

Introduction to Command and General Staff

ICGS-Course Guide

3rd Edition, 2nd Printing-May 2004



FEMA

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USING THIS COURSE

TARGET AUDIENCE

This training is designed for the nation's fire and emergency services providers who may assume Command and General Staff Functions of the Incident Command System (ICS) during a large/complex emergency incident.

LENGTH OF COURSE

You can expect to spend between 7 and 14 hours completing this course.

GOAL OF THIS COURSE

Your successful completion of this course is a prerequisite for enrolling in the 6-day resident course, *Command and General Staff Functions in the Incident Command System*. The goal of this course is to prepare you to successfully participate in the 6-day course by providing:

- A course that is based on the National Incident Management System (NIMS).
- An introduction to the roles and responsibilities of each of the eight Command and General Staff positions of an expanded ICS.
- An overview of Incident Management Teams (IMT's).
- An introduction to the ICS Forms that will be used in the 6-day course.
- A scenario where you will apply what you have learned.

READING ASSIGNMENT

As part of your course work, you will be expected to read the Field Operations Guide (ICS 420-1). The ICS 420-1 will provide you with detailed information on the Command and General Staff positions such as common responsibilities, key definitions, position checklists, and organizational charts. You will use the ICS 420-1 as a resource in both this course and the 6-day resident course, *Command and General Staff Functions in the Incident Command System*.

HOW TO USE THIS COURSE

This course is organized into six units and is designed for you to work at your own pace. Familiarize yourself with the general layout of the course. Each unit has the following primary features:



Unit Overview



Unit Objectives



Unit Content



Unit Quiz

REFERENCE TOOLS

Additional reference tools can be found in the appendices.

Appendix A is a Job Aid: Routinely Used ICS Forms.

Appendix B is a sample of a completed Incident Action Plan (IAP).

Appendix C contains sample completed ICS Forms.

Appendix D contains the Field Operations Guide (ICS 420-1).

THIS IS A CERTIFICATE COURSE

You will receive a **National Fire Academy (NFA) certificate** upon completion of this course. You must score **at least 80** on the final exam in order to meet one of the student selection criteria for the *Command and General Staff Functions in the Incident Command System* course.

THE FINAL EXAM

Once you feel confident with the information in this course, you may take the final exam. The final exam is available on the NETC Virtual Campus and consists of simulation scenario information and a final exam. The final exam consists of 40 multiple-choice questions. **You must score at least 80 on the final exam in order to meet the qualifications of enrollment for the 6-day resident course, *Command and General Staff Functions in the Incident Command System*.**

All users will be taking the exam using the NETC Virtual Campus which can be accessed through the USFA webpage.

- A. Access the simulation scenario information electronically from the NETC Virtual Campus. You may wish to print a copy of the scenario to refer to while taking your final exam.
- B. Access your exam electronically from the NETC Virtual Campus.
- C. Take the final exam, which consists of 40 multiple-choice questions.

1. After you answer question 40, you will be prompted: "To send your results to Learning Space, click Submit." Click on the submit button (only once) in the lower right corner of your screen.
2. After you click the "Submit Button" please wait. You will receive a message: "You have completed the assessment."
3. Close the screen (by selecting the "X" close button in the top right corner of your screen). You will return to the Virtual Campus main menu.
4. To view your score, click on *Progress Report* found under *Course Tools* in the bottom left column of screen.
5. Locate the *Score* column which indicates your score for the final exam. Located left of the *Score* column is the *Completed* column which only indicates passed; if your score is below 80 there will be nothing in the *Completed* column.
6. If you did not pass the exam, you must retake the final exam. Please review the course material and when you are ready, you may retake the final exam.
7. Upon successful completion of the final exam, you will need to accomplish the following:
 - a. Complete a 75-5A (General Admissions Application Short).
 1. Access the fillable version of the 75-5A online and complete the form by typing in your personal information and printing the form;
or
 2. Access the nonfillable version of the 75-5A online, print out form; fill in your personal information.
 - b. Mail your completed 75-5A form to the following address:

National Emergency Training Center
Virtual Campus
Attn: Denise Ridgeway H-109
16825 S. Seton Ave.
Emmitsburg, MD 21727
 - c. Your score on the final exam will be verified and forwarded to the NETC Admissions Office.

WHAT ARE THE REQUIREMENTS FOR THE 6-DAY RESIDENT COURSE?

Prior to applying for the 6-day resident course, *Command and General Staff Functions in the Incident Command System*, make sure that you have completed the following steps.

- Obtain a score of **at least 80 on the *Introduction to Command and General Staff* final exam.**
- Mail your completed 75-5A form (for *Introduction to Command and General Staff* course) to the NETC Virtual Campus (See address in 7b).
- Verify that you meet the student selection criteria for the *Command and General Staff Functions in the Incident Command System--6-day* resident course.

STUDENT SELECTION CRITERIA FOR THE 6-DAY RESIDENT COURSE

This course is designed for those officers of emergency response agencies who, due to their rank and/or experience, would be assigned routinely to a Command and General Staff position at large/complex incidents. In addition, any command-level individual who is or will be involved in developing a local, regional, or State Incident Management Team.

Students must:

- Have successfully completed the final exam for the *Introduction to Command and General Staff* course with a score of 80 or higher.
- Possess a working knowledge of the Incident Command System and its application to large/complex incidents.
- Possess a working knowledge of strategy and tactics for large/complex emergency incidents.

HOW DO I APPLY FOR THE 6-DAY RESIDENT COURSE?

1. Complete a 75-5 (General Admissions Application).
 - a. Access the fillable version of the 75-5 online and complete the form by typing in your personal information and printing the form; or
 - b. Access the nonfillable version of the 75-5 online, print out form; fill in your personal information.
2. Mail your completed form (75-5 General Admissions Application) during open enrollment periods to the following address:

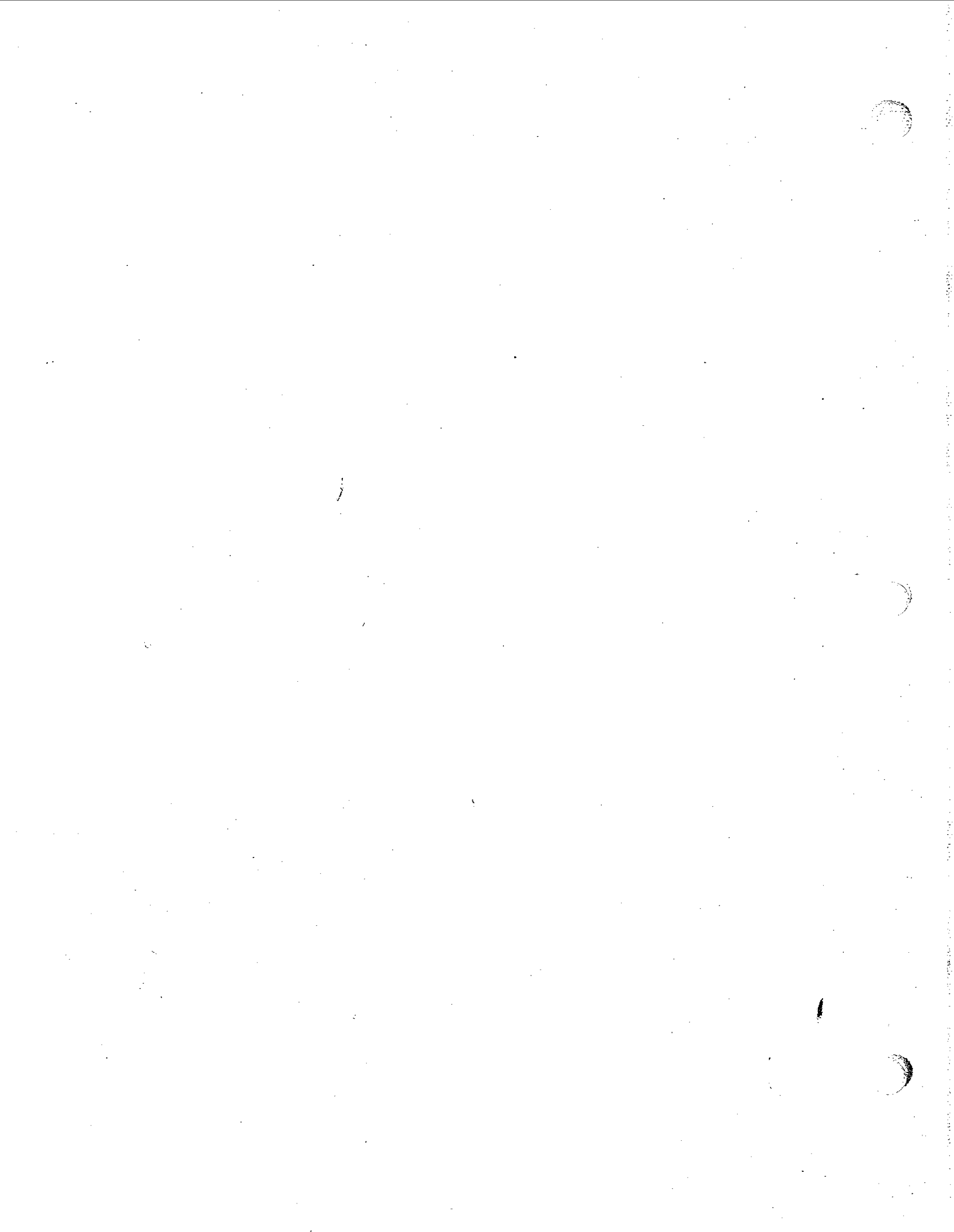
NETC

Office of Admissions, Bldg. I-216

16825 South Seton Avenue

Emmitsburg, MD 21727

3. The Admissions Office will review your application and will contact you with an acceptance letter should you be accepted into the 6-day course.

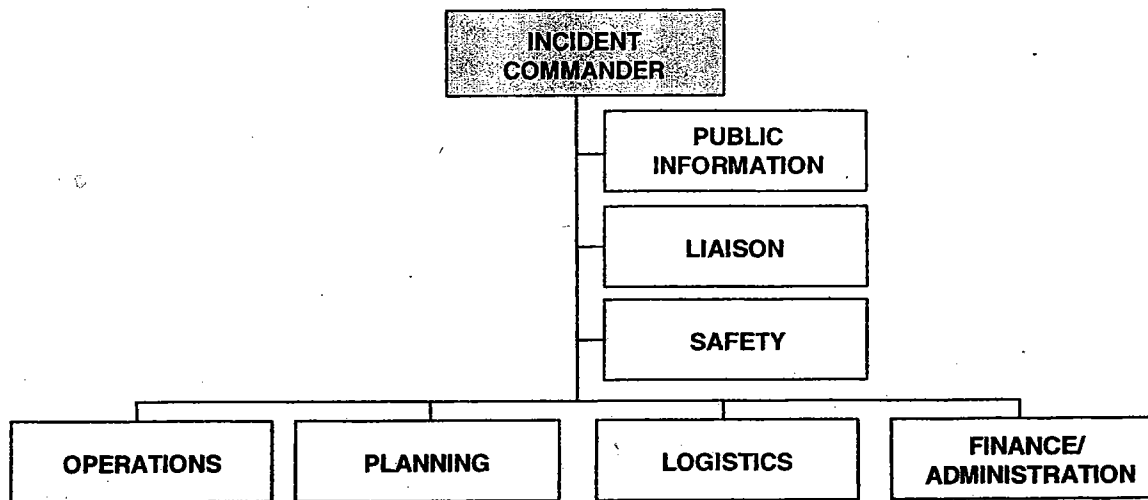


**UNIT 1:
OVERVIEW OF THE INCIDENT
COMMAND SYSTEM AND THE
INCIDENT COMMANDER**

OVERVIEW

This unit will provide you with a brief overview of the Incident Command System (ICS) and its functional elements. Topics include: common responsibilities applicable to all Incident Command System personnel, use of Multi-Agency Coordination Systems (MACS), the concepts of Area Command and Incident Management Teams (IMT's), incident objectives, and related strategies and tactics.

The importance of the role of the Incident Commander (IC) at large/complex incidents cannot be overstated. A review of the Incident Commander Position Checklist in the Field Operations Guide (ICS 420-1) provides insight into the impact that the Incident Commander has on decisions that are made and actions that are taken from the beginning of the incident until its conclusion. The need for accurate assessments of existing and potential incident conditions, timely decisions on what actions must be taken, and the development of an effective organizational structure are keys to success in managing large/complex emergency incidents effectively.



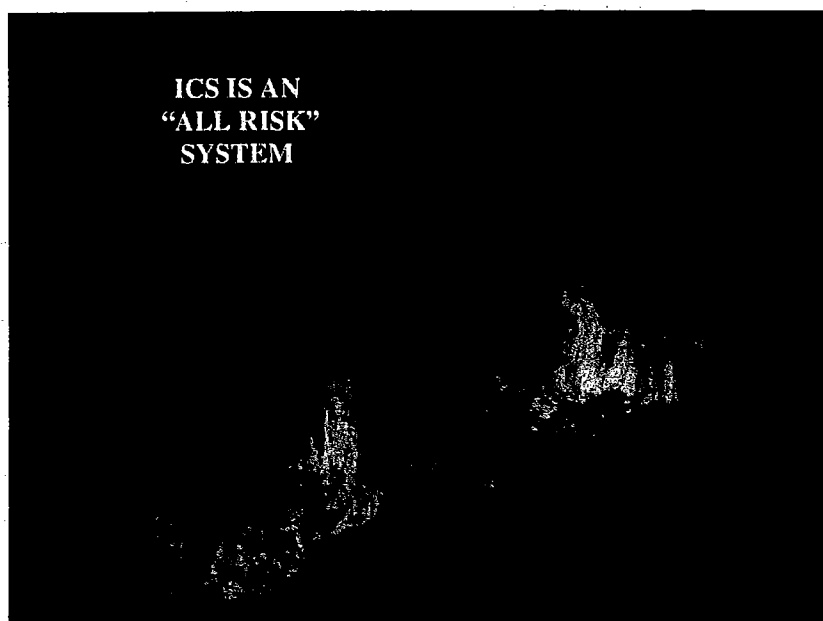
UNIT 1 OBJECTIVES

1. Distinguish between a simple and complex incident.
2. Recognize the common responsibilities that are applicable to all personnel.
4. Define Area Command, Incident Management Team (IMT), and Multi-Agency Coordination System (MACS).
5. Distinguish between Single Command, Unified Command, and Multi-Jurisdiction incidents.
6. Identify the Action Steps in the command sequence and the corresponding actions.
7. Recognize responsibilities of the Incident Commander that apply on large/complex incidents.
8. Differentiate between incident objectives, strategy, and tactics.
9. Recognize the ICS Forms the Incident Commander is responsible to have completed.

INCIDENT COMMAND SYSTEM

Origins of the Incident Command System

The Incident Command System (ICS) was first developed in the 1970's for management of large wildland fire incidents. The success of the ICS in wildland fire incidents led to its adaptation to other types of large-scale and complex emergencies. The continued use of ICS by emergency response agencies throughout the country has led to its nationwide acceptance as an "all-risk" system. "All-risk" system means that the ICS can be applied to any type of emergency incident. It has proved to be adaptable to any type of emergency incident regardless of size, type, agencies involved, or number of resources required.



Even after thirty years of application, training, and promotion there has not been "one" standard Incident Command System that has been used by all agencies. The problems associated with the absence of a National system are present at every natural and man-made disaster that involves multi-agency and Federal involvement. This became especially clear in the wake of September 11th. Recognizing the importance of having a National system and how critical it was to the mission of safeguarding our country, the President tasked the Department of Homeland Security to undertake the difficult task of creating a *single, comprehensive approach to incident management . . . to ensure that all levels of government across the Nation have the capability to work efficiently and effectively together*. Homeland Security Presidential Directive 5 gave direction and outlined the expected outcomes for this project. After a long and arduous process, the National Incident Management System (NIMS) was developed. The NIMS uses ICS as the main command/management component; there are several

other aspects of the NIMS that could affect local response to major and/or complex incidents. It is important to be familiar with this document and the guidelines it provides. The entire NIMS document can be viewed and/or downloaded from:

<http://www.dhs.gov/interweb/assetlibrary/NIMS-90-web/pdf>

Functional Elements of ICS

The ICS is based on functional elements that can be used selectively depending on the specifics of the incident. The ICS organization has five major functional elements:

- Command;
- Operations;
- Planning;
- Logistics; and
- Finance/Administration.

These functional elements will be reviewed during this course.



Activity 1.1

List the common responsibilities that are applicable to all personnel.



HINT: Turn to Chapter 1 in the Field Operations Guide (ICS 420-1) and read the material on: **COMMON RESPONSIBILITIES** and **UNIT LEADER RESPONSIBILITIES**.

SIMPLE VERSUS LARGE/COMPLEX INCIDENTS

The *Command and General Staff Functions in the Incident Command System* course focuses on the need for effective management of large/complex emergency incidents. These incidents are different from the simple incidents that fire departments respond to on a regular basis. Simple incidents require a minimum amount of resources, do not require an involved strategy, are managed with a limited command structure, and are brought under control in a relatively short time. Some examples of routine incidents are:

- a small structure or outdoor fires;
- motor vehicle accidents; and
- requests for emergency medical assistance.

Large/Complex incidents typically are those that involve unusual conditions and require expanded resource commitments from a variety of emergency service and support agencies. Frequently they pose a high level of threat to the lives of both civilians and emergency service personnel; as well as to property within the community where they occur. The control of these types of emergencies requires a high level of management skill in the incident management organization.

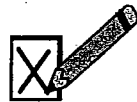
Some examples of large/complex incidents are:

- an extensive amount of fire in a very large or special-purpose structure;
- fires involving, or threatening, multiple structures;
- fires that have, or potentially will, spread over a wide area;
- multi-casualty incidents;
- hazardous materials incidents, that endangers life, property, or the environment;
- civil disturbances; and
- mass transportation accidents.

It is critical to recognize that an incident has become, or has the potential to become, large/complex and to develop an incident management organization to manage the situation effectively. Also consider the fact that large/complex incidents do not occur exclusively in metropolitan areas that have sufficient resources to deal with these types of incidents. These incidents often occur in smaller communities where resources are limited and assistance is a long way off. When resources are limited, the potential for an incident to become large/complex must be identified early.

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.



Activity 1.2

List the functions of a Multi-Agency Coordination System (MACS).



HINT: Turn to Chapter 2 in the Field Operations Guide (ICS 420-1) and read the material on: MULTI-AGENCY COORDINATION SYSTEM.

INCIDENT MANAGEMENT TEAMS

Large/Complex incidents that require the use of an expanded emergency management system can occur in any community.

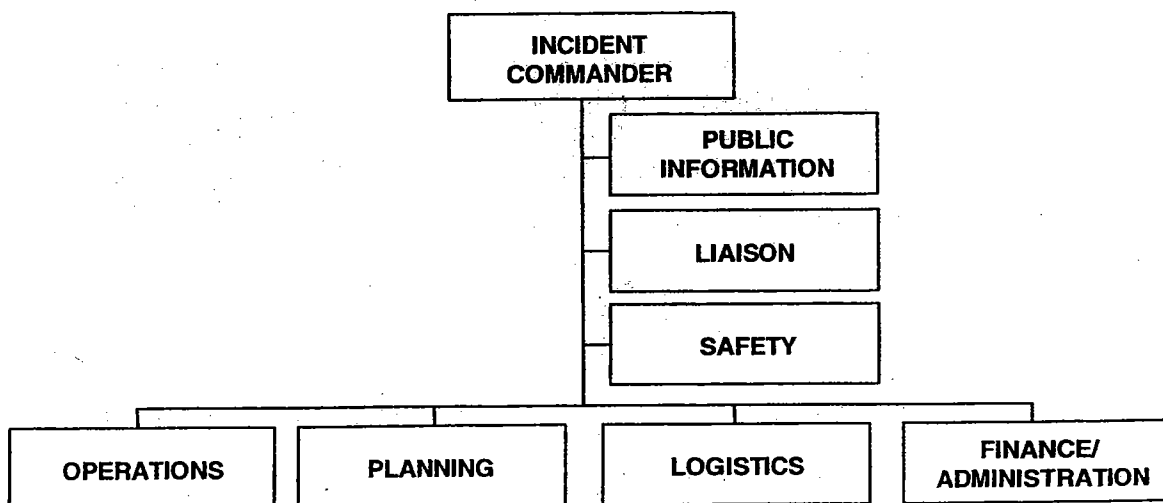
Fire service organizations that serve populated urban areas usually have sufficient personnel available to staff the command positions that are required to manage these types of incidents effectively. Smaller departments, when faced with the need for an expanded incident management system to deal with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

A solution to this problem is to organize an Incident Management Team (IMT).

An IMT consists of fire service personnel and other specialized support personnel from other agencies who have the **expertise** to provide on-scene management and support for large/complex emergency situations.

IMT's can be assembled on a local, regional, or statewide basis. **They operate most effectively when the same team members plan, train, and operate together at the incident scene.** Familiarity of members with each other, concurrent training, and expertise developed through their previous experiences enhance the team's ability to organize and manage large/complex emergency incidents.

Incident Management Teams Fill All General Staff and Command Staff Functions



Remember, it is necessary to have depth in each position. Personnel may be on annual or sick leave, or away on training when an incident occurs. Consider developing multiple teams having one on call at all times.

In addition to filling General Staff and Command Staff functions, an IMT also should provide qualified personnel to staff the subordinate functions in each Section.

One way this can be accomplished is by assigning various functions to personnel in the fire department organization. For example, the Training Bureau could staff the functions in the Planning Section, the Fire Marshal's Office personnel could staff the functions in the Logistics Section, and the budget staff could function as the Finance/Administration Section units.

When ordered, IMT's usually are dispatched without regard to individual work schedules or assignments. IMT's operate under the 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, supplemented by tactical resources provided by other neighboring or mutual-aid agencies. Members of an IMT operate in cooperation with, and under the direction of, officials in the agency in whose jurisdiction the incident has occurred.

In some areas IMT's use members from both state and federal forestry firefighting agencies and rural fire departments to provide ICS management expertise and support in situations involving wildland fires that may threaten structures.

IMT for a District or Regional Area

An alternative to maintaining permanent IMT's is to assemble teams as required from a pool of fire personnel who are qualified in one (or more) ICS Command and General Staff position. In these cases a complete team representing all of the Command and General Staff positions can be assembled, or selective positions can be filled, as needed.

The pool of qualified personnel for General Staff and Command Staff positions should consist of experienced fire personnel, and those from other agencies that are **qualified and trained** to function in one or more General and Command Staff positions. Although all pool members must be 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.

These IMT's can be coordinated on a countywide or regional basis. Tactical resources are provided by the agency in whose jurisdiction the incident is located and supplemented by tactical resources provided by other neighboring or mutual-aid agencies.

Members of an IMT operate in cooperation with and under the direction of officials of the agency in whose jurisdiction the incident has occurred. If requested by the agency in whose jurisdiction the incident occurs, a complete General Staff and Command Staff Team can be dispatched, or individuals from the Team pool can be dispatched for specific General Staff and Command Staff positions. Assignments from the IMT pool may be based on duty schedules and availability of qualified pool members, however in some situations personnel may be sent regardless of work assignment or duty status. This requires 24-hour communications capability (e.g., pager, cell phones) or a predetermined rotation schedule.

SINGLE COMMAND, UNIFIED COMMAND, AND MULTIJURISDICTIONAL INCIDENTS

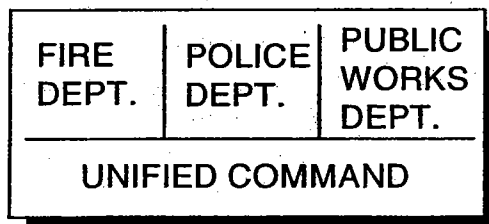
Single Command

In Single Command situations one agency has legal responsibility.

Within the jurisdiction where an incident occurs, and when there is no overlap of jurisdictional boundaries, a single Incident Commander (IC) will be designated by the jurisdictional agency that has overall management responsibility for the incident, e.g., police, fire, emergency medical.

In Single Command structure, the Incident Commander is responsible for setting the Incident Objectives and managing the incident. The implementation of strategy and tactics to achieve operational control is the responsibility of the Operations Section Chief.

Unified Command and Multijurisdictional Incidents



Incidents involving weapons of mass destruction, terrorism, hazardous materials, mass casualties, natural and manmade disasters, or urban wildland fires, may involve a number of jurisdictions and/or agencies that have a legal and/or functional need to be involved directly in the decision-making process. In these incidents Unified Command should be established as soon as possible.

What cues the need for a Unified Command?

- More than one agency is responsible for decision-making within a single jurisdiction, e.g., a terrorist incident in a city, or commercial aircraft crash in a national forest. Local fire, law enforcement, medical, Federal forestry, and the National Transportation Safety Board (NTSB) all are involved.
- More than one jurisdiction is involved, e.g., a major flood, hurricane, earthquake, tornado, etc.
- All agencies with responsibility to manage the incident contribute personnel to the Unified Command process. Together they determine incident objectives and strategies, and plan tactics jointly. This ensures the maximum use of assigned resources.
- The location of the incident, e.g., an inland waterway entirely within the boundaries of a single jurisdiction also could involve the U.S. Fish and Wildlife Service and the U.S. Coast Guard (USCG).

Who is involved?

- All agencies with jurisdictional, functional, or legal responsibility to manage the incident contribute to the Unified Command process. They determine incident objectives, determine strategies, and plan tactics. This method ensures maximum use of assigned resources.
- One official from each jurisdiction or responsible agency.

Federal, state, or local statute may determine the selection of the Unified Incident Commanders. Generally, the agency with the greatest jurisdictional involvement is assigned as the Operations Section Chief.

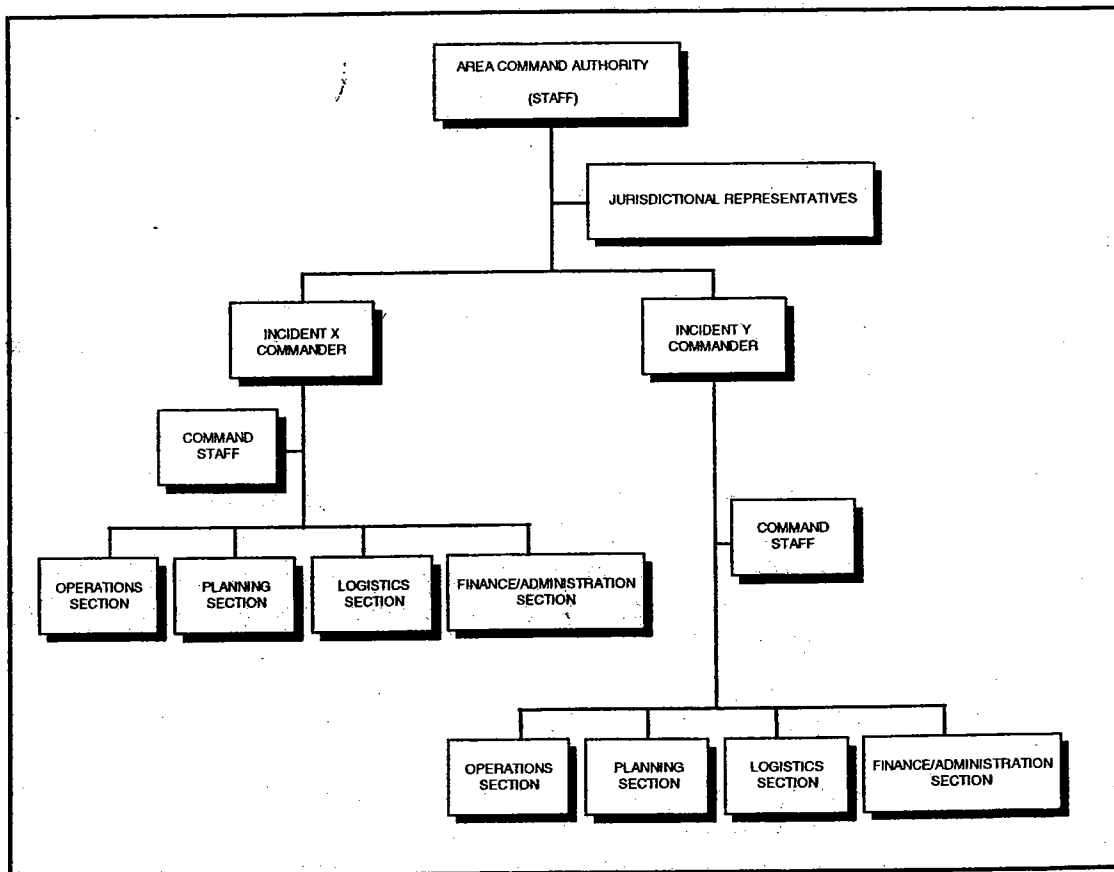
Area Command

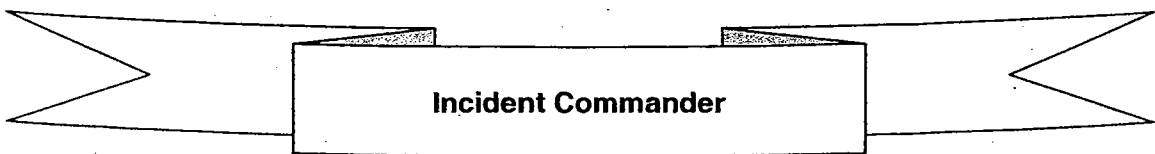
Area Command is established to:

- Oversee the management of multiple incidents, each of which is being handled by an ICS organization.
- Oversee the management of a very large incident that has multiple IMT's assigned to it.

Area Command typically is used only when the incidents are of a similar nature, e.g., two or more hazardous materials spills, fires, etc. When incidents are of different kinds, they would be handled either as separate incidents or under the MACS Organization.

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






Incident Commander

The Incident Commander's responsibility is the overall management of the incident.

| ICS Forms the Incident Commander is responsible to complete. | |
|---|---|
| ICS 201 | Ensure the completion of the INCIDENT BRIEFING for the next operational period. |
| ICS 202 | INCIDENT OBJECTIVES (General Control Objectives part only). |
| ICS 209 | Ensure that the INCIDENT STATUS SUMMARY is completed. |



Activity 1.3

Turn to Appendix C to view examples of completed ICS Forms. View the following forms that the Incident Commander is responsible to have completed:

1. ICS Form 201--Incident Briefing Form.
2. ICS Form 202--Incident Objectives.
3. ICS Form 209--Incident Status Summary Form.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE INCIDENT COMMANDER

The skill required to manage large/complex emergency incidents is developed through experience and training. As incidents increase in size or complexity, so does the required level of management skill.

