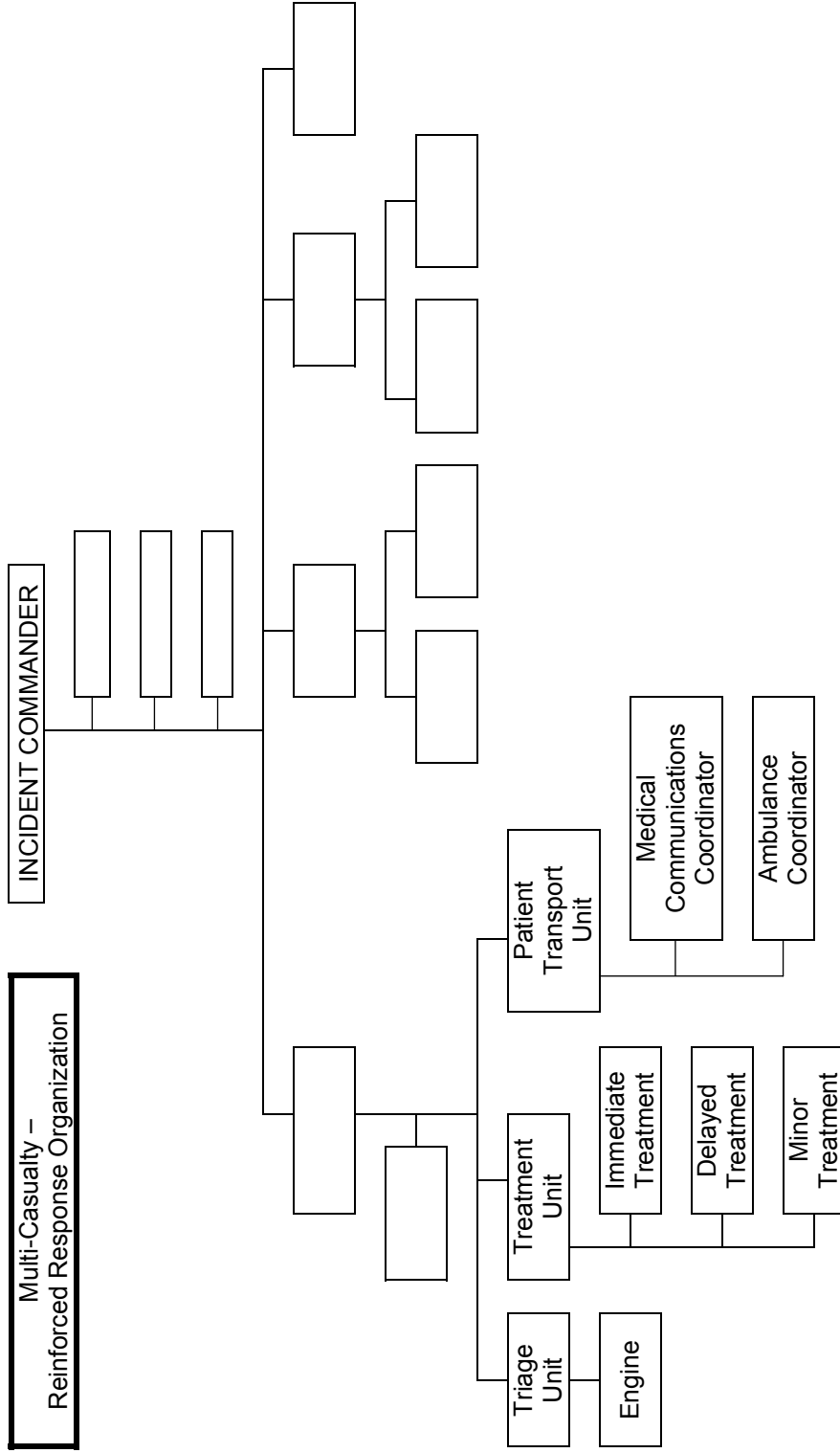
Reinforced Response Organization: In addition to the initial response, the Incident Commander establishes a Triage Unit Leader, a Treatment Unit Leader, Patient Transport Unit Leader and Ambulance Coordinator. Also, patient treatment areas are established and staffed.

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.

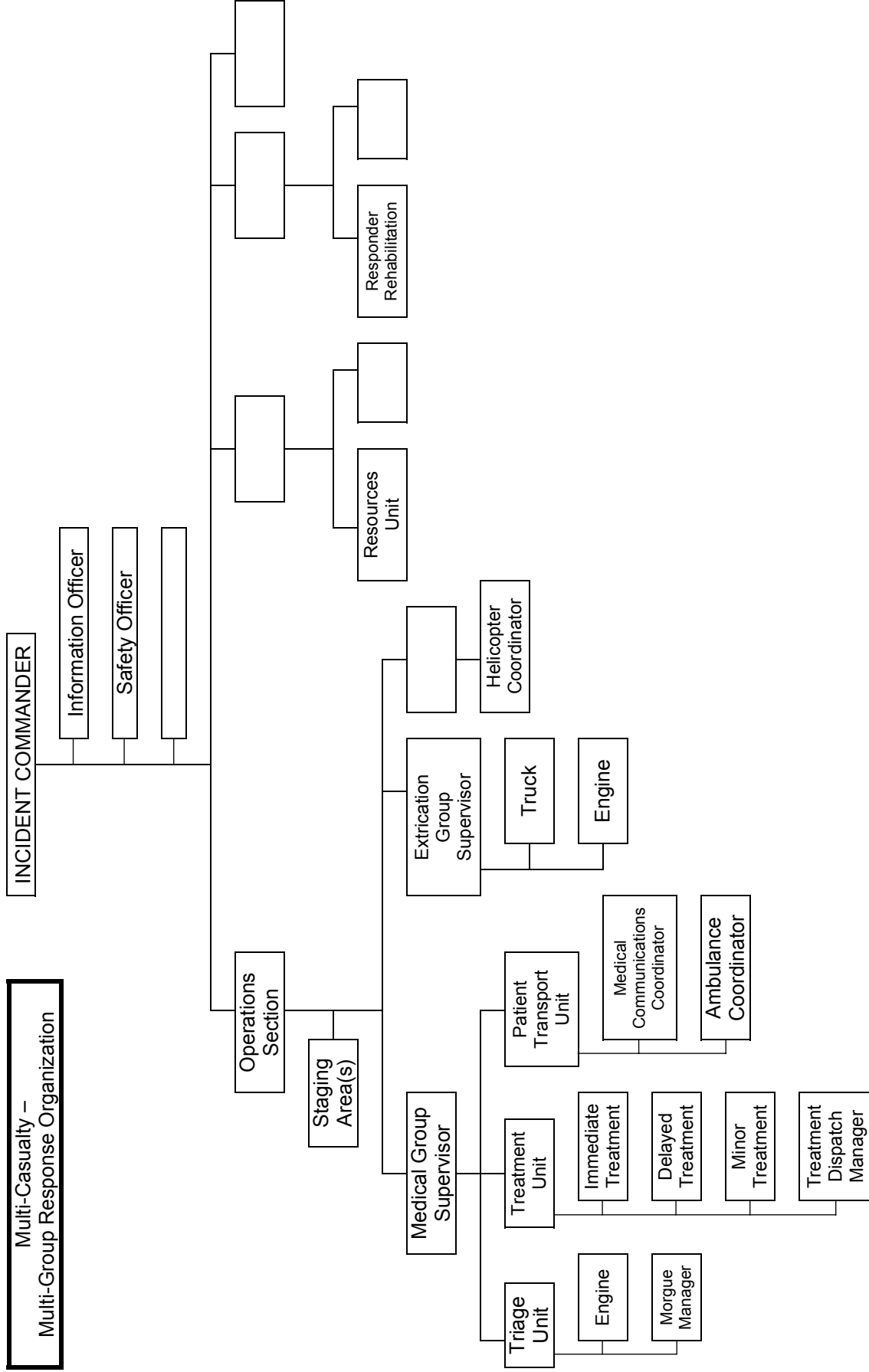
Multi-Branch Incident Organization: The complete incident organization shows the Multi-Casualty Branch and other Branches. The Multi-Casualty Branch now has multiple Medical Groups (geographically separate) but only one Patient Transportation Group. This is because all patient transportation must be 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 Transport (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.

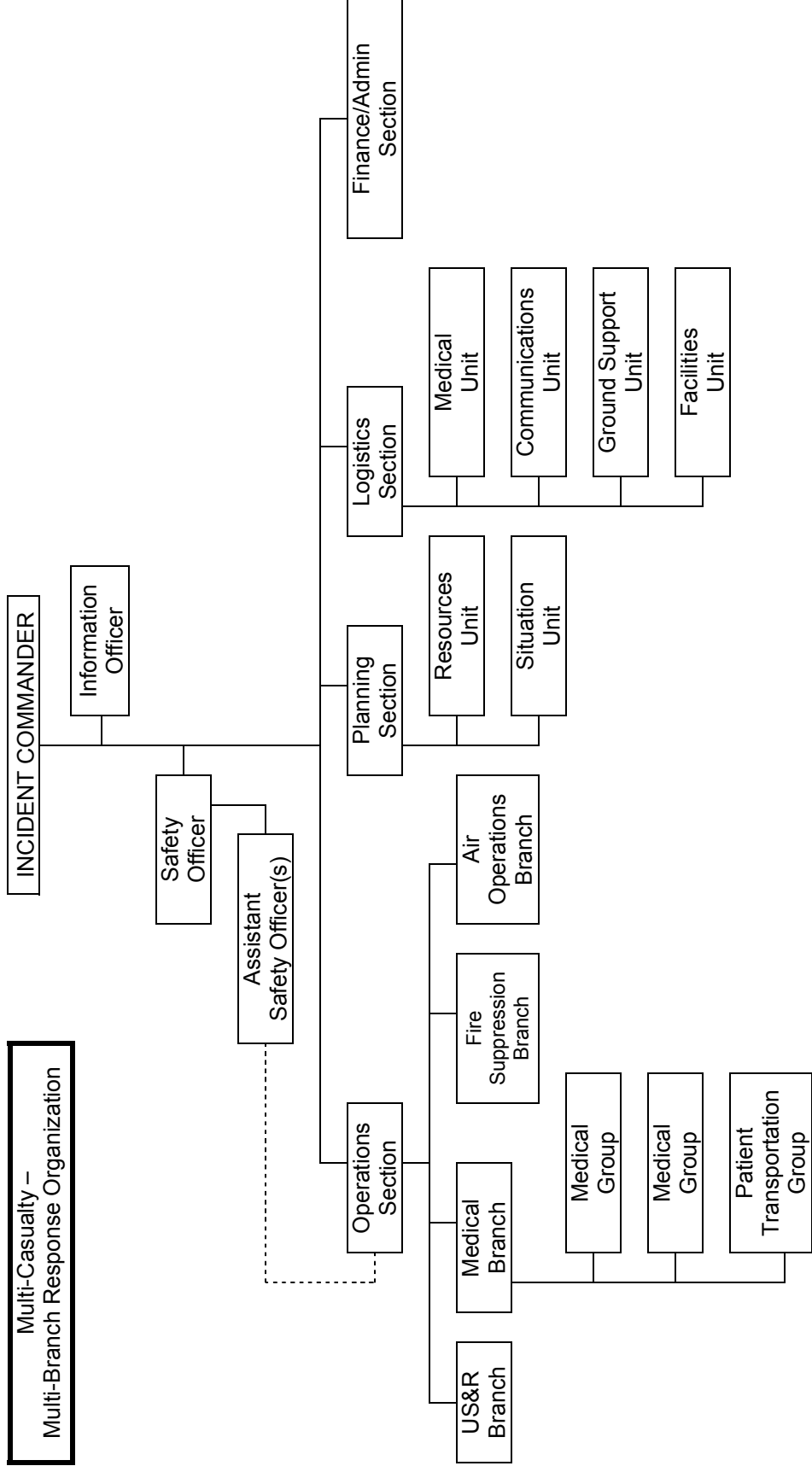


Multi-Casualty – Reinforced Response Organization (example): With the arrival of additional engine companies, an additional ambulance and an Ambulance Supervisor, the Incident Command has established Unit Leaders, reinforced the Treatment Areas, established a Patient Transport Unit and activated an Ambulance Coordinator.



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 treatment area. A Helicopter Coordinator 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 elected elements of the Planning and Logistics Sections.

**Multi-Casualty –
Multi-Branch Response Organization**



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, Fire Suppression and Air Operations) 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 (ICS-MC-222-1) - 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.
- e. Report to Operations Section Chief on Branch activities.
- f. Maintain Unit/Activity Log (ICS Form 214).

MEDICAL GROUP/DIVISION SUPERVISOR (ICS-MC-222-3) - The Medical Group/Division 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/Division 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 (ICS-MC-222-5) - 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 (ICS-MC-222-4) - 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 (ICS-MC-222-2) -

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 (ICS-MC-222-7) - 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 Communication 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)

GROUND AMBULANCE COORDINATOR (ICS-MC-222-8) - The Ground Ambulance Coordinator reports to the Patient Transportation Unit Leader, manages the Ambulance Staging Area(s), and dispatches ambulances as requested.

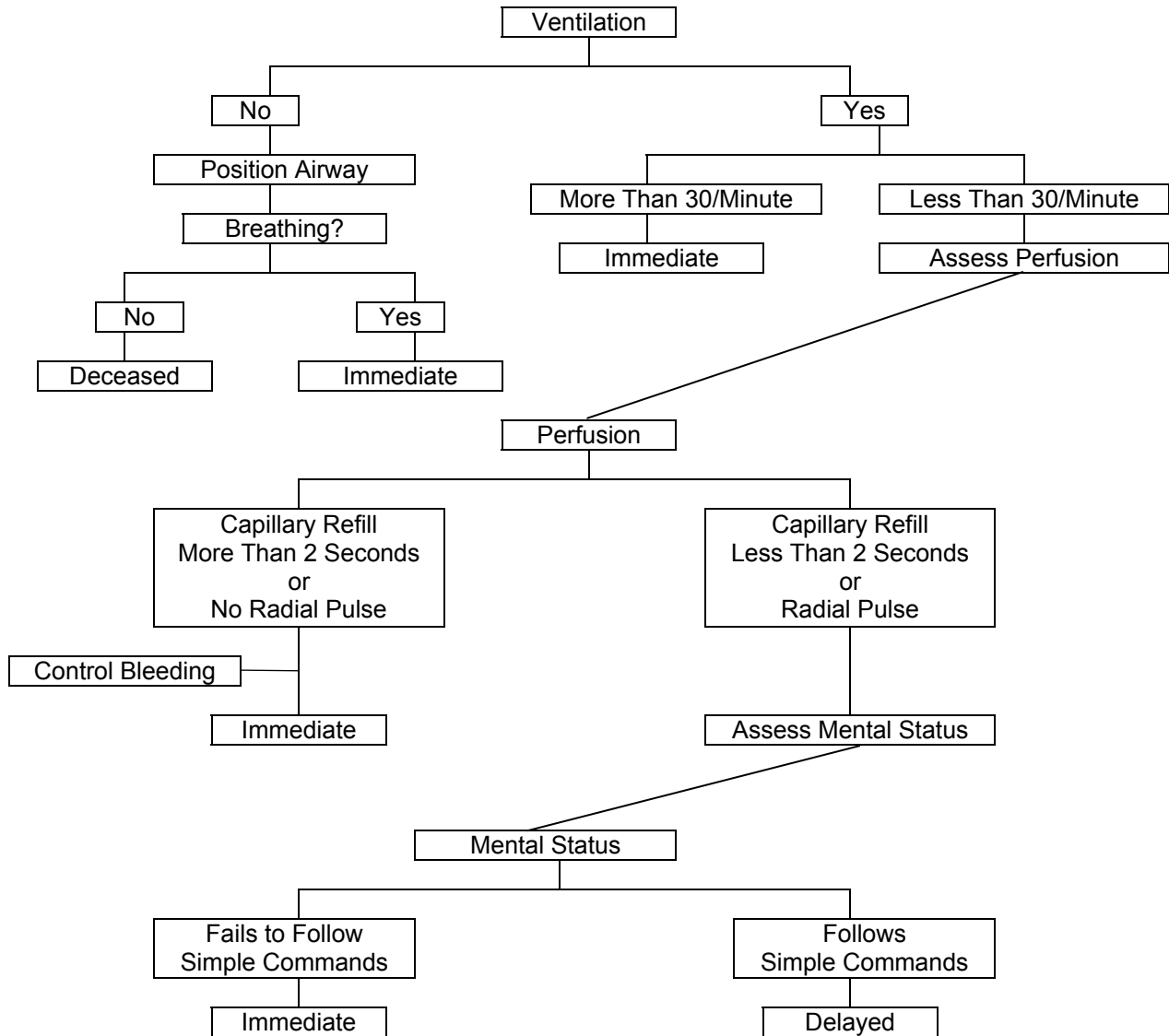
- a. Review Common Responsibilities (Page 1-2).
- b. Establish appropriate staging area for ambulances.
- c. Establish routes of travel for ambulances for incident operations.
- d. Establish and maintain communications with the Air Operations Branch Director regarding Air Ambulance Transportation assignments.
- 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 (ICS-MC-222-6) -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 is established, this position would coordinate with the Logistics Section Chief or Supply Unit Leader.

SIMPLE TRIAGE AND RAPID TRANSPORT (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 15

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 Urban Search and Rescue operations will be directed by the first arriving public safety officer who will assume command as the Incident Commander (IC). 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 IC 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 Urban Search and Rescue 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 Urban Search and Rescue 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.

Urban Search and Rescue 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 IC 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 Urban Search and Rescue 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 Urban Search and Rescue incident that builds from an initial response to a Multi-Branch organization.

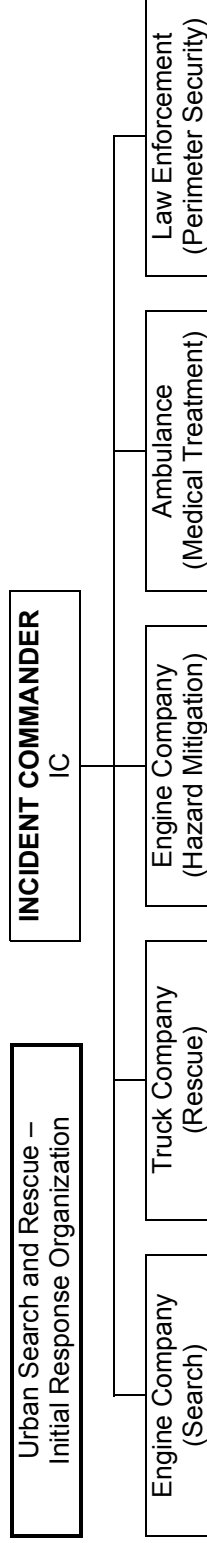
ICS MODULAR DEVELOPMENT EXAMPLES

Initial Response Organization (example): The first arriving Public Safety Officer will assume command of the incident as the Incident Commander (IC). The IC 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 IC 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.

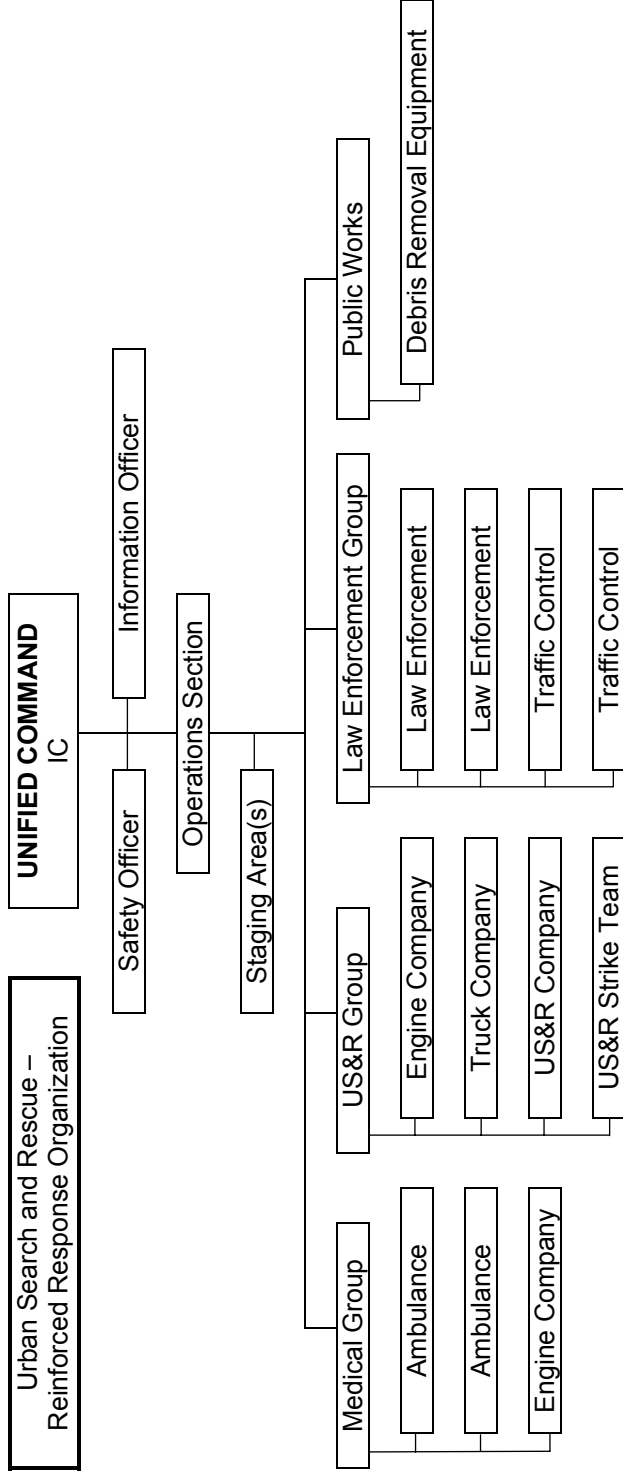
Reinforced Response Organization (example): In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The IC forms a Unified Command with the senior ranking Law Enforcement official on scene and has established a Safety Officer 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 IC 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.

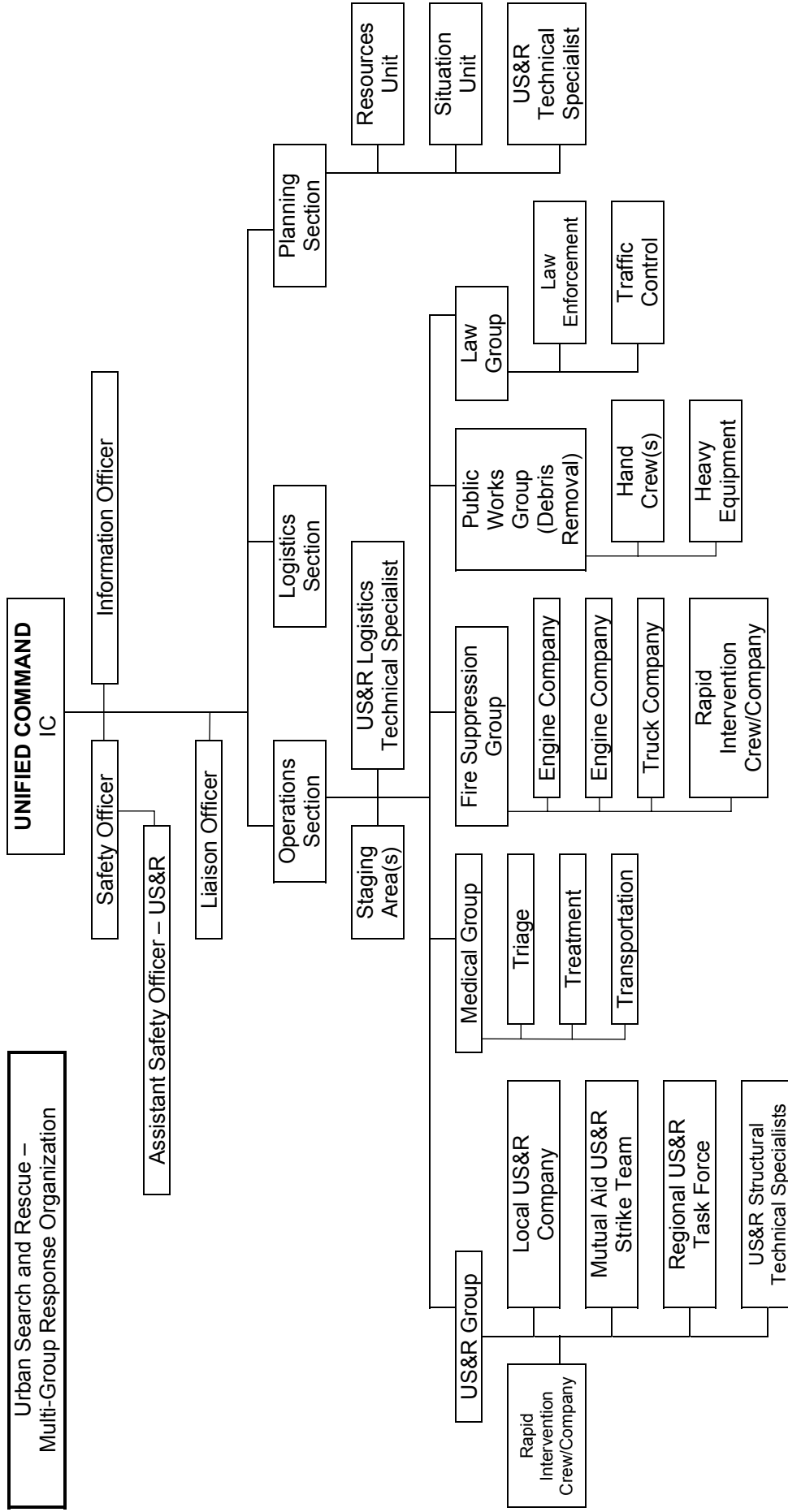
Multi-Branch Response Organization (example): The Incident Commander has assigned a Finance/Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Administration Section have several Units operational to support the large amount of resources at the incident.