DUTIES AND RESPONSIBILITIES OF THE INCIDENT COMMANDER

1. Assess the Situation and/or Obtain a Briefing from the Prior Incident Commander

Initial and continuing assessments and briefings at change of command are important at any incident and critical at large/complex emergencies.

Accurate ongoing assessments of current conditions and an awareness of potential expansion are the basis for actions that are taken.

2. Determine Incident Objectives and Strategy

As the Incident Commander determines the incident objectives and strategy, appropriate resources are deployed to carry out the necessary tactical activities.

3. Establish the Immediate Priorities

Use a logical sequence to determine in which order things should be done based on existing or anticipated conditions and available resources. Examples are:

- **RECEO (VS).**

Rescue

Exposure

Confinement

Extinguishment

Overhaul

Ventilation

Salvage

- **Incident Priorities:**

- life safety;

- incident stabilization; and

- property conservation.

4. Establish an Incident Command Post



An Incident Command Post is normally required for large/complex incidents. In determining the best location for the Incident Command Post, the Incident Commander will consider:

- view of the incident;
- safety considerations;
- noninterference with tactical activities; and
- identifiable Command Post.

5. Establish an Appropriate Organization

Consider Qualified Personnel to Staff the Command Post

Who should be at the Command Post?

The command structure must be compatible with the incident size and complexity. Large/Complex incidents typically require expanded command organizations. Failure to delegate functional responsibilities in a timely manner at a large/complex emergency situation can overwhelm the Incident Commander completely.

Consider availability of qualified personnel for assignment to required positions.

Determine Command Mode

Single Incident Commander--on most incidents a single Incident Commander carries out the command function.

Unified Command--in ICS, Unified Command is a team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.



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 to require oversight direction among IMT's to ensure conflicts do not arise.

6. Ensure Planning Meetings are Scheduled as Required

Formal Planning Meetings normally are not necessary for routine incidents. For large/complex incidents they can be critical to achieving desired results.

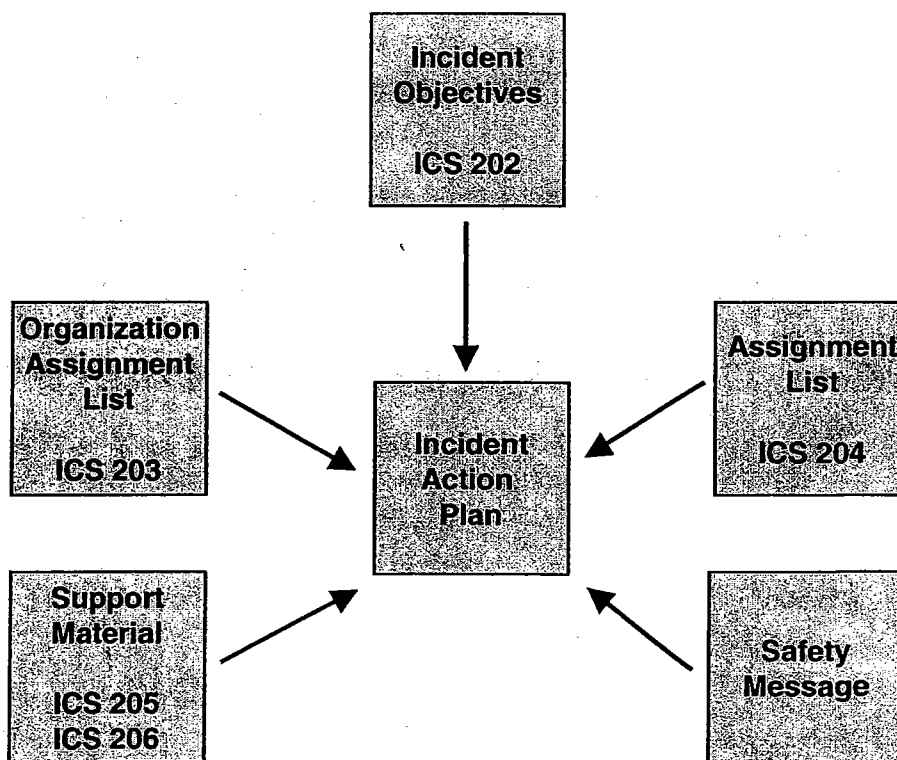
The primary purpose of Planning Meetings is to select specific strategies and tactics for incident control operations and for service and support planning.

7. Approve and Authorize the Implementation of an Incident Action Plan

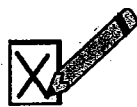
Incident Action Plan. Every incident **must** have an oral or written Incident Action Plan. The purpose of the Incident Action Plan is to provide all incident supervisory personnel with clear direction and an understanding of incident objectives. Action plans, whether written or oral, are developed for specific time intervals called operational periods. The duration of these operational periods may vary, depending on several factors including the type and complexity of the incident, the projected duration of the incident, the numbers of resources and agencies involved, environmental issues, and safety considerations. Operational periods may be as short as two hours but should not be longer than 24-hours.

On smaller incidents, the Incident Commander usually will be solely responsible for developing the incident action plan. However, on larger incidents with more staffing, members of the Command and General Staff and others will contribute to the development of the action plan. The Planning Section has primary responsibility for documenting the Incident Action Plan, as well as for assembling, printing, and distributing it to appropriate personnel.

While written plans will vary in content and size, some items should be considered for all plans. The major elements of an Incident Action Plan are shown on the following diagram.



- **Incident Objectives.** Clearly states objectives as they apply to the overall incident (ICS Form 202: Incident Objectives).
- **Organization.** Describes the ICS organization for a specific operational period (ICS Form 203: Organization Assignment List).
- **Assignments.** Normally prepared for each Branch, Division, or Group and include the strategy, tactics, and resources to be used (ICS Form 204: Assignment List).
- **Support Material.** May include maps, traffic plan, communications plan, medical plan, and similar materials (ICS Form 205: Incident Radio Communications Plan and ICS Form 206: Medical Plan).
- **Safety Message.** Information/Warning regarding issues that affect firefighter/scene safety.



Activity 1.4

When complete, a formal Incident Action Plan will include what ICS forms?



HINT: Turn to Appendix B to view a formal Incident Action Plan.

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

8. Ensure that Adequate Safety Measures are in Place

Safety concerns start with the Incident Commander and must be a primary focus of everyone at the incident. Consider safety issues related to incident objectives, strategies, and tactical operations.

Safety concerns at large/complex incidents usually are much more involved than in routine emergencies.

The Incident Commander will assign a Safety Officer and assistants as required.

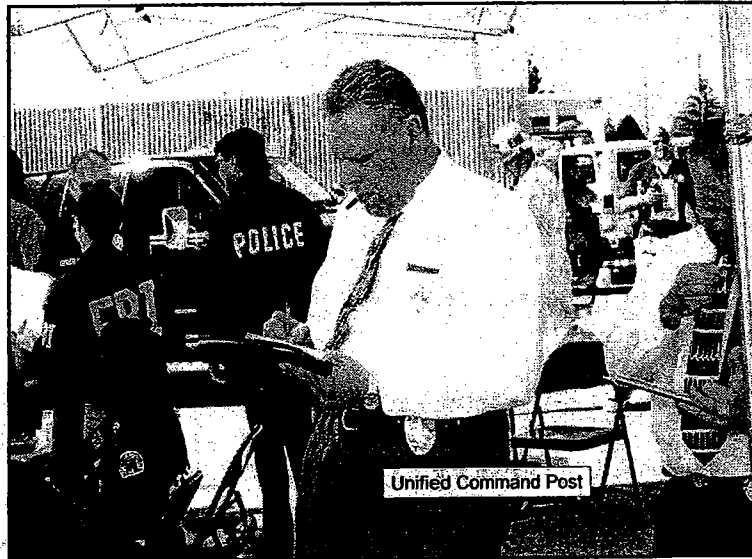
9. Coordinate Activity for all Command and General Staff

The Incident Commander must see "the big picture," which requires

- periodic updates;
- planning meetings/Incident Action Plans; and
- good communication (face to face and/or radio).

10. Coordinate with Key Personnel and Officials

The Incident Commander will coordinate with key personnel and officials, such as agency heads, government officials, etc. This role should not detract from or interfere with the primary responsibility of overall management of the incident. This function can be facilitated through the Public Information Officer or the Liaison Officer.



11. Approve Requests for Additional Resources or for the Release of Resources

Control of resources is critical to overall operations. This requires coordination with the Planning Section.

12. Keep Agency Administrator Informed of Incident Status

Ranking official(s) in whose jurisdiction the incident has occurred or the head of the agency with overall responsibility for incident control should be kept informed of the status of the incident.

This can be facilitated through the Public Information Officer or Liaison Officer.

13. Approve Use of Trainees, Auxiliary Personnel, and Individuals who may Volunteer their Assistance

Use of personnel not formally dispatched to the incident or lacking requisite experience can place them in danger and may present serious liability issues. Use of such personnel must be tightly supervised to prevent injuries to them or to others.

14. Authorize Release of Information to the News Media

All incident personnel must understand that all information related to the incident must come from the Incident Commander or a person(s) designated by the Incident Commander. This is much harder to control at a large/complex incident than at a routine emergency.

Refer to Information Officer (ICS 420-1).

15. Ensure Incident Status Summary (ICS Form 209) is Completed and Forwarded to Appropriate Higher Authority (If Applicable)

Agency policy determines the need for the ICS Form 209. This form is seldom required at routine incidents; however, it may be required at large/complex emergencies.

16. Order the Demobilization of the Incident When Appropriate

A Demobilization Plan will be developed for every incident. A small incident may not require a written demobilization plan.

The Incident Commander needs to consider the manner in which the demobilization is done (e.g., first in/first out, outside agency resources first, etc.).

Refer to Planning Section/Demobilization Leader (ICS 420-1).

DECISION-MAKING DURING EMERGENCIES

There are two primary methods used by decision-makers to reach conclusions, determine results, and institute actions during emergencies. They are the classical method and the naturalistic decision-making (NDM) method.

Classical Decision-Making

The **classical method** is a time-consuming process where the decision-maker:

- gathers information;
- analyzes the information;
- determines the problems that are present and selects and prioritizes those problems in order of importance;
- determines and prioritizes the possible solutions;
- selects tactics from one or more possible options; and
- issues directives to have the tactics implemented.

The routine use of this system, called the **command sequence**, should develop into a habit. When this happens, the Incident Commander will begin to use this technique under unfamiliar emergency conditions, thus structuring the decision-making process and reducing stress. Using the Command Sequence assists the Command Officer in staying proactive.

Decision-makers need the classical method when they are in the training mode. In the training mode, they will be taught to look for cues, draw conclusions, consider results, and take action for an incident type not previously learned, or learned incorrectly. Whether the cues, conclusions, results, and actions are learned must be tested in an application format. Such a format is a simulation. Such training must be from an expert in the incident type: for example, an urban or municipal fire officer learning wildland firefighting from a wildland fire expert.

The classical process is used for evaluating and planning when time is not a factor.

Decision-makers need the classical method when they are evaluating and comparing the critical cues used, conclusions and results determined, and actions taken by other decision-makers. This form of training typically involves case studies. Here the student uses a case study to examine the obvious and subtle cue differences. The examination provides optional conclusion, result, and action sets based on those differences. By using a case study and the classical method, students are able to evaluate whether or not the cues match the conclusions and actions of the decision-maker at the actual scene. If they do not, then specific actions to avoid also may be learned.

In addition, the classical method is used at an **actual incident scene where there has been little or no previous experience or training** with this specific incident type. There also may be little or no experience or training with an incident with the variables that are now present. The decision-maker must formulate a basic plan before directing tactical actions. A process that does not include an evaluation of the incident information, risk-benefit analysis, and appropriate strategies and tactics, is not a plan. It is a design for disaster.

Base the plan on incident information (critical cues), real problems, and appropriate broad solutions (strategies). Choose the best solutions (tactics) from several options.

Naturalistic Decision-Making (NDM)

The **NDM method** is a more rapid and intuitive process in which the decision-maker:

- looks for certain critical cues (visual, verbal, touch, smell);
- relates those cues to previous similar situations (from experience or training);
- recalls the previous conclusion, results, and actions that most fit the new situation; and
- issues directives to have the tactics implemented.

It is obvious that basing decisions on the understanding gained from previous experience can produce results much faster than following a step-by-step classical process.

The more experience the fire officer has on similar types of incidents, the greater that person's ability will be to read the subtle differences at the incident, draw refined conclusions, and direct the most appropriate actions to provide a solution.

Use the NDM method when the decision-maker has adequate experience or training on the incident type or the variables within the incident type. The NDM method is almost an instant recall of previously learned conclusions, results, and actions. It includes the interrelationships of specific information with conclusions, results, and actions based on whether or not they worked before. Therefore, it provides a direct, lightning-fast transition from what you see, hear, feel, and smell to what you conclude and what you do.

Time-Pressure Nature of Decision-Making

Because of the time-pressure nature of emergency-scene decision-making, the choice between naturalistic and classical will not be conscious. The decision-maker's brain will attempt the naturalistic method first. This is the way the brain operates, even though it is not cognitive to the person. For example, "What is/was the color of your mother's hair?" It came to you instantly. Why? The information resided in your long-term memory. Your brain checks long-term memory as soon as you read the question. You immediately had the answer. You have had **experience** with this information and you simply recalled the answer.

The decision-maker must recognize when they possess insufficient information to use this method. Some cues for this recognition are:

1. It is obvious to the decision-maker that there has been little or no experience or training on the specific incident type.
2. The decision-maker recognizes that the incident cues are very unfamiliar and do not immediately result in appropriate action decisions.
3. The decision-maker feels lost or overwhelmed, cannot think, or is in a panic. In these cases, the classical method is the appropriate response.

This is an emotional response to the inability of the brain to find an answer or solution in long-term memory. By recognizing this emotional cue, the decision-maker can recognize that it is time to convert to some other decision-making methodology. That methodology is the classical method. If this conversion is not done, the decision-maker often is left with what has been called "brain-lock."

If NDM was used on the incident scene, the decision-maker uses the classical method to evaluate actions to ensure that what is being done is achieving the desired result. This is continuing sizeup.

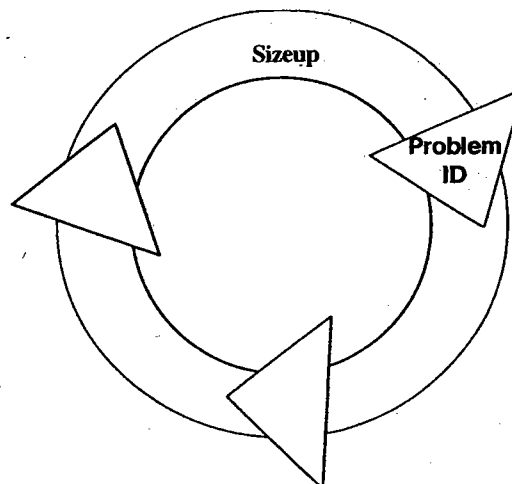
THE COMMAND SEQUENCE

The command sequence emanates from the mission of the fire department. Incident priorities are the **mission statements**. The incident priorities are 1) life safety, 2) incident stabilization, and 3) property conservation. The mission describes why a fire department exists. Every action taken by the fire department must address one or more of these mission statements.

The three action steps and specified results of the command sequence are:

| Action | Result |
|-----------------------------------|------------------------|
| Sizeup | Problem Identification |
| Objectives, Strategy, and Tactics | Action Plan |
| Implementing the Action Plan | Tasks |

Action: Sizeup



Gathering and Analyzing Access

Sizeup is the process of gathering and analyzing incident information that has an impact on our decision-making. We call this type of information **critical cues**. Sizeup leads to our identification of the problems at an incident.

Knowing where to look for these critical cues enhances our ability to identify the problems at the incident. The difficulty in the process is gaining the knowledge and experience to know where to look and what to look for.

There are three phases of sizeup: 1) preincident information, 2) dispatch through onscene sizeup, and 3) ongoing sizeup.

Phase One: Preincident Information

Sizeup is more than what you see through the windshield when you arrive at the scene. It includes preincident information, the factors (critical cues) that are known or gathered before the incident. These factors will have an impact on decisions or actions. Information is available on every structure or facility, and you can obtain it simply by asking and taking the time to gather it. This information includes

- preplan documents:
 - occupancy information,
 - building construction,
 - hazards to personnel,
 - fire flow needs,
 - fire behavior probability,
 - water supply location and quantity,
 - problems anticipated,
 - built-in fire protection,
 - floor plan/plot plan, and
 - utility/connections/shutoffs;
- environmental considerations;
- time of day, day of week, season of year;
- knowledge of the surrounding area;
- departmental resources; and
- interagency/private sector assistance.

Preincident information helps the Incident Commander understand what has happened. It will assist the Command Officer in predicting what is happening presently, as well as what is going to happen. It provides a basis for being proactive. It assists with the identification of the problems, as well as the development of strategy and tactics. It is invaluable in identifying safety considerations, including hazards that are present. It has often been said, "It is hard to gather preincident information when the flames are licking at the boxes of dynamite."

Phase Two: Dispatch Through Onscene Sizeup

Preincident information provides a foundation for the more specific data needed to understand a particular incident. Phase Two is rapid gathering and evaluation of factors (critical cues) related to a specific emergency incident.

Identifying the problems is the first objective. The Incident Commander must assess incident conditions. They must know where to look and what to look for and must understand the significance of the **critical cues**. If we do not identify the real problems, we probably apply the wrong

solutions. Potential hazards to firefighters need to be "read" and identified.

When relieving an initial Command Officer, Incident Commander must review the big picture, evaluate resource needs, the current strategy and tactics, changes in incident conditions, and the probability of escalation.

Sizeup Factors to Consider

Various authors use different elements to delineate the factors that affect decision-making. One technique uses 13 points and has the acronym, **WALLACE WAS HOT**:

| | | |
|-------------------------|-----------------|-----------|
| Water | Weather | Height |
| Area | Auxiliary | Occupancy |
| Life | appliances* | Time |
| Location/ Extent | Special hazards | |
| Apparatus/ Personnel | | |
| Construction | | |
| Exposures | | |

*Standpipes, sprinklers, heat detectors, etc.

These 13 points are specific enough to encompass emergency incident scene factors, yet broad enough to fit almost any type of incident. The acronym, once learned, will help you recall these topics. However, most people find that it is impossible to process this many items while en route to or standing in front of an incident scene. The most appropriate use of **WALLACE WAS HOT** is for training; especially training that involves learning the **critical cues** for handling a specific incident type.

The best use of **WALLACE WAS HOT** is in prefire planning with the exception of location and extent, time, and weather.

You must commit these factors to memory. The brain will use this information as you attempt to gather critical cues. Having these factors in long-term memory allows the brain to access the data.

Information Sources

Dispatchers provide valuable incident information. Train your dispatch personnel to give responding companies all the important information. Your knowledge base--what you know about the area, structure, water

supply, etc., includes information from people on scene, including fire and police personnel and civilians.

Phase Three: Ongoing Sizeup

Incidents are dynamic, and the Incident Commander must evaluate the situation and the actions taken continuously. Due to constantly changing conditions, new problems may arise as previously identified problems are solved. The Incident Commander must assess the results of those actions continually and ask herself/himself, "Is what we are doing here solving the problems at this incident scene? Are our tactics working?" A re-evaluation of the **critical cues** may indicate that a modification of the action plan is needed.

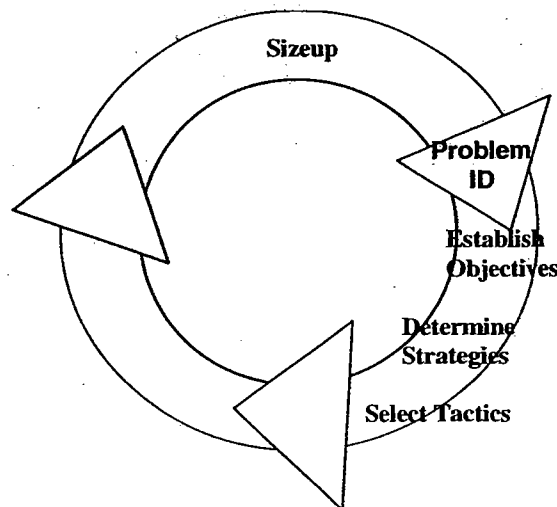
The Incident Commander must view an incident scene as a pessimist. A pessimist continually looks for things that could go wrong. Remember--Murphy's Law applies here also!

Result: Problem Identification

Problem identification is the goal of sizeup. Mental analysis and comparison of incident cues is the basis for problem identification.

Once the problems of an incident are identified, the correct solutions may be determined and applied. Now the planning process can begin.

ESTABLISHING OBJECTIVES, DETERMINING STRATEGY, AND SELECTING TACTICS



Action: Establishing Incident Objectives

Incident objectives are statements of guidance and direction necessary for the selection of appropriate strategy(ies) and the tactical direction of resources. Incident objectives answer the question of what can be accomplished when all allocated resources have been deployed effectively. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives. Determining incident objectives is an essential prerequisite to developing a plan.

Objectives must be:

- **Attainable** with the resources available to the agency (even though it may take several operational periods to accomplish).
- **Measurable** so that a final accounting can determine whether objectives were achieved.
- **Flexible and broad** enough to allow for consideration of strategic and tactical alternatives.

For example, in a fire on the second floor of a single family, unattached dwelling at 0300 hours, the objective could be to:

- remove all occupants from the structure and provide medical care, as needed;
- prevent the fire from extending and extinguish it; and
- remove the smoke from the building.

Action: Determining Strategy

Strategy is a general plan or direction to accomplish incident objectives. Strategy delineates the broad goals, defines "what" must be done to provide a solution to the problems, and is the basis for action planning.

Strategy gives direction to get you from where you are to where you want to be. Strategy may have multiple components to gain control of an incident. Strategy evolves directly from the identified problems and is the beginning of the solution to those problems. Strategy will have several components to gain control of an incident.

It is essential to consider alternative strategies that may be employed should the primary strategy fail to achieve the intended results. Strategies are continually reevaluated.

- **For small incidents**, incident objectives and strategies are the sole responsibility of the Incident Commander and may take only a few minutes to complete.
- **For larger incidents**, members of the General Staff (and others) will contribute to this process.

Generally, Command Officers use Lloyd Layman's seven factors to provide a basis for the development of strategy:

| | |
|----------------|-------------|
| Rescue | Ventilation |
| Exposure | |
| Confinement | Salvage |
| Extinguishment | |
| Overhaul | |

Remember these factors by using the acronym **RECEO VS**. Typically, ventilation supports one or more of the other strategies.

A well-defined strategy gives incident personnel a clear description of the Incident Commander's plan and helps them accomplish it. The Incident Commander must determine strategy before developing an action plan. Having a strategy indicates that critical cues have been gathered and assessed and problems have been identified. The Incident Commander also has completed an evaluation of resource requirements and availability and has set priorities. Planning has begun.

Action: Selecting Tactics

Tactics are the operations that must be completed successfully to accomplish the strategy. Tactics refer to the deployment and direction of incident resources to accomplish the strategy--as guided by the objective. Tactics generally answer the question of "**how**" we are going to accomplish a strategy. Tactics are measurable and specific and can be completed within an operational period.

Examples of tactics are:

- confine fire to room of origin (confinement strategy);
- conduct a primary search (rescue strategy);
- protect the stairway (rescue strategy);
- provide horizontal ventilation (rescue and confinement strategies);
- and
- check for extension (confinement strategy).

The tactical direction is developed around a specific operational period and must have measurable results. For large incidents that may last for some time, there is no limit to what may be achieved (in terms of accomplishing an incident objective) in a **single** operational period.

Therefore, tactical directions should be stated in terms of accomplishments that can be achieved realistically within the timeframe of an operational period. Resource assignments will consist of the type and number of resources needed to achieve the tactical operations for each operational period. If resources are not available for a specific tactical operation, then the Incident Commander may need to prioritize tactical assignments or reassess the tactics (and perhaps the overall strategy).

Tactical direction includes:

- determining the tactics and operations necessary for the selected strategy; and
- determining and assigning appropriate resources.

Example of Objectives, Strategies, and Tactics

Example Objective:

Mitigate, stabilize, and isolate hazards that could cause injury to emergency responders.

Example Strategies



Strategy #1: Hazardous materials units monitor damaged properties (within their assigned area) for flammable or hazardous material leaks and take corrective actions.

Strategy #2: First responders use fire line tape to isolate damaged properties that could cause further serious injury.

Strategy #3: Stabilize all unsafe structures that will require entry by the public or incident personnel.

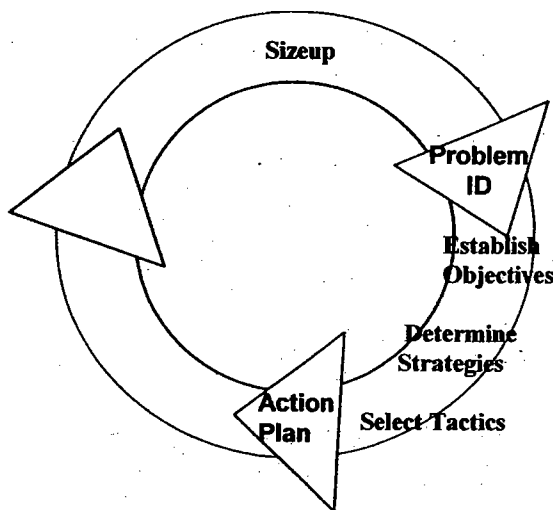
Example Tactics



Tactic #1: Structural engineers will identify structures that are unsafe for entry and provide technical assistance on shoring.

Tactic #2: Urban Search and Rescue (USAR) units are to shore unsafe structures prior to entry by public or incident personnel.

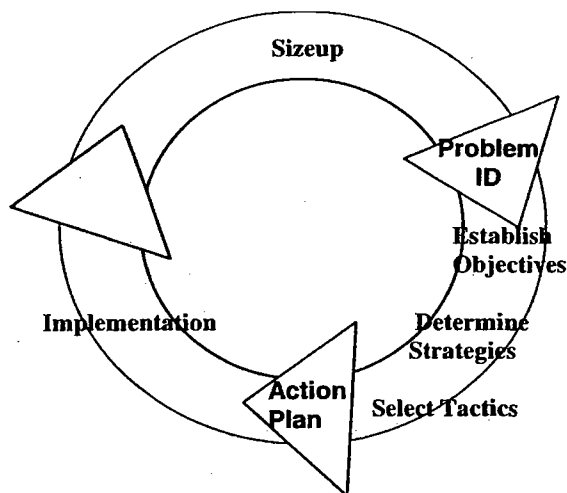
Result: The Action Plan



The determination of strategies and the selection of tactics are the second action step and the first part of the action plan. Strategy describes the **what** of incident solutions. Tactics define **how** the strategies will be achieved.

The action plan, often called an Incident Action Plan, is the result of having done the strategies and tactics part of the Command Sequence. The action plan also delineates the who, where, and when of the solution.

Action: Implementation



Resources need to know their part of the plan. Directives are issued to the resources delineating their "tactical operation," the **where**, and the **when**.

Action plans are not necessarily completed before orders are given; however, the Incident Commander must be sure that the actions ordered are not "knee-jerk" reactions, but rather, part of a well-thought-out plan.

Directives define objectives that must be completed to achieve the action plan goals.

The action plan also must define the organizational structure for the operating forces. Adequate resources must be assigned for tactics to be successful. A **Communication Plan** defines the operational channels for the incident. For normal incidents, most departments use a pre-established channel or channel set, and the communication plan is a habit. However, when incidents evolve into major situations, the communication plan may need modification. A **Medical Plan** also must be part of the action plan, explaining how emergency medical care will be provided for injured response personnel and victims.

Effectiveness of the action plan must be established. Additional information must be gathered and analyzed. Modification or updating may be done to improve the effectiveness of the action plan. Ongoing progress reports from subordinates allow the Incident Commander to modify the action plan effectively. This is part of the continuing sizeup.

Result: Tasks

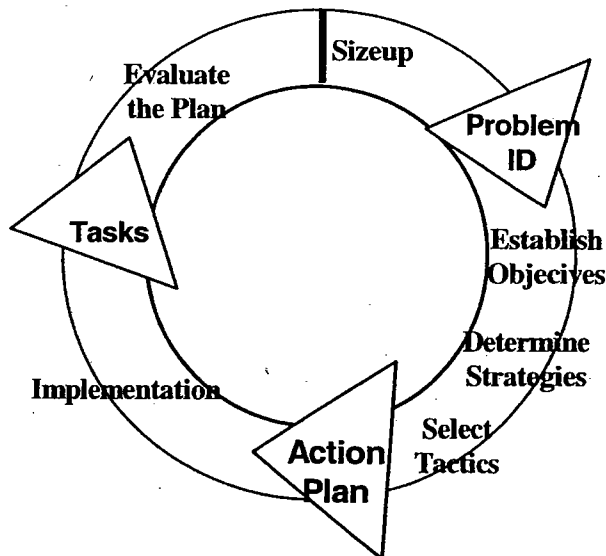
Performing the tasks required for tactical operations is the third outcome. Crews perform specially learned manual tasks that, when completed,

achieve or help to achieve a tactic. Performance of tactical operations cycles back into the first action step: sizeup.

It is absolutely critical that the Incident Commander have a **rational plan** of initial action before starting tactical operations.

Going through the Command Sequence process helps to ensure that critical areas are not overlooked. The process makes you think before you act. It helps keep the Incident Commander in a proactive mode and gets him/her ahead of the time curve. The Command Sequence helps to ensure that critical cues are not overlooked. It can be used at any type of incident because it provides a logical thought process to follow.

The Command Sequence is a continuous process that starts with the first-in resource and doesn't end until the last resource leaves the scene. After the initial Sizeup to Tasks steps have been done by the Incident Commander, the process starts over again. However, it now starts with a re-evaluation of what the Incident Commander already has implemented to see if any of the incident dynamics have changed. Then, the Incident Commander is back to a second time through the Command Sequence starting with Sizeup.



Unit 1: Overview Quiz

Directions

Read each question carefully, and choose the best answer(s) from the four choices. **NOTE: There may be more than one correct answer. You may use the ICS 420-1 as a reference.**

1. The **most** correct statement describing a complex incident is:
 - a. Anytime a fire involves more than one building.
 - b. Occurs only in the wildland/urban interface environment.
 - c. Requires expanded resource commitment.
 - d. A fire occurring in a group of apartments.