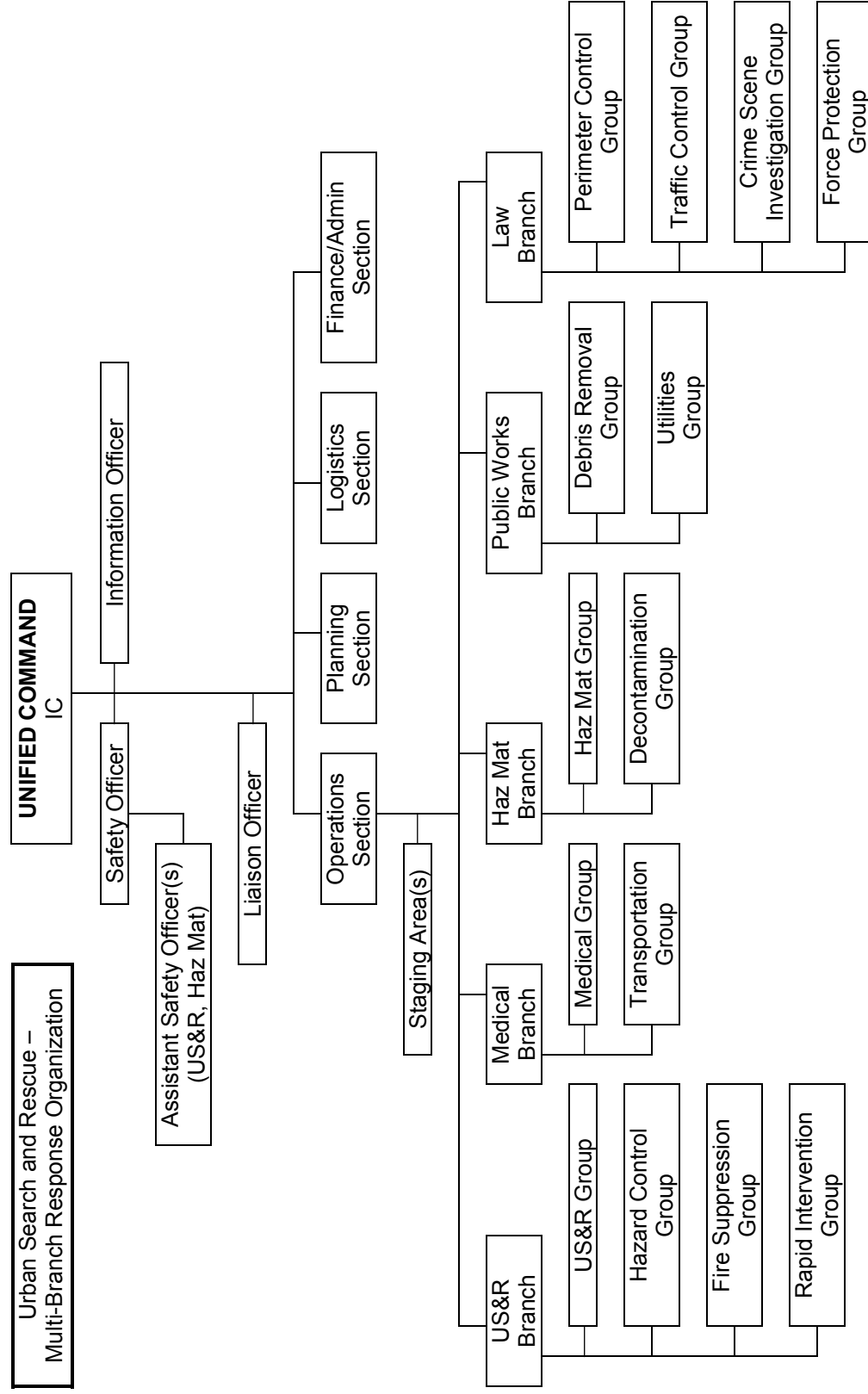
US&R Initial Response Organization (example): The first arriving Public Safety Officer will assume command of the incident as the Incident Commander (IC). The IC will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, then the IC 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 IC 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 IC 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.
- b. Obtain briefing from the appropriate supervisor.
- c. Participate in the preparation of and implement the Incident Safety Plan.
- d. Advise the appropriate supervisor of deviations from the Incident Safety 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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)

Type	Type 1 (Heavy)	Type 2 (Medium)	Type 3 (Light)	Type 4 (Basic)
	<ul style="list-style-type: none"> • Heavy Floor Construction • Pre-cast Concrete Construction • Steel Frame Construction • High Angle Rope Rescue (including highline systems) • Confined Space Rescue (permit required) • Mass Transportation Rescue 	<ul style="list-style-type: none"> • Heavy Wall Construction • High Angle Rope Rescue (not including highline systems) • Confined Space Rescue (no permit required) • Trench and Excavation Rescue 	<ul style="list-style-type: none"> • Light Frame Construction • Low Angle Rope Rescue 	<ul style="list-style-type: none"> • Surface Rescue • Non-Structural Entrapment in Non-Collapsed Structures

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 Urban Search and Rescue Operations. The Regional US&R Task Force is staffed by personnel from either the Region or Operational Area.			
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 Urban Search and Rescue 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

Kind	Strike Team Types	Number/Type	Minimum Task Capabilities	Strike Team Leader	Per Single Resource	Total Personnel
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

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

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"> • Detections in largest search areas • Detection ability amidst numerous distractions 	<ul style="list-style-type: none"> • Detection in limited sized areas • All general construction categories • Extensive obstacle agility 	<ul style="list-style-type: none"> • Light Frame Construction • Confined areas 	<ul style="list-style-type: none"> • Surface Rescue • Non-structural entrapment in non-collapsed structures • Obstacle agility
US&R Technical Search Team		Technical Search Team Number identifier (<i>Tech Search Team 1</i>)	Personnel (2)	<ul style="list-style-type: none"> • Audible and optical search equipment to conduct technical search 			

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"> • Detections in largest search areas • Detection ability amidst numerous distractions 	<ul style="list-style-type: none"> • Detection in limited sized areas • All general construction categories • Extensive obstacle agility 	<ul style="list-style-type: none"> • Light Frame Construction • Confined areas 	<ul style="list-style-type: none"> • Surface rescues • Non-structural entrapment in non-collapsed structures • Obstacle agility

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	Type 2	Type 3
Law Enforcement Canine	<p>Cadaver Basic</p> <ul style="list-style-type: none"> • Body above ground • Sub-surface disarticulated • Hanging • Simple structure 	<p>Live or Deceased</p> <ul style="list-style-type: none"> • Body above ground • Hanging • Live person, must be area certified • Status of subject unknown 	<p>Water</p> <ul style="list-style-type: none"> • Submerged • Floating • Shoreline

HEAVY EQUIPMENT RESOURCE TYPING

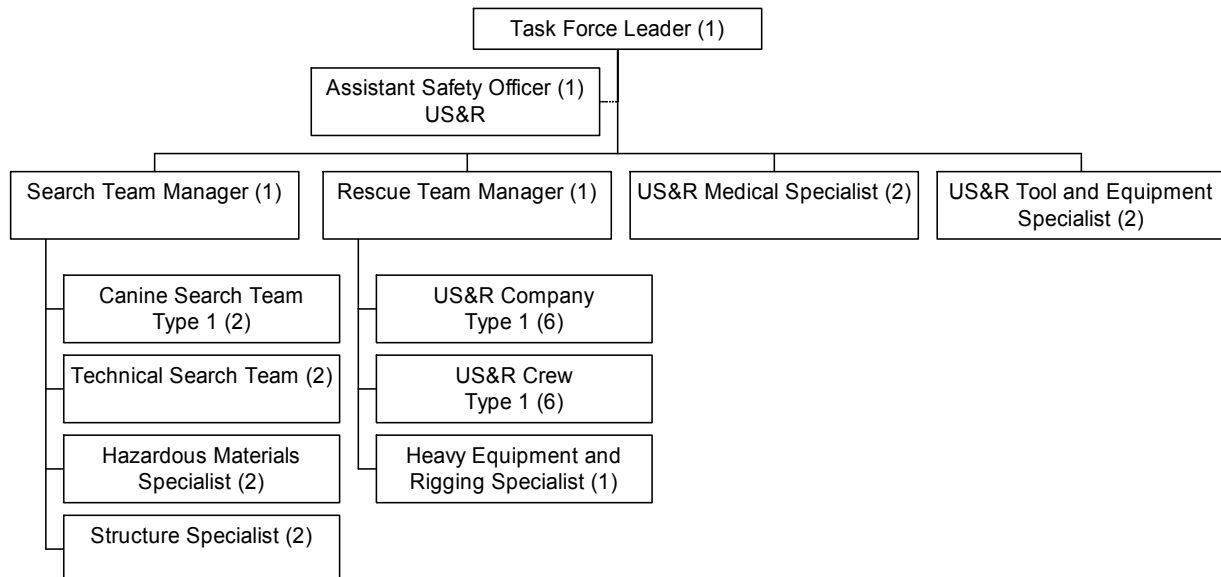
RESOURCE	COMPONENT	TYPE			
		Type 1	Type 2	Type 3	Type 4
Hydraulic Truck Crane	Rating (Tons) Radius (Feet)	100 ton+ Up to 275 feet	50-100 ton Up to 200 feet	Up to 50 ton Up to 150 feet	
Hydraulic Rough Terrain Crane	Rating (Tons) Radius (Feet)	Up to 50 ton Up to 100 feet			
Conventional Truck Crane	Rating (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 Urban Search and Rescue 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.

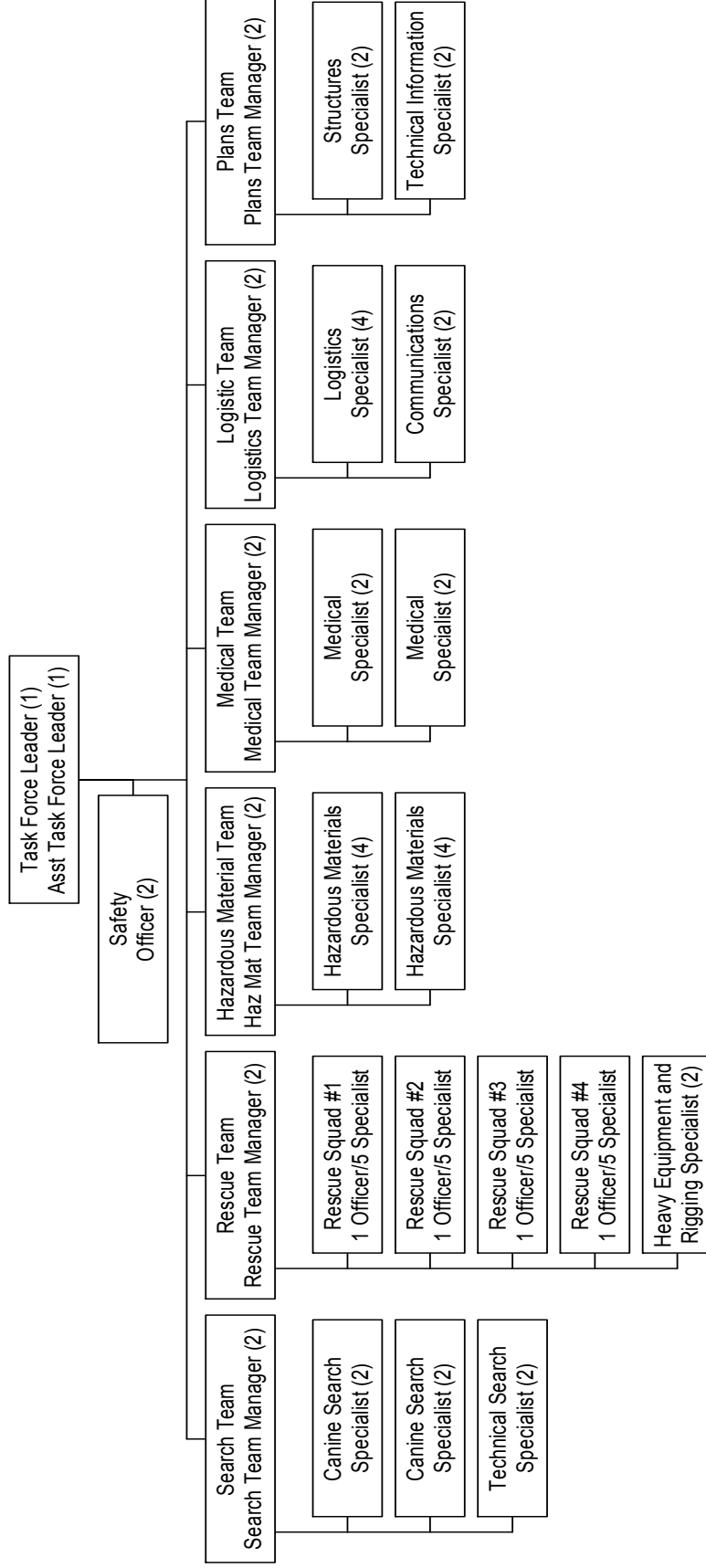
Each State/National US&R Task Force is comprised of 70 persons specifically trained and equipped for large or complex Urban Search and Rescue Operations. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz Mat, Medical, Logistics and Planning. The State/National US&R Task Force can provide round-the-clock Urban Search and Rescue 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. Transportation and Logistical support is provided by either State or Federal resources.

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.



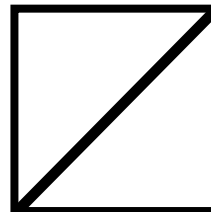
9/12/93
1310 hrs.
HM – nat.
gas
SMA – E-1

Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.



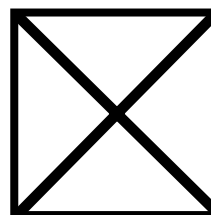
9/12/93
1310 hrs.
HM – none
SMA – E-1

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.

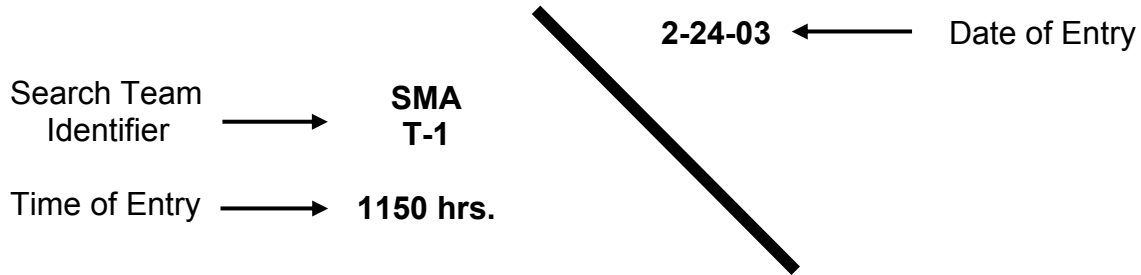
When the search of the entire structure is complete and the Search Team exits the building, a second large slash shall be made in the opposite direction forming an "X" on the Main Entrance search marking. Additional information summarizing the entire search of the structure will be placed in three quadrants 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.

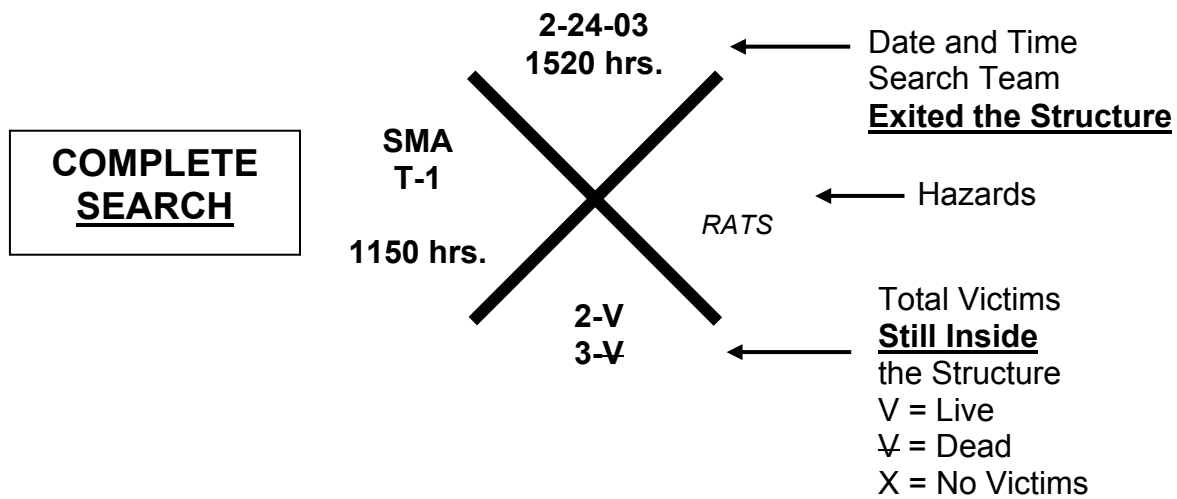
During the search function, while inside the structure, a large single slash shall be made upon entry of each room, area or floor. After the search of the room or area has been completed, a second large slash shall be drawn in the opposite direction forming an "X". The only additional information placed 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

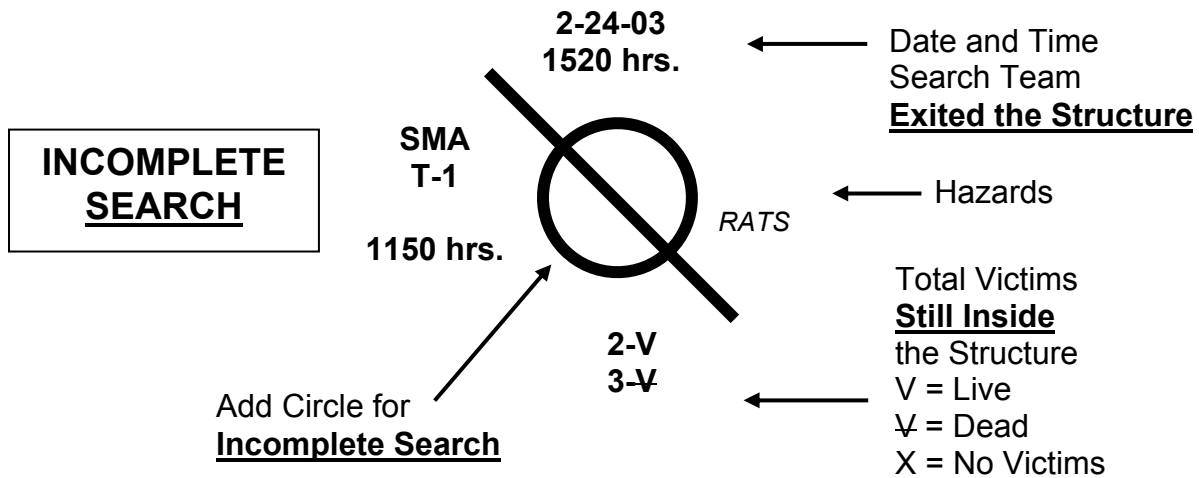
Main Entrance Search Marking- WHEN YOU ENTER



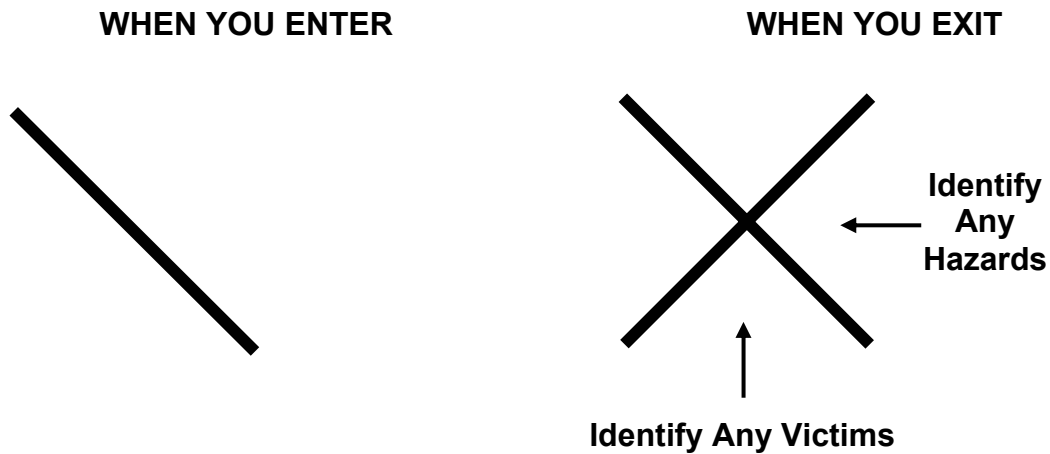
Main Entrance Search Marking- WHEN YOU EXIT



Main Entrance Search Marking- WHEN YOU EXIT

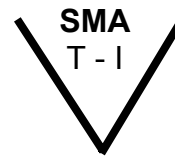


Interior Search Markings- Each Room, AREA OR FLOOR

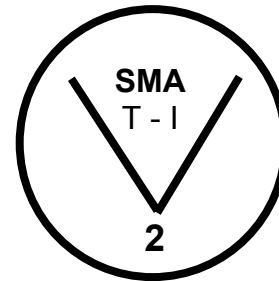


VICTIM MARKING SYSTEM

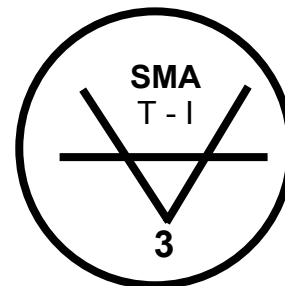
Make a large (2' x 2') "V" with orange spray paint near the location of a **potential** victim. Mark the name of the Search Team or Crew identifier in the top part of the "V" with paint or a lumber marker type device.



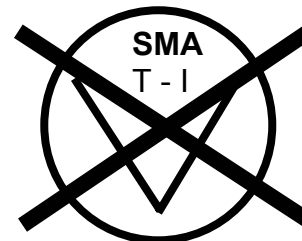
Paint a circle around the "V" when a potential victim is **confirmed** to be **alive** either visually, vocally, or hearing specific sounds that would indicate a high probability of a live victim. If more than one confirmed live victim, mark the total number of victims under the "V".



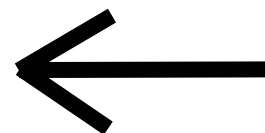
Paint a horizontal line through the middle of the "V" when a **confirmed** victim is determined to be **deceased**. If more than one confirmed deceased victim, mark the total number of victims under the "V". Use both the live and deceased victim-marking symbols when a combination of live and deceased victims are 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 quite

One long signal (8 to 10 seconds).

Resume Operations

One long and one short signal.

CHAPTER 16

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 in California. 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 available through the California Mutual Aid System.

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 California 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 (IC). 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 swiftwater/flood search and rescue 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 swiftwater/flood search and rescue incidents, the IC may require a variety of different multi-disciplinary resources to accomplish the SF/SAR mission (APPENDIX E. Additional Swiftwater/Flood Search and Rescue 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.

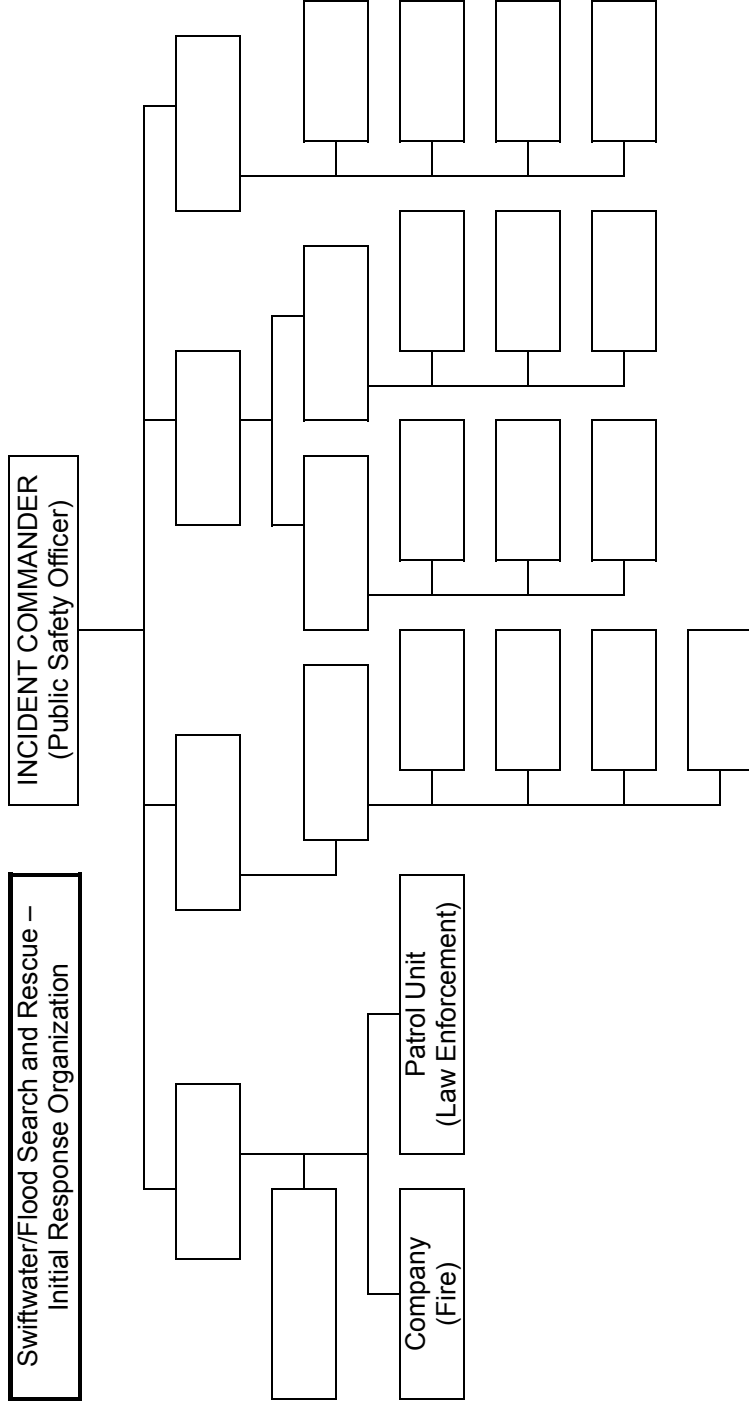
Swiftwater/flood search and rescue incidents may occur that will require rescue operations that exceed on-scene personnel capabilities. When the magnitude or type of incident exceeds that capability level, the IC will have the flexibility to conduct search and rescue operations in a safe and appropriate 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

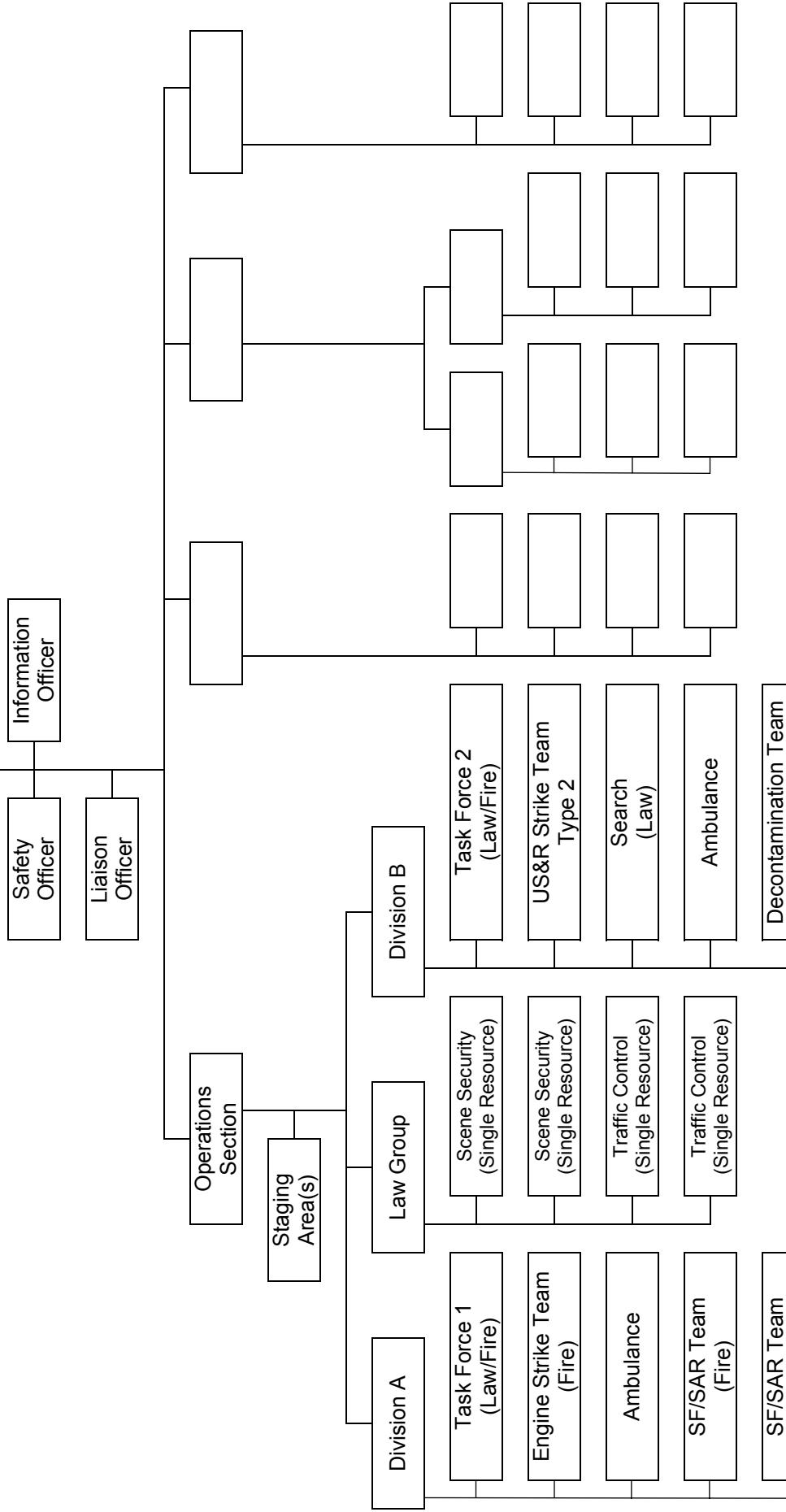
The flexibility and modular expansion design of the Incident Command System provides an almost infinite number of ways SF/SAR resources can be arranged and managed. Refer to the Law Enforcement Guide for Emergency Operations or the FIRESCOPE Field Operations Guide (ICS-420-1).



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 (IC). This officer will manage the initial response resources.