2. Which of the following about Incident Management Teams is **incorrect**?
 - a. Incident Management Teams are capable of filling all Command and General Staff positions.
 - b. Incident Management Teams work only in the wildland/urban interface environment.
 - c. Incident Management Teams may be comprised of personnel from several agencies.
 - d. It is important to have some depth in each position.

3. It is important to understand the difference between incident objectives, strategies, and tactics. Which of the following statements is **incorrect**?
 - a. Incident objectives are broad statements of guidance used to select appropriate strategies.
 - b. Strategy is the overall plan that will be used to control the incident.
 - c. Tactics define "what" must be done.
 - d. Tactics are measurable and specific.

4. What "result" does the "action" sizeup produce?
 - a. Tasks.
 - b. Implementation.
 - c. Problem Identification.
 - d. Action Plan.

5. Which of the following statements about Single Command is **incorrect**?
- a. Single Command is always used if the incident occurs within the jurisdictional boundaries of a single agency.
 - b. In a single command structure, a Incident Commander is solely responsible for the management strategy of the incident.
 - c. A single agency has legal responsibility.
 - d. All of the above.
6. All of these statements about Area Command are true except one. Which one is **incorrect**?
- a. Typically Area Command is used only when the incidents are similar in nature.
 - b. A Unified Area Command may be established if the incidents are multijurisdictional.
 - c. Area Command oversees the management of multiple incidents, each of which is handled by an ICS organization.
 - d. To avoid confusion, Area Command never manages more than one Incident Management Team at any given time.

Correct Answers to Unit 1: Overview Quiz

Question 1:

Answer C is the most correct response. A complex incident may involve any type of incident and normally requires an expanded resource commitment.

Question 2:

Answer B is the most correct response. Incident Management Teams effectively work in all risk situations with various agencies in a variety of both emergency and non-emergency environments.

Question 3:

Answer C is the most correct response. Strategy is the “what.” Tactics is the “how:” the actions and resources necessary to accomplish the Strategy.

Question 4:

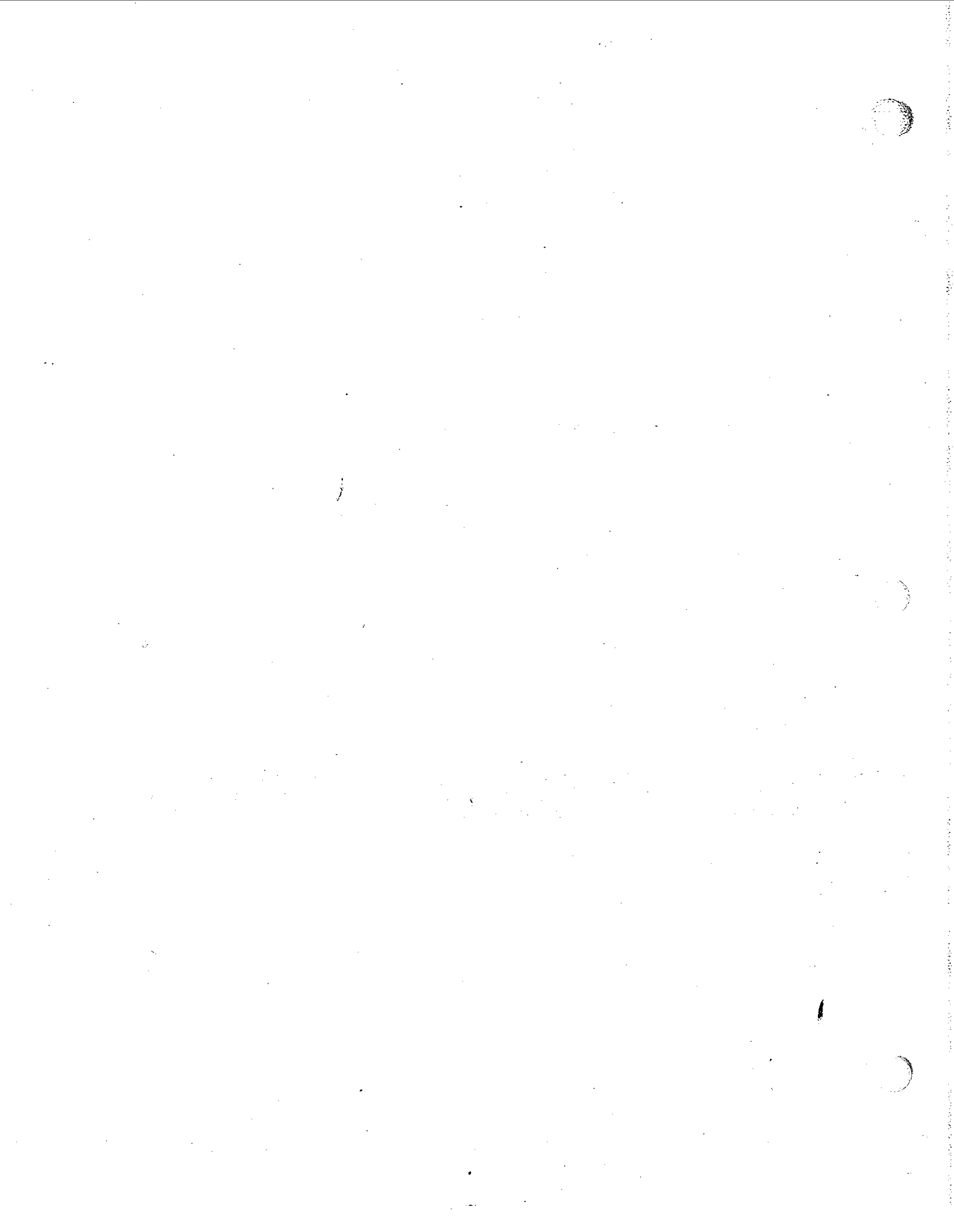
Answer C is the most correct response. The action resulting from sizeup is “Problem Identification.”

Question 5:

Answer A is the most correct response. Even though the incident may occur within the jurisdictional boundaries of a single agency, there may be other agencies that have legal responsibility (e.g., Law Enforcement, Public Health, Coast Guard, etc)

Question 6:

Answer D is the most correct response. Multiple large/complex incidents in a localized geographical area, requiring ICS organizations and large resource commitments are a basic premise for establishing Area Command.

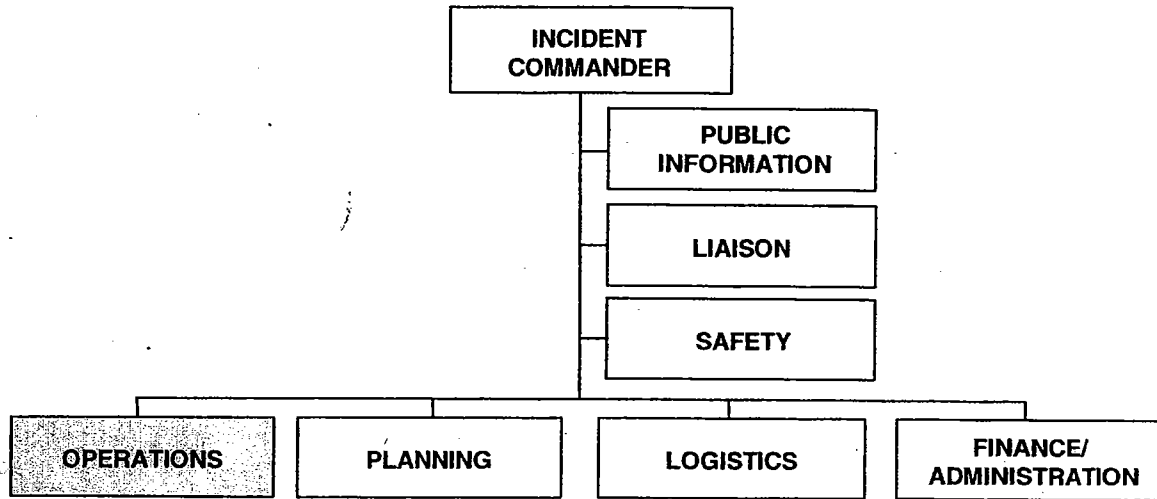


UNIT 2:
OPERATIONS

OVERVIEW

This unit provides you with an overview of the Operations Section Chief's (OSC) responsibilities and the organizational elements within the Operations Section that can be used at large/complex emergency incidents.

The Operations Section Chief has the responsibility for managing all operations directly applicable to the primary mission, and for the activation and supervision of organizational elements in accordance with the Incident Action Plan (IAP). These are key factors in the control of large/complex emergency incidents.




UNIT 2 OBJECTIVES

1. Recognize cues in order to determine the need to assign an Operations Section Chief.
2. Identify what knowledge and experience is required of the Operations Section Chief.
3. Recognize the duties and responsibilities of the:
 - A. Operations Section Chief;
 - B. Branch Director;
 - C. Division/Group Supervisor;
 - D. Strike Team/Task Force Leader;
 - E. Single Resource; and
 - F. Staging Area Manager.
4. Describe the ICS Forms that are completed in the Operations Section.

Operations Section Chief

The Operations Section Chief, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission. The Operations Section Chief activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution.

| ICS Forms Completed by the Operations Section | |
|--|--------------------------------------|
| ICS 211 | CHECK-IN LIST (Staging Area Manager) |
| ICS 214 | UNIT LOG |
| ICS 215 | OPERATIONAL PLANNING WORKSHEET |

 **Activity 2.1**

Turn to Appendix C to view examples of completed ICS Forms. View the following forms that are completed in the Operations Section.

1. ICS Form 211--Check-In List.
2. ICS Form 214--Unit Log.
3. ICS Form 215--Operational Planning Worksheet.

THE CUES TO IMPLEMENT THE OPERATIONS SECTION CHIEF

The fundamental question that the Incident Commander must ask when deciding whether or not to implement Operations or any other position is, "Can I handle everything effectively?" If the answer is no, then the Incident Command System (ICS) organization must be expanded to ensure that all jobs are addressed effectively.

Considering that the primary responsibility of the Operations Section Chief is to manage resources directly in the accomplishment of tactical assignments, the size and complexity of the incident certainly will influence the decision to establish the position. Cues to indicate that this position should be staffed include the following.

- A complex incident or one that is expected to increase in complexity.
- Any incident involving more than 20 single resources.
- Any time the Incident Commander cannot devote adequate time to developing strategies and becomes unable to focus on the "big picture."
- A sense or feeling of being overwhelmed is a good indicator that the Incident Commander needs help and should expand the organization and establish additional positions.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE OPERATIONS SECTION CHIEF POSITION

The person assigned, as the Operations Section Chief must be:

- experienced in dealing with complex emergency situations that require large numbers of control resources;
- knowledgeable of all the functional elements within the ICS, especially those within the Operations Section;
- capable of organizing and directing others in working toward common goals; and
- safety oriented and aware of special precautions required for unusual emergency situations.

DUTIES AND RESPONSIBILITIES OF THE OPERATIONS SECTION CHIEF

1. Develop Operations Portion of Incident Action Plan

The Operations Section Chief coordinates with Planning Section, and determines tactics that will be used in conformance with incident strategy.

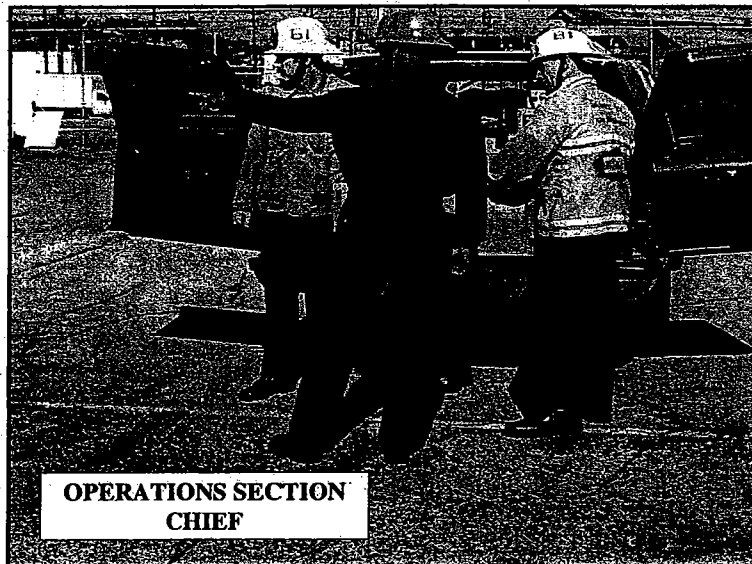
Large/Complex incidents may require a variety of different tactics, based on incident type and conditions.

2. Brief and Assign Operations Section Personnel in Accordance with Incident Action Plan

Initial and continuing assessments and briefings at change of command are important at any incident, and critical at large/complex emergencies.

It may be necessary for information to be passed on through chain of command when the Operations Section organization has been expanded.

Incident scene safety must be stressed.



3. Supervise Operations Section

The Operations Section Chief must have "the big picture."

Effective interface with other key elements of the incident organization, is required:

- Planning;
- Logistics;
- Finance/Administration; and
- Command Staff.

Span of control is critical at all levels of the Operations Section organization.

REPEAT! Safety must be stressed.

Proper supervision requires good communication at all levels of the Operations Section organization.

The Operations Section Chief will provide information on the status of incident conditions and control operations as necessary to the Incident Commander and Planning Section (Situation Unit Leader).

4. Determine Need and Request Additional Resources

How many and what type of tactical resources will be required?

- immediate needs; and
- long-term needs.

The Operations Section Chief must consider the effect of time delays between requesting resources and their availability for on-scene deployment. This may be critical for specialized resources. They must also consider rehab and relief requirements for personnel engaged in tactical activities.

The Operations Section Chief must establish and maintain effective communication regarding resource needs and resource status with the Planning Section (Resource Unit Leader).

The Operations Section Chief must determine the most effective location for Staging Area(s).

In some cases the area of incident involvement, or the location or access to the incident, may indicate that more than a single Staging Area is required.

5. Review Suggested List of Resources to be Released and Initiate Recommendation for Release of Resources

The master roster of all resources checked in at the incident maintained by Planning Section (Resources Unit).

Demobilization of the incident is ordered by Incident Commander when appropriate.

Coordinates with Planning Section.

Determines tactics that will be used in conformance with incident strategy.

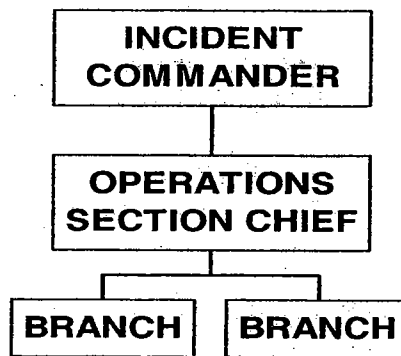
Large/Complex incidents may require a variety of different tactics based on incident type and conditions.

6. Assemble and Disassemble Strike Teams Assigned to Operations Section

7. Report Information About Special Activities, Events, and Occurrences to Incident Commander

8. Maintain Unit/Activity Log (ICS Form 214)

DUTIES AND RESPONSIBILITIES OF THE BRANCH DIRECTOR



The branch is an organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Unit in the Logistics Section. Branches are identified by the use of Roman numerals (e.g., Branch II) or by functional name (e.g., suppression, medical, etc.).

1. Develop with Subordinates Alternatives for Branch Control Operations

Based on incident objectives and strategy, changes in incident conditions may affect control operations.

This requires effective communication within branch organizational structure. Structure may vary with incident type and specific needs (e.g., Divisions/Groups/Task Forces/Strike Teams).

Safety of personnel must be a high priority.

2. Attend Planning Meetings at the Request of the Operations Section Chief

The Branch Director participates in discussions related to tactical activities, safety issues, resource requirements, etc., and transmits pertinent information through the Branch organization.

3. Review Division/Group Assignment Lists (ICS Form 204) for Divisions/Groups Within Branch

The Branch Director will modify assignment lists based on the effectiveness of current operations.

Analysis of operational effectiveness may indicate necessary changes to resource types and/or changes in resource levels.

4. Assign Specific Work Tasks to Division/Group Supervisors

The Branch Director must ensure that tactical operations are directed toward incident objectives and clearly defined strategies. It is important to avoid duplicate or conflicting task assignments. Division boundaries and Group tasks must be understood clearly.

Focus on safety!

5. Supervise Branch Operations

It is the Branch Director's responsibility to:

- coordinate efforts of Division and Groups;
- establish effective communications; and
- emphasize safety concerns/issues.

6. Resolve Logistics Problems Reported by Subordinates

The Branch Director should anticipate logistical needs to minimize time delays for necessary supplies/support. The lack of timely logistical support can jeopardize tactical operations.

The Branch Director must interface with the Logistics Section to resolve any logistics issues reported by subordinates.

7. Reports to Operations Section Chief

The Branch Director must report to the Operations Section Chief when:

- The Incident Action Plan is to be modified.
- Additional resources are needed.
- Surplus resources are available.
- Hazardous situations or significant events occur.

8. Approve Accident and Medical Reports (Home Agency Forms) Originating Within the Branch

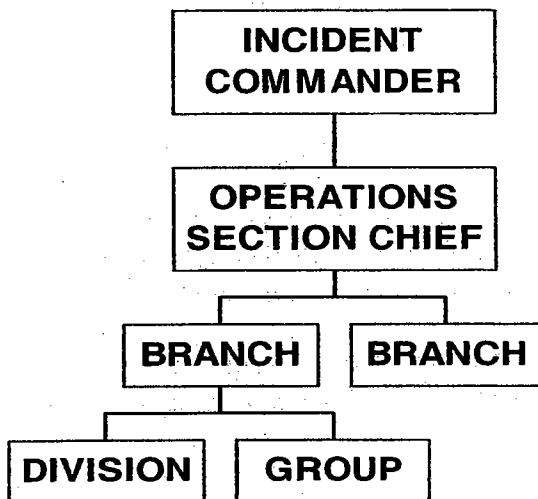
The Branch Director should, if possible, verify information, approve forms, and transmit to proper person/location before leaving incident scene.

If facilities are available, they should make copies of reports for future reference and/or additional transmission requirements.

9. Maintain Unit/Activity Log (ICS Form 214)

The Branch Director should ensure that subordinates within the Branch maintain Unit/Activity Log as required.

DUTIES AND RESPONSIBILITIES OF THE DIVISION/GROUP SUPERVISOR



1. Implement Incident Action Plan for Division/Group

The Supervisor must make the necessary adjustments when changes are made to Incident Action Plan, ensuring that assigned resources are informed when changes occur.

Safety of personnel must be a high priority.

2. Provide Incident Action Plan to Strike Team Leaders, When Available

If hard copy is not available, verbal notification is necessary.

Pertinent Incident Action Plan information must be relayed to individual Strike Team resources.

3. Identify Increments Assigned to the Division/Group

The Supervisor must be aware of changes in assigned resources. Awareness of the status and location of assigned resources is critical.

4. Review Division/Group Assignments and Incident Activities with Subordinates and Assign Tasks

Assignments and activities must be consistent with incident objectives and strategy, and the assignment of tasks must be clearly understood and confirmed.

The Supervisor should maintain an awareness of possible unsafe situations that could be created by assigned tasks or designated operational locations.

REPEAT! Safety of personnel must be a high priority.

5. Ensure that Incident Communications and/or Resources Unit are Advised of all Changes in Status of Resources Assigned to the Division/Group

The Supervisor should clarify method and route of transmitting this information.

Is the information transmitted through established incident channels or directly to specified locations? Will communication be face-to-face, radio, or written?

Failure to maintain accurate status of resources can lead to confusion and may affect operational effectiveness.

6. Coordinate Activities with Adjacent Divisions or Groups

Effectiveness and safety depend on the awareness of, and cooperation with, other tactical resources.

In some cases, multiple tactical operations must be conducted simultaneously (e.g., fire attack/exposure protection, fire attack/ventilation).

7. Determine Need for Assistance on Assigned Tasks

Anticipate needs ahead of time. Waiting until the need is obvious is often too late. In some cases resources can be diverted from other less critical activities.

8. Submit Situation and Resources Status Information to Branch Director or Operations Section Chief

If a Branch Director is not assigned, forward information directly to the Operations Section Chief.

9. Report Hazardous Situations, Special Occurrences, or Significant Events (e.g., Accidents, Sickness) to Immediate Supervisor

It is important to relay information quickly if it will affect or endanger other personnel or resources. Information that is of a confidential or sensitive nature should not be transmitted by radio.

10. Ensure that Assigned Personnel and Equipment Get to and from Assignments in a Timely and Orderly Manner

Be sure resources understand where and why they are going and when they are expected to arrive. Follow Incident Traffic Plan if one is in place.

11. Resolve Logistics Problems Within the Division/Group

The Supervisor should be able to anticipate the potential logistical needs of resources operating with Division/Group.

Determine how and where required supplies and equipment will be procured. Logistics Section units may not be able to deliver needed equipment or supplies.

12. Participate in the Development of Tactical Plans for Next Operational Period

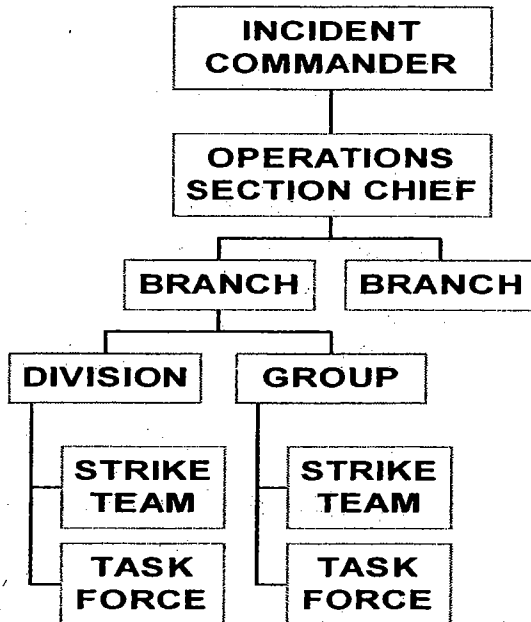
Be aware of what conditions are or will be in your area of assignment.

Determine the amount and types of resources required for next operational period. Make appropriate changes if the Incident Action Plan, incident objectives, or strategy are modified.

13. Maintain Unit/Activity Log (ICS Form 214)

Ensure that the Strike Team/Task Force Leaders complete Unit/Activity Log.

DUTIES AND RESPONSIBILITIES OF THE STRIKE TEAM/TASK FORCE LEADERS



1. Review Assignments with Subordinates and Assign Tasks

Strike Team/Task Force Leaders must ensure that assignments and tasks are completely understood, emphasize safety considerations, and confirm primary and secondary means of communication.

2. Monitor Work Progress and Make Changes When Necessary

If required changes are not in compliance with approved incident objectives or strategy, it is the Strike Team/Task Force Leader's responsibility to promptly inform the next level of command.

If changes will affect other adjacent resources, notifications must be made before changes are implemented. The Strike Team/Task Force Leader should periodically inform next level of command of progress.

Safety of personnel must be a high priority.

3. Coordinate Activities with Adjacent Strike Teams, Task Forces and Single Resources

Awareness of all other resources working in general area is critical to avoiding activities that conflict with other Strike Teams, Task Forces, or single resources.

The Strike Team/Task Force Leader should maintain communication with immediate supervisory level.

4. Travel to and from Active Assignment Area with Assigned Resources

Strike Teams and Task Forces travel together and work together. The Strike Team/Task Force Leader must be aware of the Incident Traffic Plan if one has been established.

5. Retain Control of Assigned Resources While in Available or Out-of-Service Status

Supervisory personnel of individual resources must understand that the Strike Team/Task Force maintains unity until it is formally disbanded.

6. Submit Situation and Resource Status Information to Division/Group Supervisor

The Strike Team/Task Force Leader should discuss with their immediate supervisor preferences for periodic status reports while on active assignment. It is important to determine how information is to be transmitted:

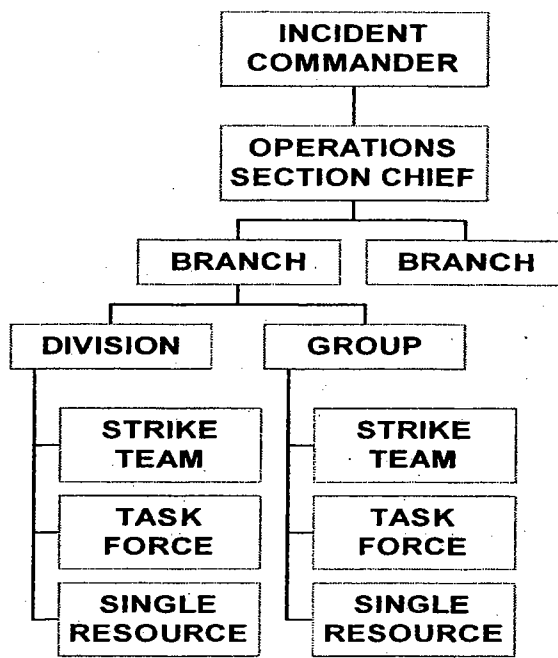
- face-to-face; or
- radio.

7. Maintain Unit/Activity Log (ICS Form 214)

The Strike Team/Task Force Leader must determine requirements for submitting the form:

- before leaving incident location; or
- after return to regular assignment.

DUTIES AND RESPONSIBILITIES OF SINGLE RESOURCES



1. Review Assignments

Single resources should know for whom they are working and exactly what they are supposed to do. Single resources do not engage in any incident scene activity without a definite assignment. Freelancing can create confusion and needless safety hazards.

2. Obtain Necessary Equipment/Supplies

Single resources should identify equipment or supplies needed for assigned task(s) before starting to work. If additional equipment or supplies are needed, determine where they can be procured.

3. Review Weather/Environmental Conditions for Assigned Area

Weather and environmental conditions are not factors at all incidents, but can be critical factors in certain circumstances.

If weather or environmental conditions could be factors based on assigned tasks, determine what effect they could have and what special precautions must be taken.

4. Brief Subordinates on Safety Measures

It is important to discuss routine safety precautions and any special safety considerations related to the particular incident.

5. Monitor Work Progress

It is important to monitor work progress, ensuring that actions being taken are consistent with assignment instructions.

6. Ensure Adequate Communications with Supervisor and Subordinates

The single resource should confirm the primary communication method:

- radio; or
- face-to-face.

They should confirm the designated radio frequency and test the radio equipment.

It is important to ensure that all personnel are aware of danger or alert signals, e.g., air horn blasts, "may day" radio calls, etc.

7. Keep Supervisor Informed of Progress and Any Changes

Confirm when progress reports are to be given and the method of communicating them.

If changes have, or will, create unsafe conditions to any personnel, notification should be treated as "emergency traffic."

8. Inform Supervisor of Problems with Assigned Resources

"Resources" include personnel and equipment. Be specific about what the problem is and what action is required to solve the problem. If possible relay information on problems before they become acute.

9. Brief Relief Personnel, and Advise Them of any Change in Conditions

Be sure to review:

- task assignment(s) and current progress;
- safety considerations;
- identity and locations of other resources working in the area;
- communication methods and radio frequency assignment(s); and
- equipment and supplies being left at location and their return points.

10. Return Equipment and Supplies to Appropriate Unit

If equipment and/or supplies are not part of the assigned inventory and are not left for relieving resources, determine the location to which they should be returned. Upper levels of command may coordinate equipment return and issue appropriate instructions.

11. Complete and Turn in all Time and Use Records on Personnel and Equipment

DUTIES AND RESPONSIBILITIES OF THE STAGING AREA MANAGER

1. Proceed to Staging Area



The Staging Area is a critical part of the Operations Section organization for a large/complex emergency incident.

Normally the Operations Section Chief will determine the location of the Staging Area and will provide direct supervision.

In the early stages of an incident, prior to the assignment of an Operations Section Chief, the Incident Commander may designate the location for and provide supervision of the Staging Area.

In some situations it may be expedient to establish more than one Staging Area. For example, if the size of the affected incident area is such that it is not practical to dispatch resources from just a single marshalling location, or if travel routes are so restricted that movement of resources from different directions is necessary.

Staging is defined as *"that location where incident personnel and equipment are assigned on a three (3) minute available status."* However under certain conditions, such as the early stages of a rapidly developing large/complex incident, resources arriving at the Staging Area should be prepared for immediate assignment consistent with necessary preparation for the tasks to which they may be assigned.

2. Establish Staging Area Layout

The Staging Area Manager must establish and define the Staging Area by:

- identifying the Staging Area location;
- providing clear and well-marked entry and exit routes;
- identifying equipment storage locations; and
- procuring necessary support personnel through immediate superior.

3. Determine Any Support Needs for Equipment, Feeding, Sanitation, and Security

The Staging Area Manager makes requests for necessary equipment and personnel through his or her immediate superior.

4. Establish Check-in Function as Appropriate

The Staging Area Manager must assign personnel as check-in/check-out recorder(s), and inform all initially arriving resources of check-in/check-out procedures.

5. Post Areas for Identification and Traffic Control

Failure to identify functional areas can quickly result in chaos and confusion as resource levels grows. The Staging Area Manager should post specific areas to reduce the number of support personnel required to run the Staging Area.

6. Request Maintenance Service for Equipment at Staging Area as Appropriate

The Staging Area Manager should anticipate needs for maintenance service and initiate requests early. Lack of service for critical equipment required for Staging Area operations can have a negative impact on overall incident.

7. Respond to Request for Resource Assignments

8. Obtain and Issue Receipts for Radio Equipment and Other Supplies Distributed and Received at Staging Area

This is normally required for nonexpendable items. The Staging Area Manager should ensure that equipment issued is operational when issued and when returned.

9. Determine Required Resource Levels from the Operations Section Chief

The Staging Area Manager must clarify and maintain accurate records of resource quantities and types required, and those available in the Staging Area. It is also the Staging Area Manager's responsibility to know the deployment locations for the resources. The Staging Area Manager must determine if minimum levels are to be established and to establish a notification process when levels are reached.

The Staging Area Manager is responsible for responding to requests for resource assignments, which may come directly from the Operations Section or the Incident Operations Center. This includes advising the person requesting a resource(s) when the request has been filled, and providing resource identification number(s).

10. Advise Operations Section Chief When Reserve Levels Reach Minimums

This can only be accomplished by keeping accurate records of resources entering and exiting Staging Area. This includes recording the resource type and identification number, and tracking the resource status (available, out of service, etc.).

Consider response time if additional resources are coming from offsite locations.

11. Maintain and Provide Status to Resource Unit of all Resources in Staging Area

The Staging Area Manager must ensure that accurate records are kept, determine time intervals at which information will be forwarded, and determine the method for forwarding information (e.g., radio, written, verbal).

12. Maintain Staging Area in Orderly Condition

Lack of organization can cause confusion and seriously affect incident control. The Staging Area Manager must obtain sufficient personnel to operate the Staging Area efficiently, ensuring that all personnel assigned to resources in "available" status remain with their apparatus and are ready for deployment.

13. Demobilize Staging Area in Accordance with Incident Demobilization Plan

Demobilization must be accomplished in an orderly manner. The Staging Area Manager must ensure that all resources being released have accounted for all their personnel and equipment. They must ensure that records of resources that have been released from the Staging Area are maintained and that all support equipment and supplies used in the Staging Area and any unclaimed equipment are returned to the proper location or designated area.

14. Maintain Unit/Activity Log (ICS Form 214)

The Staging Area Manager must determine requirements for submitting ICS Form 214:

- before leaving incident location; or
- after return to regular assignment.

AIR OPERATIONS

Because the use and management of air resources is so specialized, an indepth discussion of this topic is not included in this course.

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

The management of air resources within the ICS is covered in the Field Operations Guide (ICS 420-1) (<http://www.FIRESCOPE.org>) and other ICS documents related to specific positions.

Unit 2: Operations Quiz

Directions

Read each question carefully, and choose the best answers(s) from the four choices.

NOTE: There may be more than one correct answer. You may use the ICS 420-1 as a reference tool.

1. As the incident escalates, the position of the Operations Section Chief becomes more critical. Responsibilities of the Operations Section Chief at a large/complex incident include:
 - a. Provide information on the status of incident conditions and control operations.
 - b. Determine the most effective location for the Staging Area(s).
 - c. Determine the type and quantity of tactical resources required.
 - d. All of the above.

2. The person assigned, as the Operations Section Chief must be:
 - a. Trained as a Safety Officer and understand the policies and procedures relative to handling hazardous and unsafe conditions.
 - b. The highest-ranking officer on the scene.
 - c. Capable of organizing and directing others in working toward common goals.
 - d. Trained in the policies and procedures of the financial aspects of an incident.

3. What cues indicate the need for an Operations Section Chief?
 - a. Incident with 5 Divisions/Groups and a Planning Section Chief.
 - b. Incident with 4 Divisions/Groups with a Planning Section Chief and a Logistics Section Chief.
 - c. An incident that is so complex that the Incident Commander will not be able to concentrate on his/her responsibilities if he/she gets involved in the tactical operations.
 - d. All of the above.

Correct Answers to Unit 2: Operations Quiz

Question 1:

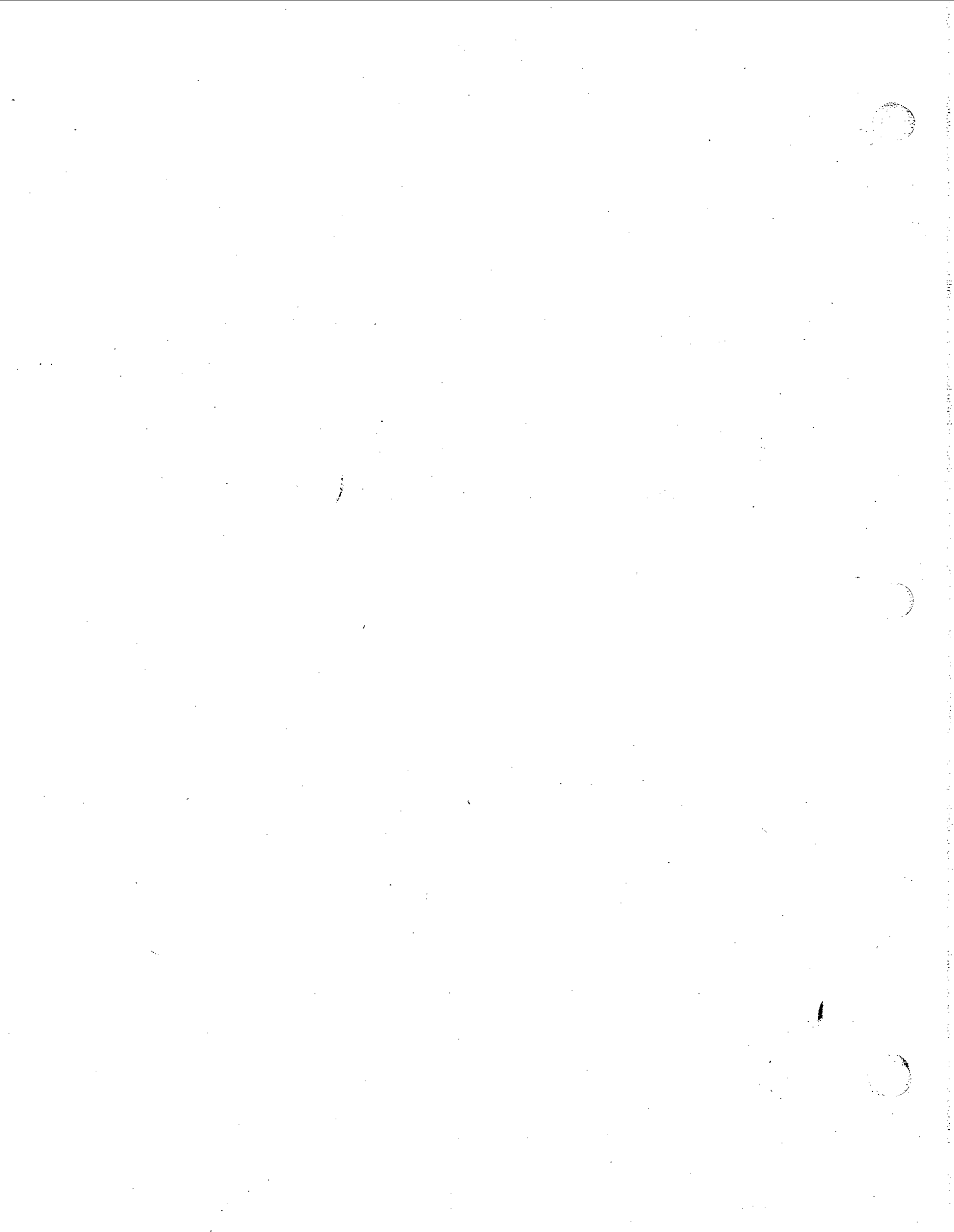
Answer D is the most correct response. The Operations Section Chief has many responsibilities that are related to and directly affect incident mitigation, including all of those listed in this question.

Question 2:

Answer C is the most correct response. Skill and experience, not rank, are most critical considerations when appointing an Operations Chief.

Question 3:

Answer C is the most correct response. The complexity, not necessarily the size, of an incident will determine the need for an Operations Chief. Command and General Staff positions must be established whenever "doing the job" interferes with the Incident Commander concentrating on Incident Commander responsibilities.



UNIT 3:
COMMAND STAFF

OVERVIEW

This unit will provide you with an overview of the Command Staff responsibilities. The Command Staff consists of the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LO), who report directly to the Incident Commander.

Public Information Officer

You will learn the various methods that the Public Information Officer may use to ensure that all incident sources have a course of action to provide appropriate information when operating under the Unified Command and in multijurisdictional incidents. The use of Assistant Public Information Officers, who may represent assisting agencies or jurisdictions, will be discussed. Emphasis will be placed on the reasons why an Incident Commander should activate the Public Information Officer role during large/complex incidents.

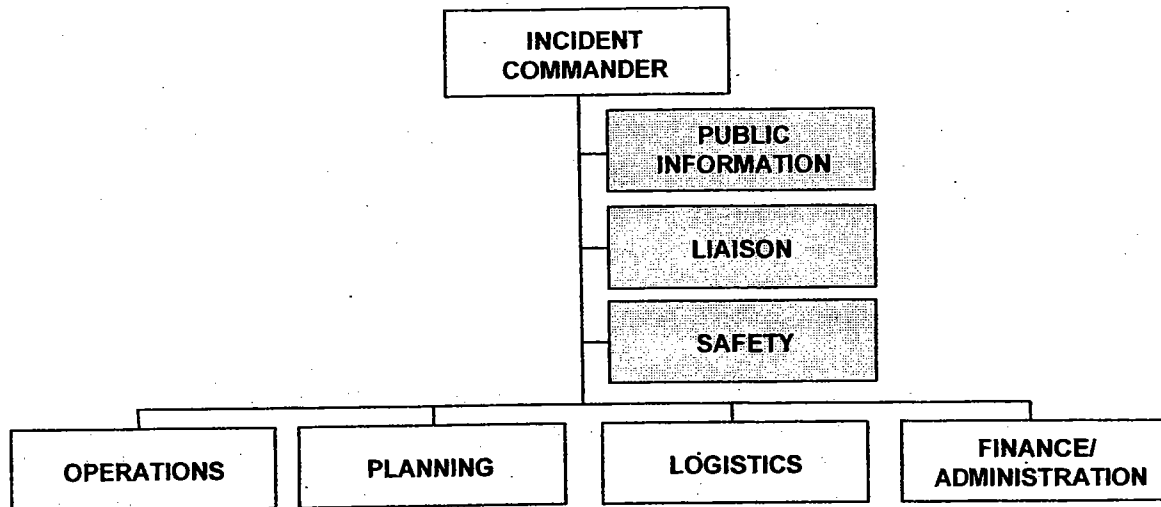
Liaison Officer

This unit will emphasize the need to establish a Liaison Officer "point of contact" location at an incident to ensure that during multijurisdictional incidents responding agencies can assemble at one central location and coordinate agency efforts to support the Incident Commander. Discussion will focus on identifying the different types of agencies who may respond during an incident and why they are classified as an Assisting Agency or a Cooperating Agency.

Safety Officer

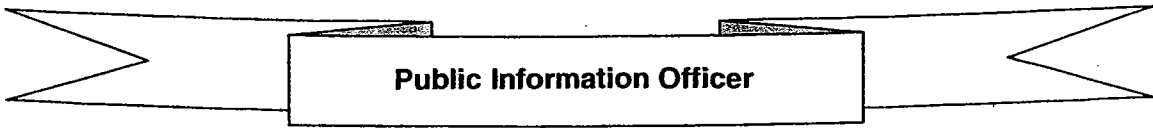
You will review the role and responsibility of the Safety Officer during an emergency incident. The methods that the Safety Officer should use to develop and recommend measures for assuring personnel safety, and to assess and anticipate hazardous and unsafe situations during emergency incidents will be discussed. You will also learn the critical reasons why an Incident Commander should activate the role of Safety Officer during emergency incidents, and will explore the need to establish Assistant Safety Officers because of the size and complexity of the incident. Emphasis will be placed on establishing Assistant Safety Officers from other involved agencies or jurisdictions. Also discussed will be the concept of assigning Assistant Safety Officers to specific responsibilities such as air operations, hazardous materials, etc.

COMMAND STAFF



UNIT 3 OBJECTIVES

1. Recognize cues in order to determine the need to assign a Public Information Officer, Liaison Officer, and Safety Officer.
2. Identify what knowledge and experience is required of the Public Information Officer, Liaison Officer, and Safety Officer.
3. Recognize the duties and responsibilities of the Public Information Officer, Liaison Officer, and Safety Officer.
4. Describe the ICS Forms that are completed by the Public Information Officer, Liaison Officer, and Safety Officer.



Public Information Officer

The Public 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.

| | |
|--|-----------------|
| ICS Forms Completed by the Public Information Officer | |
| ICS 214 | UNIT LOG |

THE CUES TO IMPLEMENT THE PUBLIC INFORMATION OFFICER POSITION

During large/complex incidents the responsibility to develop and release incident information to the news media, to incident personnel, and to other appropriate agencies and organizations rests with the Incident Commander. If the Public Information Officer position is not activated to assimilate these responsibilities, frequently the Incident Commander can be interrupted and overwhelmed by requests for incident information by the news media and other agencies. These distractions can lessen the Incident Commander's efficacy in managing the incident appropriately. Activation of the Public Information Officer position during emergency incidents should be an automatic process within an Incident Management Team (IMT) structure.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE PUBLIC INFORMATION OFFICER POSITION

Individuals assuming the role of a Public Information Officer during emergency incidents should be trained as public information officers and understand the policies and procedures relative to handling public information. Frequently, during emergency incidents fire service personnel fill the position of Public Information Officer. Moreover, Public Information Officers from other responding agencies also can fill the Public Information Officer position if required. Several Federal

Emergency Management Agency (FEMA) sponsored Public Information Officer courses are available to increase an individual's knowledge, skills, and abilities for this position.

DUTIES AND RESPONSIBILITIES OF THE PUBLIC INFORMATION OFFICER

1. Determine from the Incident Commander if there are Any Limits on Information Release

Large/Complex incidents generally have high visibility and may have very sensitive issues surrounding the incident impacts. Oftentimes, the Incident Commander will limit the information that the Public Information Officer may release: for example, releasing sensitive information surrounding a terrorist event before it is cleared by the Federal Bureau of Investigation (FBI), or releasing the names of fatalities without notifying the next of kin. Although many times this may not be accomplished easily, it must be considered before names are released.

2. Develop Material for use in Media Briefings

The Public Information Officer should determine the displays and handouts required to conduct a news briefing that will support the information being released.

Mapping of the incident area that vividly displays what has occurred is extremely helpful in explaining the incident impacts to the public.

Good mapping can show the limitations the incident has placed on pedestrian movement, vehicle traffic, etc.

Location of temporary shelters that have been opened can be identified and can be very helpful in directing evacuees to these locations.

If a hazardous material release is occurring, the mapping may indicate the direction of a plume if present.

3. Obtain Incident Commander's Approval of Media Releases

The Public Information Officer needs to have the Incident Commander read and sign the press release to ensure that he/she is fully aware of the information being released.

In large/complex incidents, the Public Information Officer will need to clear information with the Emergency Operations Center (EOC) before releasing information.

4. Inform Media and Conduct Media Briefings

The Public Information Officer should identify a location near the Command Post to conduct media briefings. It should be clearly marked.

Times of the briefings should be posted, and they should be conducted regularly.

5. Arrange for Tours and Other Interviews or Briefings that May be Required

In large/complex incidents where a hot zone area has been identified, tours of the area may be conducted to ensure safe passage for the media.

During incidents in remote locations where access is limited, it is not advisable to allow the media into the area. In these cases, a limited number of media may be selected to enter the impact area and film or record the incident and then share the material with all the media present.

6. Obtain Media Information that May be Useful to Incident Planning

The Public Information Officer should gather as much information from the media as possible. Often the media has access to specific information that may assist the Incident Commander in developing incident strategies.

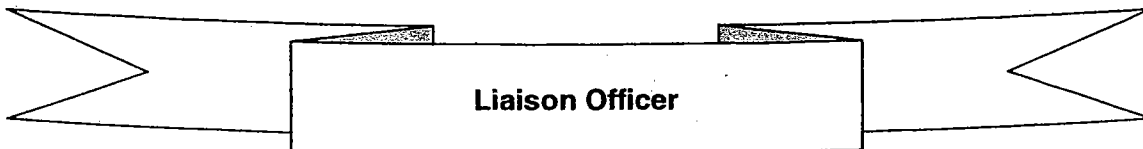
The Public Information Officer should share this information with the Incident Commander and also Command and General Staff.

7. Maintain Current Information Summaries and/or Displays on the Incident and Provide Information on Status of Incident to Assigned Personnel

Information summaries and displays can be helpful for the Planning Section in developing the next operational period Incident Action Plan (IAP) objectives.

The Public Information Officer not only is responsible for gathering information for the media, but also gathering information about the incident that may be helpful to the Command and General Staff functions.

8. Maintain Unit/Activity Log (ICS Form 214)



Incidents that are multijurisdictional, or that have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff

| | |
|---|----------|
| ICS Forms Completed by the Liaison Officer | |
| ICS 214 | UNIT LOG |

THE CUES TO IMPLEMENT THE LIAISON OFFICER POSITION

Incidents that are multijurisdictional or have several agencies involved require the establishment of the Liaison Officer position on the Command Staff. During emergency incidents, various agency representatives will respond from assisting or cooperating agencies. Often these agencies will have tactical assignments to fulfill that need to be coordinated. If a Liaison Officer is not assigned, multi-agency representatives can disrupt the Incident Commander and possibly require him/her to become involved in multi-agency tactical assignments. These distractions can decrease the Incident Commander's capability to manage the incident. Activation of the Liaison Officer position during emergency incidents should be an automatic process within an IMT structure.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE LIAISON OFFICER POSITION

Individuals assuming the role of Liaison Officer during emergency incidents should be trained as Liaison Officers and understand the policies and procedures relative to handling these duties. The need to understand the various capabilities of multijurisdictional agencies that respond to an emergency incident is consequential. These capabilities can greatly assist the Incident Commander in attaining the incident objectives. Frequently, fire service personnel during emergency incidents fill the Liaison Officer position. Moreover, other responding agency representatives can assume the Liaison Officer position if required. Interagency training for all responding agency representatives should be conducted to increase an individual's knowledge, skills, and abilities for this position.

DUTIES AND RESPONSIBILITIES OF THE LIAISON OFFICER

1. Be a Contact Point for Agency Representatives

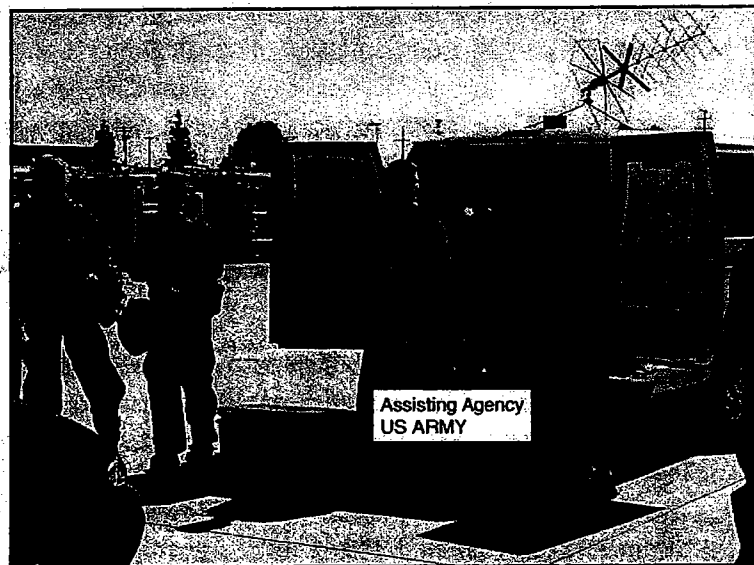
The Liaison Officer establishes communications with the representatives of outside agencies that have responded to the incident.

Often agency representatives are requested to report to a designated area near the Incident Command Post. This location serves as the meeting location point for all agency representatives during the incident, and is in close proximity to the Incident Commander.

2. Maintain a List of Assisting and Cooperating Agencies and Agency Representatives

The Liaison Officer should acquire a copy of the Check-In List (ICS Form 211) from the incident check-in locations to understand what agencies have arrived at the incident.

An assisting agency is one that is assisting on an incident and is directly contributing tactical resources to the agency or jurisdiction that is responsible for the incident. Thus, fire, police, or public works equipment sent to another jurisdiction's incident would be considered assisting agency resources.



A cooperating agency is one that supports the incident or supplies assistance other than tactical resources. Examples include the American Red Cross, Salvation Army, utility companies etc.

3. Assist in Establishing and Coordinating Interagency Contacts

Understanding that an agency has arrived at the incident allows the Liaison Officer to inform the Incident Commander of the presence of the agency representative. The Incident Commander then may direct the Liaison Officer to have the agency representative accomplish a specific incident support task. For example, shut down power and gas within the incident area.



4. Keep Agencies Supporting the Incident Aware of Incident Status

The Liaison Officer shall serve as the information conduit for all agency representatives working on the incident.

Periodic briefing times should be established by the Liaison Officer to ensure that important incident information is shared among all agencies operating on the incident.

5. Monitor Incident Operations to Identify Current or Potential Interorganizational Problems

The Liaison Officer should continue to monitor the operations of inter-agency activity to ensure that there is no conflict in agencies performing supporting activities for the incident.

6. Participate in Planning Meetings, Providing Current Resource Status, Including Limitations and Capability of Assisting Agency Resources

The Liaison Officer will attend Incident Planning meetings twice a day and share the support activities being performed by agencies operating on the incident.

On large/complex incidents with multiple cooperating and assisting agencies on the incident, the Liaison Officer may activate Assistant Liaison positions to help manage the position.

7. Maintain Unit/Activity Log (ICS Form 214)

DUTIES AND RESPONSIBILITIES OF THE AGENCY REPRESENTATIVE

1. Ensure that all Agency Resources are Checked in Properly at the Incident

The agency representative will ensure that all agency resources are checked in properly at the incident staging area or at the incident base. Agency representatives report to the Incident Liaison Officer.

This information can be obtained from the Check-In Sheet (ICS Form 211).

2. Obtain Briefing from the Liaison Officer or Incident Commander

In many jurisdictions agency representatives will wear incident vests that will identify the representatives' agencies.

The representative should receive a briefing of incident conditions from the Liaison Officer upon arriving at the incident.

Often a Liaison meeting area is established near the Incident Command Post and agency representatives are briefed at that location.

3. Inform Assisting or Cooperating Agency Personnel on the Incident that the Agency Representative Position for that Agency has been Filled

Notifying personnel can be accomplished by radio communications within the agency.

4. Attend Briefings and Planning Meetings as Required

Agency representatives will be required to attend meetings and have input into the preparation of the Incident Action Plan.

5. Provide Input on the Use of Agency Resources Unless Resource Technical Specialists are Assigned from the Agency

Often it is important for the representative to suggest to the Liaison Officer the type of resources available from the agency and the application those resources may be capable of performing during the incident.

If an agency provides a technical specialist then the specialist will be assigned to the Planning function and work under the Planning Section.

For example, a hydrologist from the Public Works Department assigned as a specialist because the incident has identified water pollution problems.

6. Cooperate Fully with the Incident Commander and the General Staff on Agency Involvement at the Incident

Representatives assigned to an incident should have full authority to make decisions on all matters affecting the agency's participation at the incident.

7. Ensure the Well-Being of Agency Personnel Assigned to the Incident

If an agency has a large personnel involvement in the incident, an Assistant Safety Officer from the agency should be assigned for safety of all agency personnel. Examples would be Assistant Public Works Safety Officer, Assistant Public Health Safety Officer, Assistant Law Enforcement Safety Officer, etc. (See the Safety Officer section of this course.)

8. Advise the Liaison Officer of any Special Agency Needs or Requirements

The representative should inform the Liaison Officer if there are limitations to the type of operations that their agency personnel may perform during the incident.

9. Reports to Home Agency Dispatch or Headquarters on a Prearranged Schedule

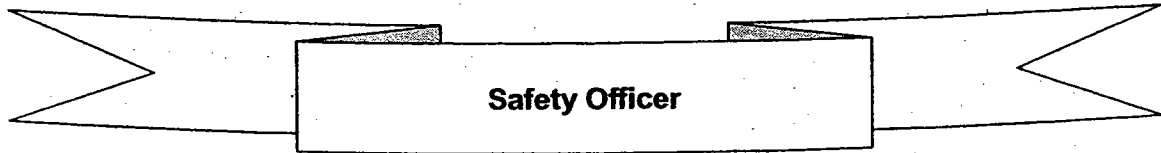
10. Ensure that all Agency Personnel and Equipment are Accounted for Properly and Released Prior to Departure

The representative should ensure that all agency personnel and equipment are properly accounted for and released prior to departure.

11. Have a Debriefing Session with the Liaison Officer or Incident Commander Prior to Departure


The representative should ensure that all required agency forms, reports, and documents are complete prior to departure.

The representative should have a debriefing session with the Liaison Officer or the Incident Commander prior to departure.



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.

| ICS Forms Completed by the Safety Officer | |
|---|--|
| ICS 202 | INCIDENT OBJECTIVES Complete General Safety Message area |
| ICS 208HM | SITE SAFETY AND CONTROL PLAN Complete for Hazardous Materials Incidents. |
| ICS 214 | UNIT LOG. |



Activity 3.1

Turn to Appendix C to view examples of completed ICS Forms. View the following forms that are completed by the Safety Officer.

1. ICS Form 202--Incident Objectives.
2. ICS Form 208HM--Site Safety and Control Plan.
3. ICS Form 214--Unit Log.

THE CUES TO IMPLEMENT THE SAFETY OFFICER POSITION

During large/complex incidents the responsibility to develop and recommend measures for assuring personnel safety and to assess and anticipate hazardous and unsafe situations rests with the Incident Commander. If the Safety Officer position is not activated to perform these responsibilities, incident personnel may be operating under unidentified unsafe conditions. The Safety Officer position is a fluid

position that requires continual visual observation of the entire emergency incident. One individual cannot judiciously function as the Safety Officer and Incident Commander during emergency incidents. The activation of the Safety Officer position allows the Incident Commander to focus on managing the incident. Lacking the activation of the Safety Officer position, responders can be placed in great danger. Activation of the Safety Officer position during emergency incidents should be an automatic process within an IMT structure.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE SAFETY OFFICER POSITION

Individuals assuming the role of Safety Officer during emergency incidents should be trained as Safety Officers and understand the policies and procedures relative to handling hazardous and unsafe conditions. Generally, fire service personnel during emergency incidents fill the position of Safety Officer. NFPA 1521, *Standard for Fire Department Safety Officer* should be adopted to increase individual knowledge, skills, and abilities for this position.

DUTIES AND RESPONSIBILITIES OF THE SAFETY OFFICER

1. Participate in Planning Meetings

The Safety Officer shall develop the Safety Message for the Incident Objectives (ICS Form 202).

The Safety Officer will participate in the Incident Action Plan meetings and complete additional safety messages and briefings as required.

2. Identify Hazardous Situations Associated with the Incident

The Safety Officer will assess all hazardous situations surrounding the incident regarding personnel safety.

The Safety Officer must forecast potential hazardous situations for incident personnel and take steps to prevent personnel from being exposed to these hazards.

3. Review the Incident Action Plan for Safety Implications

Upon development and completion of the Incident Action Plan, the Safety Officer should complete careful review of work assignments for personnel safety on Assignment List (ICS Form 204).

If during the review of the Incident Action Plan the Safety Officer identifies additional safety concerns for personnel, then additional safety precautions should be noted.

4. Exercise Emergency Authority to Stop and Prevent Unsafe Acts

The Safety Officer should identify any unsafe acts being performed during the incident.

The Safety Officer may exercise emergency authority to stop unsafe acts if personnel are in imminent, life-threatening danger.

5. Investigate Accidents that have Occurred Within the Incident Area

6. Assign Assistants as Needed

There is only one Safety Officer for each incident, but the Safety Officer may have assistants as necessary.

These assistants may represent assisting agencies or jurisdictions. Examples include an Assistant Law Enforcement Safety Officer, Assistant Public Works Safety Officer, and Assistant Public Health Safety Officer.

Incident Assistant Safety Officers report through the Safety Officer on incident safety concerns of personnel.

7. Review and Approve the Medical Plan

The Safety Officer will review and approve the Medical Plan (ICS Form 206) for incident responders prepared by the Logistics Section Medical Unit.

8. Review and Approve Site Safety and Control Plan (ICS Form 208-HM) as Required

The Safety Officer will also review and approve Hazardous Materials Site Safety and Control Plan (ICS Form 208-HM) as required.

9. Maintain Unit/Activity Log (ICS Form 214)

Unit 3: Command Staff Quiz

Directions

Read each question carefully, and choose the best answers(s) from the four choices. **NOTE: There may be more than one correct answer. You may use the ICS 420-1 as a reference tool.**

1. Safety is always a primary concern, and a Safety Officer should be established on every "working" incident. All of the following statements about the Safety Officer are correct except one. Which statement is **incorrect**?
 - a. There is only one Safety Officer per incident.
 - b. The Safety Officer may stop any unsafe action that poses an imminent threat to life safety.
 - c. The Safety Officer will review and approve the Medical Plan for incident responders.
 - d. The Assistant Safety Officers can report directly to the Incident Commander on Incident Action Plan safety concerns.

2. Which of the below listed is **not** a reason to establish a Public Information Officer position?
 - a. High visibility or sensitive incident.
 - b. Media interrupting the Incident Commander.
 - c. Need to alert, warn, or instruct the public.
 - d. All of the above are reasons.

3. What position would coordinate interagency activities with the agency representatives?
 - a. Public Information Officer.
 - b. Safety Officer.
 - c. Liaison Officer.
 - d. Situation Unit.

4. Cues that would lead to the activation of the Public Information Officer position include
 - a. This is a confirmed hazardous material incident.
 - b. Media requests for information are demanding.
 - c. The Safety Officer is overwhelmed with handling personnel injuries.
 - d. None of the above.

5. Cues that would lead to the need for a Liaison Officer position include
- a. Need to provide diking and adsorbent materials for the gasoline runoff.
 - b. Maintaining flammable vapor monitoring of the general area and sewer system.
 - c. Two or more jurisdictions are involved in the incident.
 - d. All of the above.
6. Cues that would lead to the need for a Safety Officer include
- a. Running flammable liquid fire seriously endangering firefighters.
 - b. Potential for sewer explosion, unburned gasoline entering sewer system.
 - c. Inhalation of gasoline vapors by firefighters.
 - d. All of the above.

Correct Answers to Unit 3: Command Staff Quiz

Question 1:

Answer D is the most correct response. The Assistant Safety Officers should follow the chain of command and first discuss concerns with their supervisor – the incident Safety Officer.

Question 2:

Answer D is the most correct response. All of the responses listed indicate a high profile incident and should prompt the establishment of a Public Information Officer to prevent the Incident Commander from becoming inundated.

Question 3:

Answer C is the most correct response. The primary responsibility of the Liaison Officer is to interface with representatives from outside agencies.