Swiftwater/Flood Search and Rescue – Reinforced Response Organization

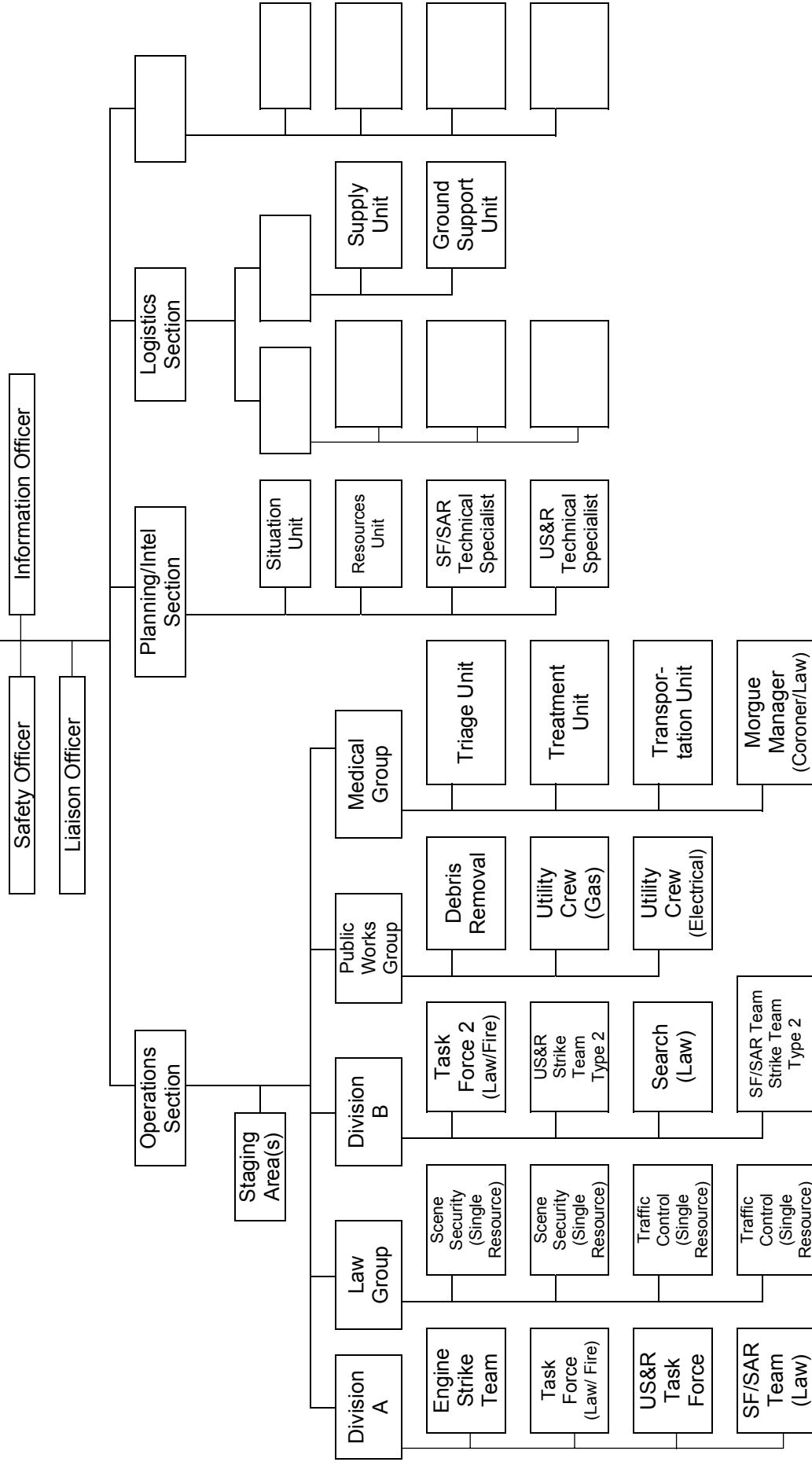
UNIFIED COMMAND (law/Fire/Other Agencies w/jurisdiction)



Swiftwater/Flood SAR Reinforced Response Organization (example): Additional Law Enforcement, local Fire Department Engine and Truck Companies, and Mutual Aid resources have arrived. The IC forms a Unified Command with the designated public safety officials on scene with a Safety Officer, 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 Search and Rescue – Multi-Group/Division Organization

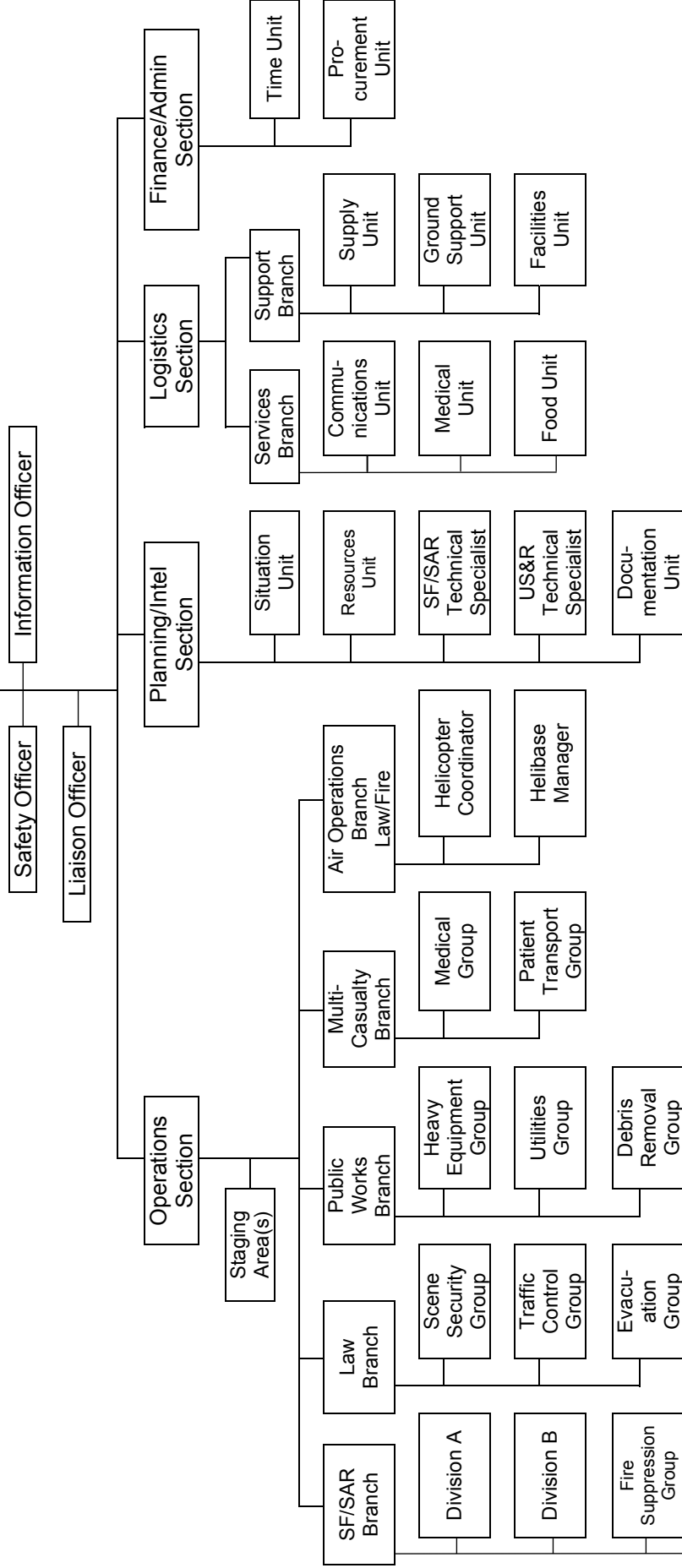
UNIFIED COMMAND (Law/Fire/Other Agencies w/jurisdiction)



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 Search and Rescue – Multi-Branch Response Organization

UNIFIED COMMAND (Law/Fire/Other Agencies w/jurisdiction)



Swiftwater/Flood SAR Multi-Branch Response Organization (example): The Incident Commander has assigned Logistics and Finance/Administration Section.

APPENDIX A. SWIFTWATER/FLOOD SEARCH AND RESCUE RESOURCE TYPING

Type (Capabilities)	Type 1	Type 2	Type 3	Type 4
	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

Resource	Component	Type 1	Type 2	Type 3	Type 4
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	<ul style="list-style-type: none"> • 5+ 	<ul style="list-style-type: none"> • 3 - 5 	<ul style="list-style-type: none"> • 3 	<ul style="list-style-type: none"> • 2 	<ul style="list-style-type: none"> • 2
Special Needs and Notes	<ul style="list-style-type: none"> • May need launch ramp Power Boat	<ul style="list-style-type: none"> • May need launch ramp Power Boat	<ul style="list-style-type: none"> • Hand Launch Power Boat	<ul style="list-style-type: none"> • Hand Launch • 2 Personal Water Craft (PWC) 	<ul style="list-style-type: none"> • Hand Launch • No Motor • Rafts, skiffs, johnboat, etc.

Resource	Component	Types				
		1	2	3	4	5
Flood Evacuation Boat	Equipment	FEB Inventory	FEB Inventory	FEB Inventory	FEB Inventory	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 not 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

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.)

*Mandatory for aircraft

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

Flight Crew 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 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.

California Department of Forestry and Fire Protection (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 Swiftwater/Flood Search and Rescue Technical Specialist may be requested to assist the incident management team with technical expertise in swiftwater/flood search and rescue. 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
- a. Consider evacuation plan
- b. Consider traffic plan/staging area(s)
- c. Establish down and up stream safety
- d. Implement search and rescue operations
 - determine rescue vs. recovery
 - evaluate low to high risk options
 - develop contingency plans
- e. Establish medical/multi-casualty plan
 - consider decontamination of victims
- f. 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 17
HIGH-RISE STRUCTURE FIRE

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INTRODUCTION

The High-Rise Structure Fire module describes an organization designed to provide effective management and control of essential functions at fires occurring in larger multi-story buildings. These fires present significant management, logistical and safety problems. The size and complexity of the interior spaces, the enclosed nature of the hazard area, and the limited and sometimes arduous access to the fire area all contribute to the problems faced by suppression forces. The serious life hazard to occupants and firefighters, endangered by fire and smoke and presented with limited evacuation options, allows little room for error or disorganization. Additionally, most high-rise structures are equipped with various environmental, firefighting, and life safety systems that require support and control.

MODULAR ORGANIZATION DEVELOPMENT

The order in which the ICS organizational structure develops may vary with the type and nature of the incident. A series of examples of modular development follow which are included to illustrate a typical method of expanding the incident organization at a high-rise incident to reflect the size and complexity of the incident and the available resources at a given time in the incident.

Initial Response Organization: Initial response resources are managed by the Incident Commander who handles 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 specialized incident problems and has established all Command and General Staff positions along with several branches to effectively manage the problems and resources.

DESIGNATED INCIDENT FACILITIES

Two ICS incident facilities (Base and Staging) have modified functions and locations in the high-rise incident that reflect a fire location many floors above the ground and the complexity of the incident.

Staging Area: The high-rise incident requires that the regular concept of Staging Areas be modified. The limited access and vertical travel distance of the larger high-rise building requires that a resource staging area be established within the building and that its functions be expanded somewhat. The staging area is generally located two or three floors below the lowest fire floor as long as the atmosphere can be kept clear. The specific changes are described fully in the Staging Area Manager's Position Description.

Base: The Base at a high-rise incident resembles a ground level staging area early in the incident. A major fire in a high-rise building will require the Base to be expanded and to perform the functions of an Incident Base supporting large numbers of personnel. The nature of the urban/suburban environment and the ability of an agency to rotate personnel back to stations may impact the manner in which the Base functions. Base should be located away from buildings to provide personnel safety from falling glass and debris.

ORGANIZATION AND OPERATIONS

Modified ICS Positions: Certain existing ICS positions and functional units within the high-rise incident organization have additional or modified responsibilities that require full descriptions. These positions are Ground Support Unit Leader, Base Manager, Staging Area Manager, Safety Officer, and Medical Unit Leader.

Specialized High-Rise ICS Positions: Because of the nature of a fire incident when confined in a tall building and the many engineered elements of the building, two special functional units are identified and described. They are the Lobby Control Unit and the Systems Control Unit.

In recognition of the extreme hazards of this type of fire control operation and the difficulties in assuring firefighter accountability in interior operations, as well as the egress and ingress of building occupants, the Lobby Control Unit is established. This unit provides access control, entry accountability, routing, and movement control into and inside the structure. In the initial period of an incident, or in a less complex incident/building, or if modified by agency policy, the Lobby Control Unit may assume the functions of the Systems Control Unit as shown in the basic organization chart.

As the incident escalates, and based upon agency policy, a separate Systems Control Unit may be established. In recognition of the basic and specialized systems incorporated into all high-rise buildings, from electrical supply systems to smoke removal systems, the Systems Control Unit is established to operate, supervise and coordinate the vital operation of the building systems. Systems coordinates the efforts of various Technical Specialists who might be required to assist in the operation or repair of the systems.

The positions and modifications are described in the position descriptions that follow. The major responsibilities and procedures for each are fully developed in the Position Manuals.

POSITION CHECKLISTS

HIGH-RISE INCIDENT BASE MANAGER (ICS-HR-222-1) -The High-Rise Incident Base Manager is responsible for the management of all functions at the designated Base and Command Post locations. The High-Rise Incident Base Manager reports to the Logistics Section Chief or Support Branch Director (if established). The 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 or Logistics Section Chief and may assume some of the responsibilities of the Facilities Unit position.

- a. Obtain briefing from Logistics Section Chief, Support Branch Director or Incident Commander.
- b. Participate in Support Branch/Logistics Section planning activities.
- c. Evaluate safety, layout, and suitability of previously selected Base location. Make recommendations regarding relocation if appropriate. Request necessary resources and personnel. Base should be located away from buildings to provide personnel safety from falling glass and debris.
- d. Establish Base layout and identify/post each function area as appropriate to the incident size and expected duration - Crew Ready Area, Equipment Pool, Rehabilitation Area, Command Post, Apparatus Parking, Restrooms.
- e. Provide safety, security and traffic control at Base and Command Post.
- f. Provide facility services - sanitation, lighting and clean up at Base and Command Post.
- g. Maintain accounting of resources in Base and periodically update Planning Section or Incident Command.
- h. As requested by Operations, Logistics or Incident Command, direct crews and equipment to designated locations.
- i. Maintain records of activities and submit reports as directed.
- j. Secure operations and demobilize personnel as determined by the demobilization plan.
- k. Maintain a Unit/Activity Log (ICS Form 214).

HIGH-RISE INCIDENT GROUND SUPPORT UNIT LEADER (ICS-HR-222-2) - The Ground Support Unit Leader is responsible for providing transportation for personnel, equipment, and supplies; providing refilling of SCBA air cylinders and maintenance of SCBA's; 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 Logistics Section Chief, Support Branch Director or Incident Commander.
- b. Participate in Support Branch/Logistics Section planning activities.
- c. Implement traffic/movement plan, including ground level movement and building primary support stairs, as developed by Planning Section or Incident Commander.
- d. Post or mark, ground-level safe movement routes and outside safe refuge areas as identified in the traffic/movement plan.
- e. Appoint personnel and activate transport services including stairwell, ground level, and general motor transport.
- f. Appoint personnel and activate fueling, maintenance and support of apparatus and portable power equipment and building plant as appropriate.
- g. Collect and maintain records of rented or reimbursable equipment use.
- h. Appoint personnel and activate SCBA air cylinder refilling, maintenance and support.
- i. Maintain inventory of support and transport vehicles, and maintenance and fuel supplies.
- j. Submit reports to Support Branch/Logistics Section or Incident Commander as directed.
- k. Secure operations and demobilize personnel as determined by the demobilization plan.
- l. Maintain a Unit/Activity Log (ICS Form 214).

LOBBY CONTROL UNIT LEADER (ICS-HR-222-3) - The Lobby Control Unit Leader's primary responsibilities are: To operate a personnel/crew accounting system for all building entry and exit; control all building access points and direct personnel to correct stair/elevator or route; control and operate elevator cars; and direct building occupants and exiting personnel to proper ground level safe areas or routes. As directed by the Incident Commander or agency policy, this unit shall be assigned the responsibilities of the Systems Control Unit in the early stages of an incident, or in less complex incidents/buildings, or if modified by agency policy. The Lobby Control Unit Leader reports to the Support Branch Director/Logistics Section Chief. The unit should be prepared to provide the Incident Commander or Plans Section with current information from the personnel accounting process.

Departments and/or agencies must have policy regarding the use of elevators, stairways, or combinations of both when ascending to the upper floors in a high-rise building during a fire or reported fire operations. While the safest method of ascending to upper floors is the use of stairways, it may be necessary to explore the use of elevators for firefighting operations. This determination is the ultimate responsibility of the Incident Commander (IC), however, the actual use of elevators is directed by the Lobby Control Unit Leader.

- a. Check in and obtain briefing from Logistics Section Chief or Incident Commander, as appropriate.
- b. Make entry, assess situation and establish Lobby Control position. Request needed resources.
- c. Establish entry/exit control at all building access points.
- d. Establish personnel accounting system for personnel entering/exiting the building.
- e. Assume control of elevators and provide operators. Elevator use and operating procedures will follow agency policy and Incident Commander direction.
- f. Provide briefings and information to Incident Command Post.
- g. Direct personnel to the appropriate stairways/elevator for assignment and direct evacuees and exiting personnel to safe areas or routes from the building.
- h. Perform the functions of the Systems Control Unit when directed by the Incident Commander or agency policy.
- i. Secure operations and demobilize personnel as determined by the demobilization plan.
- j. Maintain a Unit/Activity Log. (ICS Form 214).

SYSTEMS CONTROL UNIT LEADER (ICS-HR-222-4) - The Systems Control Unit Leader monitors and maintains built-in fire control, life safety, environmental control, communications and elevator systems. The Systems Control Unit 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. The unit may respond directly to requests from the Operations Section Chief in the manual operation of the various built-in systems. The Systems Control Unit Leader must establish and maintain close liaison with building/facility engineering staff, utility company representatives, and other appropriate technical specialists.

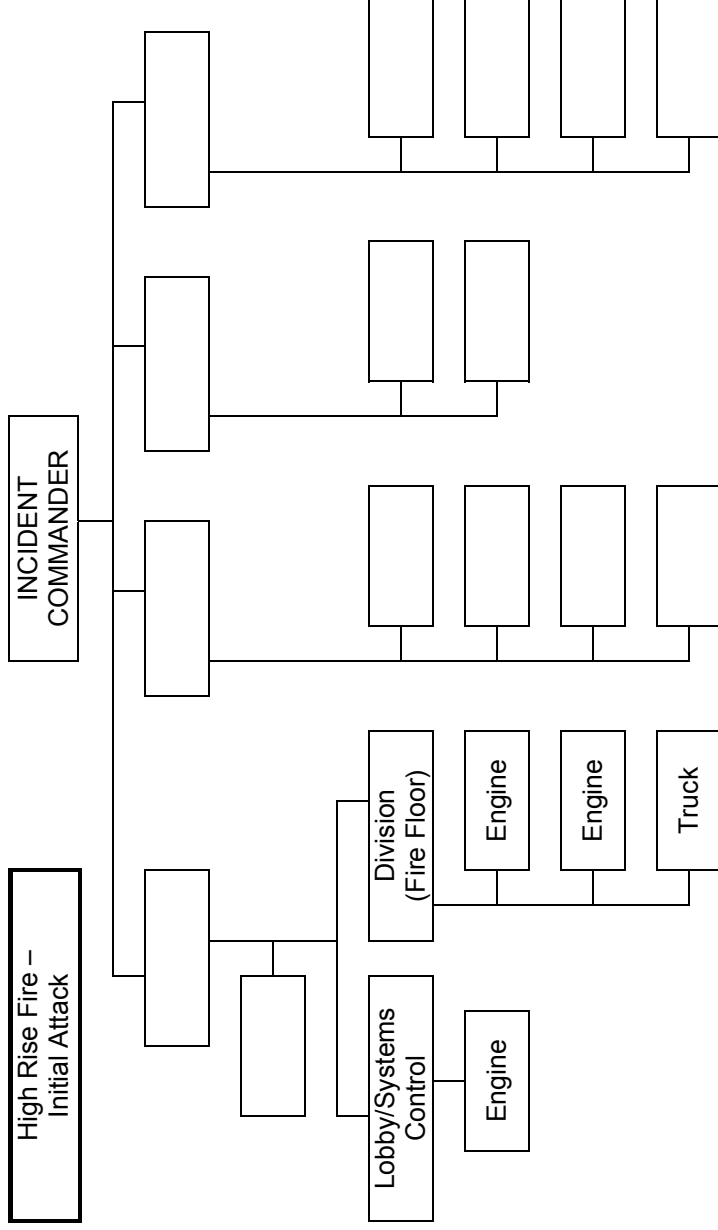
- a. Check in and obtain briefing from the Logistic Section Chief or Incident Commander. Obtain information on the type and current performance of built-in systems.
- b. Assess current situation and request needed personnel and resources.

- c. Request response, and make contact with, the building/facility engineer, utility company representatives, elevator service personnel and others as appropriate.
- d. Appoint personnel to monitor and operate building/facility systems display/control panels.
- e. Evaluate the status and operation of the fire and domestic water pumps and water supply. Support or repair as required.
- f. Evaluate and operate as required the heating, ventilation and air conditioning system (HVAC) and the smoke removal and stairwell protection systems.
- g. Evaluate, support and control as needed the building electrical system, emergency power plant, and security systems.
- h. Evaluate and support, as needed, public address, telephone, emergency phone and other building communications systems.
- i. Secure operations and demobilize personnel as determined by the demobilization plan.
- j. Maintain a Unit/Activity Log (ICS Form 214).

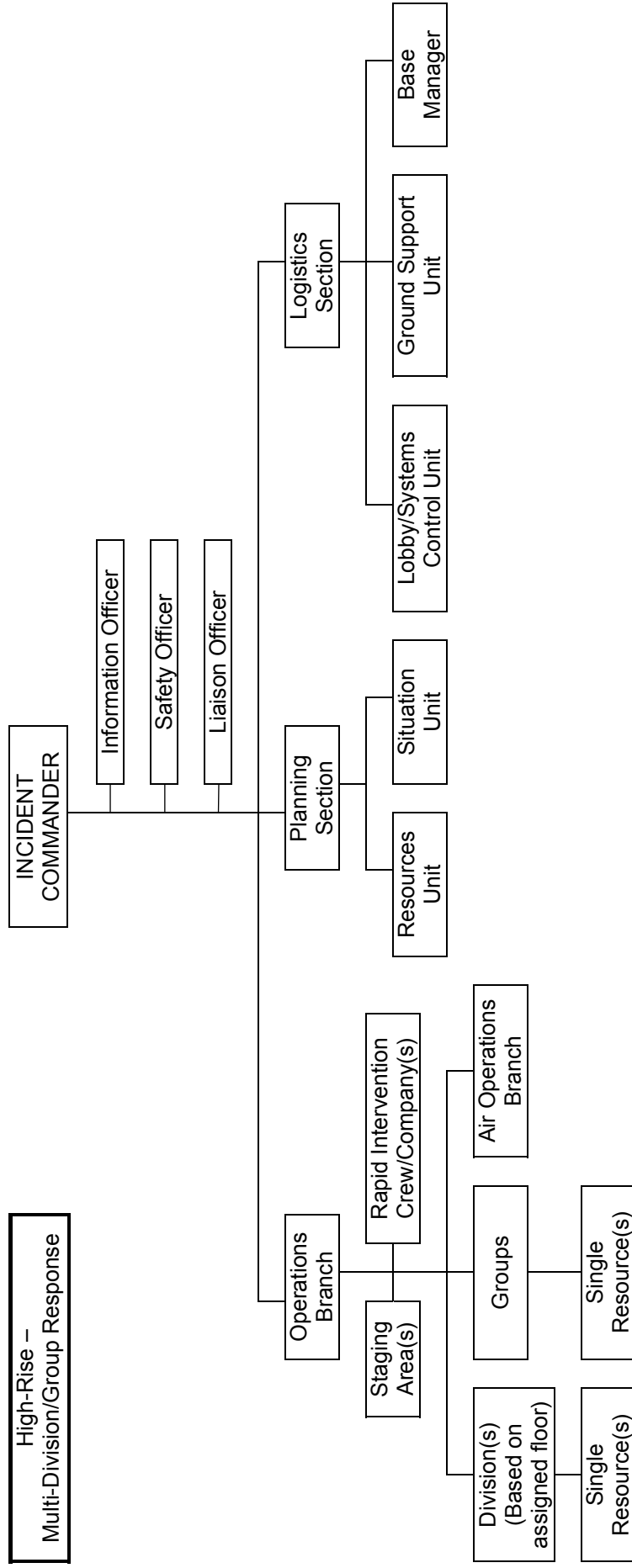
HIGH-RISE INCIDENT STAGING AREA MANAGER (ICS-HR-222-5) - The High-Rise Incident Staging Area Manager is responsible for the management of all functions at the in-building Staging Area, and reports to the Operations Section Chief. The High-Rise Incident Staging Area Manager's organizational responsibilities vary somewhat from the standardized ICS position in that the area also provides a safe refuge/support function within the building. An air cylinder exchange and a rehabilitation/aid function are typically located in the area.

- a. Obtain briefing from Operations Section Chief, or Incident Commander.
- b. Proceed to selected floors and evaluate layout and suitability. Select Staging Area floor, and advise Operations and Logistics Sections Chiefs. Request necessary resources and personnel.
- c. Establish Staging Area layout and identify/post each function area as appropriate to the incident size and expected duration - Crew Ready Area, Air Cylinder Exchange, Equipment Pool, and Responder Rehabilitation Area.
- d. Determine, establish or request needed facility services - sanitation, drinking water, and lighting. Coordinate with Logistics Section or Systems Control Unit to maintain fresh air. Maintain Staging Area in an orderly condition.
- e. Establish a check-in function for arriving and departing crews.
- f. Determine required resource levels from the Operations Section Chief.
- g. Provide area(s) for Rapid Intervention Crew or Company (RIC) if co-located with the Staging Area.
- h. Maintain an accounting of resources in Staging and periodically update Operations Section Chief and Resources Unit. Advise the Operations Section Chief when reserve levels reach pre-identified minimums.
- i. As requested by Operations Section Chief or Incident Commander, direct crews and equipment to designated locations.
- j. Secure operations and demobilize personnel as determined by the demobilization plan.
- k. Maintain a Unit/Activity Log (ICS Form 214).

**FOR MORE DETAILED INFORMATION READ: HIGH-RISE STRUCTURE FIRE
OPERATION SYSTEM DESCRIPTION ICS-HR-120-1**

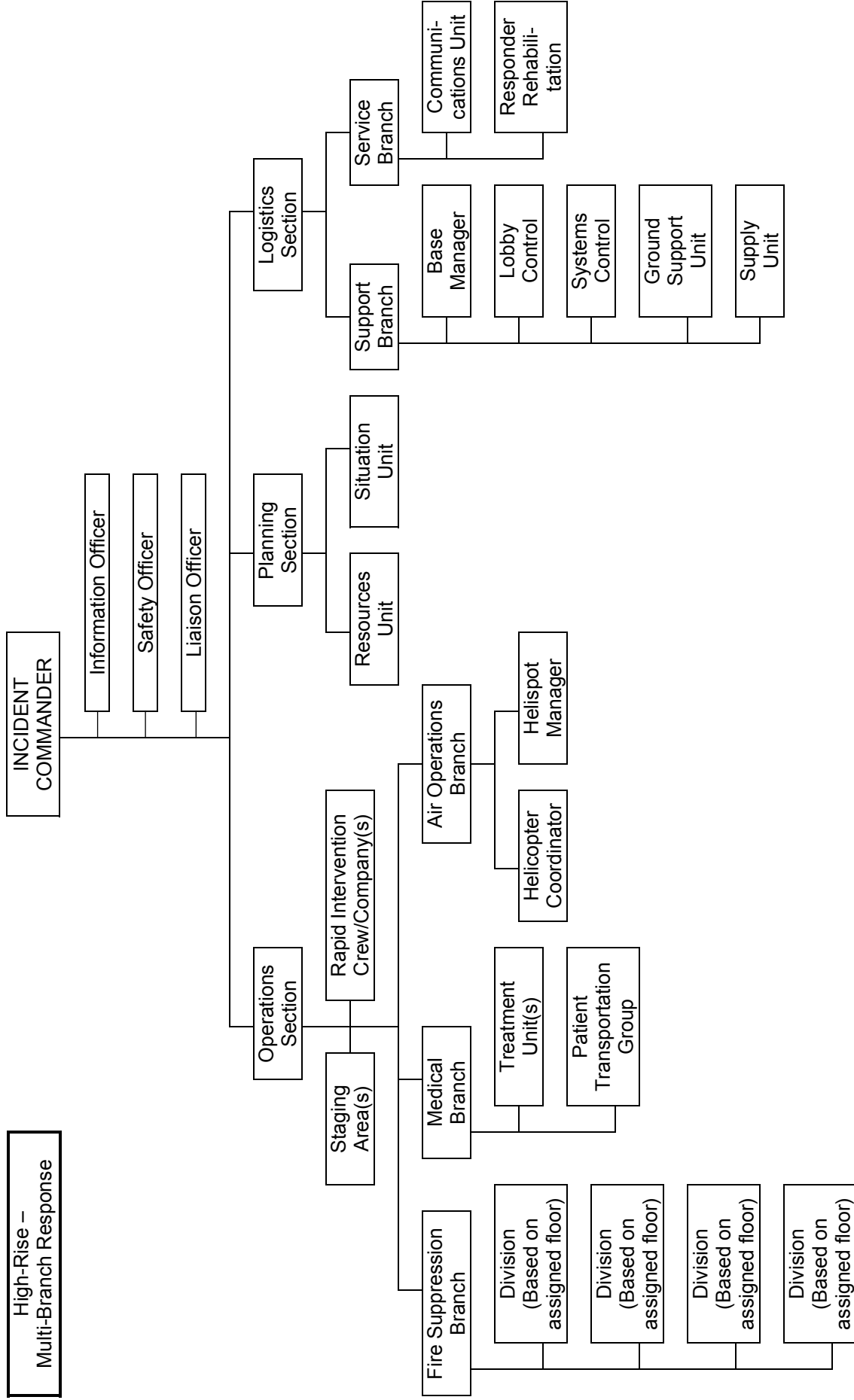


High-Rise Fire Initial Attack (example): This chart depicts the initial deployment of three engines, one truck company and a Command Officer on a fire involving a single floor of a high-rise building. The IC has deployed two engines and the truck to assess the fire floor and to initiate attack if possible. A single engine is assigned to Lobby Control to control access, initiate communications with building staff and address elevators function.