Question 4:

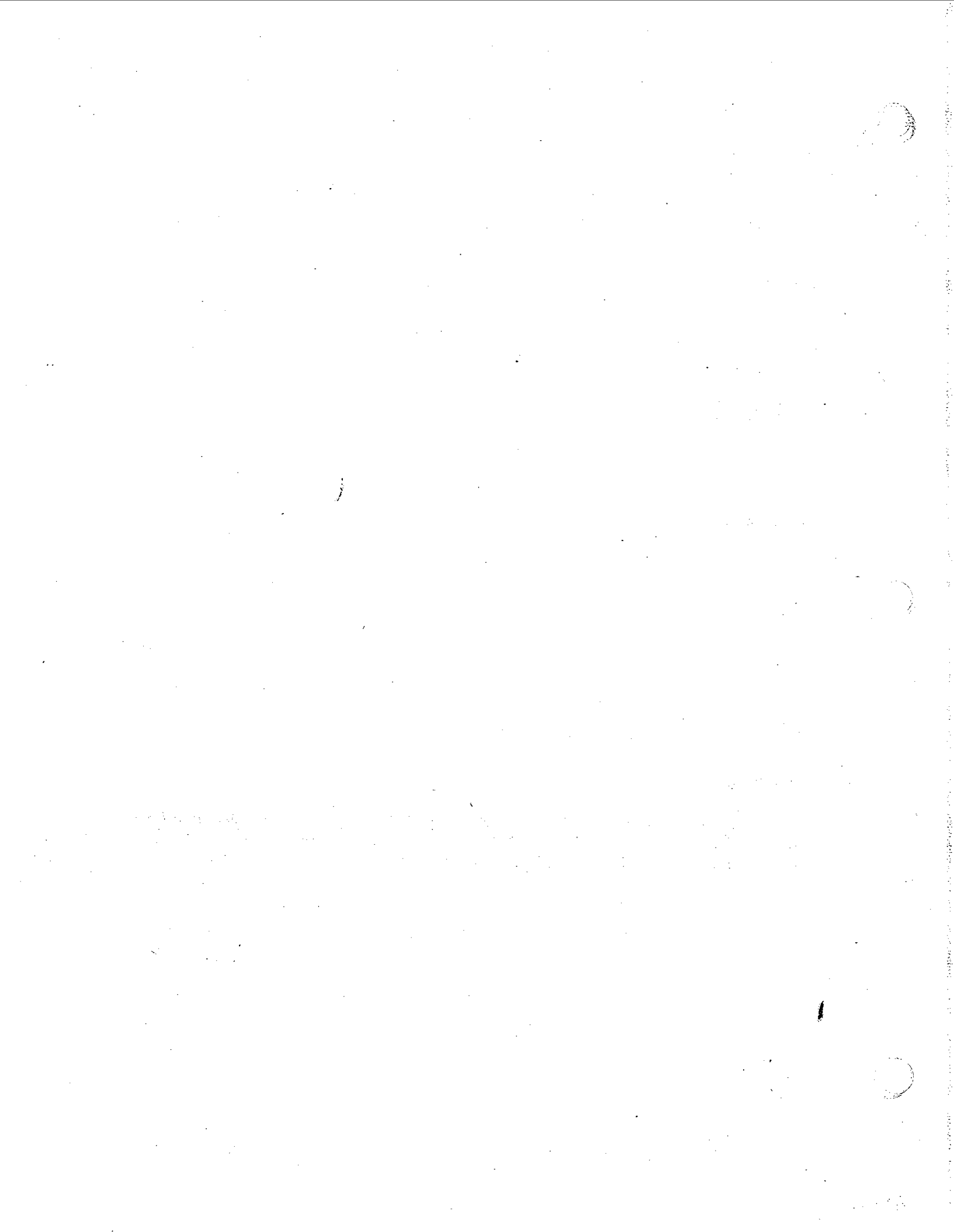
Answer B is the most correct response. Anytime media and/or public demands for information begin to overwhelm the Incident Commander, a Public Information Officer should be appointed.

Question 5:

Answer D is the most correct response. Anytime incident activities involve outside agencies to the degree that it affects the Incident Commander's ability to concentrate on their responsibilities, a Liaison Officer should be appointed.

Question 6:

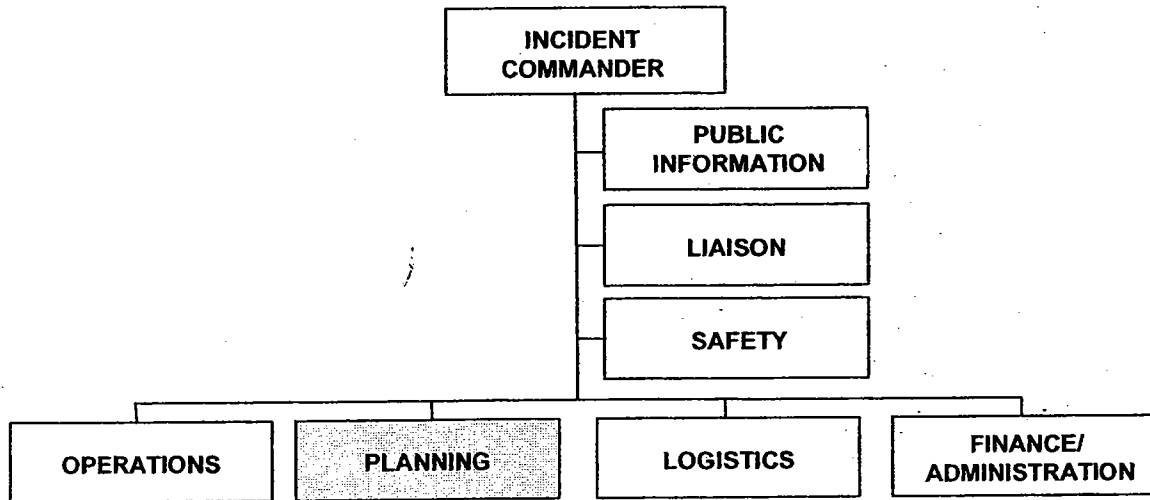
Answer D is the most correct response. A Safety Officer should be appointed for all working incidents, at a minimum, whenever firefighter or civilians are in harm's way as a result of the emergency and/or the incident scene presents potential safety hazards.



UNIT 4:
PLANNING

OVERVIEW

The Planning Section of the Incident Command System (ICS) is a critical component of managing a large/complex incident. The duties and responsibilities of the Planning Section Chief (PSC) and the subordinate functions in the Planning Section are matters that the Incident Commander and the Planning Section Chief must understand in order to bring control to a major incident effectively. This unit will take you through the duties and responsibilities of the various functions.



UNIT 4 OBJECTIVES

1. Recognize cues in order to determine the need to assign a Planning Section Chief.
2. Identify what knowledge and experience is required of the Planning Section Chief.
3. Recognize the duties and responsibilities of the Planning Section Chief.
4. Describe the ICS Forms that are completed in the Planning Section.

PLANNING SECTION

The Planning Section will continue to be called Planning Section under the National Incident Management System (NIMS). It will not be refer to as Planning/Intelligence Section, as in FIRESCOPE 420-1. Under NIMS, the Intelligence function may be organized in one of the following ways:

- officer within the Command Staff;
- Unit within the Planning Section;
- Branch within the Operations Section; and
- separate General Staff section.

Planning Section Chief

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 the status of resources.

| ICS Forms Completed by the Planning Section | |
|--|------------------------------|
| ICS 203 | ORGANIZATION ASSIGNMENT LIST |
| ICS 204 | ASSIGNMENT LIST |
| ICS 207 | ORGANIZATION CHART |
| ICS 209 | INCIDENT STATUS SUMMARY |
| ICS 211 | CHECK-IN LIST |
| ICS 214 | UNIT LOG |



Activity 4.1

Turn to Appendix C to view examples of completed ICS Forms. View the following forms that are completed in the Planning Section.

1. ICS Form 203--Organization Assignment List.
2. ICS Form 204--Assignment List.
3. ICS Form 207--Organization Chart.
4. ICS Form 209--Incident Status Summary.
5. ICS Form 211--Check-In List.
6. ICS Form 214--Unit Log.

THE CUES TO IMPLEMENT THE PLANNING SECTION CHIEF

Complexity is the key to determining the need for a Planning Section Chief. The Incident Commander must have assistance at the Command Post to gather and analyze the critical cues. It is important that there is a person who understands the current situation and, more importantly, is able to forecast in a timely manner the probable direction the incident may take and develop alternative courses of action. There must be one person to develop incident contingency plans. These plans must outline the actions that may be required under certain conditions. Alternative plans may be developed for worst-case situation, or intermediate strategies depending on the type of incident.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE PLANNING SECTION CHIEF POSITION

A Planning Section Chief must have emergency response experience, and be qualified for the type and magnitude of the incident. Ideally, he/she would have completed the Planning Section Chief course (S-440) successfully.

The person selected for the Planning Section Chief should be able to work under pressure, managing personnel during a dynamic, expanding incident. The Planning Section Chief should have analytical skills and be results-oriented. The Planning Section Chief will serve as the facilitator during planning meetings, dealing with the Command and General Staff as well as Agency Representatives.

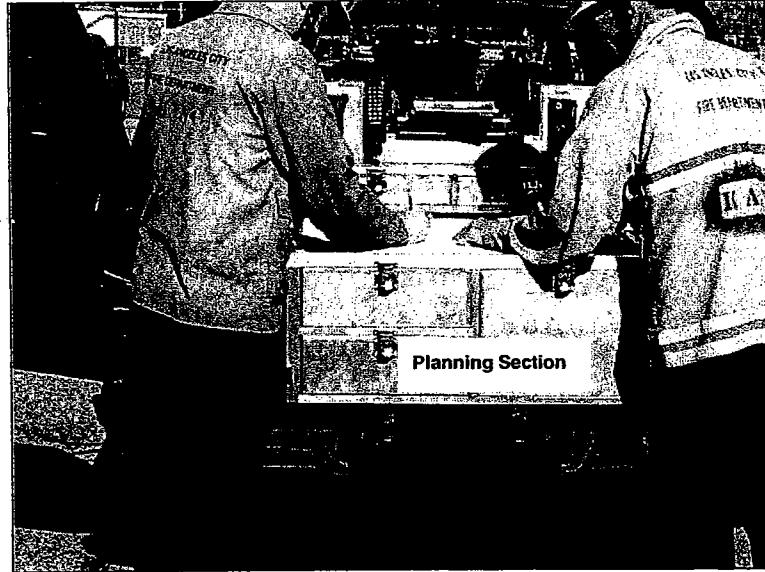
The Incident Commander must ensure that the person assigned as the Planning Section Chief is fully qualified to perform in this position.

DUTIES AND RESPONSIBILITIES OF THE PLANNING SECTION CHIEF

1. Collect and Process Situation Information About the Incident

The amount of information that needs to be collected and analyzed at large/complex incidents can be overwhelming. In many cases on small incidents, the Incident Commander is able to gather the needed information and analyze it effectively. On the large/complex incident, a Planning Section may require Deputies and/or Unit Leaders to perform the required tasks adequately.

A large/complex incident may last hours, or even days or weeks. This means that a continuous gathering and analysis of information will be required.



2. Supervise Preparation of the Incident Action Plan

The Incident Action Plan (IAP) on a small incident may be verbal and outlined on an ICS 201 or Tactical Work Sheet.

On a large/complex incident, the Incident Action Plan must be in writing in order to communicate critical incident information and direction to all personnel. The Incident Action Plan is developed using standard ICS forms and supplemental information provided by personnel on the incident.

3. Provide Input to the Incident Commander and Operations Section Chief in Preparing the Incident Action Plan

A large/complex incident requires a great deal of coordination and communication to achieve effective control of the situation.

The Planning Section Chief will use all of their training and experience to provide alternative plans to the Incident Commander and Operations Section Chief, to obtain control of the incident.

4. Reassign Out-of-Service Personnel at the Incident to Organizational Positions as Appropriate

Many positions may need to be staffed in a large/complex incident. Qualified personnel from any agency should be assigned to staff the organization.

5. Establish Information Requirements and Reporting Schedules for Planning Section Units

The Planning Section Chief has the responsibility to ensure the information needs of the incident are met. The PSC facilitates all incident meetings and briefings, and maintains an accurate incident resource list.

To accomplish this, the Planning Section Chief must determine the schedule for completion of all reports, forms, and meetings that meet incident needs.

6. Determine the Need for any Specialized Resources in Support of the Incident

Large/Complex incidents often require specialized resources that may not be familiar to fire service personnel.

The Planning Section Chief must determine the availability of all resources, the time required to get them to the scene, and their value in affecting the incident outcomes

7. Assemble and Disassemble Strike Teams and Task Forces Not Assigned to Operations as needed.

8. Establish Special Information Collection Activities as Necessary, e.g., Weather, Environmental, Toxics, etc.

Large/Complex incidents may be very complicated. The Incident Commander must have the most current information available on which to formulate incident objectives, strategies, and tactics.

This information must be provided on a continual basis.

9. Assemble Information on Alternative Strategies

All incidents must have a current operations plan. This is outlined on the ICS Form 201 or Tactical Work Sheet.

It is the responsibility of the Planning Section Chief to develop contingency plans requested by the Incident Commander.

10. Provide Periodic Predictions on Incident Potential

The Planning Section Chief must provide the Incident Commander with information about how the incident is progressing on a periodic basis.

11. Report Any Significant Changes in Incident Status

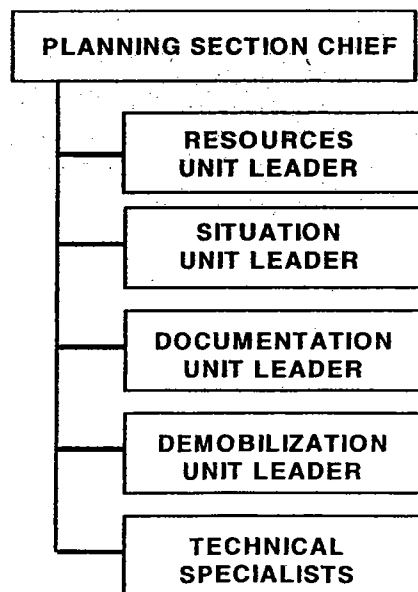
12. Compile and Display Incident Status Information

13. Oversee Preparation and Implementation of Incident Demobilization Plan

14. Incorporate Plans (e.g., Traffic, Medical, Site Safety, Communications) into the Incident Action Plan

15. Maintain Unit/Activity Log (ICS Form 214)

AREAS OF RESPONSIBILITY FOR THE PLANNING SECTION CHIEF



The Planning Section has five primary Units: Resources, Situation, Documentation, Demobilization, and Technical Specialists. When these units are staffed the Planning Section Chief will supervise these functions.

Resources Unit

The Resources Unit Leader is responsible for tracking the status of all assigned resources at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status tracking system indicating current location and status of all resources, and maintaining a master list of all resources committed to the incident.

Situation Unit

The Situation Unit Leader may be required to prepare future projections of incident escalation, incident maps, and intelligence information. The collection, analysis, and organization of all incident information takes place in the Situation Unit.

Documentation Unit

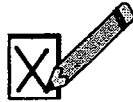
The Documentation Unit maintains accurate, up-to-date incident files. These may include any relevant information, from incident reports to injury claims to overtime compensation. The incident files will be stored for legal, analytical, and historical purposes. Duplication services also will be provided by the Documentation Unit.

Demobilization Unit

The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. On large/complex incidents, demobilization can be quite complex and detailed, requiring significant coordination. The orderly, safe, and efficient stand-down from an incident requires planning outlined in the Incident Demobilization Plan.

Technical Specialists

Many incidents or events will require the use of Technical Specialists having specialized knowledge and expertise. Technical Specialists may be assigned to the Planning Section or may work wherever their services are required.



Activity 4.2

To learn more about the duties and responsibilities of the Resources Unit Leader, Situation Unit Leader, Documentation Unit Leader, Demobilization Unit Leader, and Technical Specialists, read Chapter 7 in your ICS 420-1.

Unit 4: Planning Quiz

Directions

Read each question carefully, and choose the best answers(s) from the four choices.

NOTE: There may be more than one correct answer. You may use the ICS 420-1 as a reference tool.

1. What are some of the traits of a Planning Section Chief?
 - a. Reasonable amount of experience.
 - b. Analytical/Results-oriented.
 - c. Facilitator.
 - d. All of the above.

2. What are the cues that indicate that the ICS Organization should have a Planning Section Chief?
 - a. Where the gathering and analysis of incident information is time-consuming.
 - b. Where the Incident Commander must be seriously involved in Incident Commander duties and responsibilities and does not have the time to provide alternative control options.
 - c. Both (a) and (b).
 - d. Neither (a) or (b).

3. Which of the following ICS Forms is **not** completed by the Planning Section?
 - a. ICS Form 202--Incident Objectives.
 - b. ICS Form 203--Organization Assignment List.
 - c. ICS Form 204--Assignment List.
 - d. ICS Form 207--Organization Chart.

4. Incident complexity is the key to establishing a Planning Section Chief. All of the following statements are true except one. Which one is the **incorrect** statement?
 - a. The Planning Section Chief determines the need for any specialized resources in support of the incident.
 - b. The Planning Section Chief manages the Communications Unit.
 - c. The Planning Section Chief provides the Incident Commander with periodic reports on the progress of the incident.
 - d. The Planning Section collects special information that might be required for the incident such as weather.

Correct Answers to Unit 4: Planning Quiz

Question 1:

Answer D is the most correct response. All of the traits listed are desirable in a Planning Section Chief.

Question 2:

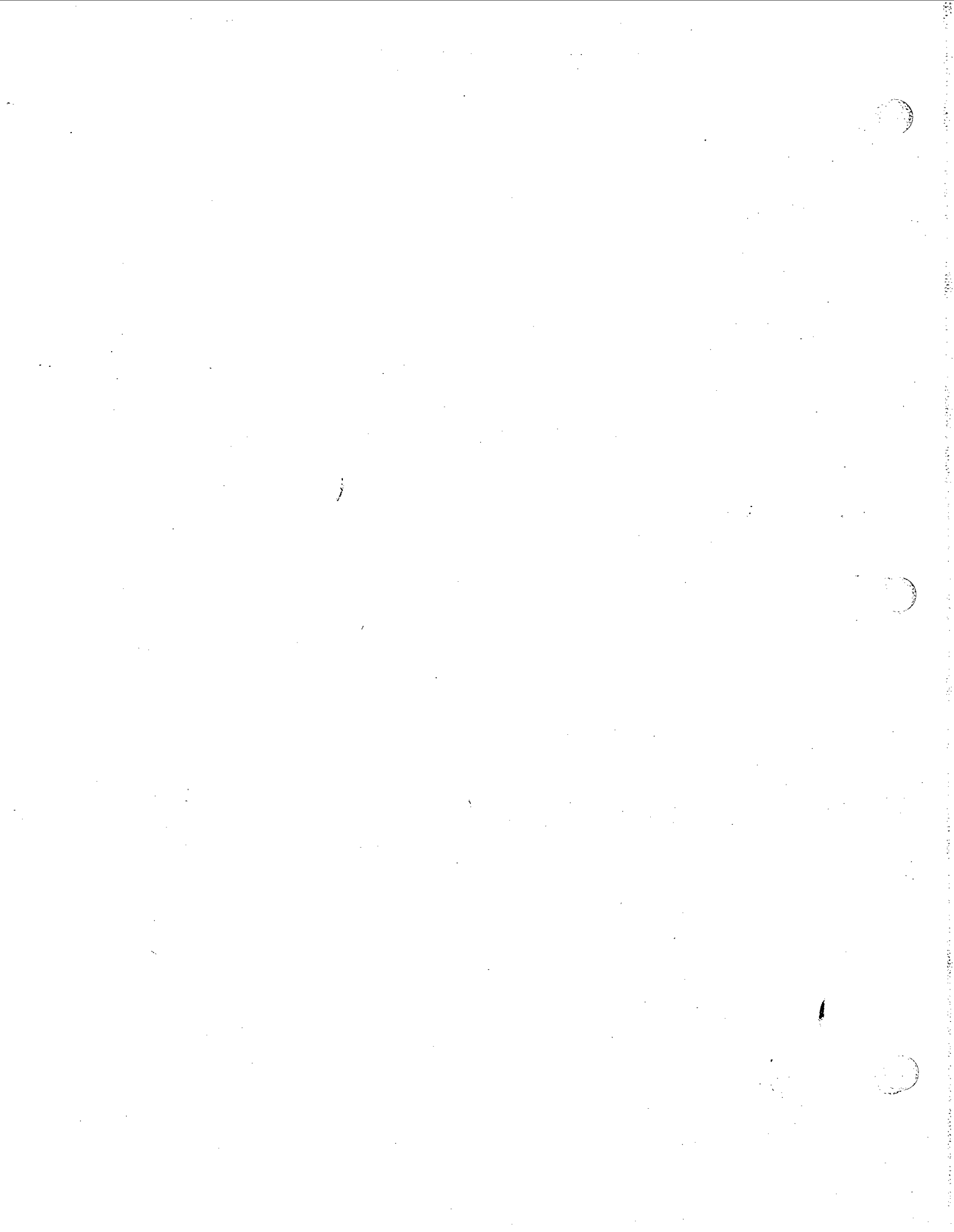
Answer C is the most correct response. Both items "a" and "b" are valid cues for establishing a Planning Section Chief because accomplishing these tasks would demand too much of the Incident Commander's time.

Question 3:

Answer A is the most correct response. Incident objectives are determined by the Incident Commander.

Question 4:

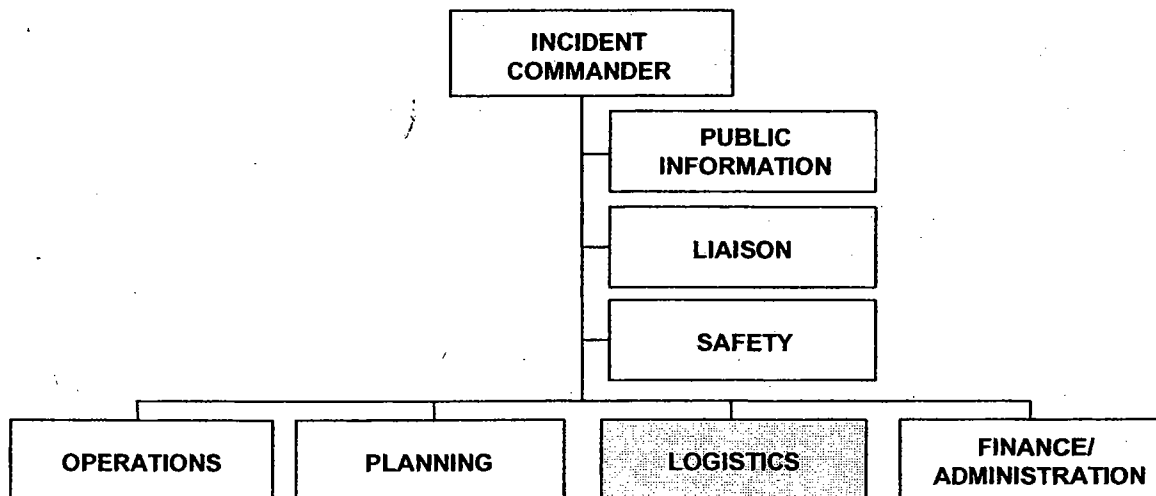
Answer B is the most correct response. The Communication Unit is under the supervision of the Logistics Section Chief.



UNIT 5:
LOGISTICS

OVERVIEW

The logistics needs of a large/complex incident may require tens, hundreds, or even thousands of different types of personnel, heavy equipment, buses, tools and equipment, apparatus and vehicles, hazardous materials containment/absorbent materials, etc. The onscene repair, storage, and location of the equipment must be completed and documented. Communications, medical support for response personnel, food, ordering and maintaining supplies, setting up facilities, and supporting and transporting personnel, as well as repair of apparatus and equipment must be accomplished for a successful outcome. This unit will take you through the duties and responsibilities of the various Logistics functions.




UNIT 5 OBJECTIVES

1. Recognize cues in order to determine the need to assign a Logistics Section Chief.
2. Identify what knowledge and experience is required of the Logistics Section Chief.
3. Recognize the duties and responsibilities of the Logistics Section Chief.
4. Describe the ICS Forms that are completed in the Logistics Section.

Logistics Section Chief

The Logistics Section Chief, a member of the Incident Commander's General Staff, is responsible for providing facilities, services, and material in support of the incident.

| ICS Forms Completed by the Logistics Section | |
|---|---------------------------|
| ICS 205 | RADIO COMMUNICATIONS PLAN |
| ICS 206 | MEDICAL PLAN |
| ICS 214 | UNIT LOG |
| ICS 218 | SUPPORT VEHICLE INVENTORY |
| NWCG 259-3 | RESOURCE ORDER |



Activity 5.1

Turn to Appendix C to view examples of completed ICS Forms. View the following forms that are completed in the Logistics Section.

1. ICS Form 205--Radio Communications Form.
2. ICS Form 206--Medical Plan.
3. ICS Form 214--Unit Log.
4. ICS Form 218--Support Vehicle Inventory.
5. NWCG 259-3--Resources Order.

THE CUES TO IMPLEMENT THE LOGISTICS SECTION CHIEF POSITION

When the incident requires a number of additional fire, outside agency, and, possibly, private contractor resources, there is a need to implement the Logistics Section Chief (LSC) position. If an incident requires special apparatus such as a foam unit and additional foam, which are resources that are available through the fire service, there is a need for Logistics. Requirements for booms, dump trucks, and front-end loaders from public works, State highways, or from private contractors indicate a need for Logistics.

Command Post and Base facilities may have to be set up. Medical resources for response personnel and rehab will be required. An effective Communications Plan and Traffic Plan will have to be developed. Food and drink for response personnel may be needed. It would not be possible for the Incident Commander to do all these jobs to support incident operations. The Incident Commander would need to establish a Logistics Section Chief to manage these operations.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE LOGISTICS SECTION CHIEF POSITION

The Logistics Section Chief must be a good manager and leader. The person selected should understand the availability of the resources needed, where to get them, and the lead time for them to get to the scene and be put to work. Experience in the job is a critical component of managing the logistics needs of an incident effectively.

DUTIES AND RESPONSIBILITIES OF THE LOGISTICS SECTION CHIEF

- 1. Plan Organization of Logistics Section**
- 2. Assign Work Locations and Preliminary Work Tasks to Section Personnel**
- 3. Notify Resources Unit of Logistics Section Units Activated Including Names and Locations of Assigned Personnel**

There may be a significant Logistics operation requiring a large number of personnel to complete the responsibilities of the Section effectively--possibly as many as there are in the Operations Section.

4. Assemble and Brief Branch Directors and Unit Leaders

Large/Complex incidents require a great deal of coordination and understanding of present and future logistical concerns to support all phases and parts of the organization effectively. Continued concern for coordination by the Logistics Section Chief and Branch Directors is mandatory.

5. Participate in the Preparation of the Incident Action Plan

It is important to incident operations that the Logistics Section Chief be represented during any planning phase for the operation. Logistics must know the plan in order to support the proposed operations effectively.

6. Identify Service and Support Requirements for Planned and Expected Operations

The Logistics Section Chief must focus on supporting logistical needs at a meeting or briefing. They must provide input on the predicted availability and/or arrival of basic or specialized resources so that the plan is realistic from a timeframe standpoint.

7. Provide Input to and Review Communications Plan, Medical Plan, and Traffic Plan

These plans will be developed by the Unit Leaders of the Logistics Section. Communication with the Planning Section is necessary so that the intent of the various plans can be smoothly implemented within the Incident Action Plan (IAP).

8. Coordinate and Process Requests for Additional Resources

Large/Complex incidents usually require the accumulation of numerous resources. These resources may be fire/Emergency Medical Services (EMS) resources, but also will include many resources from other assisting and supporting agencies.

9. Review Incident Action Plan and Estimate Section Needs for Next Operational Period

Many large/complex incidents are of long duration and stretch across more than one operational period. The Logistics Section Chief and supporting Branches and Units will be involved directly in predicting and procuring the resources required for additional operational periods.

Operational periods usually are accompanied by a change of the entire Command and General Staff and all personnel at the scene.

10. Advise on Current Service and Support Capabilities

It is necessary to keep the Incident Commander and other Command and General Staff members apprised of the capability of the Logistics Section.

The Logistics Section Chief should request from Command the necessary personnel to meet the needs of the incident effectively.

11. Prepare Service and Support Elements of the Incident Action Plan

12. Estimate Future Service and Support Requirements

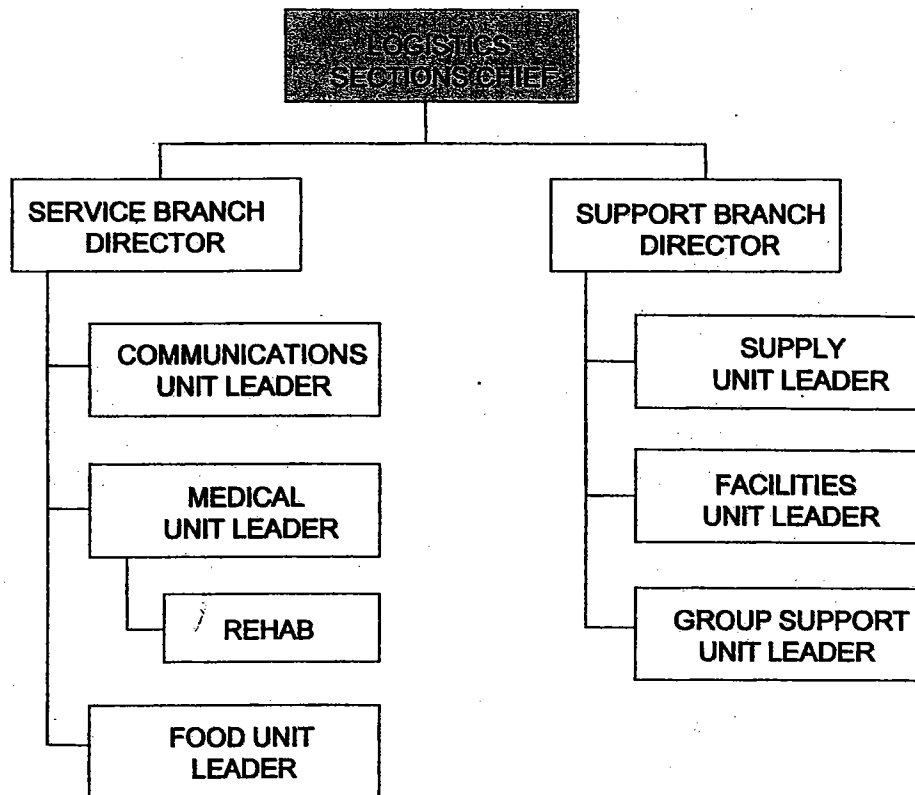
13. Receive Demobilization Plan from Planning Section

14. Recommend Release of Unit Resources in Conformity with the Demobilization Plan

As a large/complex incident scales down, there will be less of a need for a full-blown Logistics operation. Release personnel, as the workload becomes less, but keep sufficient personnel on hand to complete all necessary tasks required to support the operation.