High-Rise Multi-Division/Group Response (example): As additional Units 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/Systems Control, Ground Support, and the Incident Base.

High-Rise – Multi-Branch Response



High-Rise Multi-Branch Response (example): The fire has involved multiple floors with Divisions assigned to each floor. This complexity has led the Operations Chief to create a Fire Suppression Branch Director to manage these Divisions. A Medical Branch is established and the Air Operations Branch is expanded. The Logistics Section now has both Branches active as well as various Units within each Branch to accommodate the extensive logistical requirements of this size incident.

CHAPTER 18

**FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES
ICS 910**

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 Rapid Intervention Crew/Company (RIC) Members 18-2
 Additional Rapid Intervention Considerations 18-3
 Operational Retreat Guidelines 18-4

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

The term "EMERGENCY TRAFFIC" shall be used to clear radio traffic. Clear text shall be used to identify the type of emergency "FIREFIGHTER DOWN," "FIREFIGHTER MISSING," or "FIREFIGHTER TRAPPED," etc.

Other guidelines for "EMERGENCY TRAFFIC" include:

- A distinctive "EMERGENCY TRAFFIC" tone should be transmitted by a Dispatch Center on designated channel(s) followed by clear text that identifies the type of emergency, i.e. "FIREFIGHTER DOWN," "FIREFIGHTER MISSING," or "FIREFIGHTER TRAPPED".
- The fire department Dispatch Center should broadcast "EMERGENCY TRAFFIC" Radio Tone and verbal notification of "FIREFIGHTER DOWN," "FIREFIGHTER MISSING," or "FIREFIGHTER TRAPPED" etc., on designated channels.

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.

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).

The assembling of four members for the initial fire attack can be accomplished in many ways. The fire department should determine the manner in which they plan to assemble members in their response plan.

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 in 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.

After considering existing conditions for rescue, RIC should collect the proper equipment required for any potential search and rescue operation encountered.

RIC should prepare by donning full protective clothing and breathing apparatus.

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 10 seconds, followed by 10 seconds of silence. This sequence of air horn blasts for 10 seconds followed by a 10-second period of silence will be done three times; total air horn evacuation signal including periods of silence will last 50 seconds. The incident commander shall designate specific apparatus to sound the evacuation signal using air horns. 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 15-minute interval, or until canceled by the IC, or until the incident is declared under control, i.e., knockdown.

<p style="text-align: center;">FOR MORE DETAILED INFORMATION READ: FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES - ICS 910</p>

CHAPTER 19

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 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 are 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 has 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.

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).

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.

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.

Mayday. An international distress signal that will not be used for fire ground communications.

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.

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 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 Transport.

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. That organization element having functional responsibility for a specific incident planning, logistics, or finance activity.

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 frequencies during mutual aid efforts.

There are 32 specific channels that should be preprogrammed into all radios utilized by fire service agencies providing mutual aid in California. See the FIRESCOPE STATEWIDE FREQUENCY CHANNEL PLAN on page A-3.

IMPORTANT COMMUNICATIONS ISSUES FOR THE 2004 FIRE SEASON

Effective with the 2004 fire season, ALL VHF radios used on Federal and some State of California radio channels must be reprogrammed.

The National Telecommunications and Information Administration (the Federal Government's frequency manager) has mandated that Federal agency VHF frequencies must 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 sometime in the future, this migration affects state and local government agencies **immediately**.

During the fall of 2003, USFS started the process of narrow-banding all VHF communications systems. NIFC has implemented the same changes to the National Interagency Radio Support Cache. 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.

The FIRESCOPE Communications Specialist Group and the California Statewide Interoperability Executive Committee (CALSIIEC) are formulating revised standards for radio equipment and frequency utilization to address interoperability concerns within the California Fire Service.

For additional information, check the FIRESCOPE website (www.firescope.org) regularly.

GUIDELINES

1. While numerous frequencies can be preprogrammed into radios, it is important to note that in order to use those frequencies (including those frequencies listed in the FIRESCOPE STATEWIDE FREQUENCY CHANNEL PLAN) an agency: 1) must be licensed for those frequencies, or 2) must have a frequency use agreement or memorandum of understanding with the agency that is licensed for the frequencies, or 3) must be specifically authorized based on an approved Incident Radio Communications Plan (ICS Form 205).
2. Each agency requesting mutual aid will advise responding agencies of initial contact frequency for the incident. Generally these initial contact channels will be WHITE 1 or CALIFORNIA TRAVEL NET.
3. Local policy will dictate frequency assignments for an incident until an Incident Radio Communications Plan is established.
4. The Communications Unit Leader (COML) is responsible for managing assigned frequencies. The COML must clear the use of local, state and federal frequencies with the controlling agencies prior to inclusion in an Incident Radio Communications Plan.
5. Clear text (plain English) should be used for all communications. CODES SHALL NOT BE USED. Actual frequencies and channel names should be stated, e.g. "154.265, White 2", or "168.200, NIFC Tac 2". Channel numbers should not be used.
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. Frequency (mobile) extenders shall not be used outside the local agency's normal area of operation.

VHF (150-174 MHz) OPERATIONS

The FIREScope Radio Communications Guidelines were developed to assist California Fire Service agencies in buying and programming synthesized radios so as to maximize their effectiveness for Mutual Aid. The Guidelines are based on "VHF High Band" (150-174 MHz) as most of the California Fire Service operates in this band. Only certain frequencies are available for use statewide; these are the "White" Fire Mutual Aid channels, OES channels, CDF channels, and U.S. Forest Service (NIFC) channels, all of which are "VHF High Band."

These channels should be preprogrammed into all radios utilized by fire service agencies providing mutual aid in California:

FIREScope STATEWIDE FREQUENCY CHANNEL PLAN

Channel ID	Receive and Xmit Direct	Repeater Transmit	Band-Width	Transmit Power	Usage Notes
WHITE 1	154.2800		WIDE	HIGH	1
WHITE 2	154.2650		WIDE	HIGH	1
WHITE 3	154.2950		WIDE	HIGH	1
CALCORD	156.0750		WIDE	HIGH	2
CDF COMMAND 1	151.3550	159.3000	WIDE	HIGH	3
CDF COMMAND 2	151.2650	159.3300	WIDE	HIGH	3
CDF COMMAND 3	151.3400	159.3450	WIDE	HIGH	3
CA TRAVEL NET	169.1250	168.3250	NARROW	HIGH	3, 4
OES 1	154.1600		WIDE	HIGH	
OES 2	154.2200		WIDE	HIGH	
CDF TAC 2	151.1600		WIDE	HIGH	
CDF TAC 10	151.4000		WIDE	HIGH	
NIFC COMMAND 1	168.7000	170.9750	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 2	168.1000	170.4500	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 3	168.0750	170.4250	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 4	166.6125	168.4000	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 5	167.1000	169.7500	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 6	168.4750	173.8125	NARROW	LOW	3, 4, 5, 6
NIFC COMMAND 7	162.9625	171.7875	NARROW	LOW	3, 4, 5, 6
NIFC TAC 1	168.0500		NARROW	LOW	4, 5, 6
NIFC TAC 2	168.2000		NARROW	LOW	4, 5, 6
NIFC TAC 3	168.6000		NARROW	LOW	4, 5, 6
NIFC TAC 4	164.1375		NARROW	LOW	4, 5, 6
NIFC TAC 5	166.7250		NARROW	LOW	4, 5, 6
NIFC TAC 6	166.7750		NARROW	LOW	4, 5, 6
NIFC TAC 7	168.2500		NARROW	LOW	4, 5, 6
USFS R5 TAC 4	173.9125		NARROW	LOW	5, 6
USFS R5 TAC 5	173.9625		NARROW	LOW	5, 6
USFS R5 TAC 6	173.9875		NARROW	LOW	5, 6
USFS AIR-GROUND	170.0000		NARROW	LOW	5, 6
CDF AIR-GROUND	151.2200		WIDE	LOW	5
BLM AIR-GROUND	167.9500		NARROW	LOW	5, 6

USAGE NOTES:

1. The White channels require individual agency licensing from the FCC. White Channel operational policies are outlined in OES Fire Operations Bulletin 28.
2. Use of CALCORD is subject to the CALCORD Plan, under an executed CALCORD agreement with OES. Contact OES Telecommunications (916-845-8630) 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. In order to program California Travel Net, all "Note 4" channels (NIFC Command and Tactical channels) must be programmed in the radio.
5. Transmitters are to be set to lowest available power setting on this frequency.
6. For use when assigned by an Incident. Incident COML's must obtain authorization for the use of these channels through the NIFC Communications Duty Officer (208-387-5644).

800 MHz OPERATIONS

The following Interoperability Channels in the 800 MHz band are available for use by the California Fire Service:

Channel ID	Receive and Xmit Direct	Repeater Transmit	Usage Notes
Int'l Calling Channel (ICALL)	866.0125	821.0125	7
Int'l Tactical Channel 1 (ITAC 1)	866.5125	821.5125	7
Int'l Tactical Channel 2 (ITAC 2)	867.0125	822.0125	7
Int'l Tactical Channel 3 (ITAC 3)	867.5125	822.5125	7
Int'l Tactical Channel 4 (ITAC 4)	868.0125	823.0125	7
Statewide Fire / EMS Tactical (FIREMARS)	868.9875	823.9875	8
Northern CA Fire / EMS Tactical (FIREMARS 2)	866.9125	821.9125	8, 9

USAGE NOTES:

7. These channels are for inter-agency/inter-discipline use. No single-agency, routine communications permitted. Tone 6 (156.7 Hz.) is used as the International common tone (transmit and receive).
8. Use as a Fire and 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. Contact OES Telecommunications (916-845-8630) for information.
9. **Not available for use** in Imperial, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara, and Ventura counties.

APPENDIX B
California Agency Designators
Alphabetical by Agency

ID	AGENCY	CITY
FFT	233 rd FIRE FIGHTING TEAM	ROSEVILLE
ADI	ADIN FPD	ADIN
AGC	AEROJET ORDINANCE COMPANY FD	CHINO HILLS
PLN	AIR FORCE PLANT 42/PYRAMID SVCS INC.	PALMDALE
ANG	AIR NATIONAL GUARD FD	FRESNO
ACF	ALAMEDA CFD	SAN LEANDRO
ALA	ALAMEDA FD	ALAMEDA
ALB	ALBANY FD	ALBANY
ALR	ALBION/LITTLE RIVER VFD	LITTLE RIVER
ALH	ALHAMBRA FD	ALHAMBRA
ALG	ALLEGHANY VFD	ALLEGHANY
ALP	ALPINE CFD	CAMINO
ACP	ALPINE FPD	ALPINE
ASC	ALPINE MEADOWS FPD	TAHOE CITY
AFP	ALTA FPD	ALTA
ALT	ALTAVILLE/MELONES FPD	ALTAVILLE
ALV	ALTURAS CITY FD	ALTURAS
ALF	ALTURAS RURAL FPD	ALTURAS
AMC	AMADOR FPD	JACKSON
ACY	AMERICAN CANYON FPD	AMERICAN CANYON
KMC	AMERICAN CHEMICAL	TRONA
ANA	ANAHEIM FD	ANAHEIM
AFD	ANDERSON FPD	ANDERSON
AVY	ANDERSON VALLEY CSD FD	BOONVILLE
AGL	ANGELS CAMP FD	ANGELS CAMP
ANN	ANNAPOLIS VFD	ANNAPOLIS
ANT	ANTELOPE VALLEY FD	COLEVILLE
APP	APPLE VALLEY FPD	APPLE VALLEY
APT	APTOS LA SELVA (BEACH) FPD	APTOS
ARB	ARBUCKLE/COLLEGE CITY FPD (C.N.G.)	ARBUCKLE
ARC	ARCADIA FD	ARCADIA
ARF	ARCATA FPD	ARCATA
ATC	AROMAS TRI-COUNTY FPD	AROMAS
ABL	ARROWBEAR LAKE FD	ARROWBEAR LAKE
AYG	ARROYO GRANDE FD	ARROYO GRANDE
ART	ARTOIS FPD	ARTOIS
ASP	ASPENDELL FC	BISHOP

ID	AGENCY	CITY
ATA	ATASCADERO CITY FD	ATASCADERO
ATS	ATASCADERO STATE HOSPITAL FD	ATASCADERO
ATW	ATWATER FD	ATWATER
AUB	AUBERRY VFD	AUBERRY
ABR	AUBURN VFD	AUBURN
AVA	AVALON FD	AVALON
CPA	AVENAL STATE PRISON	AVENAL
ACR	AVIATION CFR FD	STOCKTON
AVI	AVILA BEACH FPD	AVILA BEACH
BAK	BAKER FD	BAKER
BKF	BAKERSFIELD FD	BAKERSFIELD
BLD	BALD MOUNTAIN VFD	AUBERRY
BBB	BARONA FPD	LAKESIDE
BAR	BARSTOW FPD	BARSTOW
BAY	BAYLISS FPD	GLENN
BEA	BEALE AFB FD	BEALE AFB
BRV	BEAR VALLEY FD	BEAR VALLEY
BIV	BEAR VALLEY/INDIAN VALLEY FD	STONYFORD
BEC	BECKWOURTH FD	BECKWOURTH
BGF	BEGINNINGS VFD	REDWAY
BVV	BELLA VISTA VFC	BELLA VISTA
BEN	BEN LOMOND FPD	BEN LOMOND
BNC	BENICIA FD	BENICIA
BVF	BENNETT VALLEY FPD	SANTA ROSA
BER	BERKELEY FD	BERKELEY
BTH	BETHEL ISLAND FPD	BETHEL ISLAND
BHL	BEVERLY HILLS FD	BEVERLY HILLS
CCA	BIA, CENTRAL CALIF AGENCY	SACRAMENTO
NCA	BIA, NORTHERN CALIF AGENCY	REDDING
SAO	BIA, SACRAMENTO AREA OFFICE	SACRAMENTO
SCA	BIA, SOUTHERN CALIF AGENCY	RIVERSIDE
BBC	BIG BEAR CITY CSD	BIG BEAR CITY
BBL	BIG BEAR LAKE FPD	BIG BEAR LAKE
BBV	BIG BEND VFC	BIG BEND
BCR	BIG CREEK VFD	BIG CREEK
BGP	BIG PINE FPD	BIG PINE
BSB	BIG SUR VFB	BIG SUR
BGV	BIG VALLEY FPD	BIEBER
BIG	BIGGS FD	BIGGS
BSH	BISHOP VFD	BISHOP
BBD	BLM, BAKERSFIELD DISTRICT	BAKERSFIELD
BLM	BLM, CALIFORNIA	(see CSO)

ID	AGENCY	CITY
CSO	BLM, CALIFORNIA STATE OFFICE FAM	SACRAMENTO
CDD	BLM, DESERT DISTRICT	RIVERSIDE
NOD	BLM, NORTHERN CALIFORNIA DISTRICT	SUSANVILLE
OVD	BLM, OWENS VALLEY DISTRICT	BISHOP
BFC	BLOOMFIELD VFD	VALLEY FORD
BLU	BLUE LAKE VFD	BLUE LAKE
BLY	BLYTHE FD	BLYTHE
BDB	BODEGA BAY FPD	BODEGA BAY
BOD	BODEGA VFD	BODEGA
BOH	BOHEMIAN GROVE FD	MONTE RIO
BOL	BOLINAS FPD	BOLINAS
BON	BONITA SUNNYSIDE FPD	BONITA
BGO	BORREGO SPRINGS FD	BORREGO SPRINGS
BOU	BOULDER CREEK FPD	BOULDER CREEK
BLV	BOULEVARD F&RD	BOULEVARD
BRN	BRANCIFORTE FPD	SANTA CRUZ
BRW	BRAWLEY FD	BRAWLEY
BRE	BREA FD	BREA
BRI	BRIDGEPORT FPD	BRIDGEPORT
BRS	BRISBANE FD	BRISBANE
BPC	BRITISH PETROLEUM CARSON FD	CARSON
BCS	BROOKTRAILS CSD FD	WILLITS
BRK	BURBANK FD	BURBANK
BRB	BURBANK PARADISE FPD	MODESTO
BIA	BUREAU OF INDIAN AFFAIRS	(see CCA/NCA/SAO/SCA)
BUR	BURLINGAME FD	BURLINGAME
BUF	BURNEY FPD	BURNEY
BUT	BUTTE CFD	OROVILLE
GLC	BUTTE CITY FD	BUTTE CITY
BTE	BUTTE VALLEY FPD	MAC DOEL
CNH	C AND H SUGAR COMPANY FD	CROCKETT
CSD	C-ROAD CSD	BLAIRSDEN
CBT	CABAZON TRIBAL FD, STN 276	INDIO
CFC	CACHAGUA FPD	CARMEL VALLEY
FRG	CALAVERAS CFD	SAN ANDREAS
CLX	CALEXICO FD	CALEXICO
CAC	CALIFORNIA CITY FD	CALIFORNIA CITY
CCC	CALIFORNIA CONSERVATION CORP.	SACRAMENTO
CCO	CALIFORNIA CORRECTIONAL CENTER	LITCHFIELD
DOT	CALIF. DEPT. OF TRANSPORTATION	SACRAMENTO
CIM	CALIF. INSTITUTE FOR MEN – CHINO FD	CHINO
CIW	CALIF. INSTITUTE FOR WOMEN-CORONA	CORONA

ID	AGENCY	CITY
MFC	CALIFORNIA MEDICAL FACILITY FD	VACAVILLE
CMC	CALIF. MEN'S COLONY FD	SAN LUIS OBISPO
CNA	CALIFORNIA NATIONAL GUARD	RANCHO CORDOVA
CPV	CALIFORNIA PINES VFD	ALTURAS
CRC	CALIFORNIA REHABILITATION CENTER	NORCO
CSP	CALIFORNIA STATE PARKS	SACRAMENTO
CPT	CALIPATRIA FD	CALIPATRIA
CPP	CALIPATRIA STATE PRISON FD	CALIPATRIA
CAL	CALISTOGA FD	CALISTOGA
CMB	CAMBRIA FD	CAMBRIA
CAM	CAMERON PARK FD	CAMERON PARK
CMK	CAMP MEEKER VFD	CAMP MEEKER
MCP	CAMP PENDLETON FD	CAMP PENDLETON
BOB	CAMP ROBERTS FD	CAMP ROBERTS
CPO	CAMPO FR (CSA-112)	CAMPO
CBK	CAMPO RESERVATION FD	CAMPO
CAN	CANBY FPD	CANBY
CPY	CAPAY FPD	ORLAND
PAY	CAPAY VALLEY FPD	BROOKS
CAR	CARLOTTA CSD	CARLOTTA
CBD	CARLSBAD FD	CARLSBAD
CBS	CARMEL BY THE SEA FD	CARMEL BY THE SEA
CHF	CARMEL HIGHLANDS FPD	MONTEREY
CVF	CARMEL VALLEY FPD	CARMEL VALLEY
CRP	CARPINTERIA/SUMMERLAND FPD	CARPINTERIA
CSL	CASSEL VFC	CASSEL
CPD	CASTELLA FPD	CASTELLA
CDR	CATHEDRAL CITY FD	CATHEDRAL CITY
CAY	CAYUCOS FPD	CAYUCOS
CAZ	CAZADERO FD	CAZADERO
AEU	CDF, AMADOR/EL DORADO	CAMINO
BTU	CDF, BUTTE	OROVILLE
CNR1	CDF, CALIF. NORTHERN REGION ADMIN	SANTA ROSA
CNR	CDF, CALIF. NORTHERN REGION OP's	REDDING
CSR1	CDF, CALIF. SOUTHERN REGION ADMIN	FRESNO
CSR	CDF, CALIF. SOUTHERN REGION OP's	RIVERSIDE
CFA	CDF FIRE ACADEMY	IONE
FKU	CDF, FRESNO/KINGS	SANGER
CDF	CDF HEADQUARTERS	SACRAMENTO
HUU	CDF, HUMBOLDT/DEL NORTE	FORTUNA
LNU	CDF, LAKE/NAPA/SONOMA	SAINT HELENA
LMU	CDF, LASSEN/MODOC	SUSANVILLE

ID	AGENCY	CITY
MMU	CDF, MADERA/MARIPOSA/MERCED	MARIPOSA
MEU	CDF, MENDOCINO	WILLITS
NEU	CDF, NEVADA/YUBA/PLACER	AUBURN
RRU	CDF, RIVERSIDE	PERRIS
BEU	CDF, SAN BENITO/MONTEREY	MONTEREY
BDU	CDF, SAN BERNARDINO	SAN BERNARDINO
MVU	CDF, SAN DIEGO/IMPERIAL	EL CAJON
SLU	CDF, SAN LUIS OBISPO	SAN LUIS OBISPO
CZU	CDF, SAN MATEO/SANTA CRUZ	FELTON
SCU	CDF, SANTA CLARA	MORGAN HILL
SHU	CDF, SHASTA/TRINITY	REDDING
SKU	CDF, SISKIYOU	YREKA
TGU	CDF, TEHAMA/GLENN	RED BLUFF
TCU	CDF, TOULUMNE/CALAVERAS	SAN ANDREAS
TUU	CDF, TULARE	VISALIA
CDV	CEDARVILLE FPD	CEDARVILLE
CNV	CENTERVILLE VFC	REDDING
CEP	CENTINELA STATE PRISON FD	IMPERIAL
CCF	CENTRAL CALAVERAS FPD	MOUNTAIN RANCH
CWF	CENTRAL CALIF WOMEN'S FACILITY FD	CHOWCHILLA
CEN	CENTRAL COUNTY FD	BURLINGAME
CTL	CENTRAL FPD of SANTA CRUZ COUNTY	SANTA CRUZ
CES	CERES DPS FD	CERES
CVV	CHALFANT VALLEY FD	CHALFANT VALLEY
CHE	CHESTER FPD	CHESTER
OIL	CHEVRON FD (XCC)	RICHMOND
CVN	CHEVRON REFINERY FD	EL SEGUNDO
CHI	CHICO FD	CHICO
CHO	CHINO VALLEY FPD	CHINO HILLS
CHW	CHOWCHILLA VFD	CHOWCHILLA
CHA	CHUCKAWALLA VALLEY STATE PRISON FD	BLYTHE
CHV	CHULA VISTA FD	CHULA VISTA
CBF	CLARKSBURG FPD	CLARKSBURG
CLC	CLEAR CREEK CSD FD	CLEAR CREEK
CLO	CLEARLAKE OAKS FD	CLEARLAKE OAKS
CLE	CLEMENTS RURAL FPD	CLEMENTS
CLD	CLOVERDALE FPD	CLOVERDALE
CLV	CLOVIS FD	CLOVIS
CLG	COALINGA FD	COALINGA
CCV	COFFEE CREEK VFC	TRINITY CENTER
CFX	COLFAX VFD	COLFAX
CGV	COLLEGEVILLE FPD	STOCKTON

ID	AGENCY	CITY
CLM	COLMA FPD	COLMA
COL	COLTON FD	COLTON
CCD	COLUMBIA COLLEGE FD	SONORA
CLB	COLUMBIA FPD	COLUMBIA
CLS	COLUSA FD	COLUSA
MCT	COMBAT CENTER FD (USMC)	TWENTY-NINE PALMS
CMT	COMPTCHE CSD VFD	COMPTCHE
CMP	COMPTON FD	COMPTON
CTN	COMPTONVILLE VFD	COMPTONVILLE
CCH	CONTRA COSTA CO. ENVIR. HLTH SVCS	MARTINEZ
CON	CONTRA COSTA CFPD	PLEASANT HILL
CCW	CONTRA COSTA WATER DISTRICT	BRENTWOOD
COC	COPCO LAKE FPD	MONTAGUE
COP	COPPEROPOLIS FPD	COPPEROPOLIS
CPK	CORCORAN STATE PRISON FD	CORCORAN
CNG	CORNING VFD	CORNING
COR	CORONA FD	CORONA
CRD	CORONADO FD	CORONADO
CTF	CORRECTIONAL TRAINING FACILITY-CDC	SOLEDAD
CMD	CORTE MADERA FD	CORTE MADERA
COS	COSTA MESA FD	COSTA MESA
COT	COTTONWOOD FPD	COTTONWOOD
CLF	COURTLAND FPD	COURTLAND
CVL	COVELO FPD	COVELO
CRS	CRESCENT CITY VFP	CRESCENT CITY
CRT	CRESCENT FPD	CRESCENT CITY
CRF	CREST FOREST FPD	CRESTLINE
CRK	CROCKETT-CARQUINEZ FPD	CROCKETT
CUL	CULVER CITY FD	CULVER CITY
CYP	CYPRESS FPD	MONTEREY
DAG	DAGGETT CSD	DAGGETT
DAL	DALY CITY FD	DALY CITY
DAV	DAVIS CREEK FPD	DAVIS CREEK
DVS	DAVIS FD	DAVIS
DLV	DE LUZ VFD	FALLBROOK
DSF	DEER SPRINGS FD	ESCONDIDO
DLA	DEF. DIST. DEPOT SAN JOAQUIN FPP	STOCKTON
DMR	DEL MAR FD	DEL MAR
DLT	DELTA FPD (XSJ)	RIO VISTA
DEN	DENAIR FPD	DENAIR
TDV	DEUEL VOCATIONAL INSTITUTION	TRACY
DSP	DIAMOND SPRINGS/EL DORADO FPD	DIAMOND SPRINGS

ID	AGENCY	CITY
DIN	DINUBA FD	DINUBA
DIX	DIXON FD	DIXON
DOF	DOBBINS/OREGON HOUSE FPD	OREGON HOUSE
DON	DONNER SUMMIT FD	SODA SPRINGS
DCF	DONOVAN CORRECTIONAL FACILITY	SAN DIEGO
DOR	DORRIS FD	DORRIS
DOS	DOS PALOS VFD	DOS PALOS
DOU	DOUGLAS CITY FD	DOUGLAS CITY
DOW	DOW CHEMICAL COMPANY FD	PITTSBURG
DNY	DOWNEY FD	DOWNEY
DWN	DOWNIEVILLE FPD	DOWNIEVILLE
DOY	DOYLE FPD	DOYLE
DCR	DRY CREEK VFPD	ROSEVILLE
DNN	DUNNIGAN FPD	DUNNIGAN
DUN	DUNSMUIR FD	DUNSMUIR
DUT	DUTCH FLAT VFD	DUTCH FLAT
EAG	EAGLEVILLE FPD	EAGLEVILLE
EBY	EAST BAY REGIONAL PARKS FD	OAKLAND
ECO	EAST CFD (XSD)	EL CAJON
CCE	EAST CONTRA COSTA FPD	BRENTWOOD
EDF	EAST DAVIS FPD	DAVIS
EDI	EAST DIABLO FPD	BRENTWOOD
NCL	EAST NICOLAUS FD	EAST NICOLAUS
EBB	EBBETTS PASS FPD	ARNOLD
FPB	EDWARDS AFB FPD	EDWARDS AFB
ELC	EL CAJON FD	EL CAJON
ECN	EL CENTRO FD	EL CENTRO
ECR	EL CERRITO FD	EL CERRITO
ECF	EL DORADO CFPD	CAMINO
EDH	EL DORADO HILLS FD	EL DORADO HILLS
EMD	EL MEDIO FPD	OROVILLE
ELS	EL SEGUNDO FD	EL SEGUNDO
SDC	ELDRIDGE FD	ELDRIDGE
EFF	ELFIN FOREST/HARMONY GROVE FD	ELFIN FOREST
ELK	ELK CREEK FPD	ELK CREEK
EGR	ELK GROVE CSD FD	ELK GROVE
EKV	ELK VFD	ELK
EHF	ELKHORN VFD	WEST SACRAMENTO
EME	EMERYVILLE F&ES	EMERYVILLE
ENC	ENCINITAS FD	ENCINITAS
ESL	ESCALON CONSOLIDATED FPD	ESCALON
ESC	ESCONDIDO FD	ESCONDIDO

ID	AGENCY	CITY
ESP	ESPARTO FPD	ESPARTO
ETN	ETNA FD	ETNA
EUR	EUREKA FD	EUREKA
EXE	EXETER FD	VISALIA
EXX	EXXON BENECIA REFINERY CO. FD	BENICIA
FRF	FAIRFIELD FD	FAIRFIELD
FAL	FALL RIVER MILLS FPD	FALL RIVER MILLS
FLL	FALLEN LEAF CSD VFD	SOUTH LAKE TAHOE
FMV	FARMERSVILLE FD	FARMERSVILLE
FAR	FARMINGTON RURAL FPD	FARMINGTON
FFD	FEDERAL FD (XSD)	SAN DIEGO
FFV	FEDERAL FD (XVE)	PORT MUGU
LCI	FEDERAL CORRECT'L/COMPLEX FD	LOMPOC
FEL	FELTON FPD	FELTON
FEN	FERNDALE FPD	FERNDALE
FBR	FIELDBROOK FD	FIELDBROOK
FLM	FILLMORE VFD	FILLMORE
FRB	FIREBAUGH FD	FIREBAUGH
FOL	FOLSOM FD	FOLSOM
FPF	FOLSOM PRISON F&R	REPRESA
FHD	FOOTHILL FPD (XCA)	VALLEY SPRINGS
FTL	FOOTHILL FPD (XYU)	BROWNSVILLE
FHF	FORESTHILL FPD	FORESTHILL
FRV	FORESTVILLE FPD	FORESTVILLE
FTB	FORT BIDWELL FD	FORT BIDWELL
BRG	FORT BRAGG FP	FORT BRAGG
FDK	FORT DICK FPD	FORT DICK
FHL	FORT HUNTER LIGGETT FD	FORT HUNTER LIGGETT
SFD	FORT IRWIN FD	FORT IRWIN
FTJ	FORT JONES FD	FORT JONES
FTR	FORT ROSS VFC	CAZADERO
FRT	FORTUNA FPD	FORTUNA
FOS	FOSTER CITY FD	FOSTER CITY
FVY	FOUNTAIN VALLEY FD	FOUNTAIN VALLEY
FOW	FOWLER FD	FOWLER
FRE	FREMONT FD	FREMONT
FRC	FRENCH CAMP/MCKINLEY FPD	FRENCH CAMP
FGF	FRENCH GULCH FPD	FRENCH GULCH
FDA	FRESNO AIRPORT FD	FRESNO
FCO	FRESNO CFPD	SANGER
FRN	FRESNO FD	FRESNO
FLV	FRUITLAND VFC	MYERS FLAT

ID	AGENCY	CITY
FUL	FULLERTON FD	FULLERTON
DVF	FURNACE CREEK VFD	DEATH VALLEY
TNR	FWS-SAN DIEGO COMPLEX OF REFUGES	JAMUL
GAL	GALT FPD	GALT
GAR	GARBERVILLE FPD	GARBERVILLE
GGV	GARDEN GROVE FD	GARDEN GROVE
GRV	GARDEN VALLEY FPD	GARDEN VALLEY
GAS	GASQUET FPD	GASQUET
GAZ	GAZELLE FPD	GAZELLE
GEO	GEORGETOWN FPD	GEORGETOWN
GER	GERBER FD	GERBER
GEY	GEYSERVILLE FPD	GEYSERVILLE
GIL	GILROY FD	GILROY
GLE	GLEN ELLEN FPD	GLEN ELLEN
GLN	GLENDALE FD	GLENDALE
GCF	GLENN/CODORA FPD	GLENN
GFD	GOLD RIDGE FPD	SEBASTOPOL
GNZ	GONZALES VFD	GONZALES
GRA	GRAEAGLE FPD	GRAEAGLE
GRS	GRASS VALLEY FD	GRASS VALLEY
GTN	GRATON FPD	GRATON
GRN	GREENFIELD VFD	GREENFIELD
GHC	GREENHORN CREEK CSD VFD	QUINCY
GVF	GREENVILLE FPD	GREENVILLE
GWR	GREENWOOD RIDGE FD	ELK
GND	GRENADA FPD	GRENADA
GRD	GRIDLEY FD	OROVILLE
GCS	GROVELAND CSD FD	GROVELAND
GRO	GROVER BEACH FD	GROVER BEACH
GUA	GUADALUPE FD	GUADALUPE
GUS	GUSTINE VFD	GUSTINE
HCS	HALLWOOD CSD #10	MARYSVILLE
HBF	HAMILTON BRANCH FPD	LAKE ALMANOR
HAM	HAMILTON CITY FD	HAMILTON CITY
HMM	HAMMOND RANCH FC	WEED
HAN	HANFORD FD	HANFORD
HAP	HAPPY CAMP FPD	HAPPY CAMP
HVF	HAPPY VALLEY FPD	ANDERSON
HAT	HAT CREEK VFC	HAT CREEK
HBV	HAWKINS BAR VFD	SALYER
HYF	HAYFORK FD	HAYFORK
HAY	HAYWARD FD	HAYWARD

ID	AGENCY	CITY
HEA	HEALDSBURG FD	HEALDSBURG
HCF	HEARST CASTLE FD	SAN SIMEON
HTL	HEARTLAND COMM. FACILITY AUTHORITY	EL CAJON
HMT	HEMET FD	HEMET
HER	HERALD FPD	HERALD
HMB	HERMOSA BEACH FD	HERMOSA BEACH
HES	HESPERIA FPD	HESPERIA
HGF	HIGGINS AREA FPD	AUBURN
HBO	HILLSBOROUGH FD	HILLSBOROUGH
HOL	HOLLISTER FD	HOLLISTER
HTF	HOLT FD	HOLT
HLT	HOLTVILLE FD	HOLTVILLE
HIA	HOOPA WILDLAND FSC	HOOPA
HOO	HOOPA VFD	HOOPA
HOP	HOPLAND VFD	HOPLAND
HOR	HORNBROOK FPD	HORNBROOK
HAC	HUGHES AIRCRAFT COMPANY EDSG	EL SEGUNDO
HGS	HUGHSON FPD	HUGHSON
HUM	HUMBOLDT FPD #1	EUREKA
HTB	HUNTINGTON BEACH FD	HUNTINGTON BEACH
HLV	HUNTINGTON LAKE VFD	LAKESHORE
HYM	HYAMPOM FD	HYAMPOM
IDL	IDYLLWILD FPD	IDYLLWILD
IGO	IGO-ONO VFD	IGO
IMB	IMPERIAL BEACH FD	IMPERIAL BEACH
IMP	IMPERIAL CFD	IMPERIAL
IMR	IMPERIAL FD	IMPERIAL
IDP	INDEPENDENCE FPD	INDEPENDENCE
IMF	INTERMOUNTAIN VFR	RAMONA
INV	INVERNESS PUD (IFD)	INVERNESS
ION	IONE FD	IONE
IBV	IRISH BEACH VFD	MANCHESTER
ILE	ISLETON FD	ISLETON
ISL	ISLETON FPD	ISLETON
JCK	JACKSON VALLEY FPD	IONE
JKS	JACKSON VFD	JACKSON
JST	JAMESTOWN FPD	JAMESTOWN
JNV	JANESVILLE FPD	JANESVILLE
JNR	JENNER VFD	JENNER
JEN	JENNY LIND FPD	VALLEY SPRINGS
JPL	JET PROPULSION LABORATORY FD	PASADENA
JVV	JONES VALLEY VFC	REDDING

ID	AGENCY	CITY
JVF	JULIAN/CUYAMACA FPD	JULIAN
JCF	JUNCTION CITY FPD	JUNCTION CITY
JUN	JUNE LAKE FPD	JUNE LAKE
KAN	KANAWHA FPD	WILLOWS
KEE	KEELER FC	KEELER
KLS	KELSEYVILLE FPD	KELSEYVILLE
KEN	KENSINGTON FPD	EL CERRITO
KNT	KENTFIELD FPD	KENTFIELD
KWD	KENWOOD FPD	KENWOOD
KRN	KERN CFD	BAKERSFIELD
TPC	KERN TEHACHAPI CORRECTIONAL INSTITUTION	TEHACHAPI
KES	KESWICK VFC	SHASTA
KEY	KEYES FPD	KEYES
KIN	KING CITY FD	KING CITY
KCF	KINGS CFD	HANFORD
KNG	KINGSBURG FD	KINGSBURG
KRK	KIRKWOOD VFD	KIRKWOOD
KJC	KJC OPERATIONS COMPANY ER	BORON
KLA	KLAMATH FPD	KLAMATH
KLR	KLAMATH RIVER FC	HORSECREEK
KFD	KNEELAND FPD	KNEELAND
KNI	KNIGHTS LANDING VFD	KNIGHTS LANDING
KNV	KNIGHTS VALLEY VFD	CALISTOGA
LHB	LA HABRA FD	LA HABRA
LHH	LA HABRA HEIGHTS FD	LA HABRA HEIGHTS
LMS	LA MESA FD	LA MESA
LPR	LA PORTE FPD	LA PORTE
LVN	LA VERNE FD	LA VERNE
LAB	LAGUNA BEACH FD	LAGUNA BEACH
LSH	LAKE CFPD	CLEARLAKE
LKC	LAKE CITY FPD	LAKE CITY
LSN	LAKE ELSINORE FD	PERRIS
LFV	LAKE FOREST VFD	SUSANVILLE
LST	LAKE SHASTINA CFD	WEED
LAV	LAKE VALLEY FPD	SOUTH LAKE TAHOE
LHD	LAKEHEAD VFC	LAKEHEAD
LKP	LAKEPORT CFPD	LAKEPORT
LKS	LAKESIDE FPD	LAKESIDE
LKV	LAKEVILLE VFD	PETALUMA
LRK	LARKSPUR FD	LARKSPUR
LMD	LATHROP/MANTECA FPD	LATHROP

ID	AGENCY	CITY
LAT	LATON FPD	LATON
LTB	LATROBE FPD	SHINGLE SPRINGS
LLL	LAWRENCE/LIVERMORE NAT'L LAB FD	LIVERMORE
LEE	LEE VINING VFD	LEE VINING
LEG	LEGGETT VALLEY FPD	LEGGETT
LGV	LEMON GROVE FD	LEMON GROVE
LEM	LEMOORE VFD	LEMOORE
LEW	LEWISTON VFD	LEWISTON
LIB	LIBERTY RURAL FPD	ACAMPO
LIK	LIKELY FPD	LIKELY
LNC	LINCOLN FD	LINCOLN
LNA	LINDA FPD	MARYSVILLE
LPE	LINDEN-PETERS RURAL FPD	LINDEN
LNS	LINDSAY FD	LINDSAY
LTL	LITTLE LAKE FPD	WILLITS
LVV	LITTLE VALLEY CSD FD	LITTLE VALLEY
LAP	LIVERMORE-PLEASANTON FD	PLEASANTON
LVG	LIVINGSTON FD	MARIPOSA
LGR	LOCAL GOVERNMENT RESOURCES	
LHM	LOCKHEED MISSILE & SPACE FD	SANTA CRUZ
LFP	LOCKWOOD FPD	VOLCANO
LOD	LODI FD	LODI
LOL	LOLETA FPD	LOLETA
LOM	LOMA LINDA FD	LOMA LINDA
LRB	LOMA RICA/BROWNS VALLEY CSD	MARYSVILLE
LMP	LOMPOC FD	LOMPOC
LPN	LONE PINE VFD	LONE PINE
LOB	LONG BEACH FD	LONG BEACH
LVL	LONG VALLEY FD	CROMBERG
LVF	LONG VALLEY FPD	LAYTONVILLE
LNG	LONG VALLEY VFD	CROWLEY LAKE
LOO	LOOKOUT FPD	LOOKOUT
LMF	LOOMIS FPD	LOOMIS
LAC	LOS ANGELES CFD	LOS ANGELES
LFD	LOS ANGELES CITY FD	LOS ANGELES
LBN	LOS BANOS FD	LOS BANOS
LSW	LOWER SWEETWATER FPD	NATIONAL CITY
LOY	LOYALTON FD	LOYALTON
LUC	LUCERNE P&RD	LUCERNE
MAD	MADLINE FPD	MADLINE
MDC	MADERA CFD	MARIPOSA
MDR	MADERA FD	MARIPOSA

ID	AGENCY	CITY
MDS	MADISON FPD	MADISON
MAM	MAMMOTH LAKES FPD	MAMMOTH LAKES
MHB	MANHATTAN BEACH FD	MANHATTAN BEACH
MAN	MANTECA FD	MANTECA
CMV	MAPLE CREEK VFC	KORBEL
MAB	MARCH AIR RESERVE BASE FD	MARCH AFB
MRN	MARIN CFD	WOODACRE
MAR	MARINA DPS	MARINA
MSM	MARINE CORPS AIR STN MIRAMAR FD	SAN DIEGO
MCB	MARINE CORPS LOGISTICS BASE FD	BARSTOW
MRW	MARINWOOD FD	SAN RAFAEL
MPA	MARIPOSA CFD	MARIPOSA
MRI	MARIPOSA MPUD	MARIPOSA
MRK	MARKLEEVILLE VFD	MARKLEEVILLE
MRC	MARTINEZ REFINING COMPANY FD	MARTINEZ
MAY	MARYSVILLE FD	MARYSVILLE
MAX	MAXWELL FPD	MAXWELL
MYC	MAYACAMAS VFD	GLEN ELLEN
MTN	MAYTEN FD	MONTAGUE
MCA	MC ARTHUR VFD	MC ARTHUR
MCU	MC CLOUD FD	MC CLOUD
MVF	MEADOW VALLEY FPD	MEADOW VALLEY
MEK	MEEKS BAY FPD	TAHOMA
MFW	MENDOCINO CFW/CO. OES	WILLITS
MND	MENDOCINO FPD	MENDOCINO
MEN	MENDOTA FD	SANGER
MNL	MENLO PARK FPD	MENLO PARK
MRD	MERCED CFD	MERCED
MER	MERCED FD	MERCED
MDN	MERIDIAN FD	MERIDIAN
MGR	MESA GRANDE FD	SANTA YSABEL
WUK	MI-WUK/SUGAR PINE FPD	MI-WUK
MCC	MID-COAST FIRE BRIGADE	CARMEL
MOS	MID-PENNISULA OPEN SPACE DISTRICT	LOS ALTOS
MLF	MILFORD FPD	MILFORD
LOS	MILITARY DEPT. – STATE OF CALIFORNIA	LOS ALAMITOS
MLV	MILL VALLEY FD	MILL VALLEY
MIL	MILLBRAE FD	MILLBRAE
MVL	MILLVILLE FPD	MILLVILLE
MLP	MILPITAS FD	MILPITAS
MIR	MIRANDA CSD	MIRANDA
MST	MODESTO FD	MODESTO

ID	AGENCY	CITY
MOF	MOFFETT FIELD FD	MOFFETT FIELD
MOK	MOKELUMNE HILL FPD	MOKELUMNE HILL
MKE	MOKELUMNE RURAL FD	LOCKEFORD
MON	MONO CITY FPD	LEE VINING
MRV	MONROVIA FD	MONROVIA
MTF	MONTAGUE FPD	MONTAGUE
MTC	MONTCLAIR FD	MONTCLAIR
MRO	MONTE RIO FPD	MONTE RIO
MTB	MONTEBELLO FD	MONTEBELLO
MTO	MONTECITO FPD	SANTA BARBARA
MNT	MONTEREY FD	MONTEREY
MPK	MONTEREY PARK FD	MONTEREY PARK
PMA	MONTEREY PENINSULA AIRPORT FD	MONTEREY
ZUM	MONTEZUMA FPD (XSJ)	STOCKTON
MTZ	MONTEZUMA FPD (XSO)	RIO VISTA
RAN	MONTEZUMA VALLEY VFD	RANCHITA
MTG	MONTGOMERY CREEK VFC	MONTGOMERY CREEK
MOR	MORAGA/ORINDA FPD	ORINDA
MRF	MORONGO INDIAN RESERVATION FD	BANNING
MGO	MORONGO VALLEY CSD	MORONGO VALLEY
MQT	MOSQUITO FPD	PLACERVILLE
BDY	MOUNT BALDY FD	MT. BALDY
MLG	MOUNT LAGUNA VFD	MT LAGUNA
MTS	MOUNT SHASTA FD	MT SHASTA
MSH	MOUNT SHASTA FPD	MT SHASTA
MSV	MOUNT SHASTA VISTA VFC	MONTAGUE
MFR	MOUNTAIN FR	MOUNTAIN RANCH
WMG	MOUNTAIN GATE FD	REDDING
MCM	MTN TRAINING WARFARE CNTR USMC	BRIDGEPORT
MVY	MOUNTAIN VALLEY VFD	DUNLAP
MOU	MOUNTAIN VFD	CALISTOGA
MTV	MOUNTAIN VIEW FD	MOUNTAIN VIEW
MVW	MOUNTAIN VIEW FPD	CROWS LANDING
MUI	MUIR BEACH VFD	MUIR BEACH
MUP	MULE CREEK STATE PRISON	IONE
MRP	MURPHYS FPD	MURPHYS
MUR	MURRIETA FPD	MURRIETA
MYR	MYERS FLAT FPD	MYERS FLAT
NPA	NAPA CFD	ST HELENA
NAP	NAPA FD	NAPA
NSH	NAPA STATE HOSPITAL FD	IMOLA
NLE	NAS LEMOORE FD	LEMOORE

ID	AGENCY	CITY
NAT	NATIONAL CITY FD	NATIONAL CITY
NAF	NAVAL AIR FACILITY FD	EL CENTRO
NPG	NAVAL SUPPORT ACTIVITY MB FD	MONTEREY
TNT	NAVAL WEAPONS STN FD - CONCORD	CONCORD
NVW	NAVAL WEAPONS STATION SEAL BEACH	SEAL BEACH
NWC	NAWS CHINA LAKE FD	CHINA LAKE
NED	NEEDLES FD	SAN BERNARDINO
NCO	NEVADA CFD (CDF NV CO.)	AUBURN
NEV	NEVADA CITY FD	NEVADA CITY
NCC	NEVADA CO. CONSOLIDATED FD	GRASS VALLEY
NRK	NEWARK FD	NEWARK
NBY	NEWBERRY SPRINGS FD	NEWBERRY SPRINGS
NEW	NEWCASTLE FPD	NEWCASTLE
NSP	NEWHALL FPD	TULELAKE
NWM	NEWMAN VFD	NEWMAN
NPB	NEWPORT BEACH FD	NEWPORT BEACH
NCS	NICASIO VFD	NICASIO
NIC	NICE VFD	NICE
NIL	NILAND FD	NILAND
NOR	NORCO FD	NORCO
NCN	NORTH CENTRAL FPD	KERMAN
NCD	NORTH COUNTY FPD (XMY)	CASTROVILLE
NCF	NORTH COUNTY FPD (XSD)	FALLBROOK
NKP	NORTH KERN STATE PRISON FD	DELANO
NSJ	NORTH SAN JUAN FPD	NORTH SAN JUAN
NTF	NORTH TAHOE FPD	TAHOE CITY
NTI	NORTH TREE FIRE, INTERNATIONAL	MARYSVILLE
NWF	NORTHERN CALIF WOMEN'S FACILITY	STOCKTON
NCY	NORTHERN CALIF YOUTH AUTHORITY	STOCKTON
NWR	NORTHERN WILDLIFE REFUGE	
NAG	NORTHROP GRUMMAN FD	HAWTHORNE
NRS	NORTHSTAR FD	TRUCKEE
NWL	NORTHWEST LASSEN FD	MCARTHUR
NOV	NOVATO FPD	NOVATO
CAP	NPS, CABRILLO NM	SAN DIEGO
CNP	NPS, CHANNEL ISLANDS NP	VENTURA
DVP	NPS, DEATH VALLEY NM	DEATH VALLEY
DPP	NPS, DEVILS POSTPILE NM	THREE RIVERS
EOP	NPS, EUGENE O'NEILL NHS	MARTINEZ
FPP	NPS, FORT POINT NHS	SAN FRANCISCO
GNP	NPS, GOLDEN GATE NRA	SAUSALITO
JMP	NPS, JOHN MUIR NHS	MARTINEZ

ID	AGENCY	CITY
JTP	NPS, JOSHUA TREE NP	TWENTYNINE PALMS
LNP	NPS, LASSEN VOLCANIC NP	MINERAL
BNP	NPS, LAVA BEDS NM	TULELAKE
MNP	NPS, MOJAVE NP	BARSTOW
MWP	NPS, MUIR WOODS NM	MILL VALLEY
WRP	NPS, PACIFIC WEST REGION	SAN FRANCISCO
PIP	NPS, PINNACLES NM	PAICINES
RNP	NPS, POINT REYES NS	POINT REYES
RWP	NPS, REDWOOD NP	CRESCENT CITY
SMP	NPS, SANTA MONICA MTNS NRA	THOUSAND OAKS
KNP	NPS, SEQUOIA-KINGS CANYON NP	THREE RIVERS
WNP	NPS, WHISKEYTOWN NRA	WHISKEYTOWN
YNP	NPS, YOSEMITE NP	YOSEMITE NP
OKR	OAK RUN VFC	OAK RUN
ODF	OAKDALE FD	OAKDALE
ODL	OAKDALE RURAL FPD	OAKDALE
OKL	OAKLAND FD	OAKLAND
OLY	OAKLEY FPD	OAKLEY
OCD	OCCIDENTAL FCS	OCCIDENTAL
OCE	OCEANO CSD FIRE	OCEANO
OCS	OCEANSIDE FD	OCEANSIDE
OCO	OCOTILLO FPD	OCOTILLO
OWF	OCOTILLO WELLS VFD	BORREGO SPRINGS
OES	OFFICE OF EMERGENCY SERVICES	MATHER
OLC	OLANCHA/CARTAGO FD	OLANCHA
OSV	OLD STATION VFC	OLD STATION
OLI	OLIVEHURST PUD	OLIVEHURST
OAP	ONTARIO AIRPORT FD	ONTARIO
OTO	ONTARIO FD	ONTARIO
ONC	OPERATION NORTHERN CALIF - USFS	REDDING
OSC	OPERATION SOUTHERN CALIF - USFS	RIVERSIDE
OPH	OPHIR HILL FPD	CEDAR RIDGE
ORC	ORANGE COUNTY FIRE AUTHORITY	ORANGE
OCF	ORANGE COVE FPD	ORANGE COVE
ORG	ORANGE FD	ORANGE
OCT	ORCUTT FPD	ORCUTT
ORD	ORD BEND FPD	GLENN
ORK	ORICK CSD	ORICK
ORL	ORLAND FPD	ORLAND
OLN	ORLEANS VFD	ORLEANS
ORO	OROVILLE FD	OROVILLE
OXD	OXNARD FD	OXNARD

ID	AGENCY	CITY
PGF	PACIFIC GROVE FD	PACIFIC GROVE
PFC	PACIFICA FD	PACIFICA
PDF	PAINTED CAVE VFD	SANTA BARBARA
PAL	PALA FD	PALA
PSP	PALM SPRINGS FD	PALM SPRINGS
PAF	PALO ALTO FD	PALO ALTO
PCV	PALO CEDRO VFC	PALO CEDRO
PMV	PALOMAR MOUNTAIN VFD	PALOMAR MOUNTAIN
PRA	PARADISE FD	PARADISE
PRD	PARADISE FPD	BISHOP
PAJ	PAJARO VALLEY FD	FELTON
PRK	PARKS RFTA F&ES	DUBLIN
PAR	PARLIER FD	SANGER
PAS	PASADENA FD	PASADENA
PRF	PASO ROBLES FD (OES)	PASO ROBLES
PAT	PATTERSON FD	PATTERSON
PCP	PEARDALE/CHICAGO PARK FPD	CHICAGO PARK
PEB	PEBBLE BEACH CSD FD	MONTEREY
PFD	PECHANGA FD	TEMECULA
PNS	PENINSULA FPD	LAKE ALMANOR PENINSULA
PNV	PENN VALLEY FPD	PENN VALLEY
RYN	PENRYN FD	PENRYN
PTL	PETALUMA FD	PETALUMA
PET	PETROLIA FPD	PETROLIA
PHL	PHILLIPSVILLE FPD	PHILLIPSVILLE
PIE	PIEDMONT FD	PIEDMONT
PRC	PIERCY FPD	PIERCY
PIK	PIKE CITY VFD	PIKE CITY
PRG	PINE RIDGE VFD	SHAVER LAKE
PVY	PINE VALLEY FPD	PINE VALLEY
POE	PINOLE FD	PINOLE
PIO	PIONEER FPD	SOMERSET
PSM	PISMO BEACH FD	PISMO BEACH
PCF	PLACER CFD	AUBURN
ROC	PLACER CONSOLIDATED FD	AUBURN
PHF	PLACER HILLS FPD	MEADOW VISTA
PLW	PLANTINA/WILDWOOD VFC	WILDWOOD
PLG	PLEASANT GROVE FD	PLEASANT GROVE
PVF	PLEASANT VALLEY FC	DORRIS
PVS	PLEASANT VALLEY STATE PRISON FD	COALINGA
PBF	PLUMAS/BROPHY FPD	WHEATLAND
PEF	PLUMAS/EUREKA FD	BLAIRSDEN

ID	AGENCY	CITY
PLY	PLYMOUTH FD	PLYMOUTH
PTM	POINT MONTARA FPD	HALF MOON BAY
PVL	PORTERVILLE FD	PORTERVILLE
POR	PORTOLA FD	PORTOLA
PMT	POST MOUNTAIN VFD	HAYFORK
POT	POTTER VALLEY CSD	POTTER VALLEY
POW	POWAY FD	POWAY
PRT	PRATTVILLE/ALMANOR FD	CANYONDAM
PSF	PRESIDIO FD	SAN FRANCISCO
POM	PRESIDIO OF MONTEREY FD	MONTEREY
PRN	PRINCETON FPD	PRINCETON
PVT	PRIVATE RESOURCES	
QUI	QUINCY FPD	QUINCY
RAD	RANCHO ADOBE FPD	PENNGROVE
RCF	RANCHO CUCAMONGA FPD	RANCHO CUCAMONGA
RSF	RANCHO SANTA FE FPD	RANCHO SANTA FE
RBU	RED BLUFF FD	RED BLUFF
RCV	REDCREST VFD	REDCREST
RDN	REDDING FD	REDDING
RED	REDLANDS FD	REDLANDS
RDB	REDONDO BEACH FD	REDONDO BEACH
RDW	REDWAY FPD	REDWAY
RWO	REDWOOD CITY FD	REDWOOD CITY
PTA	REDWOOD COAST VFD	POINT ARENA
RVF	REDWOOD VALLEY/CALPELLA FPD	REDWOOD VALLEY
REE	REEDLEY FD	REEDLEY
RES	RESCUE FPD	RESCUE
RFB	RESERVATION FPD	SANTA YSABEL
RIA	RIALTO FD	RIALTO
RMD	RICHMOND FD	RICHMOND
RIN	RINCON VALLEY FPD	SANTA ROSA
RIO	RIO DELL FPD	RIO DELL
RLN	RIO LINDO ACADEMY FIRE BRIGADE	HEALDSBURG
RVS	RIO VISTA FD	RIO VISTA
RIP	RIPON FPD	RIPON
RVD	RIVERDALE PUD FD	RIVERDALE
RVC	RIVERSIDE CFD	PERRIS
RIV	RIVERSIDE FD	RIVERSIDE
ROK	ROCKLIN FD	ROCKLIN
RDO	RODEO/HERCULES FPD	HERCULES
ROH	ROHNERT PARK DPS FD	ROHNERT PARK
RSV	ROSEVILLE FD	ROSEVILLE