15. Maintain Unit/Activity Log (ICS Form 214)

AREAS OF RESPONSIBILITY FOR THE LOGISTICS SECTION CHIEF



Logistics is responsible for ordering and maintaining essential personnel, facilities, equipment, and supplies necessary to meet the needs of the incident. The Logistics Section Chief is not unlike an army supply officer.

The Incident Commander will determine the need to establish a Logistics Section for the incident. This is usually determined by the size, complexity, and projected duration of the incident. Once the Incident Commander has determined the need to establish a separate logistical function, a Logistics Section Chief is appointed. Given an incident of sufficient magnitude, the Logistics Section may be divided into two branches (service and support), with a total of up to six functional units. Not all of these units may be required, and they will be established based on incident needs.

Service Branch

The Service Branch is responsible for all service activities. These service needs are met by establishing a Communications Unit, a Medical Unit, and a Food Unit.

Communications Unit

The Communications Unit develops plans for the effective use of incident communications equipment and facilities, distribution of equipment to personnel, supervision of the incident communications network, and the maintenance and repair of communications equipment.

Medical Unit

The Medical Unit handles the emergency treatment and transportation of injured or ill incident personnel and maintains appropriate documentation. Although the Medical Unit's primary responsibility is to incident personnel, it could be used to assist civilians on the scene should it become necessary. The Medical Unit also is responsible for firefighter rehab.

Food Unit

The Food Unit is responsible for feeding incident personnel and providing rehydration fluids. This becomes important in long-term operations or operations in extreme severe weather.

Support Branch

The Support Branch is responsible for developing and implementing logistics plans in support of the Incident Action Plan. The Support Branch Director oversees the Supply Unit, the Facilities Unit, and the Ground Support Unit.

Supply Unit

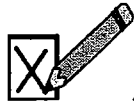
The Supply Unit is primarily responsible for ordering personnel, equipment, and supplies. Its additional responsibilities include receiving and storing incident supplies, maintaining supply inventory, and servicing supplies and equipment.

Facilities Unit

The Facilities Unit is responsible primarily for laying out incident facilities such as the Base, Command Post, and Camps. This unit also provides sleeping and sanitation facilities for incident personnel and manages Base.

Ground Support Unit

The Ground Support Unit is responsible for supporting out-of-service resources; transporting personnel, supplies, and equipment; fueling, maintaining, and repairing vehicles and other ground-support equipment; and implementing a Traffic Plan for the incident.



Activity 5.2

To learn more about the duties and responsibilities the Service Branch and Support Branch, read Chapter 8 of your ICS 420-1.

Unit 5: Logistics Quiz

Directions

Read each question carefully, and choose the best answers(s) from the four choices.
NOTE: There may be more than one correct answer. You may use the ICS 420-1 as a reference tool.

1. What are some of the attributes of a Logistics Section Chief?
 - a. Be a good manager.
 - b. Have purchasing authority.
 - c. Have at least 10 years of experience.
 - d. Have a degree in economics.

2. Which of the following ICS Forms is **not** completed by the Logistics Section?
 - a. ICS Form 215--Operational Planning Worksheet.
 - b. ICS Form 205--Radio Communications Plan.
 - c. ICS Form 214--Unit Log.
 - d. ICS Form 206--Medical Plan.

3. All of the following statements about the Logistics Section are true except one. Which one is the **incorrect** statement?
 - a. On large incidents, the Logistics Section often is divided into two branches, the Service Branch and the Resources Branch.
 - b. Responder Rehab is located under the Medical Unit.
 - c. The Logistics Section Chief coordinates and processes requests for additional resources.
 - d. The Demobilization Plan is developed by the Planning Section but implemented by the Logistics Section.

4. Who orders, receives, distributes, and stores supplies and equipment?
 - a. Operations Section.
 - b. Supply Unit Leader.
 - c. Facilities Unit Leader.
 - d. Communications Unit Leader.

5. Who is responsible for 1) support of out-of-service resources, 2) transportation of personnel, supplies, food, and equipment, 3) fueling, service, maintenance, and repair of vehicles and other equipment, and 4) implementing the Traffic Plan for the incident?
- a. Planning Section Chief.
 - b. Ground Support Unit Leader.
 - c. Field Observer.
 - d. Incident Commander.

Correct Answers to Unit 5: Logistics Quiz

Question 1:

Answer A is the most correct response. A Logistics Section Chief must supervise, coordinate, forecast, and oversee a variety of functions – in other words be a good manager.

Question 2:

Answer A is the most correct response. The ICS Form 215 is completed by the Operations Section.

Question 3:

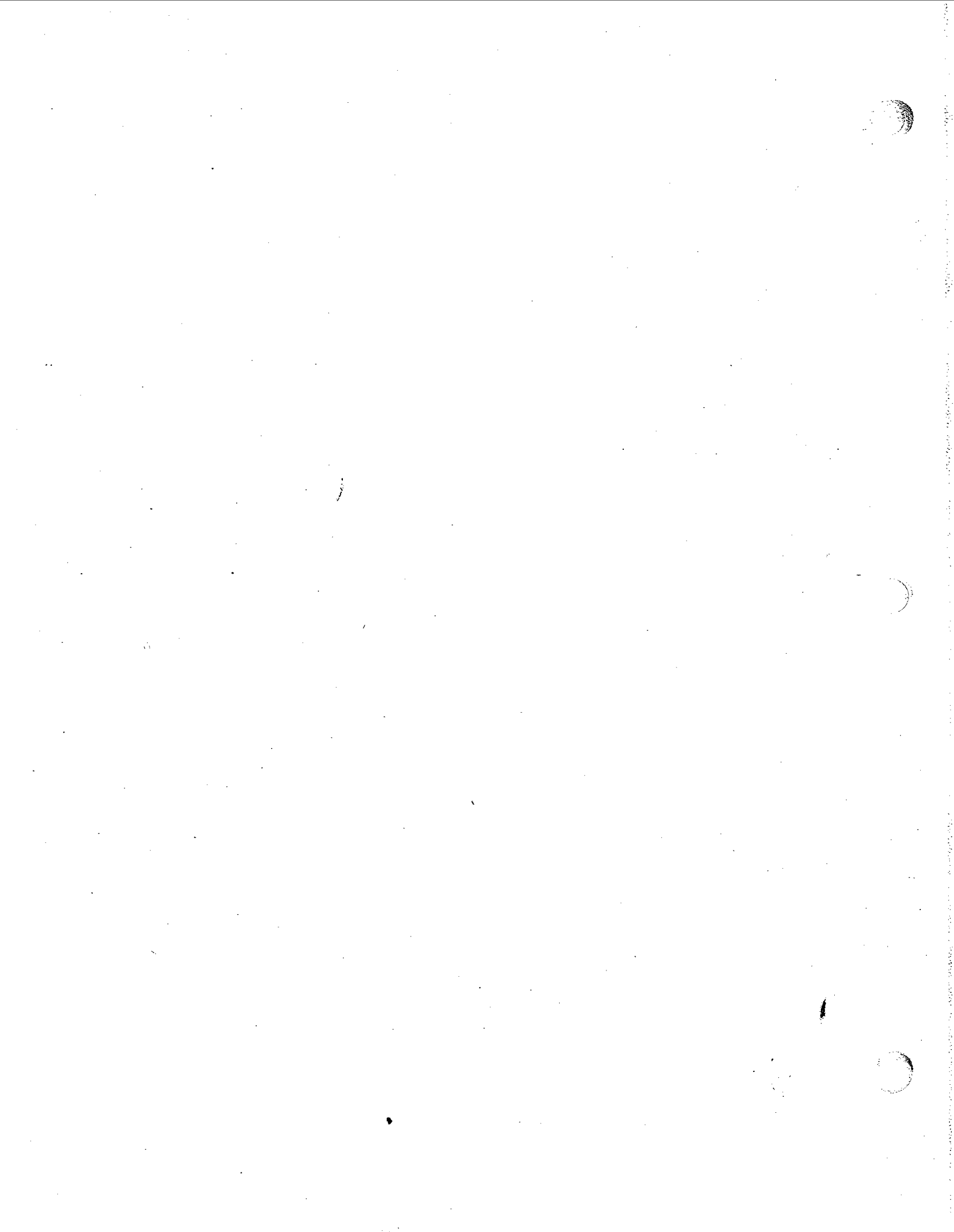
Answer A is the most correct response. When branched, the two established branches are Support and Service.

Question 4:

Answer B is the most correct response. By definition this is the responsibility of the Supply Unit Leader.

Question 5:

Answer B is the most correct response. By definition these are responsibilities of the Ground Support Unit Leader.

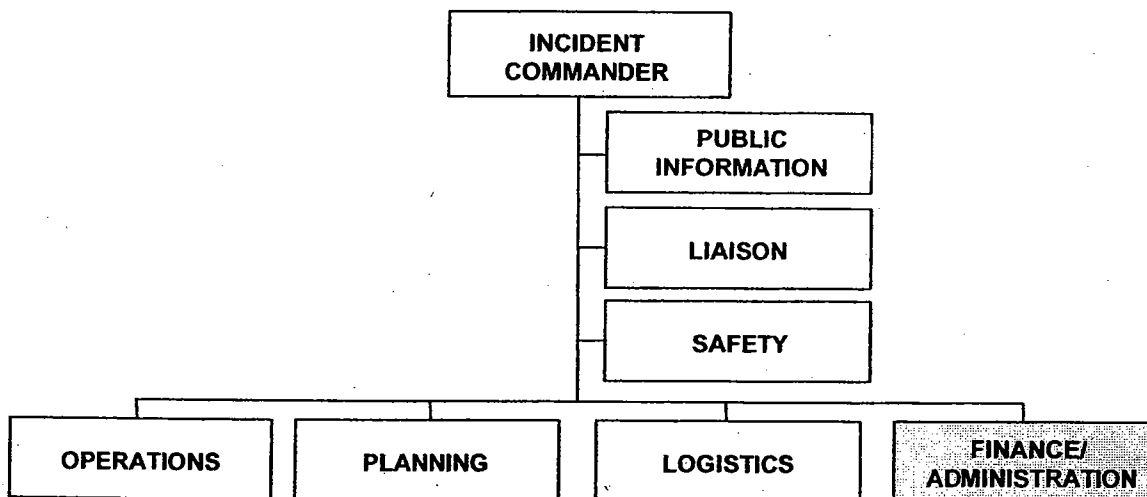


UNIT 6:
FINANCE/ADMINISTRATION

OVERVIEW

During this unit, you will increase your knowledge of the Finance/Administration Section responsibilities during large/complex emergencies. This unit discusses daily personnel time recording policies and the process of activating vendor contracts and lease agreements during emergencies. In addition, discussion will focus on the various methods to procure equipment and supplies from local sources during incidents.

Covered in this unit will be the procedures for administering to responder injuries during emergencies. Often responders suffer injuries in the performance of their duties and the completion of appropriate forms required by workers' compensation and local agencies will be reviewed. Also the responsibility for investigating claims involving property associated or involved in the incident will be discussed. In addition, a discussion will center on appropriate procedures for identifying equipment and personnel requiring payment along with analyzing and estimating incident costs.




UNIT 6 OBJECTIVES

1. Recognize cues in order to determine the need to assign a Finance/Administration Section Chief.
2. Identify what knowledge and experience is required of the Finance/Administration Section Chief.
3. Recognize the duties and responsibilities of the Finance/Administration Section Chief.
4. Describe the ICS Forms that are completed in the Finance/Administration Section.

Finance/Administration Section Chief

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.

| ICS Forms Completed by the Finance/Administration Section | |
|--|-----------------------------|
| ICS 226 | COMPENSATION FOR INJURY LOG |
| ICS 227 | CLAIMS LOG |
| ICS 228 | INCIDENT COST WORKSHEET |
| ICS 214 | UNIT LOG |



Activity 6.1

Turn to Appendix C to view examples of completed ICS Forms. View the following forms that are completed in the Finance/Administration Section.

1. ICS Form 226--Compensation for Injury Log.
2. ICS Form 227--Claims Log.
3. ICS Form 228--Incident Cost Worksheet.
4. ICS Form 214--Unit Log.

THE CUES TO ACTIVATE THE FINANCE/ADMINISTRATION SECTION CHIEF POSITION

During large/complex incidents, it is essential to activate the Finance/Administration Section for financial, administrative, and cost analysis aspects of the incident.

Maintaining incident time records, procuring and activating vendor contracts, processing incident claims and compensation-for-injury forms, and developing incident cost analysis is the responsibility of the Finance/Administration section. An Incident Commander cannot possibly perform these duties and responsibilities along with the responsibility to manage the overall incident. Ergo, activation of the Finance/Administration section chief is a critical component of managing large/complex incidents. Securing critical outside resources and maintaining incident costs cannot be accentuated enough. The activation of the Finance/Administration Section function should be an automatic process within the Incident Management Team (IMT) structure during large/complex incidents and supported by staff.

KNOWLEDGE AND EXPERIENCE REQUIRED FOR THE FINANCE/ADMINISTRATION SECTION CHIEF

Individuals assuming the role of the Finance/Administration Section Chief during emergency incidents should be trained in the financial aspects of an incident and understand the policies and procedures relative to managing incident finances. Sometimes, fire service personnel fill the position of the Finance/Administration Section Chief during emergency incidents, but other responding agency representatives can perform the Finance/Administration position if required. A prerequisite for this role is training as a financial officer and familiarity with agency finance policies.

DUTIES AND RESPONSIBILITIES OF THE FINANCE/ADMINISTRATION SECTION CHIEF

1. Manage All Financial Aspects of an Incident

Generally, this section is activated only on large/complex incidents or incidents involving multiple agencies. The Incident Commander generally will make the decision when to activate the Finance/Administration Section.

When the Section is activated, the Finance/Administration Section Chief has the responsibility for the financial, administrative, and cost analysis of the incident.

On smaller incidents, the Finance/Administration Section Chief may activate just one function. In this case, the cost analysis function is activated and reports through a Technical Specialist assigned to the Planning Section.

2. Provide Financial and Cost Analysis Information as Requested

During large/complex incidents this cost analysis information is critical for estimating financial cost of the incident for senior agency officials. Decisions on resource acquisition often will be predicated on the cost factor.

Cost information analysis is essential for agencies to receive reimbursement following the incident.

3. Gather Pertinent Information from Briefings with Responsible Agencies

The Finance/Administration Section Chief must be prepared to attend each operational period planning meeting, which are conducted twice daily.

The Finance/Administration Section Chief also will be required to attend daily planning meetings and discuss finance/administrative cost issues at these meetings.

4. Develop an Operating Plan for the Finance/Administration Section; Fill Supply and Support Needs

The Finance/Administration Section Chief will determine if complete units are required to be activated or deactivated during the incident.

In some functional areas a full unit may not be fully activated if only one person would be assigned. For example, a Claims/Compensation Unit may not be activated fully. Only a single Claims Specialist from this unit may be activated and assigned.

5. Determine the Need to Set Up and Operate an Incident Commissary

When the need to provide personnel working on a large incident with clothing and other personal needs has been identified, a commissary may be set up and operated.

6. Meet with Assisting and Cooperating Agency Representatives as Needed

This Finance/Administration Section Chief should meet with assisting and cooperating agencies, as required, to monitor the financial cost of agencies supplying resources to the incident.

A Deputy Section Chief may be designated to establish liaison with these assisting and supporting agencies.

7. Maintain Daily Contact with Agency(s) Administrative Headquarters on Finance/Administration Matters

The Finance/Administration Section Chief makes daily contact with agency headquarters or the Emergency Operating Center (EOC) when activated. During large/complex incidents the EOC is a critical source for supplying resources to the incidents.

EOC's generally will have a Financial/Administration Section representative designated to communicate with the Finance/Administration Section Chief on incident costs.

8. Ensure That All Personnel Time Records are Completed Accurately and Transmitted to Home Agencies, According to Policy

The Finance/Administration Section Chief often will select assistants for the Time Unit who are familiar with the various agency time recording policies.

9. Provide Financial Input to Demobilization Planning

The Finance/Administration Section Chief shall review the development of the demobilization plan. Often, the financial cost of personnel or equipment operating at the incident will determine the priority order for demobilizing.

More expensive resources may be demobilized more quickly if the services they provide are not essential to controlling the incident.

10. Ensure That All Obligation Documents Initiated at the Incident are Prepared and Completed Properly

Recordkeeping during large/complex incidents can be very difficult, and poor recordkeeping practices will cause financial confusion following the incident.

Vendor contracts, leases, and fiscal agreements require well-documented equipment time records during an incident.

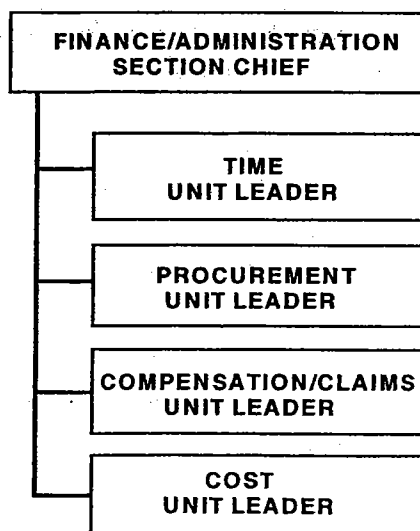
The Finance/Administration Section will manage all equipment rental agreements and process all rental and supply fiscal document billing invoices.

11. Brief Agency Administrative Personnel on all Incident-Related Financial Issues Requiring Attention or Follow-up Prior to Leaving the Incident

When the Finance/Administration Section is deactivated, provide a financial report briefing on issues needing followup to Command and General Staff personnel.

12. Maintain Unit/Activity Log (ICS Form 214)

AREAS OF RESPONSIBILITY FOR THE FINANCE/ADMINISTRATION SECTION CHIEF



The Finance/Administration Section is responsible for all financial, administrative, cost analysis, and legal liability issues of the incident. This position does not have to be filled by a fire officer; however, the person who fills it must be knowledgeable of its responsibilities as well as of agency fiscal policies.

The Finance/Administration Section consists of four units: Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit. Depending upon the incident, any or all of these units may be established as necessary.

Time Unit

The Time Unit is responsible for equipment and personnel time recording. In light of recent court rulings regarding work hours and overtime, and depending on your agency's mutual/auto aid agreements, this could be an important function.

Procurement Unit

The Procurement Unit is responsible for handling all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

Compensation/Claims Unit

The Compensation/Claims Unit is responsible for all issues pertaining to compensation for injury and noninjury claims related to the incident.

Cost Unit

The Cost Unit is responsible for collecting all cost data, analyzing the data, making cost projections, and recommending cost-saving measures.



Activity 6.2

To learn more about the duties and responsibilities of the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit, read Chapter 9 of your ICS 420-1.

Unit 6: Finance/Administration Quiz

Directions

Read each question carefully, and choose the best answers(s) from the four choices.

NOTE: There may be more than one correct answer. You may use the ICS 420-1 as a reference tool.

1. What are some of the cues to activate the Finance/Administration Section?
 - a. The need to maintain incident time records.
 - b. Processing incident claims and compensation-for-injury forms.
 - c. Activating vendor contracts.
 - d. All of the above.

2. Which of the following ICS Forms is **not** completed by the Finance/Administration Section?
 - a. ICS Form 226--Compensation for Injury Log.
 - b. ICS Form 227--Claims Log.
 - c. ICS Form 214--Unit Log.
 - d. ICS Form 218--Support Vehicle Inventory.

3. Which of the following is a responsibility for the Finance/Administration Section Chief?
 - a. Time Unit Leader.
 - b. Procurement Unit Leader.
 - c. Cost Unit Leader.
 - d. All of the above.

Correct Answers to Unit 6: Finance/Administration Quiz

Question 1:

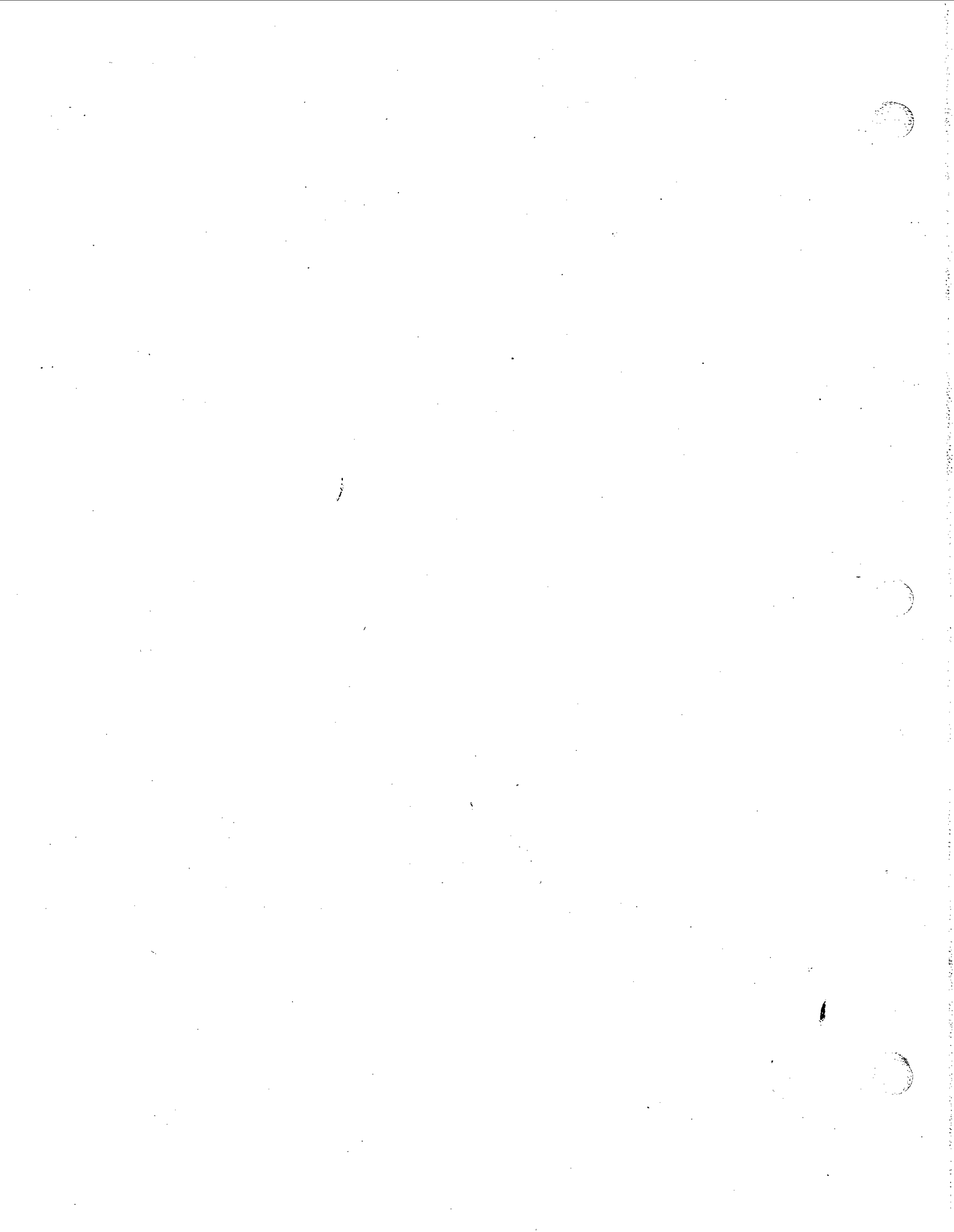
Answer D is the most correct response. All recordkeeping that is directly associated with cost incurred or monies expended as a result of the incident are the responsibility of the Finance/Administration Section.

Question 2:

Answer D is the most correct response. The ICS Form 218 is maintained by the Equipment Manager assigned to the Logistics Section.

Question 3:

Answer D is the most correct response. All of these Units are assigned to the Finance/Administration Section.

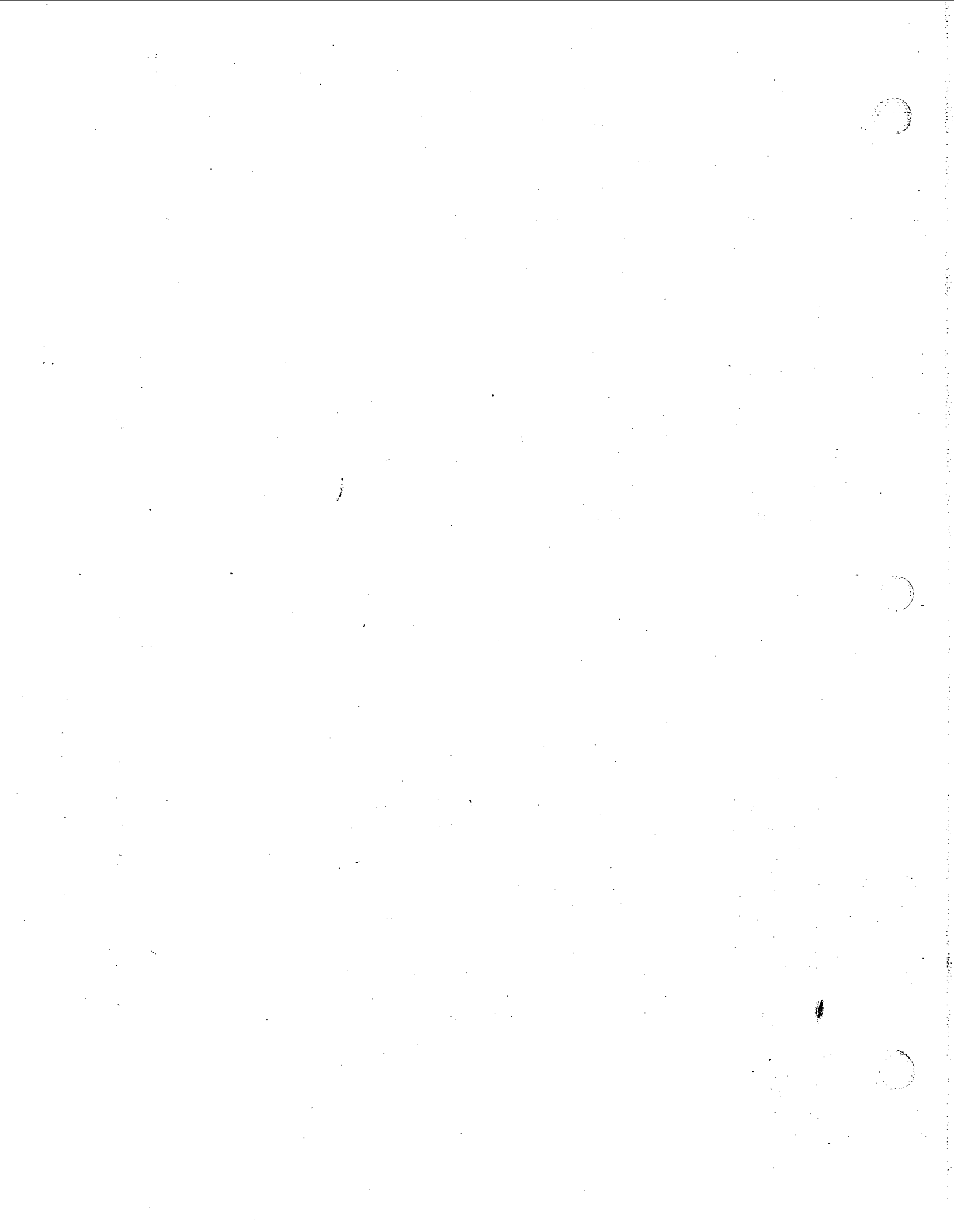


**APPENDIX A:
JOB AID**

JOB AID
ROUTINELY USED INCIDENT COMMAND SYSTEM FORMS

Forms and records which are routinely used in the ICS are listed below. Those marked with an (*) are commonly used in written Incident Action Plans (IAPs).

| | |
|--|-------------------|
| 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 |
| VEHICLE DEMOBILIZATION INSPECTION | ICS Form 212 |
| GENERAL MESSAGE | ICS Form 213 |
| UNIT/ACTIVITY LOG | ICS Form 214 |
| "LCES SAFETY ANALYSIS" OPERATIONAL PLANNING WORKSHEET | ICS Form 215A |
| OPERATIONAL PLANNING WORKSHEETS | ICS Form 215 G, W |
| Radio Requirements Worksheet | ICS Form 216 |
| Support Vehicle Inventory | ICS Form 218 |
| Resource Status Card 1-9A | ICS Form 219 |
| Air Operations Summary Worksheet | 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 Personal 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 |