ID	AGENCY	CITY
ROS	ROSS DEPT OF PUBLIC SAFETY	ROSS
RVY	ROSS VALLEY FD	SAN ANSELMO
RAR	ROUGH AND READY FPD	ROUGH & READY
RUM	RUMSEY INDIAN RANCHERIA FD	BROOKS
RSP	RUNNING SPRINGS WD	RUNNING SPRINGS
RRF	RUSSIAN RIVER FPD	GUERNEVILLE
RYR	RYER ISLAND FPD	RIO VISTA
SCR	SACRAMENTO FD	SACRAMENTO
MAF	SACRAMENTO INTER'L AIRPORT FD	SACRAMENTO
SAC	SACRAMENTO METROPOLITAN FD	SACRAMENTO
SWR	SACRAMENTO NAT'L WILDLIFE REFUGE	WILLOWS
SRC	SACTO REG'L FIRE/EMS COMM. CNTR	SACRAMENTO
SRV	SACRAMENTO RIVER FPD	COLUSA
STH	SAINT HELENA FD	SAINT HELENA
SLA	SALIDA FPD	SALIDA
SLS	SALINAS FD	SALINAS
SLR	SALINAS RURAL FPD	SALINAS
SCV	SALMON CREEK VFC	MIRANDA
CCL	SALMON RIVER VF&R	FORKS OF THE SALMON
SAL	SALTON CITY CSD	SALTON CITY
SSB	SALTON SEA BEACH VFD	SALTON SEA BEACH
SLV	SALYER VFD	SALYER
SAM	SAMOA PENINSULA FD	SAMOA
AND	SAN ANDREAS FPD	SAN ANDREAS
SAF	SAN ANTONIO VFD	PETALUMA
SAV	SAN ARDO VCF	SAN ARDO
SBN	SAN BENITO CFD	MONTEREY
BDC	SAN BERNARDINO CFD	SAN BERNARDINO
BDO	SAN BERNARDINO FD	SAN BERNARDINO
SBR	SAN BRUNO FD	SAN BRUNO
SND	SAN DIEGO FIRE AND LIFE SAFETY SVCS	SAN DIEGO
SDR	SAN DIEGO RURAL FD	JAMUL
SFR	SAN FRANCISCO FD	SAN FRANCISCO
SGB	SAN GABRIEL FD	SAN GABRIEL
SJS	SAN JOSE FD	SAN JOSE
SJB	SAN JUAN BAUTISTA FD	SAN JUAN BAUTISTA
LUR	SAN LUIS NAT'L WILDLIFE REFUGE	LOS BANOS
SLC	SAN LUIS OBISPO CFD	SAN LUIS OBISPO
SLO	SAN LUIS OBISPO FD	SAN LUIS OBISPO
SMI	SAN MANUEL FD	SAN BERNARDINO
SMC	SAN MARCOS FPD	SAN MARCOS
SNM	SAN MARINO FD	SAN MARINO

ID	AGENCY	CITY
CFS	SAN MATEO CF	FELTON
MEO	SAN MATEO FD	SAN MATEO
SMG	SAN MIGUEL CFPD (XSD)	SPRING VALLEY
SMF	SAN MIGUEL CFPD (XSL)	SAN MIGUEL
SNO	SAN ONOFRE FD	SAN CLEMENTE
SPF	SAN PASQUAL FD	ESCONDIDO
SPI	SAN PASQUAL RESERVATION FD	VALLEY CENTER
QUN	SAN QUENTIN STATE PRISON FD	SAN QUENTIN
SNR	SAN RAFAEL FD	SAN RAFAEL
SRM	SAN RAMON VALLEY FPD	SAN RAMON
SAN	SANGER FD	SANGER
STA	SANTA ANA FD	SANTA ANA
SBC	SANTA BARBARA CFD	SANTA BARBARA
STB	SANTA BARBARA FD	SANTA BARBARA
CNT	SANTA CLARA CFD	LOS GATOS
SNC	SANTA CLARA FD	SANTA CLARA
NET	SANTA CRUZ CECC	SANTA CRUZ
CRZ	SANTA CRUZ CFD	FELTON
SCZ	SANTA CRUZ FD	SANTA CRUZ
SFS	SANTA FE SPRINGS FD	SANTA FE SPRINGS
SMV	SANTA MARGARITA VFD	SANTA MARGARITA
SMR	SANTA MARIA FD	SANTA MARIA
SMA	SANTA MONICA FD	SANTA MONICA
SPA	SANTA PAULA FD	SANTA PAULA
SRS	SANTA ROSA FD	SANTA ROSA
SNT	SANTEE FD	SANTEE
SAR	SARATOGA FPD	SARATOGA
SIT	SAUSALITO FD	SAUSALITO
SCH	SCHELL/VISTA FPD	SONOMA
SCT	SCOTIA VFC	SCOTIA
SVF	SCOTT VALLEY FPD (XSK)	GREENVIEW
SCO	SCOTTS VALLEY FPD (XCZ)	SCOTTS VALLEY
TSR	SEA RANCH FD	SEA RANCH
SEA	SEASIDE FD	SEASIDE
SEB	SEBASTOPOL FD	SEBASTOPOL
SEI	SEIAD VALLEY FC	SEIAD VALLEY
SLM	SELMA FD	SELMA
SHS	SHASTA CFD	REDDING
SHC	SHASTA COLLEGE FPD	REDDING
SHA	SHASTA FD	SHASTA
SLF	SHASTA LAKE FPD	SHASTA LAKE
SHL	SHAVER LAKE FD	SHAVER LAKE

ID	AGENCY	CITY
SHE	SHELTER COVE CSD	WHITEHORN
SVV	SHELTER VALLEY VFD	JULIAN
SHR	SHERIDAN FPD	SHERIDAN
SHI	SHINGLETOWN VFC	SHINGLETOWN
SAD	SIERRA ARMY DEPOT FES	HERLONG
SER	SIERRA CFPD #1	SIERRAVILLE
SRA	SIERRA CITY FPD	SIERRA CITY
JSC	SIERRA CONSERVATION CENTER	JAMESTOWN
SMD	SIERRA MADRE FD	SIERRA MADRE
SIE	SIERRA VALLEY FPD	CHILCOOTI
SIS	SISKIYOU CFD	YREKA
SKY	SKYWALKER RANCH FB	SAN RAFAEL
SFP	SMARTVILLE FPD	SMARTVILLE
SMT	SMITH RIVER FPD	SMITH RIVER
SOL	SOLANA BEACH FD	SOLANA BEACH
SLD	SOLEDAD VFD	SOLEDAD
SVG	SOLVANG FD	SOLVANG
SSR	SONOMA COUNTY DFS (CSA #40)	SANTA ROSA
SON	SONOMA FD	SONOMA
SOF	SONORA FD	SONORA
SBY	SOUTH BAY FD	LOS OSOS
SCF	SOUTH COAST FPD	GUALALA
SOC	SOUTH COUNTY FIRE AUTHORITY (XSM)	SAN CARLOS
MDT	SOUTH LAKE CFPD	MIDDLETOWN
SLT	SOUTH LAKE TAHOE FD	SOUTH LAKE TAHOE
SOM	SOUTH MARIN FPD	MILL VALLEY
SMY	SOUTH MONTEREY CFPD	MONTEREY
SPS	SOUTH PASADENA FD	SOUTH PASADENA
SPL	SOUTH PLACER FPD	GRANITE BAY
SSF	SOUTH SAN FRANCISCO FD	SO. SAN FRANCISCO
SCC	SOUTH SANTA CLARA CFD	MORGAN HILL
SOT	SOUTH TRINITY VFD	MAD RIVER
SYR	SOUTH YREKA FPD	YREKA
TSH	SOUTHERN INYO FPD	SHOSHONE
EGL	SPAULDING CSD FD	SUSANVILLE
SWV	SPEEDWAY VFD	HIGHLAND
SPR	SPRECKELS VFD	SPRECKELS
SPV	SPRING VALLEY VFD	SAN JOSE
SQU	SQUAW VALLEY FD	OLYMPIC VALLEY
STL	STANDISH LITCHFIELD FPD	STANDISH
SUF	STANFORD UNIV. FIRE MARSHAL	STANFORD
SSL	STANISLAUS CONSOLIDATED FPD	MODESTO

ID	AGENCY	CITY
SFW	STANISLAUS COUNTY FIRE WARDEN	MODESTO
SNB	STINSON BEACH FPD	STINSON BEACH
STO	STOCKTON FD	STOCKTON
SBG	STONES BENGARD CSD	SUSANVILLE
STW	STRAWBERRY VFD	STRAWBERRY
SUC	SUISUN CITY FD	SUISUN CITY
SUI	SUISUN FPD	FAIRFIELD
SNY	SUNNYVALE DPS FD	SUNNYVALE
SST	SUNSHINE SUMMIT VFD	WARNER SPRINGS
SSN	SUSAN RIVER FPD	SUSANVILLE
SUS	SUSANVILLE FD	SUSANVILLE
SBF	SUTTER BASIN FPD	ROBBINS
STC	SUTTER CFD	YUBA CITY
SUT	SUTTER CREEK FD	SUTTER CREEK
SYC	SYCUAN FD	EL CAJON
TFT	TAFT FD	TAFT
TAY	TAYLORSVILLE FPD	TAYLORSVILLE
THC	TEHACHAPI FD	TEHACHAPI
TCR	TEHAMA CFD	RED BLUFF
TEL	TELEGRAPH RIDGE VFC	REDWAY
TEM	TEMPLETON FPD	TEMPLETON
TEN	TENNANT FD	TENNANT
THO	THORNTON FPD	THORNTON
TIB	TIBURON FPD	TIBURON
TIM	TIMBER COVE FPD	CAZADERO
TOM	TOMALES VFC	TOMALES
TOR	TORRANCE FD	TORRANCE
TOS	TOSCO CORPORATION FD	MARTINEZ
TRY	TRACY FD	TRACY
TRV	TRAVIS AFB FD	TRAVIS AFB
TRN	TRINIDAD VFD	TRINIDAD
TCC	TRINITY CENTER CSD	TRINITY CENTER
TRK	TRUCKEE FPD	TRUCKEE
TLC	TULARE CFPD	VISALIA
TLR	TULARE FD	TULARE
TIA	TULE RIVER INDIAN RESERVATION FD	PORTERVILLE
TUL	TULELAKE MULTI-COUNTY FIRE DIST.	TULELAKE
TLU	TUOLUMNE CFD	SONORA
TUO	TUOLUMNE FPD	TUOLUMNE
TUR	TURLOCK CITY F&ES	TURLOCK
TRL	TURLOCK RURAL FPD	TURLOCK
TWA	TWAIN HARTE FPD	TWAIN HARTE

ID	AGENCY	CITY
TWP	TWENTY-NINE PALMS FD	TWENTY-NINE PALMS
TWO	TWO ROCK VFD	PETALUMA
UCB	UC CAMPUS FIRE MARSHAL (XAL)	BERKELEY
UCR	UC CAMPUS FIRE MARSHAL (XRI)	RIVERSIDE
USB	UC CAMPUS FIRE MARSHAL (XSB)	SANTA BARBARA
UCD	UC DAVIS FD	DAVIS
UCI	UC IRVINE CAMPUS FIRE MARSHAL	IRVINE
UCZ	UC SANTA CRUZ FPS	SANTA CRUZ
UCL	UCLA CAMPUS FIRE MARSHAL	LOS ANGELES
UKH	UKIAH FD	UKIAH
UKV	UKIAH VALLEY FD	UKIAH
UNU	UNION CITY FD	UNION CITY
UTC	UNITED TECHNOLOGY CORPORATION	SAN JOSE
PSS	UNOCAL/MOLY CORPORATION	MOUNTAIN PASS
UPL	UPLAND FD	UPLAND
UPP	UPPER LAKE FPD	UPPER LAKE
CGT	US COAST GUARD FD TWO ROCK	PETALUMA
GYP	US GYPSUM COMPANY	EL CENTRO
ANF	USFS, ANGELES NF	LANCASTER
CNF	USFS, CLEVELAND NF	EL CAJON
ENF	USFS, EL DORADO NF	PLACERVILLE
INF	USFS, INYO NF	BISHOP
KNF	USFS, KLAMATH NF	YREKA
TMU	USFS, LAKE TAHOE BASIN MU	SOUTH LAKE TAHOE
LNF	USFS, LASSEN NF	SUSANVILLE
LPF	USFS, LOS PADRES NF	GOLETA
MNF	USFS, MENDOCINO NF	WILLOWS
MDF	USFS, MODOC NF	ALTURAS
NZF	USFS – NORTH ZONE	REDDING
PNF	USFS, PLUMAS NF	QUINCY
USF	USFS, REGION V HEADQUARTERS	VALLEJO
BDF	USFS, SAN BERNARDINO NF	SAN BERNARDINO
SQF	USFS, SEQUOIA NF	PORTERVILLE
SHF	USFS, SHASTA/TRINITY NF	REDDING
SNF	USFS, SIERRA NF	FRESNO
SRF	USFS, SIX RIVERS NF	FORTUNA
SZF	USFS – SOUTH ZONE	RIVERSIDE
STF	USFS, STANISLAUS NF	SONORA
TNF	USFS, TAHOE NF	NEVADA CITY
VAC	VACAVILLE FD	VACAVILLE
VVF	VACAVILLE FPD	VACAVILLE
VLJ	VALLEJO FD	VALLEJO

ID	AGENCY	CITY
VCF	VALLEY CENTER FPD	EL CAJON
VFV	VALLEY FORD VFD	VALLEY FORD
VOM	VALLEY OF THE MOON FPD	SONOMA
VSP	VALLEY SPRINGS FD	VALLEY SPRINGS
VAN	VAN DEUSEN VFD	BRIDGEVILLE
AFV	VANDENBERG AFB FD	VANDENBERG AFB
VNC	VENTURA CFD	CAMARILLO
VEN	VENTURA FD	VENTURA
VER	VERNON FD	VERNON
VCV	VICTORVILLE FD	VICTORVILLE
VJS	VIEJAS RESERVATION FD	ALPINE
VSA	VISALIA FD	VISALIA
VTA	VISTA FD AND FPD	VISTA
WAL	WALNUT GROVE FD	WALNUT GROVE
BKS	WARNER BROTHERS FD	BURBANK
WSR	WARNER SPRINGS RANCH FD	WARNER SPRINGS
WSC	WASCO STATE PRISON - CDC	WASCO
WMR	WATERLOO/MORADA RURAL FPD	STOCKTON
WTS	WATSONVILLE FD	WATSONVILLE
WEA	WEAVERVILLE VFD	WEAVERVILLE
WED	WEED VFD	WEED
WEO	WEOTT VFD	WEOTT
WAC	WEST ALMANOR CSD	CHESTER
WCV	WEST COVINA FD	WEST COVINA
WPL	WEST PLAINFIELD FPD	DAVIS
WPT	WEST POINT VFPD	WEST POINT
EYO	WEST SACRAMENTO FD	WEST SACRAMENTO
WSF	WEST STANISLAUS CFPD	PATTERSON
WVV	WEST VALLEY VFD	COTTONWOOD
WVF	WESTHAVEN VFD	TRINIDAD
WML	WESTMORLAND FD	WESTMORLAND
WPF	WESTPORT FD	MODESTO
WPV	WESTPORT VFD	WESTPORT
WVO	WESTWOOD FD	WESTWOOD
VFC	WHALE GLUCH VFC	WHITEHORN
WHE	WHEATLAND FD	WHEATLAND
SWF	WHEELER CREST FPD	BISHOP
WHR	WHITE HAWK RANCH VFC	CLIO
WMT	WHITE MOUNTAIN FPD	BENTON
WHT	WHITETHORN VFD	WHITETHORN
WFC	WHITMORE VFD	WHITMORE
WIL	WILLIAMS FPD	WILLIAMS

ID	AGENCY	CITY
WCR	WILLOW CREEK FPD	WILLOW CREEK
WOF	WILLOW OAK FPD	WOODLAND
WWR	WILLOW RANCH FPD	NEW PINE CREEK
WLL	WILLOWS FD	WILLOWS
WLO	WILLOWS RURAL FPD	WILLOWS
WLM	WILMAR FD	PETALUMA
WLT	WILTON FPD	WILTON
WND	WINDSOR FPD	WINDSOR
WNT	WINTERHAVEN FPD	WINTERHAVEN
WFD	WINTERS FD	WINTERS
WOO	WOODBIDGE FPD	WOODBIDGE
WDF	WOODFORDS VFD	MARKLEEVILLE
WLF	WOODLAKE FD	WOODLAKE
WLA	WOODLAND AVENUE FPD	MODESTO
WDL	WOODLAND FD	WOODLAND
WOD	WOODSIDE FPD	WOODSIDE
YER	YERMO CSD	YERMO
YOL	YOLO FD	YOLO
YPC	YOSEMITE CONCESSION SVCS CORP FD	YOSEMITE NP
YRE	YREKA VFD	YREKA
YUB	YUBA CITY FD	YUBA CITY
YWD	YUIMA WATER DISTRICT	EL CAJON
ZAM	ZAMORA FPD	ZAMORA
ZAY	ZAYANTE FPD	FELTON
ZEN	ZENIA-KETTEPOM VFD	ZENNA

NV-AAU	AIRPORT AUTHORITY OF WASHOE CO.	RENO
NV-CCF	CARSON CITY FD	CARSON CITY
NV-CLC	CENTRAL LYON CFPD	DAYTON
NV-CLK	CLARK CFD	LAS VEGAS
NV-EFK	EAST FORK FPD	MINDEN
NV-ELK	ELKO FD	ELKO
NV-ELY	ELY FD	ELY
NV-FAL	FALLON FD	FALLON
NV-FRN	FERNLEY FD	FERNLEY
NV-HEN	HENDERSON FD	HENDERSON
NV-LVS	LAS VEGAS F&R	LAS VEGAS
NV-LOV	LOVELOCK FD	LOVELOCK
NV-MIN	MINERAL FD	MINERAL
NV-HAS	NAVAL AIR STATION FALLON	FALLON
NV-NEL	NELLIS AFB FD	LAS VEGAS
NV-NDF	NEVADA DIVISION OF FORESTRY	CARSON CITY

ID	AGENCY	CITY
NV-NTS	NEVADA TEST SITE	HENDERSON
NV-NLT	NORTH LAKE TAHOE FPD	INCLINE VILLAGE
NV-NLV	NORTH LAS VEGAS FD	LAS VEGAS
NV-PAH	PAHRUMP VALLEY FRS	PAHRUMP
NV-RND	RENO FD	RENO
NV-SPK	SPARKS FD	SPARKS
NV-SCF	STOREY CFD	VIRGINIA CITY
NV-TDO	TAHOE/DOUGLAS FPD	ZEPHYR COVE
NV-TOF	USFS, TOIYABE/HUMBOLDT NF	BRIDGEPORT
NV-YER	YERINGTON/MASON VALLEY FPD	YERINGTON
AZ-YMA	YUMA FD	YUMA
AZ-YCS	YUMA MARINE CORPS AIR STATION FD	MCAS - YUMA

APPENDIX B
California Agency Designators
Alphabetical by Agency ID

ID	AGENCY	CITY
ABL	ARROWBEAR LAKE FD	ARROWBEAR LAKE
ABR	AUBURN VFD	AUBURN
ACF	ALAMEDA CFD	SAN LEANDRO
ACP	ALPINE FPD	ALPINE
ACR	AVIATION CFR FD	STOCKTON
ACY	AMERICAN CANYON FPD	AMERICAN CANYON
ADI	ADIN FPD	ADIN
AEU	CDF, AMADOR/EL DORADO	CAMINO
AFD	ANDERSON FPD	ANDERSON
AFP	ALTA FPD	ALTA
AFV	VANDENBERG AFB FD	VANDENBERG AFB
AGC	AEROJET ORDINANCE COMPANY FD	CHINO HILLS
AGL	ANGELS CAMP FD	ANGELS CAMP
ALA	ALAMEDA FD	ALAMEDA
ALB	ALBANY FD	ALBANY
ALF	ALTURAS RURAL FPD	ALTURAS
ALG	ALLEGHANY VFD	ALLEGHANY
ALH	ALHAMBRA FD	ALHAMBRA
ALP	ALPINE CFD	CAMINO
ALR	ALBION/LITTLE RIVER VFD	LITTLE RIVER
ALT	ALTAVILLE/MELONES FPD	ALTAVILLE
ALV	ALTURAS CITY FD	ALTURAS
AMC	AMADOR FPD	JACKSON
ANA	ANAHEIM FD	ANAHEIM
AND	SAN ANDREAS FPD	SAN ANDREAS
ANF	USFS, ANGELES NF	LANCASTER
ANG	AIR NATIONAL GUARD FD	FRESNO
ANN	ANNAPOLIS VFD	ANNAPOLIS
ANT	ANTELOPE VALLEY FD	COLEVILLE
APP	APPLE VALLEY FPD	APPLE VALLEY
APT	APTOS LA SELVA (BEACH) FPD	APTOS
ARB	ARBUCKLE/COLLEGE CITY FPD (C.N.G.)	ARBUCKLE
ARC	ARCADIA FD	ARCADIA
ARF	ARCATA FPD	ARCATA
ART	ARTOIS FPD	ARTOIS
ASC	ALPINE MEADOWS FPD	TAHOE CITY
ASP	ASPENDELL FC	BISHOP
ATA	ATASCADERO CITY FD	ATASCADERO

ID	AGENCY	CITY
ATC	AROMAS TRI-COUNTY FPD	AROMAS
ATS	ATASCADERO STATE HOSPITAL FD	ATASCADERO
ATW	ATWATER FD	ATWATER
AUB	AUBERRY VFD	AUBERRY
AVA	AVALON FD	AVALON
AVI	AVILA BEACH FPD	AVILA BEACH
AVY	ANDERSON VALLEY CSD FD	BOONVILLE
AYG	ARROYO GRANDE FD	ARROYO GRANDE
BAK	BAKER FD	BAKER
BAR	BARSTOW FPD	BARSTOW
BAY	BAYLISS FPD	GLENN
BBB	BARONA FPD	LAKESIDE
BBC	BIG BEAR CITY CSD	BIG BEAR CITY
BBD	BLM, BAKERSFIELD DISTRICT	BAKERSFIELD
BBL	BIG BEAR LAKE FPD	BIG BEAR LAKE
BBV	BIG BEND VFC	BIG BEND
BCR	BIG CREEK VFD	BIG CREEK
BCS	BROOKTRAILS CSD FD	WILLITS
BDB	BODEGA BAY FPD	BODEGA BAY
BDC	SAN BERNARDINO CFD	SAN BERNARDINO
BDF	USFS, SAN BERNARDINO NF	SAN BERNARDINO
BDO	SAN BERNARDINO FD	SAN BERNARDINO
BDU	CDF, SAN BERNARDINO	SAN BERNARDINO
BDY	MOUNT BALDY FD	MT. BALDY
BEA	BEALE AFB FD	BEALE AFB
BEC	BECKWOURTH FD	BECKWOURTH
BEN	BEN LOMOND FPD	BEN LOMOND
BER	BERKELEY FD	BERKELEY
BEU	CDF, SAN BENITO/MONTEREY	MONTEREY
BFC	BLOOMFIELD VFD	VALLEY FORD
BGF	BEGINNINGS VFD	REDWAY
BGO	BORREGO SPRINGS FD	BORREGO SPRINGS
BGP	BIG PINE FPD	BIG PINE
BGV	BIG VALLEY FPD	BIEBER
BHL	BEVERLY HILLS FD	BEVERLY HILLS
BIA	BUREAU OF INDIAN AFFAIRS	(see CCA/NCA/SAO/SCA)
BIG	BIGGS FD	BIGGS
BIV	BEAR VALLEY/INDIAN VALLEY FD	STONYFORD
BKF	BAKERSFIELD FD	BAKERSFIELD
BKS	WARNER BROTHERS FD	BURBANK
BLD	BALD MOUNTAIN VFD	AUBERRY

ID	AGENCY	CITY
BLM	BLM, CALIFORNIA	(see CSO)
BLU	BLUE LAKE VFD	BLUE LAKE
BLV	BOULEVARD F&RD	BOULEVARD
BLY	BLYTHE FD	BLYTHE
BNC	BENICIA FD	BENICIA
BNP	NPS, LAVA BEDS NM	TULELAKE
BOB	CAMP ROBERTS FD	CAMP ROBERTS
BOD	BODEGA VFD	BODEGA
BOH	BOHEMIAN GROVE FD	MONTE RIO
BOL	BOLINAS FPD	BOLINAS
BON	BONITA SUNNYSIDE FPD	BONITA
BOU	BOULDER CREEK FPD	BOULDER CREEK
BPC	BRITISH PETROLEUM CARSON FD	CARSON
BRB	BURBANK PARADISE FPD	MODESTO
BRE	BREA FD	BREA
BRG	FORT BRAGG FP	FORT BRAGG
BRI	BRIDGEPORT FPD	BRIDGEPORT
BRK	BURBANK FD	BURBANK
BRN	BRANCIFORTE FPD	SANTA CRUZ
BRS	BRISBANE FD	BRISBANE
BRV	BEAR VALLEY FD	BEAR VALLEY
BRW	BRAWLEY FD	BRAWLEY
BSB	BIG SUR VFB	BIG SUR
BSH	BISHOP VFD	BISHOP
BTE	BUTTE VALLEY FPD	MAC DOEL
BTH	BETHEL ISLAND FPD	BETHEL ISLAND
BTU	CDF, BUTTE	OROVILLE
BUF	BURNEY FPD	BURNEY
BUR	BURLINGAME FD	BURLINGAME
BUT	BUTTE CFD	OROVILLE
BVF	BENNETT VALLEY FPD	SANTA ROSA
BVV	BELLA VISTA VFC	BELLA VISTA
CAC	CALIFORNIA CITY FD	CALIFORNIA CITY
CAL	CALISTOGA FD	CALISTOGA
CAM	CAMERON PARK FD	CAMERON PARK
CAN	CANBY FPD	CANBY
CAP	NPS, CABRILLO NM	SAN DIEGO
CAR	CARLOTTA CSD	CARLOTTA
CAY	CAYUCOS FPD	CAYUCOS
CAZ	CAZADERO FD	CAZADERO
CBD	CARLSBAD FD	CARLSBAD
CBF	CLARKSBURG FPD	CLARKSBURG

ID	AGENCY	CITY
CBK	CAMPO RESERVATION FD	CAMPO
CBS	CARMEL BY THE SEA FD	CARMEL BY THE SEA
CBT	CABAZON TRIBAL FD, STN 276	INDIO
CCA	BIA, CENTRAL CALIF AGENCY	SACRAMENTO
CCC	CALIFORNIA CONSERVATION CORP.	SACRAMENTO
CCD	COLUMBIA COLLEGE FD	SONORA
CCE	EAST CONTRA COSTA FPD	BRENTWOOD
CCF	CENTRAL CALAVERAS FPD	MOUNTAIN RANCH
CCH	CONTRA COSTA CO. ENVIR. HLTH SVCS	MARTINEZ
CCL	SALMON RIVER VF&R	FORKS OF THE SALMON
CCO	CALIFORNIA CORRECTIONAL CENTER	LITCHFIELD
CCV	COFFEE CREEK VFC	TRINITY CENTER
CCW	CONTRA COSTA WATER DISTRICT	BRENTWOOD
CDD	BLM, DESERT DISTRICT	RIVERSIDE
CDF	CDF HEADQUARTERS	SACRAMENTO
CDR	CATHEDRAL CITY FD	CATHEDRAL CITY
CDV	CEDARVILLE FPD	CEDARVILLE
CEN	CENTRAL COUNTY FD	BURLINGAME
CEP	CENTINELA STATE PRISON FD	IMPERIAL
CES	CERES DPS FD	CERES
CFA	CDF FIRE ACADEMY	IONE
CFC	CACHAGUA FPD	CARMEL VALLEY
CFS	SAN MATEO CF	FELTON
CFX	COLFAX VFD	COLFAX
CGT	US COAST GUARD FD TWO ROCK	PETALUMA
CGV	COLLEGEVILLE FPD	STOCKTON
CHA	CHUCKAWALLA VALLEY STATE PRISON FD	BLYTHE
CHE	CHESTER FPD	CHESTER
CHF	CARMEL HIGHLANDS FPD	MONTEREY
CHI	CHICO FD	CHICO
CHO	CHINO VALLEY FPD	CHINO HILLS
CHV	CHULA VISTA FD	CHULA VISTA
CHW	CHOWCHILLA VFD	CHOWCHILLA
CIM	CALIF. INSTITUTE FOR MEN – CHINO FD	CHINO
CIW	CALIF. INSTITUTE FOR WOMEN-CORONA	CORONA
CLB	COLUMBIA FPD	COLUMBIA
CLC	CLEAR CREEK CSD FD	CLEAR CREEK
CLD	CLOVERDALE FPD	CLOVERDALE
CLE	CLEMENTS RURAL FPD	CLEMENTS
CLF	COURTLAND FPD	COURTLAND
CLG	COALINGA FD	COALINGA
CLM	COLMA FPD	COLMA

ID	AGENCY	CITY
CLO	CLEARLAKE OAKS FD	CLEARLAKE OAKS
CLS	COLUSA FD	COLUSA
CLV	CLOVIS FD	CLOVIS
CLX	CALEXICO FD	CALEXICO
CMB	CAMBRIA FD	CAMBRIA
CMC	CALIF. MEN'S COLONY FD	SAN LUIS OBISPO
CMD	CORTE MADERA FD	CORTE MADERA
CMK	CAMP MEEKER VFD	CAMP MEEKER
CMP	COMPTON FD	COMPTON
CMT	COMPTCHE CSD VFD	COMPTCHE
CMV	MAPLE CREEK VFC	KORBEL
CNA	CALIFORNIA NATIONAL GUARD	RANCHO CORDOVA
CNF	USFS, CLEVELAND NF	EL CAJON
CNG	CORNING VFD	CORNING
CNH	C AND H SUGAR COMPANY FD	CROCKETT
CNP	NPS, CHANNEL ISLANDS NP	VENTURA
CNR	CDF, CALIF. NORTHERN REGION OP's	REDDING
CNR1	CDF, CALIF. NORTHERN REGION ADMIN	SANTA ROSA
CNT	SANTA CLARA CFD	LOS GATOS
CNV	CENTERVILLE VFC	REDDING
COC	COPCO LAKE FPD	MONTAGUE
COL	COLTON FD	COLTON
CON	CONTRA COSTA CFPD	PLEASANT HILL
COP	COPPEROPOLIS FPD	COPPEROPOLIS
COR	CORONA FD	CORONA
COS	COSTA MESA FD	COSTA MESA
COT	COTTONWOOD FPD	COTTONWOOD
CPA	AVENAL STATE PRISON	AVENAL
CPD	CASTELLA FPD	CASTELLA
CPK	CORCORAN STATE PRISON FD	CORCORAN
CPO	CAMPO FR (CSA-112)	CAMPO
CPP	CALIPATRIA STATE PRISON FD	CALIPATRIA
CPT	CALIPATRIA FD	CALIPATRIA
CPV	CALIFORNIA PINES VFD	ALTURAS
CPY	CAPAY FPD	ORLAND
CRC	CALIFORNIA REHABILITATION CENTER	NORCO
CRD	CORONADO FD	CORONADO
CRF	CREST FOREST FPD	CRESTLINE
CRK	CROCKETT-CARQUINEZ FPD	CROCKETT
CRP	CARPINTERIA/SUMMERLAND FPD	CARPINTERIA
CRS	CRESCENT CITY VFP	CRESCENT CITY
CRT	CRESCENT FPD	CRESCENT CITY

ID	AGENCY	CITY
CRZ	SANTA CRUZ CFD	FELTON
CSD	C-ROAD CSD	BLAIRSDEN
CSL	CASSEL VFC	CASSEL
CSO	BLM, CALIFORNIA STATE OFFICE FAM	SACRAMENTO
CSP	CALIFORNIA STATE PARKS	SACRAMENTO
CSR	CDF, CALIF. SOUTHERN REGION OP's	RIVERSIDE
CSR1	CDF, CALIF. SOUTHERN REGION ADMIN	FRESNO
CTF	CORRECTIONAL TRAINING FACILITY-CDC	SOLEDAD
CTL	CENTRAL FPD of SANTA CRUZ COUNTY	SANTA CRUZ
CTN	COMPTONVILLE VFD	COMPTONVILLE
CUL	CULVER CITY FD	CULVER CITY
CVF	CARMEL VALLEY FPD	CARMEL VALLEY
CVL	COVELO FPD	COVELO
CVN	CHEVRON REFINERY FD	EL SEGUNDO
CVV	CHALFANT VALLEY FD	CHALFANT VALLEY
CWF	CENTRAL CALIF WOMEN'S FACILITY FD	CHOWCHILLA
CYP	CYPRESS FPD	MONTEREY
CZU	CDF, SAN MATEO/SANTA CRUZ	FELTON
DAG	DAGGETT CSD	DAGGETT
DAL	DALY CITY FD	DALY CITY
DAV	DAVIS CREEK FPD	DAVIS CREEK
DCF	DONOVAN CORRECTIONAL FACILITY	SAN DIEGO
DCR	DRY CREEK VFPD	ROSEVILLE
DEN	DENAIR FPD	DENAIR
DIN	DINUBA FD	DINUBA
DIX	DIXON FD	DIXON
DLA	DEF. DIST. DEPOT SAN JOAQUIN FPP	STOCKTON
DLT	DELTA FPD (XSJ)	RIO VISTA
DLV	DE LUZ VFD	FALLBROOK
DMR	DEL MAR FD	DEL MAR
DNN	DUNNIGAN FPD	DUNNIGAN
DNY	DOWNEY FD	DOWNEY
DOF	DOBBINS/OREGON HOUSE FPD	OREGON HOUSE
DON	DONNER SUMMIT FD	SODA SPRINGS
DOR	DORRIS FD	DORRIS
DOS	DOS PALOS VFD	DOS PALOS
DOT	CALIF. DEPT. OF TRANSPORTATION	SACRAMENTO
DOU	DOUGLAS CITY FD	DOUGLAS CITY
DOW	DOW CHEMICAL COMPANY FD	PITTSBURG
DOY	DOYLE FPD	DOYLE
DPP	NPS, DEVILS POSTPILE NM	THREE RIVERS
DSF	DEER SPRINGS FD	ESCONDIDO

ID	AGENCY	CITY
DSP	DIAMOND SPRINGS/EL DORADO FPD	DIAMOND SPRINGS
DUN	DUNSMUIR FD	DUNSMUIR
DUT	DUTCH FLAT VFD	DUTCH FLAT
DVF	FURNACE CREEK VFD	DEATH VALLEY
DVP	NPS, DEATH VALLEY NM	DEATH VALLEY
DVS	DAVIS FD	DAVIS
DWN	DOWNIEVILLE FPD	DOWNIEVILLE
EAG	EAGLEVILLE FPD	EAGLEVILLE
EBB	EBBETTS PASS FPD	ARNOLD
EBY	EAST BAY REGIONAL PARKS FD	OAKLAND
ECF	EL DORADO CFPD	CAMINO
ECN	EL CENTRO FD	EL CENTRO
ECO	EAST CFD (XSD)	EL CAJON
ECR	EL CERRITO FD	EL CERRITO
EDF	EAST DAVIS FPD	DAVIS
EDH	EL DORADO HILLS FD	EL DORADO HILLS
EDI	EAST DIABLO FPD	BRENTWOOD
EFF	ELFIN FOREST/HARMONY GROVE FD	ELFIN FOREST
EGL	SPAULDING CSD FD	SUSANVILLE
EGR	ELK GROVE CSD FD	ELK GROVE
EHF	ELKHORN VFD	WEST SACRAMENTO
EKV	ELK VFD	ELK
ELC	EL CAJON FD	EL CAJON
ELK	ELK CREEK FPD	ELK CREEK
ELS	EL SEGUNDO FD	EL SEGUNDO
EMD	EL MEDIO FPD	OROVILLE
EME	EMERYVILLE F&ES	EMERYVILLE
ENC	ENCINITAS FD	ENCINITAS
ENF	USFS, EL DORADO NF	PLACERVILLE
EOP	NPS, EUGENE O'NEILL NHS	MARTINEZ
ESC	ESCONDIDO FD	ESCONDIDO
ESL	ESCALON CONSOLIDATED FPD	ESCALON
ESP	ESPARTO FPD	ESPARTO
ETN	ETNA FD	ETNA
EUR	EUREKA FD	EUREKA
EXE	EXETER FD	VISALIA
EXX	EXXON BENECIA REFINERY CO. FD	BENICIA
EYO	WEST SACRAMENTO FD	WEST SACRAMENTO
FAL	FALL RIVER MILLS FPD	FALL RIVER MILLS
FAR	FARMINGTON RURAL FPD	FARMINGTON
FBR	FIELDBROOK FD	FIELDBROOK
FCO	FRESNO CFPD	SANGER

ID	AGENCY	CITY
FDA	FRESNO AIRPORT FD	FRESNO
FDK	FORT DICK FPD	FORT DICK
FEL	FELTON FPD	FELTON
FEN	FERNDALE FPD	FERNDALE
FFD	FEDERAL FD (XSD)	SAN DIEGO
FFT	233 rd FIRE FIGHTING TEAM	ROSEVILLLE
FFV	FEDERAL FD (XVE)	PORT MUGU
FGF	FRENCH GULCH FPD	FRENCH GULCH
FHD	FOOTHILL FPD (XCA)	VALLEY SPRINGS
FHF	FORESTHILL FPD	FORESTHILL
FHL	FORT HUNTER LIGGETT FD	FORT HUNTER LIGGETT
FKU	CDF, FRESNO/KINGS	SANGER
FLL	FALLEN LEAF CSD VFD	SOUTH LAKE TAHOE
FLM	FILLMORE VFD	FILLMORE
FLV	FRUITLAND VFC	MYERS FLAT
FMV	FARMERSVILLE FD	FARMERSVILLE
FOL	FOLSOM FD	FOLSOM
FOS	FOSTER CITY FD	FOSTER CITY
FOW	FOWLER FD	FOWLER
FPB	EDWARDS AFB FPD	EDWARDS AFB
FPF	FOLSOM PRISON F&R	REPRESA
FPP	NPS, FORT POINT NHS	SAN FRANCISCO
FRB	FIREBAUGH FD	FIREBAUGH
FRC	FRENCH CAMP/MCKINLEY FPD	FRENCH CAMP
FRE	FREMONT FD	FREMONT
FRF	FAIRFIELD FD	FAIRFIELD
FRG	CALAVERAS CFD	SAN ANDREAS
FRN	FRESNO FD	FRESNO
FRT	FORTUNA FPD	FORTUNA
FRV	FORESTVILLE FPD	FORESTVILLE
FTB	FORT BIDWELL FD	FORT BIDWELL
FTJ	FORT JONES FD	FORT JONES
FTL	FOOTHILL FPD (XYU)	BROWNSVILLE
FTR	FORT ROSS VFC	CAZADERO
FUL	FULLERTON FD	FULLERTON
FVY	FOUNTAIN VALLEY FD	FOUNTAIN VALLEY
GAL	GALT FPD	GALT
GAR	GARBERVILLE FPD	GARBERVILLE
GAS	GASQUET FPD	GASQUET
GAZ	GAZELLE FPD	GAZELLE
GCF	GLENN/CODORA FPD	GLENN
GCS	GROVELAND CSD FD	GROVELAND

ID	AGENCY	CITY
GEO	GEORGETOWN FPD	GEORGETOWN
GER	GERBER FD	GERBER
GEY	GEYSERVILLE FPD	GEYSERVILLE
GFD	GOLD RIDGE FPD	SEBASTOPOL
GGV	GARDEN GROVE FD	GARDEN GROVE
GHC	GREENHORN CREEK CSD VFD	QUINCY
GIL	GILROY FD	GILROY
GLC	BUTTE CITY FD	BUTTE CITY
GLE	GLEN ELLEN FPD	GLEN ELLEN
GLN	GLENDALE FD	GLENDALE
GND	GRENADA FPD	GRENADA
GNP	NPS, GOLDEN GATE NRA	SAUSALITO
GNZ	GONZALES VFD	GONZALES
GRA	GRAEAGLE FPD	GRAEAGLE
GRD	GRIDLEY FD	OROVILLE
GRN	GREENFIELD VFD	GREENFIELD
GRO	GROVER BEACH FD	GROVER BEACH
GRS	GRASS VALLEY FD	GRASS VALLEY
GRV	GARDEN VALLEY FPD	GARDEN VALLEY
GTN	GRATON FPD	GRATON
GUA	GUADALUPE FD	GUADALUPE
GUS	GUSTINE VFD	GUSTINE
GVF	GREENVILLE FPD	GREENVILLE
GWR	GREENWOOD RIDGE FD	ELK
GYP	US GYPSUM COMPANY	EL CENTRO
HAC	HUGHES AIRCRAFT COMPANY EDSG	EL SEGUNDO
HAM	HAMILTON CITY FD	HAMILTON CITY
HAN	HANFORD FD	HANFORD
HAP	HAPPY CAMP FPD	HAPPY CAMP
HAT	HAT CREEK VFC	HAT CREEK
HAY	HAYWARD FD	HAYWARD
HBF	HAMILTON BRANCH FPD	LAKE ALMANOR
HBO	HILLSBOROUGH FD	HILLSBOROUGH
HBV	HAWKINS BAR VFD	SALYER
HCF	HEARST CASTLE FD	SAN SIMEON
HCS	HALLWOOD CSD #10	MARYSVILLE
HEA	HEALDSBURG FD	HEALDSBURG
HER	HERALD FPD	HERALD
HES	HESPERIA FPD	HESPERIA
HGF	HIGGINS AREA FPD	AUBURN
HGS	HUGHSON FPD	HUGHSON
HIA	HOOPA WILDLAND FSC	HOOPA

ID	AGENCY	CITY
HLT	HOLTVILLE FD	HOLTVILLE
HLV	HUNTINGTON LAKE VFD	LAKESHORE
HMB	HERMOSA BEACH FD	HERMOSA BEACH
HMM	HAMMOND RANCH FC	WEED
HMT	HEMET FD	HEMET
HOL	HOLLISTER FD	HOLLISTER
HOO	HOOPA VFD	HOOPA
HOP	HOPLAND VFD	HOPLAND
HOR	HORN BROOK FPD	HORN BROOK
HTB	HUNTINGTON BEACH FD	HUNTINGTON BEACH
HTF	HOLT FD	HOLT
HTL	HEARTLAND COMM. FACILITY AUTHORITY	EL CAJON
HUM	HUMBOLDT FPD #1	EUREKA
HUU	CDF, HUMBOLDT/DEL NORTE	FORTUNA
HVF	HAPPY VALLEY FPD	ANDERSON
HYF	HAYFORK FD	HAYFORK
HYM	HYAMPOM FD	HYAMPOM
IBV	IRISH BEACH VFD	MANCHESTER
IDL	IDYLLWILD FPD	IDYLLWILD
IDP	INDEPENDENCE FPD	INDEPENDENCE
IGO	IGO-ONO VFD	IGO
ILE	ISLETON FD	ISLETON
IMB	IMPERIAL BEACH FD	IMPERIAL BEACH
IMF	INTERMOUNTAIN VFR	RAMONA
IMP	IMPERIAL CFD	IMPERIAL
IMR	IMPERIAL FD	IMPERIAL
INF	USFS, INYO NF	BISHOP
INV	INVERNESS PUD (IFD)	INVERNESS
ION	IONE FD	IONE
ISL	ISLETON FPD	ISLETON
JCF	JUNCTION CITY FPD	JUNCTION CITY
JCK	JACKSON VALLEY FPD	IONE
JEN	JENNY LIND FPD	VALLEY SPRINGS
JKS	JACKSON VFD	JACKSON
JMP	NPS, JOHN MUIR NHS	MARTINEZ
JNR	JENNER VFD	JENNER
JNV	JANESVILLE FPD	JANESVILLE
JPL	JET PROPULSION LABORATORY FD	PASADENA
JSC	SIERRA CONSERVATION CENTER	JAMESTOWN
JST	JAMESTOWN FPD	JAMESTOWN
JTP	NPS, JOSHUA TREE NP	TWENTYNINE PALMS
JUN	JUNE LAKE FPD	JUNE LAKE

ID	AGENCY	CITY
JVF	JULIAN/CUYAMACA FPD	JULIAN
JVV	JONES VALLEY VFC	REDDING
KAN	KANAWHA FPD	WILLOWS
KCF	KINGS CFD	HANFORD
KEE	KEELER FC	KEELER
KEN	KENSINGTON FPD	EL CERRITO
KES	KESWICK VFC	SHASTA
KEY	KEYES FPD	KEYES
KFD	KNEELAND FPD	KNEELAND
KIN	KING CITY FD	KING CITY
KJC	KJC OPERATIONS COMPANY ER	BORON
KLA	KLAMATH FPD	KLAMATH
KLR	KLAMATH RIVER FC	HORSECREEK
KLS	KELSEYVILLE FPD	KELSEYVILLE
KMC	AMERICAN CHEMICAL	TRONA
KNF	USFS, KLAMATH NF	YREKA
KNG	KINGSBURG FD	KINGSBURG
KNI	KNIGHTS LANDING VFD	KNIGHTS LANDING
KNP	NPS, SEQUOIA-KINGS CANYON NP	THREE RIVERS
KNT	KENTFIELD FPD	KENTFIELD
KNV	KNIGHTS VALLEY VFD	CALISTOGA
KRK	KIRKWOOD VFD	KIRKWOOD
KRN	KERN CFD	BAKERSFIELD
KWD	KENWOOD FPD	KENWOOD
LAB	LAGUNA BEACH FD	LAGUNA BEACH
LAC	LOS ANGELES CFD	LOS ANGELES
LAP	LIVERMORE-PLEASANTON FD	PLEASANTON
LAT	LATON FPD	LATON
LAV	LAKE VALLEY FPD	SOUTH LAKE TAHOE
LBN	LOS BANOS FD	LOS BANOS
LCI	FEDERAL CORRECT'L/COMPLEX FD	LOMPOC
LEE	LEE VINING VFD	LEE VINING
LEG	LEGGETT VALLEY FPD	LEGGETT
LEM	LEMOORE VFD	LEMOORE
LEW	LEWISTON VFD	LEWISTON
LFD	LOS ANGELES CITY FD	LOS ANGELES
LFP	LOCKWOOD FPD	VOLCANO
LFV	LAKE FOREST VFD	SUSANVILLE
LGR	LOCAL GOVERNMENT RESOURCES	
LGV	LEMON GROVE FD	LEMON GROVE
LHB	LA HABRA FD	LA HABRA
LHD	LAKEHEAD VFC	LAKEHEAD

ID	AGENCY	CITY
LHH	LA HABRA HEIGHTS FD	LA HABRA HEIGHTS
LHM	LOCKHEED MISSILE & SPACE FD	SANTA CRUZ
LIB	LIBERTY RURAL FPD	ACAMPO
LIK	LIKELY FPD	LIKELY
LKC	LAKE CITY FPD	LAKE CITY
LKP	LAKEPORT CFPD	LAKEPORT
LKS	LAKESIDE FPD	LAKESIDE
LKV	LAKEVILLE VFD	PETALUMA
LLL	LAWRENCE/LIVERMORE NAT'L LAB FD	LIVERMORE
LMD	LATHROP/MANTECA FPD	LATHROP
LMF	LOOMIS FPD	LOOMIS
LMP	LOMPOC FD	LOMPOC
LMS	LA MESA FD	LA MESA
LMU	CDF, LASSEN/MODOC	SUSANVILLE
LNA	LINDA FPD	MARYSVILLE
LNC	LINCOLN FD	LINCOLN
LNF	USFS, LASSEN NF	SUSANVILLE
LNG	LONG VALLEY VFD	CROWLEY LAKE
LNP	NPS, LASSEN VOLCANIC NP	MINERAL
LNS	LINDSAY FD	LINDSAY
LNU	CDF, LAKE/NAPA/SONOMA	SAINT HELENA
LOB	LONG BEACH FD	LONG BEACH
LOD	LODI FD	LODI
LOL	LOLETA FPD	LOLETA
LOM	LOMA LINDA FD	LOMA LINDA
LOO	LOOKOUT FPD	LOOKOUT
LOS	MILITARY DEPT. – STATE OF CALIFORNIA	LOS ALAMITOS
LOY	LOYALTON FD	LOYALTON
LPE	LINDEN-PETERS RURAL FPD	LINDEN
LPF	USFS, LOS PADRES NF	GOLETA
LPN	LONE PINE VFD	LONE PINE
LPR	LA PORTE FPD	LA PORTE
LRB	LOMA RICA/BROWNS VALLEY CSD	MARYSVILLE
LRK	LARKSPUR FD	LARKSPUR
LSH	LAKE CFPD	CLEARLAKE
LSN	LAKE ELSINORE FD	PERRIS
LST	LAKE SHASTINA CFD	WEED
LSW	LOWER SWEETWATER FPD	NATIONAL CITY
LTB	LATROBE FPD	SHINGLE SPRINGS
LTL	LITTLE LAKE FPD	WILLITS
LUC	LUCERNE P&RD	LUCERNE
LUR	SAN LUIS NAT'L WILDLIFE REFUGE	LOS BANOS

ID	AGENCY	CITY
LVF	LONG VALLEY FPD	LAYTONVILLE
LVG	LIVINGSTON FD	MARIPOSA
LVL	LONG VALLEY FD	CROMBERG
LVN	LA VERNE FD	LA VERNE
LVV	LITTLE VALLEY CSD FD	LITTLE VALLEY
MAB	MARCH AIR RESERVE BASE FD	MARCH AFB
MAD	MADELINE FPD	MADELINE
MAF	SACRAMENTO INTER'L AIRPORT FD	SACRAMENTO
MAM	MAMMOTH LAKES FPD	MAMMOTH LAKES
MAN	MANTECA FD	MANTECA
MAR	MARINA DPS	MARINA
MAX	MAXWELL FPD	MAXWELL
MAY	MARYSVILLE FD	MARYSVILLE
MCA	MC ARTHUR VFD	MC ARTHUR
MCB	MARINE CORPS LOGISTICS BASE FD	BARSTOW
MCC	MID-COAST FIRE BRIGADE	CARMEL
MCM	MTN TRAINING WARFARE CNTR USMC	BRIDGEPORT
MCP	CAMP PENDLETON FD	CAMP PENDLETON
MCT	COMBAT CENTER FD (USMC)	TWENTY-NINE PALMS
MCU	MC CLOUD FD	MCCLOUD
MDC	MADERA CFD	MARIPOSA
MDF	USFS, MODOC NF	ALTURAS
MDN	MERIDIAN FD	MERIDIAN
MDR	MADERA FD	MARIPOSA
MDS	MADISON FPD	MADISON
MDT	SOUTH LAKE CFPD	MIDDLETOWN
MEK	MEEKS BAY FPD	TAHOMA
MEN	MENDOTA FD	SANGER
MEO	SAN MATEO FD	SAN MATEO
MER	MERCED FD	MERCED
MEU	CDF, MENDOCINO	WILLITS
MFC	CALIFORNIA MEDICAL FACILITY FD	VACAVILLE
MFR	MOUNTAIN FR	MOUNTAIN RANCH
MFV	MENDOCINO CFW/CO. OES	WILLITS
MGO	MORONGO VALLEY CSD	MORONGO VALLEY
MGR	MESA GRANDE FD	SANTA YSABEL
MHB	MANHATTAN BEACH FD	MANHATTAN BEACH
MIL	MILLBRAE FD	MILLBRAE
MIR	MIRANDA CSD	MIRANDA
MKE	MOKELUMNE RURAL FD	LOCKEFORD
MLF	MILFORD FPD	MILFORD
MLG	MOUNT LAGUNA VFD	MT LAGUNA

ID	AGENCY	CITY
MLP	MILPITAS FD	MILPITAS
MLV	MILL VALLEY FD	MILL VALLEY
MMU	CDF, MADERA/MARIPOSA/MERCED	MARIPOSA
MND	MENDOCINO FPD	MENDOCINO
MNF	USFS, MENDOCINO NF	WILLOWS
MNL	MENLO PARK FPD	MENLO PARK
MNP	NPS, MOJAVE NP	BARSTOW
MNT	MONTEREY FD	MONTEREY
MOF	MOFFETT FIELD FD	MOFFETT FIELD
MOK	MOKELUMNE HILL FPD	MOKELUMNE HILL
MON	MONO CITY FPD	LEE VINING
MOR	MORAGA/ORINDA FPD	ORINDA
MOU	MOUNTAIN VFD	CALISTOGA
MPA	MARIPOSA CFD	MARIPOSA
MPK	MONTEREY PARK FD	MONTEREY PARK
MQT	MOSQUITO FPD	PLACERVILLE
MRC	MARTINEZ REFINING COMPANY FD	MARTINEZ
MRD	MERCED CFD	MERCED
MRF	MORONGO INDIAN RESERVATION FD	BANNING
MRI	MARIPOSA MPUD	MARIPOSA
MRK	MARKLEEVILLE VFD	MARKLEEVILLE
MRN	MARIN CFD	WOODACRE
MRO	MONTE RIO FPD	MONTE RIO
MRP	MURPHYS FPD	MURPHYS
MRV	MONROVIA FD	MONROVIA
MRW	MARINWOOD FD	SAN RAFAEL
MSH	MOUNT SHASTA FPD	MT SHASTA
MSM	MARINE CORPS AIR STN MIRAMAR FD	SAN DIEGO
MST	MODESTO FD	MODESTO
MSV	MOUNT SHASTA VISTA VFC	MONTAGUE
MTB	MONTEBELLO FD	MONTEBELLO
MTC	MONTCLAIR FD	MONTCLAIR
MTF	MONTAGUE FPD	MONTAGUE
MTG	MONTGOMERY CREEK VFC	MONTGOMERY CREEK
MTN	MAYTEN FD	MONTAGUE
MTO	MONTECITO FPD	SANTA BARBARA
MTS	MOUNT SHASTA FD	MT SHASTA
MTV	MOUNTAIN VIEW FD	MOUNTAIN VIEW
MTZ	MONTEZUMA FPD (XSO)	RIO VISTA
MUI	MUIR BEACH VFD	MUIR BEACH
MUP	MULE CREEK STATE PRISON	IONE
MUR	MURRIETA FPD	MURRIETA

ID	AGENCY	CITY
MVF	MEADOW VALLEY FPD	MEADOW VALLEY
MVL	MILLVILLE FPD	MILLVILLE
MVU	CDF, SAN DIEGO/IMPERIAL	EL CAJON
MVW	MOUNTAIN VIEW FPD	CROWS LANDING
MVY	MOUNTAIN VALLEY VFD	DUNLAP
MWP	NPS, MUIR WOODS NM	MILL VALLEY
MYC	MAYACAMAS VFD	GLEN ELLEN
MYR	MYERS FLAT FPD	MYERS FLAT
NAF	NAVAL AIR FACILITY FD	EL CENTRO
NAG	NORTHROP GRUMMAN FD	HAWTHORNE
NAP	NAPA FD	NAPA
NAT	NATIONAL CITY FD	NATIONAL CITY
NBY	NEWBERRY SPRINGS FD	NEWBERRY SPRINGS
NCA	BIA, NORTHERN CALIF AGENCY	REDDING
NCC	NEVADA CO. CONSOLIDATED FD	GRASS VALLEY
NCD	NORTH COUNTY FPD (XMY)	CASTROVILLE
NCF	NORTH COUNTY FPD (XSD)	FALLBROOK
NCL	EAST NICOLAUS FD	EAST NICOLAUS
NCN	NORTH CENTRAL FPD	KERMAN
NCO	NEVADA CFD (CDF NV CO.)	AUBURN
NCS	NICASIO VFD	NICASIO
NCY	NORTHERN CALIF YOUTH AUTHORITY	STOCKTON
NED	NEEDLES FD	SAN BERNARDINO
NET	SANTA CRUZ CECC	SANTA CRUZ
NEU	CDF, NEVADA/YUBA/PLACER	AUBURN
NEV	NEVADA CITY FD	NEVADA CITY
NEW	NEWCASTLE FPD	NEWCASTLE
NIC	NICE VFD	NICE
NIL	NILAND FD	NILAND
NKP	NORTH KERN STATE PRISON FD	DELANO
NLE	NAS LEMOORE FD	LEMOORE
NOD	BLM, NORTHERN CALIFORNIA DISTRICT	SUSANVILLE
NOR	NORCO FD	NORCO
NOV	NOVATO FPD	NOVATO
NPA	NAPA CFD	ST HELENA
NPB	NEWPORT BEACH FD	NEWPORT BEACH
NPG	NAVAL SUPPORT ACTIVITY MB FD	MONTEREY
NRK	NEWARK FD	NEWARK
NRS	NORTHSTAR FD	TRUCKEE
NSH	NAPA STATE HOSPITAL FD	IMOLA
NSJ	NORTH SAN JUAN FPD	NORTH SAN JUAN
NSP	NEWHALL FPD	TULELAKE

ID	AGENCY	CITY
NTF	NORTH TAHOE FPD	TAHOE CITY
NTI	NORTH TREE FIRE, INTERNATIONAL	MARYSVILLE
NVW	NAVAL WEAPONS STATION SEAL BEACH	SEAL BEACH
NWC	NAWS CHINA LAKE FD	CHINA LAKE
NWF	NORTHERN CALIF WOMEN'S FACILITY	STOCKTON
NWL	NORTHWEST LASSEN FD	MCARTHUR
NWM	NEWMAN VFD	NEWMAN
NWR	NORTHERN WILDLIFE REFUGE	
NZF	USFS – NORTH ZONE	REDDING
OAP	ONTARIO AIRPORT FD	ONTARIO
OCD	OCCIDENTAL FCS	OCCIDENTAL
OCE	OCEANO CSD FIRE	OCEANO
OCF	ORANGE COVE FPD	ORANGE COVE
OCO	OCOTILLO FPD	OCOTILLO
OCS	OCEANSIDE FD	OCEANSIDE
OCT	ORCUTT FPD	ORCUTT
ODF	OAKDALE FD	OAKDALE
ODL	OAKDALE RURAL FPD	OAKDALE
OES	OFFICE OF EMERGENCY SERVICES	MATHER
OIL	CHEVRON FD (XCC)	RICHMOND
OKL	OAKLAND FD	OAKLAND
OKR	OAK RUN VFC	OAK RUN
OLC	OLANCHA/CARTAGO FD	OLANCHA
OLI	OLIVEHURST PUD	OLIVEHURST
OLN	ORLEANS VFD	ORLEANS
OLY	OAKLEY FPD	OAKLEY
ONC	OPERATION NORTHERN CALIF - USFS	REDDING
OPH	OPHIR HILL FPD	CEDAR RIDGE
ORC	ORANGE COUNTY FIRE AUTHORITY	ORANGE
ORD	ORD BEND FPD	GLENN
ORG	ORANGE FD	ORANGE
ORK	ORICK CSD	ORICK
ORL	ORLAND FPD	ORLAND
ORO	OROVILLE FD	OROVILLE
OSC	OPERATION SOUTHERN CALIF - USFS	RIVERSIDE
OSV	OLD STATION VFC	OLD STATION
OTO	ONTARIO FD	ONTARIO
OVD	BLM, OWENS VALLEY DISTRICT	BISHOP
OWF	OCOTILLO WELLS VFD	BORREGO SPRINGS
OXD	OXNARD FD	OXNARD
PAF	PALO ALTO FD	PALO ALTO
PAJ	PAJARO VALLEY FD	FELTON

ID	AGENCY	CITY
PAL	PALA FD	PALA
PAR	PARLIER FD	SANGER
PAS	PASADENA FD	PASADENA
PAT	PATTERSON FD	PATTERSON
PAY	CAPAY VALLEY FPD	BROOKS
PBF	PLUMAS/BROPHY FPD	WHEATLAND
PCF	PLACER CFD	AUBURN
PCP	PEARDALE/CHICAGO PARK FPD	CHICAGO PARK
PCV	PALO CEDRO VFC	PALO CEDRO
PDF	PAINTED CAVE VFD	SANTA BARBARA
PEB	PEBBLE BEACH CSD FD	MONTEREY
PEF	PLUMAS/EUREKA FD	BLAIRSDEN
PET	PETROLIA FPD	PETROLIA
PFC	PACIFICA FD	PACIFICA
PFD	PECHANGA FD	TEMECULA
PGF	PACIFIC GROVE FD	PACIFIC GROVE
PHF	PLACER HILLS FPD	MEADOW VISTA
PHL	PHILLIPSVILLE FPD	PHILLIPSVILLE
PIE	PIEDMONT FD	PIEDMONT
PIK	PIKE CITY VFD	PIKE CITY
PIO	PIONEER FPD	SOMERSET
PIP	NPS, PINNACLES NM	PAICINES
PLG	PLEASANT GROVE FD	PLEASANT GROVE
PLN	AIR FORCE PLANT 42/PYRAMID SVCS INC.	PALMDALE
PLW	PLANTINA/WILDWOOD VFC	WILDWOOD
PLY	PLYMOUTH FD	PLYMOUTH
PMA	MONTEREY PENINSULA AIRPORT FD	MONTEREY
PMT	POST MOUNTAIN VFD	HAYFORK
PMV	PALOMAR MOUNTAIN VFD	PALOMAR MOUNTAIN
PNF	USFS, PLUMAS NF	QUINCY
PNS	PENINSULA FPD	LAKE ALMANOR PENINSULA
PNV	PENN VALLEY FPD	PENN VALLEY
POE	PINOLE FD	PINOLE
POM	PRESIDIO OF MONTEREY FD	MONTEREY
POR	PORTOLA FD	PORTOLA
POT	POTTER VALLEY CSD	POTTER VALLEY
POW	POWAY FD	POWAY
PRA	PARADISE FD	PARADISE
PRC	PIERCY FPD	PIERCY
PRD	PARADISE FPD	BISHOP
PRF	PASO ROBLES FD (OES)	PASO ROBLES
PRG	PINE RIDGE VFD	SHAVER LAKE

ID	AGENCY	CITY
PRK	PARKS RFTA F&ES	DUBLIN
PRN	PRINCETON FPD	PRINCETON
PRT	PRATTVILLE/ALMANOR FD	CANYONDAM
PSF	PRESIDIO FD	SAN FRANCISCO
PSM	PISMO BEACH FD	PISMO BEACH
PSP	PALM SPRINGS FD	PALM SPRINGS
PSS	UNOCAL/MOLY CORPORATION	MOUNTAIN PASS
PTA	REDWOOD COAST VFD	POINT ARENA
PTL	PETALUMA FD	PETALUMA
PTM	POINT MONTARA FPD	HALF MOON BAY
PVF	PLEASANT VALLEY FC	DORRIS
PVL	PORTERVILLE FD	PORTERVILLE
PVS	PLEASANT VALLEY STATE PRISON FD	COALINGA
PVT	PRIVATE RESOURCES	
PVY	PINE VALLEY FPD	PINE VALLEY
QUI	QUINCY FPD	QUINCY
QUN	SAN QUENTIN STATE PRISON FD	SAN QUENTIN
RAD	RANCHO ADOBE FPD	PENNGROVE
RAN	MONTEZUMA VALLEY VFD	RANCHITA
RAR	ROUGH AND READY FPD	ROUGH & READY
RBU	RED BLUFF FD	RED BLUFF
RCF	RANCHO CUCAMONGA FPD	RANCHO CUCAMONGA
RCV	REDCREST VFD	REDCREST
RDB	REDONDO BEACH FD	REDONDO BEACH
RDN	REDDING FD	REDDING
RDO	RODEO/HERCULES FPD	HERCULES
RDW	REDWAY FPD	REDWAY
RED	REDLANDS FD	REDLANDS
REE	REEDLEY FD	REEDLEY
RES	RESCUE FPD	RESCUE
RFB	RESERVATION FPD	SANTA YSABEL
RIA	RIALTO FD	RIALTO
RIN	RINCON VALLEY FPD	SANTA ROSA
RIO	RIO DELL FPD	RIO DELL
RIP	RIPON FPD	RIPON
RIV	RIVERSIDE FD	RIVERSIDE
RLN	RIO LINDO ACADEMY FIRE BRIGADE	HEALDSBURG
RMD	RICHMOND FD	RICHMOND
RNP	NPS, POINT REYES NS	POINT REYES
ROC	PLACER CONSOLIDATED FD	AUBURN
ROH	ROHNERT PARK DPS FD	ROHNERT PARK
ROK	ROCKLIN FD	ROCKLIN

ID	AGENCY	CITY
ROS	ROSS DEPT OF PUBLIC SAFETY	ROSS
RRF	RUSSIAN RIVER FPD	GUERNEVILLE
RRU	CDF, RIVERSIDE	PERRIS
RSF	RANCHO SANTA FE FPD	RANCHO SANTA FE
RSP	RUNNING SPRINGS WD	RUNNING SPRINGS
RSV	ROSEVILLE FD	ROSEVILLE
RUM	RUMSEY INDIAN RANCHERIA FD	BROOKS
RVC	RIVERSIDE CFD	PERRIS
RVD	RIVERDALE PUD FD	RIVERDALE
RVF	REDWOOD VALLEY/CALPELLA FPD	REDWOOD VALLEY
RVS	RIO VISTA FD	RIO VISTA
RVY	ROSS VALLEY FD	SAN ANSELMO
RWO	REDWOOD CITY FD	REDWOOD CITY
RWP	NPS, REDWOOD NP	CRESCENT CITY
RYN	PENRYN FD	PENRYN
RYR	RYER ISLAND FPD	RIO VISTA
SAC	SACRAMENTO METROPOLITAN FD	SACRAMENTO
SAD	SIERRA ARMY DEPOT FES	HERLONG
SAF	SAN ANTONIO VFD	PETALUMA
SAL	SALTON CITY CSD	SALTON CITY
SAM	SAMOA PENINSULA FD	SAMOA
SAN	SANGER FD	SANGER
SAO	BIA, SACRAMENTO AREA OFFICE	SACRAMENTO
SAR	SARATOGA FPD	SARATOGA
SAV	SAN ARDO VCF	SAN ARDO
SBC	SANTA BARBARA CFD	SANTA BARBARA
SBF	SUTTER BASIN FPD	ROBBINS
SBG	STONES BENGARD CSD	SUSANVILLE
SBN	SAN BENITO CFD	MONTEREY
SBR	SAN BRUNO FD	SAN BRUNO
SBY	SOUTH BAY FD	LOS OSOS
SCA	BIA, SOUTHERN CALIF AGENCY	RIVERSIDE
SCC	SOUTH SANTA CLARA CFD	MORGAN HILL
SCF	SOUTH COAST FPD	GUALALA
SCH	SCHELL/VISTA FPD	SONOMA
SCO	SCOTTS VALLEY FPD (XCZ)	SCOTTS VALLEY
SCR	SACRAMENTO FD	SACRAMENTO
SCT	SCOTIA VFC	SCOTIA
SCU	CDF, SANTA CLARA	MORGAN HILL
SCV	SALMON CREEK VFC	MIRANDA
SCZ	SANTA CRUZ FD	SANTA CRUZ
SDC	ELDRIDGE FD	ELDRIDGE

ID	AGENCY	CITY
SDR	SAN DIEGO RURAL FD	JAMUL
SEA	SEASIDE FD	SEASIDE
SEB	SEBASTOPOL FD	SEBASTOPOL
SEI	SEIAD VALLEY FC	SEIAD VALLEY
SER	SIERRA CFPD #1	SIERRAVILLE
SFD	FORT IRWIN FD	FORT IRWIN
SFP	SMARTVILLE FPD	SMARTVILLE
SFR	SAN FRANCISCO FD	SAN FRANCISCO
SFS	SANTA FE SPRINGS FD	SANTA FE SPRINGS
SFW	STANISLAUS COUNTY FIRE WARDEN	MODESTO
SGB	SAN GABRIEL FD	SAN GABRIEL
SHA	SHASTA FD	SHASTA
SHC	SHASTA COLLEGE FPD	REDDING
SHE	SHELTER COVE CSD	WHITEHORN
SHF	USFS, SHASTA/TRINITY NF	REDDING
SHI	SHINGLETOWN VFC	SHINGLETOWN
SHL	SHAVER LAKE FD	SHAVER LAKE
SHR	SHERIDAN FPD	SHERIDAN
SHS	SHASTA CFD	REDDING
SHU	CDF, SHASTA/TRINITY	REDDING
SIE	SIERRA VALLEY FPD	CHILCOOTI
SIS	SISKIYOU CFD	YREKA
SIT	SAUSALITO FD	SAUSALITO
SJB	SAN JUAN BAUTISTA FD	SAN JUAN BAUTISTA
SJS	SAN JOSE FD	SAN JOSE
SKU	CDF, SISKIYOU	YREKA
SKY	SKYWALKER RANCH FB	SAN RAFAEL
SLA	SALIDA FPD	SALIDA
SLC	SAN LUIS OBISPO CFD	SAN LUIS OBISPO
SLD	SOLEDAD VFD	SOLEDAD
SLF	SHASTA LAKE FPD	SHASTA LAKE
SLM	SELMA FD	SELMA
SLO	SAN LUIS OBISPO FD	SAN LUIS OBISPO
SLR	SALINAS RURAL FPD	SALINAS
SLS	SALINAS FD	SALINAS
SLT	SOUTH LAKE TAHOE FD	SOUTH LAKE TAHOE
SLU	CDF, SAN LUIS OBISPO	SAN LUIS OBISPO
SLV	SALYER VFD	SALYER
SMA	SANTA MONICA FD	SANTA MONICA
SMC	SAN MARCOS FPD	SAN MARCOS
SMD	SIERRA MADRE FD	SIERRA MADRE
SMF	SAN MIGUEL CFPD (XSL)	SAN MIGUEL

ID	AGENCY	CITY
SMG	SAN MIGUEL CFPD (XSD)	SPRING VALLEY
SMI	SAN MANUEL FD	SAN BERNARDINO
SMP	NPS, SANTA MONICA MTNS NRA	THOUSAND OAKS
SMR	SANTA MARIA FD	SANTA MARIA
SMT	SMITH RIVER FPD	SMITH RIVER
SMV	SANTA MARGARITA VFD	SANTA MARGARITA
SMY	SOUTH MONTEREY CFPD	MONTEREY
SNB	STINSON BEACH FPD	STINSON BEACH
SNC	SANTA CLARA FD	SANTA CLARA
SND	SAN DIEGO FIRE AND LIFE SAFETY SVCS	SAN DIEGO
SNF	USFS, SIERRA NF	FRESNO
SNM	SAN MARINO FD	SAN MARINO
SNO	SAN ONOFRE FD	SAN CLEMENTE
SNR	SAN RAFAEL FD	SAN RAFAEL
SNT	SANTEE FD	SANTEE
SNY	SUNNYVALE DPS FD	SUNNYVALE
SOC	SOUTH COUNTY FIRE AUTHORITY (XSM)	SAN CARLOS
SOF	SONORA FD	SONORA
SOL	SOLANA BEACH FD	SOLANA BEACH
SOM	SOUTH MARIN FPD	MILL VALLEY
SON	SONOMA FD	SONOMA
SOT	SOUTH TRINITY VFD	MAD RIVER
SPA	SANTA PAULA FD	SANTA PAULA
SPF	SAN PASQUAL FD	ESCONDIDO
SPI	SAN PASQUAL RESERVATION FD	VALLEY CENTER
SPL	SOUTH PLACER FPD	GRANITE BAY
SPR	SPRECKELS VFD	SPRECKELS
SPS	SOUTH PASADENA FD	SOUTH PASADENA
SPV	SPRING VALLEY VFD	SAN JOSE
SQF	USFS, SEQUOIA NF	PORTERVILLE
SQU	SQUAW VALLEY FD	OLYMPIC VALLEY
SRA	SIERRA CITY FPD	SIERRA CITY
SRC	SACTO REG'L FIRE/EMS COMM. CNTR	SACRAMENTO
SRF	USFS, SIX RIVERS NF	FORTUNA
SRM	SAN RAMON VALLEY FPD	SAN RAMON
SRS	SANTA ROSA FD	SANTA ROSA
SRV	SACRAMENTO RIVER FPD	COLUSA
SSB	SALTON SEA BEACH VFD	SALTON SEA BEACH
SSF	SOUTH SAN FRANCISCO FD	SO. SAN FRANCISCO
SSL	STANISLAUS CONSOLIDATED FPD	MODESTO
SSN	SUSAN RIVER FPD	SUSANVILLE
SSR	SONOMA COUNTY DFS (CSA #40)	SANTA ROSA

ID	AGENCY	CITY
SST	SUNSHINE SUMMIT VFD	WARNER SPRINGS
STA	SANTA ANA FD	SANTA ANA
STB	SANTA BARBARA FD	SANTA BARBARA
STC	SUTTER CFD	YUBA CITY
STF	USFS, STANISLAUS NF	SONORA
STH	SAINT HELENA FD	SAINT HELENA
STL	STANDISH LITCHFIELD FPD	STANDISH
STO	STOCKTON FD	STOCKTON
STW	STRAWBERRY VFD	STRAWBERRY
SUC	SUISUN CITY FD	SUISUN CITY
SUF	STANFORD UNIV. FIRE MARSHAL	STANFORD
SUI	SUISUN FPD	FAIRFIELD
SUS	SUSANVILLE FD	SUSANVILLE
SUT	SUTTER CREEK FD	SUTTER CREEK
SVF	SCOTT VALLEY FPD (XSK)	GREENVIEW
SVG	SOLVANG FD	SOLVANG
SVV	SHELTER VALLEY VFD	JULIAN
SWF	WHEELER CREST FPD	BISHOP
SWR	SACRAMENTO NAT'L WILDLIFE REFUGE	WILLOWS
SWV	SPEEDWAY VFD	HIGHLAND
SYC	SYCUAN FD	EL CAJON
SYR	SOUTH YREKA FPD	YREKA
SZF	USFS – SOUTH ZONE	RIVERSIDE
TAY	TAYLORSVILLE FPD	TAYLORSVILLE
TCC	TRINITY CENTER CSD	TRINITY CENTER
TCR	TEHAMA CFD	RED BLUFF
TCU	CDF, TOULUMNE/CALAVERAS	SAN ANDREAS
TDV	DEUEL VOCATIONAL INSTITUTION	TRACY
TEL	TELEGRAPH RIDGE VFC	REDWAY
TEM	TEMPLETON FPD	TEMPLETON
TEN	TENNANT FD	TENNANT
TFT	TAFT FD	TAFT
TGU	CDF, TEHAMA/GLENN	RED BLUFF
THC	TEHACHAPI FD	TEHACHAPI
THO	THORNTON FPD	THORNTON
TIA	TULE RIVER INDIAN RESERVATION FD	PORTERVILLE
TIB	TIBURON FPD	TIBURON
TIM	TIMBER COVE FPD	CAZADERO
TLC	TULARE CFPD	VISALIA
TLR	TULARE FD	TULARE
TLU	TUOLUMNE CFD	SONORA
TMU	USFS, LAKE TAHOE BASIN MU	SOUTH LAKE TAHOE

ID	AGENCY	CITY
TNF	USFS, TAHOE NF	NEVADA CITY
TNR	FWS-SAN DIEGO COMPLEX OF REFUGES	JAMUL
TNT	NAVAL WEAPONS STN FD - CONCORD	CONCORD
TOM	TOMALES VFC	TOMALES
TOR	TORRANCE FD	TORRANCE
TOS	TOSCO CORPORATION FD	MARTINEZ
TPC	KERN TEHACHAPI CORRECTIONAL INSTITUTION	TEHACHAPI
TRK	TRUCKEE FPD	TRUCKEE
TRL	TURLOCK RURAL FPD	TURLOCK
TRN	TRINIDAD VFD	TRINIDAD
TRV	TRAVIS AFB FD	TRAVIS AFB
TRY	TRACY FD	TRACY
TSH	SOUTHERN INYO FPD	SHOSHONE
TSR	SEA RANCH FD	SEA RANCH
TUL	TULELAKE MULTI-COUNTY FIRE DIST.	TULELAKE
TUO	TUOLUMNE FPD	TUOLUMNE
TUR	TURLOCK CITY F&ES	TURLOCK
TUU	CDF, TULARE	VISALIA
TWA	TWAIN HARTE FPD	TWAIN HARTE
TWO	TWO ROCK VFD	PETALUMA
TWP	TWENTY-NINE PALMS FD	TWENTY-NINE PALMS
UCB	UC CAMPUS FIRE MARSHAL (XAL)	BERKELEY
UCD	UC DAVIS FD	DAVIS
UCI	UC IRVINE CAMPUS FIRE MARSHAL	IRVINE
UCL	UCLA CAMPUS FIRE MARSHAL	LOS ANGELES
UCR	UC CAMPUS FIRE MARSHAL (XRI)	RIVERSIDE
UCZ	UC SANTA CRUZ FPS	SANTA CRUZ
UKH	UKIAH FD	UKIAH
UKV	UKIAH VALLEY FD	UKIAH
UNU	UNION CITY FD	UNION CITY
UPL	UPLAND FD	UPLAND
UPP	UPPER LAKE FPD	UPPER LAKE
USB	UC CAMPUS FIRE MARSHAL (XSB)	SANTA BARBARA
USF	USFS, REGION V HEADQUARTERS	VALLEJO
UTC	UNITED TECHNOLOGY CORPORATION	SAN JOSE
VAC	VACAVILLE FD	VACAVILLE
VAN	VAN DEUSEN VFD	BRIDGEVILLE
VCF	VALLEY CENTER FPD	EL CAJON
VCV	VICTORVILLE FD	VICTORVILLE
VEN	VENTURA FD	VENTURA
VER	VERNON FD	VERNON

ID	AGENCY	CITY
VFC	WHALE GLUCH VFC	WHITEHORN
VFV	VALLEY FORD VFD	VALLEY FORD
VG	VALLECITOS GE NUCLEAR CENTER	PLEASANTON
VJS	VIEJAS RESERVATION FD	ALPINE
VLJ	VALLEJO FD	VALLEJO
VNC	VENTURA CFD	CAMARILLO
VOM	VALLEY OF THE MOON FPD	SONOMA
VSA	VISALIA FD	VISALIA
VSP	VALLEY SPRINGS FD	VALLEY SPRINGS
VTA	VISTA FD AND FPD	VISTA
VVF	VACAVILLE FPD	VACAVILLE
WAC	WEST ALMANOR CSD	CHESTER
WAL	WALNUT GROVE FD	WALNUT GROVE
WCR	WILLOW CREEK FPD	WILLOW CREEK
WCV	WEST COVINA FD	WEST COVINA
WDF	WOODFORDS VFD	MARKLEEVILLE
WDL	WOODLAND FD	WOODLAND
WEA	WEAVERVILLE VFD	WEAVERVILLE
WED	WEED VFD	WEED
WEO	WEOTT VFD	WEOTT
WFC	WHITMORE VFD	WHITMORE
WFD	WINTERS FD	WINTERS
WHE	WHEATLAND FD	WHEATLAND
WHR	WHITE HAWK RANCH VFC	CLIO
WHT	WHITETHORN VFD	WHITETHORN
WIL	WILLIAMS FPD	WILLIAMS
WLA	WOODLAND AVENUE FPD	MODESTO
WLF	WOODLAKE FD	WOODLAKE
WLL	WILLOWS FD	WILLOWS
WLM	WILMAR FD	PETALUMA
WLO	WILLOWS RURAL FPD	WILLOWS
WLT	WILTON FPD	WILTON
WMG	MOUNTAIN GATE FD	REDDING
WML	WESTMORLAND FD	WESTMORLAND
WMR	WATERLOO/MORADA RURAL FPD	STOCKTON
WMT	WHITE MOUNTAIN FPD	BENTON
WND	WINDSOR FPD	WINDSOR
WNP	NPS, WHISKEYTOWN NRA	WHISKEYTOWN
WNT	WINTERHAVEN FPD	WINTERHAVEN
WOD	WOODSIDE FPD	WOODSIDE
WOF	WILLOW OAK FPD	WOODLAND
WOO	WOODBIDGE FPD	WOODBIDGE

ID	AGENCY	CITY
WPF	WESTPORT FD	MODESTO
WPL	WEST PLAINFIELD FPD	DAVIS
WPT	WEST POINT VFPD	WEST POINT
WPV	WESTPORT VFD	WESTPORT
WRP	NPS, PACIFIC WEST REGION	SAN FRANCISCO
WSC	WASCO STATE PRISON - CDC	WASCO
WSF	WEST STANISLAUS CFPD	PATTERSON
WSR	WARNER SPRINGS RANCH FD	WARNER SPRINGS
WTS	WATSONVILLE FD	WATSONVILLE
WUK	MI-WUK/SUGAR PINE FPD	MI-WUK
WVF	WESTHAVEN VFD	TRINIDAD
WVV	WEST VALLEY VFD	COTTONWOOD
WVO	WESTWOOD FD	WESTWOOD
WWR	WILLOW RANCH FPD	NEW PINE CREEK
YER	YERMO CSD	YERMO
YNP	NPS, YOSEMITE NP	YOSEMITE NP
YOL	YOLO FD	YOLO
YPC	YOSEMITE CONCESSION SVCS CORP FD	YOSEMITE NP
YRE	YREKA VFD	YREKA
YUB	YUBA CITY FD	YUBA CITY
YWD	YUIMA WATER DISTRICT	EL CAJON
ZAM	ZAMORA FPD	ZAMORA
ZAY	ZAYANTE FPD	FELTON
ZEN	ZENIA-KETTEPOM VFD	ZENNA
ZUM	MONTEZUMA FPD (XSJ)	STOCKTON

AZ-YCS	YUMA MARINE CORPS AIR STATION FD	MCAS - YUMA
AZ-YMA	YUMA FD	YUMA
NV-AAU	AIRPORT AUTHORITY OF WASHOE CO.	RENO
NV-CCF	CARSON CITY FD	CARSON CITY
NV-CLC	CENTRAL LYON CFPD	DAYTON
NV-CLK	CLARK CFD	LAS VEGAS
NV-EFK	EAST FORK FPD	MINDEN
NV-ELK	ELKO FD	ELKO
NV-ELY	ELY FD	ELY
NV-FAL	FALLON FD	FALLON
NV-FRN	FERNLEY FD	FERNLEY
NV-HAS	NAVAL AIR STATION FALLON	FALLON
NV-HEN	HENDERSON FD	HENDERSON
NV-LOV	LOVELOCK FD	LOVELOCK
NV-LVS	LAS VEGAS F&R	LAS VEGAS

ID	AGENCY	CITY
NV-MIN	MINERAL FD	MINERAL
NV-NDF	NEVADA DIVISION OF FORESTRY	CARSON CITY
NV-NEL	NELLIS AFB FD	LAS VEGAS
NV-NLT	NORTH LAKE TAHOE FPD	INCLINE VILLAGE
NV-NLV	NORTH LAS VEGAS FD	LAS VEGAS
NV-NTS	NEVADA TEST SITE	HENDERSON
NV-PAH	PAHRUMP VALLEY FRS	PAHRUMP
NV-RND	RENO FD	RENO
NV-SCF	STOREY CFD	VIRGINIA CITY
NV-SPK	SPARKS FD	SPARKS
NV-TDO	TAHOE/DOUGLAS FPD	ZEPHYR COVE
NV-TOF	USFS, TOIYABE/HUMBOLDT NF	BRIDGEPORT
NV-YER	YERINGTON/MASON VALLEY FPD	YERINGTON

OPERATIONAL AREA IDENTIFIERS

REGION I	
ID	Operational Area (County)
XLA	Los Angeles, Area "A"
XLB	Los Angeles, Area "B"
XLC	Los Angeles, Area "C"
XLE	Los Angeles, Area "E"
XLF	Los Angeles, Area "F"
XLG	Los Angeles, Area "G"
XOR	Orange
XSL	San Luis Obispo
XSB	Santa Barbara
XVE	Ventura

REGION II	
ID	Operational Area (County)
XAL	Alameda
XCC	Contra Costa
XDN	Del Norte
XHU	Humboldt
XLK	Lake
XMR	Marin
XME	Mendocino
XMY	Monterey
XNA	Napa
XBE	San Benito
XSF	San Francisco
XSM	San Mateo
XSC	Santa Clara
XCZ	Santa Cruz
XSO	Solano
XSN	Sonoma

REGION III	
ID	Operational Area (County)
XBU	Butte
XCO	Colusa
XGL	Glenn
XLS	Lassen
XMO	Modoc
XPU	Plumas
XSH	Shasta
XSI	Sierra
XSK	Siskiyou
XSU	Sutter
XTE	Tehama
XTR	Trinity
XYU	Yuba

REGION IV	
ID	Operational Area (County)
XAP	Alpine
XAM	Amador
XCA	Calaveras
XED	El Dorado
XNE	Nevada
XPL	Placer
XSA	Sacramento
XSJ	San Joaquin
XST	Stanislaus
XTB	Tahoe Basin Area
XTO	Tuolumne
XYO	Yolo

REGION V	
ID	Operational Area (County)
XFR	Fresno
XKE	Kern
XKI	Kings
XMA	Madera
XMP	Mariposa
XMD	Merced
XTU	Tulare

REGION VI	
ID	Operational Area (County)
XIM	Imperial
XIN	Inyo
XMN	Mono
XRI	Riverside
XBO	San Bernardino
XSD	San Diego

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.



Lookouts
Communications
Escape Routes
Safety Zones

APPENDIX B

National Incident Management System-- National Response Plan

Student Manual Video Fact Sheet

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 Plan (NRP). For this level course, the NIMS/NRP 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 NRP 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 NRP is predicated on the NIMS. Together the NRP 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 NRP:

- IS700 NIMS: An introduction to the NIMS and is a Web-based awareness level course that explains NIMS components, concepts and principles.
- IS800: An introduction to the NRP, including the concept of operations upon which the plan is built, roles and responsibilities of the key players, the organizational structures for NRP coordination, the field-level organizations and teams activated under the NRP, and the incident management activities addressed by the NRP. The course is designed for DHS and other Federal department/agency staff responsible for implementing the NRP, as well as State, local and private sector emergency management professionals.

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.