***APPENDIX B:
SAMPLE INCIDENT ACTION PLAN***

CENTRAL CITY SWATERA INCIDENT

FIRE SERVICES INCIDENT ACTION PLAN

**OPERATIONAL PERIOD
1/7/03 1630 HRS.
TO
1/7/03 2030 HRS.**

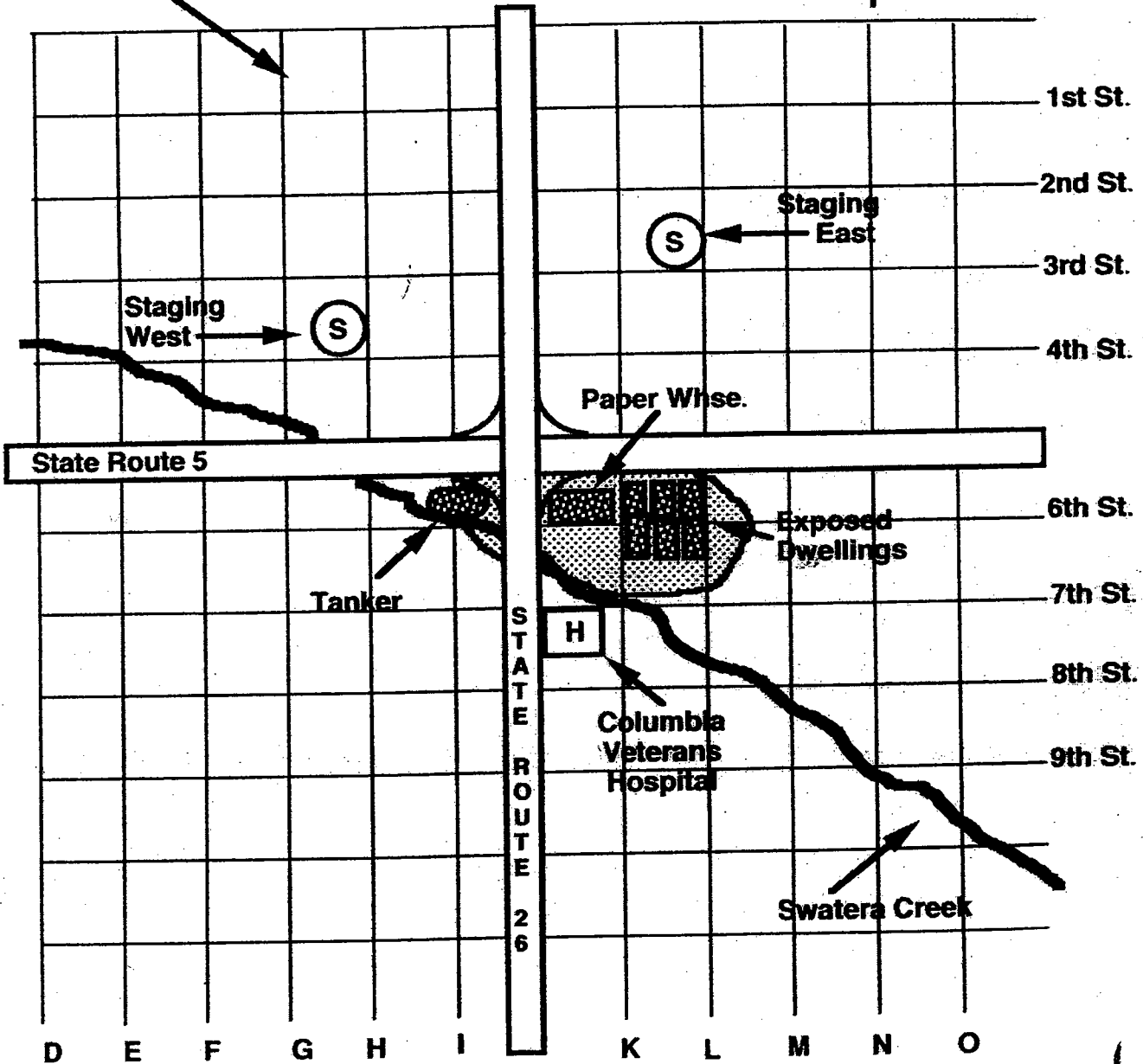
INTRODUCTION TO COMMAND AND GENERAL STAFF

| | | | | | | | | | | | | |
|---|--|--------------------------------------|-----------------|---|--|----------------------------------|---|--|--------------------------|---|--|--------------------------|
| INCIDENT OBJECTIVES | 1. Incident Name Swatera Creek | 2. Date 1-7-03 | 3. Time 1600 | | | | | | | | | |
| 4. Operational Period 1-7-03 1630 - 2030 | | | | | | | | | | | | |
| 5. General Control Objectives for the Incident (include alternatives) | | | | | | | | | | | | |
| <ol style="list-style-type: none"> 1. Remove all civilians in potential threat areas to safe shelter locations. 2. Provide medical treatment/transportation as required. 3. Ensure the safety and welfare of all emergency personnel. 4. Protect surrounding exposures and mitigate potential for ignition of fuel in Swatera Creek and sewer system. 5. Maintain control of vehicular traffic on interstate highways and adjacent surface streets. | | | | | | | | | | | | |
| 6. Weather Forecast for Period | | | | | | | | | | | | |
| Winds N/NW at 15-20 diminishing to N/NW 8-10 by 2000 hrs. | | | | | | | | | | | | |
| Temp. holding at 20-22 until 2000 hrs, dropping to 10 by midnight. | | | | | | | | | | | | |
| Light Snow forecast to begin at 1700-1800 hrs. Poss. accumulation of 4 inches by midnight. | | | | | | | | | | | | |
| 7. General Safety Message | | | | | | | | | | | | |
| <ul style="list-style-type: none"> • Use extreme caution when operating in incident area due to dense smoke, airborne particulates and icy conditions. • Use extreme caution when operating adjacent to Swatera Creek and sewer system accesses due to possible heavy concentrations of unburned gasoline. • Schedule frequent rehab breaks to avoid fatigue and continued exposure to worsening weather conditions. | | | | | | | | | | | | |
| 8. Attachments (mark if attached) | | | | | | | | | | | | |
| <table style="width:100%; border: none;"> <tr> <td style="width:33%;"><input checked="" type="checkbox"/> Organization List - ICS 203</td> <td style="width:33%;"><input checked="" type="checkbox"/> Medical Plan - ICS 206</td> <td style="width:34%;"><input type="checkbox"/> (Other)</td> </tr> <tr> <td><input checked="" type="checkbox"/> Div. Assignment Lists - ICS 204</td> <td><input checked="" type="checkbox"/> Incident Map</td> <td><input type="checkbox"/></td> </tr> <tr> <td><input checked="" type="checkbox"/> Communications Plan - ICS 205</td> <td><input checked="" type="checkbox"/> Traffic Plan</td> <td><input type="checkbox"/></td> </tr> </table> | | | | <input checked="" type="checkbox"/> Organization List - ICS 203 | <input checked="" type="checkbox"/> Medical Plan - ICS 206 | <input type="checkbox"/> (Other) | <input checked="" type="checkbox"/> Div. Assignment Lists - ICS 204 | <input checked="" type="checkbox"/> Incident Map | <input type="checkbox"/> | <input checked="" type="checkbox"/> Communications Plan - ICS 205 | <input checked="" type="checkbox"/> Traffic Plan | <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Organization List - ICS 203 | <input checked="" type="checkbox"/> Medical Plan - ICS 206 | <input type="checkbox"/> (Other) | | | | | | | | | | |
| <input checked="" type="checkbox"/> Div. Assignment Lists - ICS 204 | <input checked="" type="checkbox"/> Incident Map | <input type="checkbox"/> | | | | | | | | | | |
| <input checked="" type="checkbox"/> Communications Plan - ICS 205 | <input checked="" type="checkbox"/> Traffic Plan | <input type="checkbox"/> | | | | | | | | | | |
| 9. Prepared by (Planning Section Chief) | | 10. Approved by (Incident Commander) | | | | | | | | | | |
| B.C. F. SHARP | | D.C. W. GATES | | | | | | | | | | |

INCIDENT MAP

CENTRAL CITY FIRE DEPARTMENT
SWATERA CREEK INCIDENT
JANUARY 7, 2003

WIND N/NW @ 10-15



INTRODUCTION TO COMMAND AND GENERAL STAFF

| | | | | |
|--|---------------|---|-----------------------------------|---------------------------------|
| ORGANIZATION ICS 203 | | 1. INCIDENT NAME SWATERA | 2. DATE PREPARED 1-7-03 | 3. TIME PREPARED 1600 |
| ASSIGNMENT LIST | | | | |
| 5. INCIDENT COMMANDER AND STAFF | | 4. OPERATIONAL PERIOD (DATE/TIME) 1-7-03 1630-2030 | | |
| POSITION NAME INCIDENT COMMANDER DC GATES DEPUTY DL MACKAY SAFETY OFFICER LT SCOTT INFORMATION OFFICER FF KERN LIAISON OFFICER LT KEITH | | 9. OPERATIONS SECTION CHIEF BC SHARP DEPUTY a. WEST BRANCH - DIVISIONS/GROUPS BRANCH DIRECTOR BC CARTER DEPUTY DIVISION/GROUP SUP. BC SMITH DIVISION/GROUP R/E BC KATE DIVISION/GROUP HM BC FRANKLIN DIVISION/GROUP EAST BRANCH - DIVISIONS/GROUPS BRANCH DIRECTOR BC ARLIN DEPUTY DIVISION/GROUP SUP. BC BUTLER DIVISION/GROUP R/E BC BROWN DIVISION/GROUP HM BC REESE DIVISION/GROUP c. BRANCH III - DIVISIONS/GROUPS BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP | | |
| 6. AGENCY REPRESENTATIVES | | | | |
| AGENCY | NAME | | | |
| CCPD | CAPT. ELLIS | | | |
| LCSD | Comm. YOUNG | | | |
| LCHP | CAPT. HALTMAN | | | |
| CEPW | MR. CASH | | | |
| 7. PLANNING SECTION | | | | |
| CHIEF | BC GRISBY | | | |
| DEPUTY | | | | |
| RESOURCES UNIT | LT. WEAVER | | | |
| SITUATION UNIT | FF WARNER | | | |
| DOCUMENTATION UNIT | FF HAYES | | | |
| DEMOBILIZATION UNIT | | | | |
| TECHNICAL SPECIALISTS | | | | |
| 8. LOGISTICS SECTION | | | | |
| CHIEF | BC KRAFT | | | |
| DEPUTY | | | | |
| a. SUPPORT BRANCH | | | | |
| DIRECTOR | | | | |
| DEPUTY | | | | |
| SUPPLY UNIT | | | | |
| FACILITIES UNIT | | | | |
| GROUND SUPPORT UNIT | | | | |
| b. SERVICE BRANCH | | | | |
| DIRECTOR | | | | |
| DEPUTY | | | | |
| COMMUNICATIONS UNIT | LT. MARTIN | | | |
| MEDICAL UNIT | LT. GORDON | | | |
| FOOD UNIT | | | | |
| | | d. AIR OPERATIONS BRANCH | | |
| | | AIR OPERATIONS BR. DIR. | | |
| | | DEPUTY | | |
| | | AIR TACTICAL SUPERVISOR | | |
| | | AIR SUPPORT SUPERVISOR | | |
| | | HELICOPTER COORDINATOR | | |
| | | AIR TANKER/ | | |
| | | FIXED WING COORDINATOR | | |
| | | 10. FINANCE/ADMINISTRATION SECTION | | |
| | | CHIEF | | |
| | | DEPUTY | | |
| | | TIME UNIT | | |
| | | PROCUREMENT UNIT | | |
| | | COMPENSATION/CLAIMS UNIT | | |
| | | COST UNIT | | |
| ICS 203 | | PREPARED BY (RESOURCES UNIT) LT. K. WEAVER | | |
| 5/94 | | | | |

INTRODUCTION TO COMMAND AND GENERAL STAFF

| | | | | | | | |
|--|--------------|--|------------------|-----------------------------------|------------------|--------------|---------|
| DIVISION ASSIGNMENT LIST | | 1. Branch East Branch | | 2. Division/Group HazMat Group | | | |
| 3. Incident Name Swatera | | 4. Operational Period Date: 1-7-03 Time: 1630 - 2030 | | | | | |
| 5. Operations Personnel | | | | | | | |
| Operations Chief | BC Sharp | Division/Group Supervisor | | BC Reese | | | |
| Branch Director | BC Carter | Air Attack Supervisor No. | | | | | |
| 6. Resources Assigned this Period | | | | | | | |
| Strike Team/Task Force/ Resource Designator | Leader | Number Persons | Trans. Needed | Drop Off PT./Time | Pick Up PT./Time | | |
| HazMat 3 LCFD | Capt. Heaton | 3 | | | | | |
| E47 LCFD | Lt. Spiro | 4 | | | | | |
| E51 LCFD | Lt. Galvin | 4 | | | | | |
| VacTruck-A1 Disposal | Mr. Aaron | 1 | | | | | |
| VacTruck-A1 Disposal | Mr. Trask | 1 | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| 7. Control Operations Monitor conditions in incident area east of interchange. Monitor flow of gasoline in Swatera Creek. Erect booms/dikes (if practical) to collect/remove gasoline from Swatera creek. | | | | | | | |
| 8. Special Instructions Provide continuous monitoring of gasoline runoff into Swatera Creek and potential ignition from active fire sources. | | | | | | | |
| 9. Division/Group Communication Summary | | | | | | | |
| Function | Frequency | System | Channel | Function | Frequency | System | Channel |
| Command | 103.2 | | 2 | Logistics | 103.4 | | 3 |
| Tactical Div/Group | 103.8 | | 1 | Air to Ground | | | |
| Prepared by (Resource Unit Leader) Lt. D. Weaver | | Approved by (Planning Section Chief) B.C. L Smith | | Date 1-7-03 | | Time 1600 | |

INTRODUCTION TO COMMAND AND GENERAL STAFF

| | | | | | | | |
|--|----------------|--|---------------------------|--------------------------------------|------------------|--------------|---------|
| DIVISION ASSIGNMENT LIST | | 1. Branch West Branch | | 2. Division/Group Suppression Grp | | | |
| 3. Incident Name SWATERA | | 4. Operational Period Date: 1-7-03 Time: 1630 - 2030 | | | | | |
| 5. Operations Personnel | | | | | | | |
| Operations Chief | BC Sharp CCFD | | Division/Group Supervisor | | BC Smith CCFD | | |
| Branch Director | BC Carter CCFD | | Air Attack Supervisor No. | | | | |
| 6. Resources Assigned this Period | | | | | | | |
| Strike Team/Task Force/ Resource Designator | Leader | Number Persons | Trans. Needed | Drop Off PT./Time | Pick Up PT./Time | | |
| E1 CCFD | Lt. Johns | 4 | | | | | |
| E2 CCFD | Lt. Carter | 4 | | | | | |
| E3 CCFD | Lt. Eagen | 4 | | | | | |
| T3 CCFD | Lt. Kirby | 4 | | | | | |
| E15 LCFD | Lt. Aiten | 4 | | | | | |
| Amb. 1 CCFD | FF. Thomas | 2 | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| 7. Control Operations Provide exposure protection lines adjacent to burning tanker, automobiles and threatened structures. Assist Rescue/Evacuation Group as required. Assist HazMat team as required. | | | | | | | |
| 8. Special Instructions Do not attempt to extinguish tanker flammable liquids fire until specific orders received from Branch Director or Operations Section Chief. | | | | | | | |
| 9. Division/Group Communication Summary | | | | | | | |
| Function | Frequency | System | Channel | Function | Frequency | System | Channel |
| Command | 103.2 | | 2 | Logistics | 103.4 | | |
| Tactical Div/Group | 103.8 | | 1 | Air to Ground | | | |
| Prepared by (Resource Unit Leader) Lt. D. Weaver | | Approved by (Planning Section Chief) B.C. L. Smith | | Date 1-7-03 | | Time 1600 | |

INTRODUCTION TO COMMAND AND GENERAL STAFF

| | | | | | | | |
|---|------------|---|------------------|-------------------------------------|------------------|--------------|---------|
| DIVISION ASSIGNMENT LIST | | 1. Branch West Branch | | 2. Division/Group Res/Evac Group | | | |
| 3. Incident Name Swatera | | 4. Operational Period Date: 1-7-03 Time: 1630 - 2030 | | | | | |
| 5. Operations Personnel | | | | | | | |
| Operations Chief | BC Sharp | Division/Group Supervisor | | BC Cate | | | |
| Branch Director | BC Carter | Air Attack Supervisor No. | | | | | |
| 6. Resources Assigned this Period | | | | | | | |
| Strike Team/Task Force/ Resource Designator | Leader | Number Persons | Trans. Needed | Drop Off PT./Time | Pick Up PT./Time | | |
| E4 CCFD | FF Hamond | 4 | | | | | |
| E5 CCFD | Lt. Evans | 4 | | | | | |
| E6 CCFD | Lt. Myers | 4 | | | | | |
| T6 CCFD | Lt. Conley | 4 | | | | | |
| E21 LCFD | Lt. Clark | 4 | | | | | |
| Amb 2 CCFD | F/F Meyer | 2 | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| 7. Control Operations Conduct survey of incident area West of interchange to determine need for rescue and evacuation procedures. Insure that civilians in assigned area are moved to areas of safety. Provide necessary medical treatment/transportation as required. Provide backup for Suppression Group if required. | | | | | | | |
| 8. Special Instructions Do not engage in firefighting activity unless specifically instructed to do so. If requests to evacuate are not complied with contact Group supervisor for law enforcement assistance. | | | | | | | |
| 9. Division/Group Communication Summary | | | | | | | |
| Function | Frequency | System | Channel | Function | Frequency | System | Channel |
| Command | 103.2 | | 2 | Logistics | 103.4 | | 3 |
| Tactical Div/Group | 103.8 | | 1 | Air to Ground | | | |
| Prepared by (Resource Unit Leader) Lt. D. Weaver | | Approved by (Planning Section Chief) B.C. L Smith | | Date 1-7-03 | | Time 1600 | |

| INCIDENT RADIO COMMUNICATIONS PLAN | | | | 1. INCIDENT NAME | | 2. DATE/TIME PREPARED | | 3. OPERATIONAL PERIOD DATE/TIME | |
|------------------------------------|---------|----------|-----------|--------------------------------------|--|-----------------------|--|---------------------------------|--|
| SYSTEM/CACHE | CHANNEL | FUNCTION | FREQUENCY | SWATERA | | 1-7-03 1600 | | 1-7-03 1630-2030 | |
| | | | | | | ASSIGNMENT | | REMARKS | |
| L.I.B. CTR. | 1 | TACTICAL | 103.8 | | | OPERATIONS | | | |
| EMER. OPS | 2 | COMMAND | 103.2 | | | COMMAND STAFF | | | |
| ✓ | 3 | SUPPORT | 103.4 | | | LOGISTICS | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| ICS 205 | 2-95 | | | 4. PREPARED BY (COMMUNICATIONS UNIT) | | | | | |
| | | | | LT. M. MARTIN | | | | | |

INTRODUCTION TO COMMAND AND GENERAL STAFF

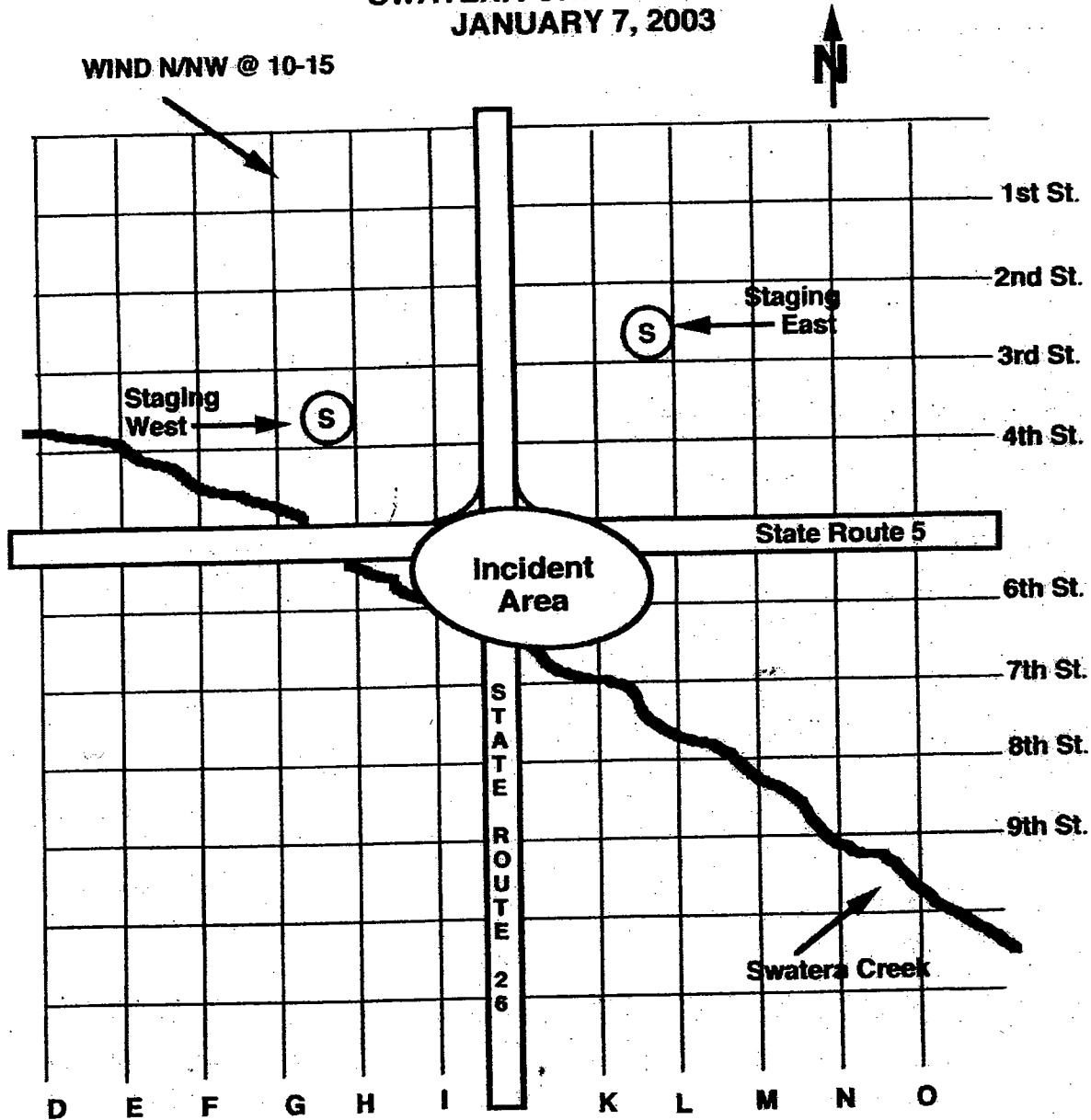
| | | | | | | | | | |
|--|------------------|---|---------------------------|-----------------------|----------------------------------|----------------------|---|-----------------------|---|
| MEDICAL PLAN | 1. Incident Name | 2. Date Prepared | 3. Time Prepared | 4. Operational Period | | | | | |
| | Swatera | 1-7-03 | 1600 | 1630 - 2030 | | | | | |
| 5. Incident Medical Aid Station | | | | | | | | | |
| Medical Aid Stations | | Location | | | Paramedics Yes No | | | | |
| Central City Fire Station 4 | | 3 rd & G St. | | | | X | | | |
| Central City Hospital | | 24 th & L St. | | | X | | | | |
| West Staging Area | | 4 th & H (Incident Personnel Only) | | | X | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| 6. Transportation | | | | | | | | | |
| A. Ambulance Services | | | | | | | | | |
| Name | | Address | | Phone | | Paramedics Yes No | | | |
| Central City Hospital | | 2400 L St. | | 555-1234 | | X | | | |
| Liberty County Hospital | | 1122 River Avenue | | 555-4321 | | X | | | |
| A&B Ambulance Service | | 1234 1 st St. | | 825-9000 | | X | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| B. Incident Ambulances | | | | | | | | | |
| Name | | Location | | | Paramedics Yes No | | | | |
| CCFD Amb 1 | | West Branch - Suppression Group | | | | X | | | |
| LCFD Amb. 12 | | East Branch - Suppression Group | | | X | | | | |
| CCFD Amb 2 | | West Branch - Rescue/Evac. Group | | | | X | | | |
| LCFD Amb. 10 | | East Branch - Rescue/Evac. Group | | | X | | | | |
| | | | | | | | | | |
| 7. Hospitals | | | | | | | | | |
| Name | Address | | Travel Time Air Ground | | Phone | Helipad Yes No | | Burn Center Yes No | |
| Central City Hosp. | 2400 L St. | | | 5 min | 555-1234 | | X | | X |
| Liberty County | 1122 River Ave. | | 10 | 20 min | 555-4321 | X | | X | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| 8. Medical Emergency Procedures | | | | | | | | | |
| All medical treatment/transportation for civilians coordinated by Res/Evac Group in respective Branches. | | | | | | | | | |
| All medical treatment/transportation for incident personnel coordinated by Logistics Section/Medical Unit. | | | | | | | | | |
| Prepared by (Medical Unit Leader) | | | | | 10. Reviewed by (Safety Officer) | | | | |
| Lt. J. Gordon CCFD | | | | | Lt. R. Scott CCFD | | | | |

TRAFFIC PLAN

CENTRAL CITY FIRE DEPARTMENT

SWATERA CREEK INCIDENT

JANUARY 7, 2003



State Route 5 closed between Exit 16 (D St. and Exit 17 (O St.)

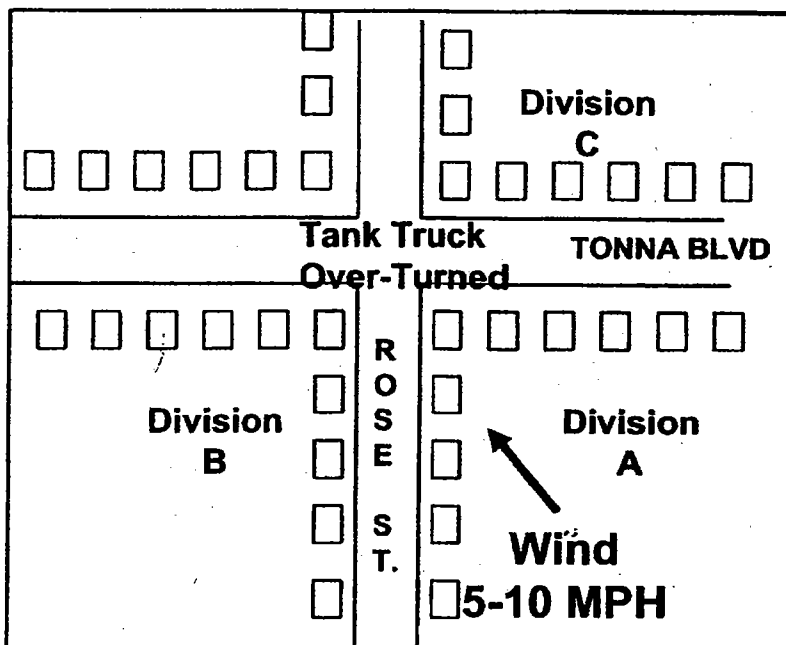
State Route 26 closed between Exit 27 (12th St.) and Exit 28 (1st St.)

Staging Area west @ 4th & H Staging Area East @ 3rd & L

Cautions: Area South and East of freeway interchange - heavy smoke and airborne particulates. Avoid travel adjacent to Swatera Creek due to large quantity of unburned gasoline subject to potential ignition.

APPENDIX C: SAMPLE COMPLETED ICS FORMS

- ICS Form 201--Incident Briefing Form
- ICS Form 202--Incident Objectives
- ICS Form 203--Organization Assignment List
- ICS Form 204--Division Assignment List
- ICS Form 205--Radio Communications Form
- ICS Form 206--Medical Plan
- ICS Form 207--Organization Chart
- ICS Form 208HM--Site Safety and Control Plan
- ICS Form 209--Incident Status Summary Form
- ICS Form 211--Check-In List
- ICS Form 213--General Message Form
- ICS Form 214--Unit Log
- ICS Form 215--Operational Planning Worksheet
- ICS Form 218--Support Vehicle Inventory
- ICS Form 221--Demobilization Check-Out
- ICS Form 226--Compensation for injury Log
- ICS Form 227--Claims Log
- ICS Form 228--Incident Cost Worksheet
- NWCG 259-3--Resource Order



Division A:

- Eng 1
- Eng 3
- Eng 7
- Trk 2
- HazMat 1
- BC 2

Division B:

- Eng 2
- Eng 6
- Eng 5
- Trk 6
- A-2
- A 4
- A 6
- A 7
- BC 1

Division C:

- Eng 4
- Eng 8
- Eng 9
- Trk 8

Prepared by:

ICS-201 Page 2

1. Incident Name: **Tonna Blvd**

2. Date/Time Prepared: **4/17/2003 10:20:40 AM**

1. Incident Name **Tonna Blvd**

7. Summary or Current Action:

Evacuating civilians from exposed homes

Providing medical care and transportation

Identified chemical as chlorotetrafluoroethane

ERG Guide 126

Three Divisions established A, B, C

9 patients taken to hospitals

HazMat evaluating leak control procedure

ICS-201 Page 3

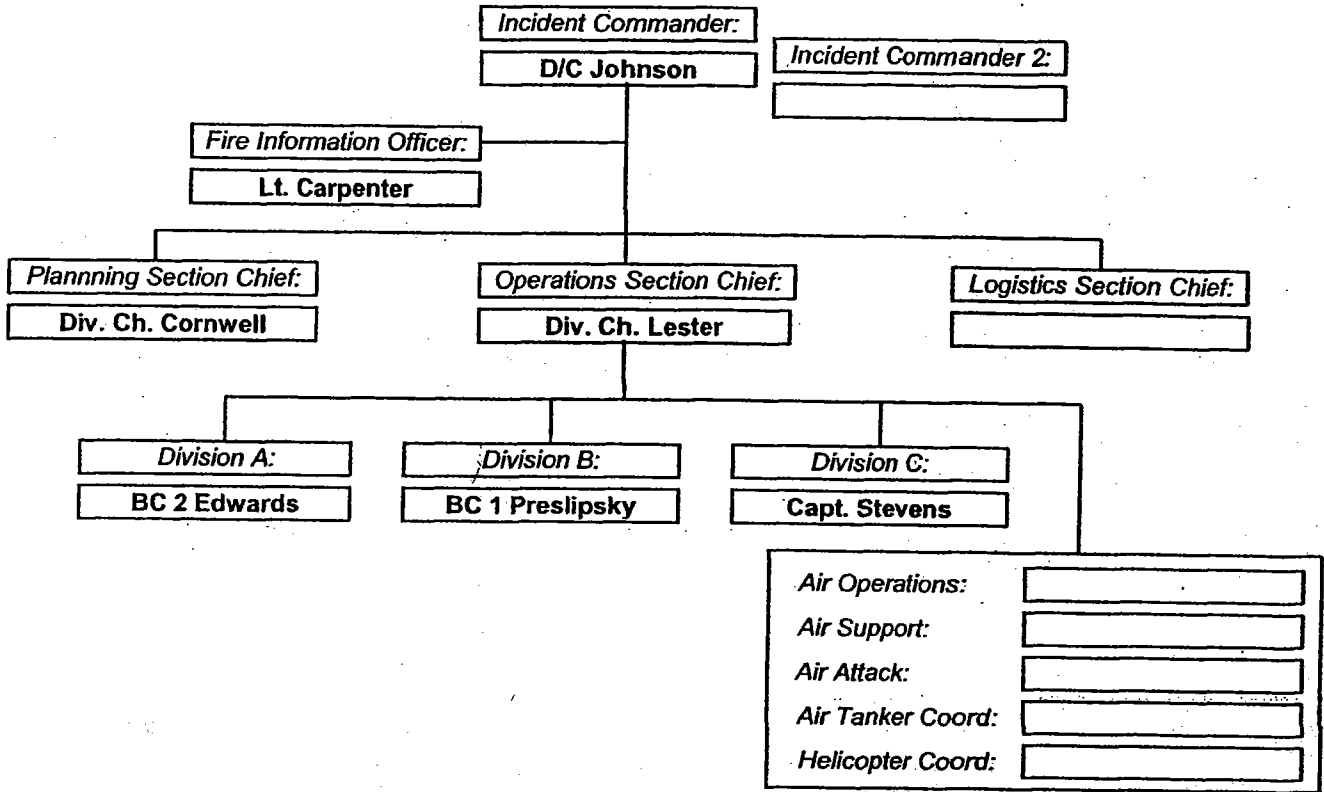
1. Incident Name:

2. Date / Time Prepared

6. Current Organization

1. Incident Name

Incident Number



| Resource Ordered: | Resource Identification: | ETA: | On Scene: | Location Assignment: |
|---------------------|--------------------------|------|-----------|--------------------------|
| Eng | Eng 1 | | ✓ | Div A |
| Eng | Eng 3 | | ✓ | Div A |
| Eng | Eng 7 | | ✓ | Div A |
| Truck | Trk 2 | | ✓ | Div A |
| HazMat Unit | HM 1 | | ✓ | Div A |
| Eng | Eng 2 | | ✓ | Div B |
| Eng | Eng 6 | | ✓ | Div B |
| Eng | Eng 5 | | ✓ | Div B |
| Truck | Trk 6 | | ✓ | Div B |
| Ambulance | A-2 | | ✓ | Div B |
| Ambulance | A-4 | | ✓ | Div B |
| Ambulance | A-6 | | ✓ | Div B |
| Ambulance | A-7 | | ✓ | Div B |
| Eng | Eng 4 | | ✓ | Div C |
| Eng | Eng 8 | | ✓ | Div C |
| Eng | Eng 9 | | ✓ | Div C |
| Truck | Trk 8 | | ✓ | Div C |
| Battalion Chief | BC-1 Preslipsky | | ✓ | Div B |
| Battalion Chief | BC-2 Edwards | | ✓ | Div A |
| Division Chief | Div Ch Cornwell | | ✓ | Planning Section Chief |
| Division Chief | Div Ch Lester | | ✓ | Operations Section Chief |
| Information Officer | Lt. Carpenter | | ✓ | Information Officer |
| Deputy Chief | D/C Johnson | | ✓ | Incident Commander |
| Division Chief | BC 4 Nyler | | ✓ | Evac Br Dir |
| Med BC | Med BC Gayle | | ✓ | Med Br Dir |
| Police Supervisor | PD Lt Ames | | ✓ | Perimeter Br |

ICS-202 Incident Objectives

Incident Name

Tonna Blvd

Incident Number

Date / Time Prepared:

4/17/2003 10:49:48 AM

Operational Period

First Operational Period

General Incident Objectives

- Protect all civilians from injury**
- Treat and transport injured victims**
- Protect all FF's with proper PPE**
- Stop the leaking material**
- Evacuate area for 1/2 mile in all directions**
- Isolating immediate danger area**

Weather Forecast for Operational Period

Continued clear and sunny with 5-10 mph winds from the southeast

General / Safety Message

- ICS-202 Incident Objectives:**
- ICS-203 Organization Assignment L**
- ICS-204 Division Assignment:**
- ICS-205 Radio Communications Pla**
- ICS-206 Medical Plan:**
- ICS-220 Air Operations Plan:**

- Safety Plan:**
- Weather Forecast:**
- Incident Map:**
- Incident Base Map:**
- Transportation Plan / Map:**
- Other**

Prepared by Plans Section Chief:

Div. Ch. Cornwell

Approved by Incident Commander:

D/C Johnson

ICS-203 Organization Assignment List

| | |
|---|---|
| Incident Name Tonna Blvd Ops. Period | Date/Time Prepared: 4/17/2003 10:55:06 AM |
| <p style="text-align: center;">Incident Command and Staff</p> Incident Commander D/C Johnson I.C. / Deputy I.C. / Deputy Safety Officer Capt. Rogers Information Officer Lt. Carpenter Liaison Officer Lt. Smithson | <p style="text-align: center;">Operations Section</p> Ops Sect. Chief Div. Ch Lester Ops Chief / Deputy Branch I Director Evac Br - BC 4 Nylor Branch I Deputy Division / Group Div A BC 2 Edwards Division / Group Div B BC 1 Presilpsky Division / Group Div C Capt. Stevens Division / Group Division / Group |
| Agency: Rep Name: | Branch I Director Med Br - Med BC Gayle Branch I Director Division / Group Division / Group Division / Group Division / Group |
| <p style="text-align: center;">Planning Section</p> Planning Sect. Chief Div. Ch Cornwell Deputy PSC Resource Unit FF Jones Situation Unit Documentation Unit FF Devilbiss Demobilization Unit Technical Specialists: | Branch I Director Perimeter Br - PDLt Ames Branch I Director Division / Group Division / Group Division / Group Division / Group Division / Group |
| <p style="text-align: center;">Logistics Section</p> Logistic Section Chief Deputy LSC Support Branch Director Supply Unit Facilities Unit Ground Support Unit | <p style="text-align: center;">Air Operations Branch</p> Air Ops Branch Dir Air Attack Grp Supv Air Support Grp Supv Helicopter Coord. Air Tanker Coord. |
| Service Branch Director Communications Unit Medical Unit Food Unit | <p style="text-align: center;">Finance Section</p> Finance Sect. Chief Deputy FSC Time Unit Procurement Unit: Comp / Claim Unit Cost Unit |
| Prepared by Res. Unit: FF Jones | |

TCS-204 Division Assignment List

Branch Number
Evacuation Branch
 Incident Name
Tonna Blvd

Division / Group
DIVISION A
 Operational Period
First

OPERATIONS PERSONNEL

Operations Chief: **Div. Ch Lester**

Division / Group Supvr: **BC 2 Edwards**

Branch Director: **BC 4 Nyler**

Air Attack Group Supvr:

RESOURCES ASSIGNED THIS PERIOD

| Agency Strike Team / Task Force / Resource Designator | Leader | Personnel | Transport Needed | Drop Off Point/Time | Pick Up Point/Time |
|---|------------------------|-----------|------------------|---------------------|--------------------|
| E-1 | Capt. Dawson | 4 | | | |
| E-3 | Lt. Jonas | 4 | | | |
| E-7 | Lt. David | 4 | | | |
| T-2 | Capt. Darnell | 4 | | | |
| HazMat 1 | Capt. Albertson | 6 | | | |

CONTROL OPERATIONS

**Evacuating homes exposed to chemical
 HazMat attempting to seal the leak**

SPECIAL INSTRUCTIONS

**All personnel in full protective clothing and PPE
 Limit number of personnel in hot area.**

DIVISION/GROUP COMMUNICATION SUMMARY

| | | FREQ. | SYSTEM | CHANNEL | | | FREQ. | SYSTEM | CHANNEL |
|--|----------|----------------|-----------|----------|--|----------|-------|--------|---------|
| COMMAND | Local | 154.280 | AA | 1 | SUPPORT | Local | | | |
| | Repeater | | | | | Repeater | | | |
| Div/Group TACTICAL | | | | | GROUND TO AIR | | | | |
| PREPARED BY RESOURCE UNIT LEADER Jones | | | | | APPROVED BY PLANS SECTION CHIEF Div. Ch Cornwell | | | | |

ICS-205 Incident Radio Communication Plan

| | |
|--------------------|-----------------------|
| Incident Name | Operational Period |
| Date/Time Prepared | 4/17/2003 12:02:49 PM |

Basic Radio Channel Utilization

| System Cache | Channel | Function | Receive Frequency | Transmit Frequency | Assignment | Remarks |
|--------------|---------|------------------|-------------------|--------------------|------------------|----------------------|
| AA | 1 | Command | 154.010 | 154.010 | Command | IC, Ops, Plans, Logs |
| AA | 2 | Tactical | 154.360 | 154.360 | Tactical | Ops |
| AA | 10 | Perimeter Branch | 168.050 | 168.050 | Police Perimeter | Perimeter Branch |
| | | | | | | |
| | | | | | | |
| | | | | | | |
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| | | | | | | |

Prepared by Communications Unit Leader **Lt. Zlotowski**

ICS-206 Medical Plan

| | | |
|--|---|--|
| Incident Name | Data / Time Prepared: 4/17/2003 12:06:54 PM | Operational Period |
| Incident Medical Aid Stations | | |
| Medical Aid Station | Station Location | Paramedics: |
| Aide Station 1 | Rose St. & Burton St | <input checked="" type="checkbox"/> |
| Aide Station 2 | Tonna Blvd & First St. | <input checked="" type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| Transportation | | |
| Ambulance Name | Ambulance Service | Ambulance Phone |
| AA County | 446 E. Pacific Coast Hwy, Long Beach | (213) 591-3371 |
| | | Paramedics: <input checked="" type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| Incident Ambulances | | |
| Incident Ambulance | Incident Ambulance Location | Paramedics: |
| A-2 | Aide Station 1 | <input checked="" type="checkbox"/> |
| A-4 | Aide Station 1 | <input checked="" type="checkbox"/> |
| A-6 | Aide Station 2 | <input checked="" type="checkbox"/> |
| A-7 | Aide Station 2 | <input checked="" type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| | | Paramedics: <input type="checkbox"/> |
| Hospitals | | |
| Hospital | Hospital Address | Travel Times Air Ground Hospital Phone |
| Fountain Valley Regional | 17100 Euclid F.V. | (949) 966-8100 |
| South Coast M.C. | 31872 Coast Highway, L.B. | (949) 499-7193 |
| | | Helipad <input checked="" type="checkbox"/> Bum Cntr <input checked="" type="checkbox"/> |
| | | Helipad <input checked="" type="checkbox"/> Bum Cntr <input type="checkbox"/> |
| | | Helipad <input type="checkbox"/> Bum Cntr <input type="checkbox"/> |
| | | Helipad <input type="checkbox"/> Bum Cntr <input type="checkbox"/> |
| | | Helipad <input type="checkbox"/> Bum Cntr <input type="checkbox"/> |
| | | Helipad <input type="checkbox"/> Bum Cntr <input type="checkbox"/> |
| Medical Emergency Procedures | | |
| <p>Treat and transport all injured civilians</p> <p>Provide O2 as necessary</p> <p>Decon all patients before transporting</p> | | |
| Prepared by Medical Unit Leader Capt. Grimm | | Reviewed by SOF Capt. Rogers |

ICS Organization Assignment Chart

Incident Name: Tonna Blvd
Operational Period:

Date / Time Prepared: 4/17/2003 10:55:06 AM

Incident Commander:

D/C Johnson

Safety Officer:
Capt. Rogers

Information Officer:
Lt. Carpenter

Liaison Officer:
Lt. Smithson

Ops Section Chief:
Div. Ch Lester

Ops Sect Chief / Deputy OSC:

Branch I Director:
Evac Br - BC 4 Nyler
Branch I Deputy:

- Division / Group
- Div A BC 2 Edwards
- Division / Group
- Div B BC 1 Preslipsky
- Division / Group
- Div C Capt. Stevens
- Division / Group
- Division / Group

Branch II Director:
Med Br - Med BC Gayle
Branch II Deputy:

- Division / Group
- Division / Group
- Division / Group
- Division / Group
- Division / Group

Branch III Director:
Perimeter Br - PDLt Ames
Branch III Deputy:

- Division / Group
- Division / Group
- Division / Group
- Division / Group
- Division / Group

Planning Sect. Chief:
Div. Ch Cornwell
Deputy PSC:

Staging Area Manager:

Resource Unit:
FF Jones
Situation Unit:

- Documentation Unit:
FF Devilbias
- Demobilization Unit:

Technical Specialists:

Logistic Sect. Chief:
Deputy LSC:

Service Branch Director:

- Communication Unit:
- Medical Unit:
- Food Unit:

Support Branch Director:

- Supply Unit:
- Facilities Unit:
- Ground Support Unit:

Finance Sect. Chief:
Deputy FSC:

Time Unit:

- Procurement Unit:
- Comp/Claim Unit:
- Cost Unit:

Air Attack Supervisor:

Air Support Supervisor:

Helicopter Coordinator:

Air Tanker Coordinator:

Air Ops Branch Director:

Prepared by Resource Unit: IFF Jones

INTRODUCTION TO COMMAND AND GENERAL STAFF

| | | | |
|---|--|-------------------------------------|---|
| SITE SAFETY AND CONTROL PLAN ICS 208 HM | 1. Incident Name: TONNA BLVD | 2. Date Prepared: 4/17/03 | 3. Operational Period: Time: 1035 FIRST |
|---|--|-------------------------------------|---|

Section I. Site Information

4. Incident Location: **TONNA BLVD & ROSE ST.**

Section II. Organization

| | | |
|---|---|--|
| 5. Incident Commander: D/C JOHNSON | 6. HM Group Supervisor: CAPT. RAWLINSON | 7. Tech. Specialist - HM Reference: FF YOHAN |
| 8. Safety Officer: CAPT. ROGERS | 9. Entry Leader: FF EVERETT | 10. Site Access Control Leader: FF WILLIAMS |
| 11. Asst. Safety Officer - HM: LT. WOMACK | 12. Decontamination Leader: FF ELLISON | 13. Safe Refuge Area Mgr: FF DONGE |
| 14. Environmental Health: | 15. | 16. |

| 17. Entry Team: (Buddy System) | | 18. Decontamination Element: | |
|--------------------------------|----------------|------------------------------|----------------|
| Name: | PPE Level | Name: | PPE Level |
| Entry 1 FF WOODSTOCK | LEVEL 1 | Decon 1 FF ELSWORTH | LEVEL 3 |
| Entry 2 FF ELMER | LEVEL 1 | Decon 2 FF MITTEN | LEVEL 3 |
| Entry 3 FF SUIT | LEVEL 1 | Decon 3 | |
| Entry 4 FF CHIN | LEVEL 1 | Decon 4 | |

Section III. Hazard/Risk Analysis

| 19. Material: | Container type | Qty. | Phys. State | pH | IDLH | F.P. | I.T. | V.P. | V.D. | S.G. | LEL | UEL |
|-------------------------------|----------------|-------------|---------------|----------|-------------|-------------|------|-------------|-------------|------------|------------|------------|
| CHLORTETRAFLUOROETHANE | TRK | 3000 | LIQUID | N | 1000 | NONE | | .386 | .565 | --- | --- | --- |
| | | | | | | | | | | | | |

Comment:

Section IV. Hazard Monitoring

| | |
|--|-----------------------------------|
| 20. LEL Instrument(s): | 21. O ₂ Instrument(s): |
| 22. Toxicity/PPM Instrument(s): RPM-60 | 23. Radiological Instrument(s): |

Comment:

Section V. Decontamination Procedures

| | | |
|---|--|-----|
| 24. Standard Decontamination Procedures: | YES: <input checked="" type="checkbox"/> | NO: |
| Comment: GAS WILL DISIPATE NATURALLY | | |

Section VI. Site Communications

| | | |
|---------------------------------------|--|-------------------------------------|
| 25. Command Frequency: 154.290 | 26. Tactical Frequency: 154.360 | 27. Entry Frequency: 154.010 |
|---------------------------------------|--|-------------------------------------|

Section VII. Medical Assistance

| | | | | | |
|-------------------------|------|---|---|--|-----|
| 28. Medical Monitoring: | YES: | NO: <input checked="" type="checkbox"/> | 29. Medical Treatment and Transport In-place: | YES: <input checked="" type="checkbox"/> | NO: |
| Comment: | | | | | |

Section VIII. Site Map

30. Site Map:



Weather Command Post Zones Assembly Areas Escape Routes Other

Section IX. Entry Objectives

31. Entry Objectives: **STOP LEAK**

Section X. SOP S and Safe Work Practices

32. Modifications to Documented SOP s or Work Practices:

YES:

NO:

Comment:

Section XI. Emergency Procedures

33. Emergency Procedures:

FROST BITE - SLOWLY WARM EXPOSED SKIN
ASPHXIA TION - O₂

Section XII. Safety Briefing

34. Asst. Safety Officer - HM Signature:

LT. WOHACK *[Signature]* **Wohack**

Safety Briefing Completed (Time):

1130

35. HM Group Supervisor Signature:

CAPT. BJ Rowleson *[Signature]*

36. Incident Commander Signature:

D/C Tom Johnson *[Signature]*

ICS-209 INCIDENT STATUS SUMMARY

Date Prepared: 4/17/2003 12:13:07 PM

Initial:

Update:

Final:

1. Incident Name: **Tonna Blvd** 2. Incident Number: 3. Incident Commander: **D/C Johnson** 4. Jurisdiction: 5. County: **AA** Office Reference:

6. Type Incident: **HazMat**

Section: Township: Map Reference:

8. Started (Date/Time):

7. Location: **Tonna Blvd & Rose St.**

1 **CC**

11:00 A.M.

Range: Base MDM Lat:

Long:

9. Cause: **Over-turned tru** 10. Area Involved: **.5 Sq Miles** 11. % Contained: **50%** 12. Expected Containment: **1800** 13. % Controlled: **50** 14. Expected Controlled: **1800**

15. Current Threat: **Toxic by inhalation chemical**

16. Control Problems: **Irregular rupture of the tank**

17. Est Loss: **\$0.00** 18. Est Savings: **\$0.00** 19. Injuries: **9** Deaths: **0** 20. Line Built: 21. Line To Build:

22. Current Weather

Current WS: **5-10** Current Temp: **75**

23. Predicted Weather Next Period:

Predicted WS: Predicted Temp:

24. Incident Cost Previous Day: **\$0.00**

Current WD: **To Northwest** Current RH: **22**

Predicted WD: Predicted RH:

25. Total Cost To Date: **\$0.00**

30 Cooperating Agencies:

Red Cross

31 Remarks:

32 Prepared by: **Lt. Wilson**

33 Approved by: **D/C Johnson**

General Message

| | |
|---|---|
| Incident Name Tonna Blvd | Incident Number |
| To: Div. Ch. Cornwell | To Position: PSC |
| From: D/C Johnson | From Position: IC |
| Subject: Plan B for Evacuation | Date / Time: 4/17/2003 12:23:48 PM |
| MESSAGE: | |
| <p>I need a Plan 'B' for an increased evacuation area should we be unable to stop the leak of this material.</p> | |
| Signature / Position: | |
| REPLY: | |
| | |
| Reply Date / Time: | Signature / Position: |

ICS-211 Check-In List

Thursday, April 17, 2003 12:50:10 PM

Incident Name: Tonna Blvd

Incident Number:

Check In Location:

| AGENCY | BR577F | KIND | TYPE | IDENTIFNG NO/ NAME | ORDER NUMBER | REQUEST NUMBER | DATE / TIME CHECK IN | LEADER NAME | PERSONNEL MANIFEST PERSON / CREW WEIGHT | HOME BASE | DEPART POINT | METHOD OF TRAVEL | INCIDENT ASSIGNMENT | NOTE |
|--------|--------|------|------|-----------------------|--------------|-------------------|-------------------------|-------------|--|-----------|--------------|---------------------|------------------------|----------|
| | | | | | | | | | 0 | No | 0 | | | |
| SR | | | | BC-2 | | | 4/17/2003 | | 0 | No | 1 | | Div A | Gasoline |
| SR | | | | HM-1 | | | 4/17/2003 | | 0 | No | 1 | | Div A | Diesel |
| SR | | | | T-2 | | | 4/17/2003 | | 0 | No | 1 | | Div A | Diesel |
| SR | | | | E-7 | | | 4/17/2003 | | 0 | Yes | 0 | | Div A | Diesel |
| SR | Eng | | | E-3 | | | 4/17/2003 | | 0 | Yes | 0 | | Div A | Diesel |
| SR | Eng | | | E-2 | | | 4/17/2003 | | 0 | Yes | 0 | | Div A | Diesel |

ICS-214 Unit Log

| | | |
|---|---|--|
| 1. Incident Name Tonna Blvd | 2./3. Date/ Time Prepared: 4/17/2003 12:26:48 PM | |
| 4. Unit Name/Designators: Eng 3 | 5. Unit Leader Name/Position: Lt. Jonas | 6. Operational Period: First |

| 7. Personnel Roster Assigned | | |
|------------------------------|------------------------|------------------|
| Name: | ICS Position: | Home Base: |
| Lt. Keith Jonas | E-2 Unit Leader | Station2 |
| FF. Larry Miller | FF | Station 2 |
| FF. Robert Murgallis | FF | Station 2 |
| FF. Hugh Wood | FF | Station 2 |

| Activity Log | |
|--------------|---|
| Time | Major Events |
| 0935 | Arrived location Tonna Blvd incident |
| 0938 | Laid supply line from Tonna Blvd & First St. |
| 0940 | Assumed Command |
| 0942 | Started evacuation of houses along Rose Street |
| 0951 | Relieved of Command by BC 2 |
| 1025 | Completed search of houses on Rose Street |
| 1040 | Assisted HM 1 with decon |
| 1800 | Relieved from scene and demobilized |

ICS-215 Operational Planning Worksheet

Incident Name: Thursday, April 17, 2003
 12:45:24 PM
 Operational Period:

| DIV / OR OTHER LOCATION | WORK ASSIGNMENTS | Resource Type | RESOURCES BY TYPE (Show Sinks Term as "ST") | | | | PARAMEDICS | REPORTING LOCATION | REQUESTED ARRIVAL TIME |
|-------------------------------------|------------------|------------------|---|--------|--------|---------|------------|-----------------------|------------------------------|
| | | | ENGINES | TRUCKS | HAZMAT | STAGING | | | |
| DIV A: Evacuation and spill control | | REQ: 4 | 1 | 2 | | | STAGING | 1400 | |
| | | HAVE: 3 | 1 | 1 | | | | | |
| | | NEED: 1 | 0 | 1 | | | | | |
| DIV B: Evacuation | | REQ: 3 | 1 | | | | STAGING | 1400 | |
| | | HAVE: 3 | 1 | | | | | | |
| | | NEED: 0 | 0 | | | | | | |
| DIV C: Evacuation | | REQ: 5 | 1 | | | | STAGING | 1400 | |
| | | HAVE: 3 | 1 | | | | | | |
| | | NEED: 2 | 0 | | | | | | |

ICS-215

TOTAL RESOURCES REQUIRED: 12 3 2 18

TOTAL RESOURCES ON-HAND: 9 3 1 4

TOTAL RESOURCES NEEDED: 3 0 1 14

PREPARED BY: (Name and Position)

Thursday, April 17, 2003 12:52:36 PM

ICS-218 Support Vehicle Inventory

| Date/Time Prepared | Incident Name | Type | Make | Cap/Size | Owner | ID No | Location | Release Date / Time |
|--------------------------|---------------|---------|------|----------|-------|-------|----------|---------------------|
| 4/17/2003 12:50:20 PM | Tonna Blvd | Pick-up | GMC | 3/4 ton | FD | U-6 | Div A | |
| 4/17/2003 12:50:54 PM | Tonna Blvd | Van | Chev | 1/2 ton | FD | U-8 | Div B | |

INTRODUCTION TO COMMAND AND GENERAL STAFF

| DEMOBILIZATION CHECKOUT | |
|--|--|
| 1. Incident Name/Number TONNA BLVD Date/Time | 3. Demob. No. 1 |
| 4. Unit/Personnel Released E-2/Lt. Jonas, FF Miller, FF Murgallis, FF Wood | |
| 5. Transportation Type/No. E-2 | |
| 6. Actual Release Date/Time 4/17/03 1800 | 7. Manifest? <input type="checkbox"/> Yes <input type="checkbox"/> No Number |
| 8. Destination Station 2 | 9. Notified: <input type="checkbox"/> Agency <input type="checkbox"/> Region <input type="checkbox"/> Area <input type="checkbox"/> Dispatch Name: Date: |
| 10. Unit Leader Responsible for Collecting Performance Rating | |
| 11. Unit/Personnel | |
| You and your resources have been released subject to sign off from the following: <i>Demob. Unit Leader check the appropriate box</i> | |
| Logistics Section | |
| <input type="checkbox"/> Supply Unit | _____ |
| <input checked="" type="checkbox"/> Communications Unit | _____ |
| <input type="checkbox"/> Facilities Unit | _____ |
| <input type="checkbox"/> Ground Support Unit Leader | _____ |
| Planning Section | |
| <input checked="" type="checkbox"/> Documentation Unit | _____ |
| Finance Section | |
| <input type="checkbox"/> Time Unit | _____ |
| Other | |
| <input type="checkbox"/> | _____ |
| <input type="checkbox"/> | _____ |
| 12. Remarks | |
| 13. Prepared by (include Date and Time) Capt. Ron Howard | |

COMPENSATION FOR INJURY LOG

(See reverse side for instructions)

1. INCIDENT TOMMY BLUD 2. DATE 4/17/03 3. OPERATIONAL PERIOD FIRST

| A. Date | B. Time | 6. Name | 7. Agency | 8. Nature of Injury | 9. Agency advised | 10. Head Lift advised | 11. Investigation started | 12. Injury Report Initiated | 13. Injury Report completed | 14. Status |
|---------|---------|------------|-----------|---------------------|-------------------|-----------------------|---------------------------|-----------------------------|-----------------------------|------------|
| 4/17/03 | 1230 | TOM PETRES | FD | TWISTED ANKLE | | A-12 | BWP 1300 | BWP 1300 | | |
| | | | | | | | | | | |
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CLAIMS LOG

(See reverse side for instructions)

1. INCIDENT TONNA BLUD 2. DATE 4/17/03 3. OPERATIONAL PERIOD FIRST

| 4. Time | 5. Claim | 6. Property Owner | 7. Location on Incident | 8. Claims Form Initiated | 9. Agency Reps Advised | 10. Property Owner Contacted | 11. Investigation Started | 12. Claims Form Completed | 13. Status |
|---------|---------------|-------------------|-------------------------|--------------------------|------------------------|------------------------------|---------------------------|---------------------------|------------|
| 1330 | DAMAGED FENCE | BILL BLASS | 101 TONNA BLVD | BWP | BWP | BWP | | | |
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Form 228--Incident Cost Worksheet

| Private Resources | Capability | Equipment Cost Per Hour (includes fuel) | Operator Cost Per Hour Rate (includes Fringe benefits) | Other |
|-----------------------------------|------------------------------------|---|---|-------------------------|
| Back Hoe (Tracks) | 1.75 Cubic Yard Bucket | 142.00 | 50.00 | |
| Back Hoe 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 | |
| Bull Dozer (Tracks) | 71 HP | 45.00 | 50.00 | |
| Bull Dozer Mid Size | 140 HP | 75.00 | 50.00 | |
| Dump Truck 10 Wheeler | 15 Cubic Yards | 60.00 | 45.00 | |
| Dump Trucks 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 ½ Hour Roundtrip Time |
| Sand (Fine or Lumpy) | | 10.00 Cubic Yard (includes loading & delivery) | | 1 ½ Hour Roundtrip Time |
| Sand Bags - Filled | | 30.00 Cubic Yard (includes loading & delivery) | | 1 ½ Hour Roundtrip Time |
| Broken Concrete | | 10.00 Cubic Yard (includes loading & delivery) | | 1 ½ Hour Roundtrip Time |
| Salt/Cinders | | 10.00 Cubic Yard (includes loading and delivery) | | 1 ½ Hour Roundtrip Time |
| Foam - All Purpose | | 500.00 (per 55 gallon drum) | | |
| Containment Boom | | 100.00 (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 | |
| Chain Saws | Wood/Metal | | 2.00 | |

INTRODUCTION TO COMMAND AND GENERAL STAFF

| Local Government Resource | Capability | Equipment Cost Per Hour (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 | |

INTRODUCTION TO COMMAND AND GENERAL STAFF

| | | | | |
|-----------------------------|--------------------------------------|---|-------|--|
| Chain Saws | Concrete | | 6.00 | |
| Buses | Regular | 70.00 | 40.00 | |
| Buses | Handicapped equipped | 75.00 | 40.00 | |
| 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 and delivery) | | |
| Potable Water | 5 Gallon Containers | 5.00 Per Container (includes delivery) | | |
| Generators | 10 K | 5.00 (includes pick-up, delivery and fuel) | | |
| Portable Heaters | | 5.00 (includes pick-up, delivery and fuel) | | |
| Cooled Zone | Portable Air Condition | 50.00 (includes pick-up, delivery and fuel) | | |
| Boats | Boston whaler 16' | 50.00 | | |
| Canoes | 12' | 20.00 | | |
| Rafts | 6' | 15.00 | | |
| Jet Ski/with Trailer | | 40.00 | 25.00 | |

ROCKY MOUNTAIN/GREAT BASIN COORDINATING GROUPS
SUPPLEMENT RM/GBCG 2003-1
EFFECTIVE DATE: 04/18/2003
DURATION: This supplement is effective until superseded or removed.

NWCG HB2_80
Page 2 of 4

**INTERAGENCY INCIDENT BUSINESS MANAGEMENT HANDBOOK
(NATIONAL WILDFIRE COORDINATING GROUP (NWCG) HANDBOOK 2)
CHAPTER 80 – COST ACCOUNTING AND REPORTING**

83.1 - Automated Cost System

1. Great Basin and Rocky Mountain geographic areas use the Incident Cost Accounting and Reporting System (ICARS). ICARS provides current cost information for the Incident Commander and upward reporting, allowing cost and economic considerations to be included in management decisions. The ICARS process may be used as a cost basis for billing states in cost apportionment situations (when there is a multi-jurisdictional incident) but not for billing normal reimbursable or trespass incidents.

Order Cost Specialists (COSP) with training in ICARS through the normal dispatch system.

88 – EXHIBITS

Great Basin and Rocky Mountain area unit cost factors are listed in exhibit 01.

ROCKY MOUNTAIN/GREAT BASIN COORDINATING GROUPS
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**INTERAGENCY INCIDENT BUSINESS MANAGEMENT HANDBOOK
 (NATIONAL WILDFIRE COORDINATING GROUP (NWCG) HANDBOOK 2)
 CHAPTER 80 – COST ACCOUNTING AND REPORTING**

88 - Exhibit 01

DATE: x/xx/2003

RM/GBCG INCIDENT STANDARD ESTIMATE RATES – 2003

| RESOURCE DESCRIPTION | DAILY \$ COST | | | # OF UNITS | TOTAL COST |
|-------------------------------------|---------------|--------|-------|------------|------------|
| | HAZARD | NON-HZ | GUAR | | |
| CREWS (20 PERSONS, 14 HOURS) | | | | | |
| FS HANDCREWS (Regulars) | 6,210 | 5,225 | 2,752 | | |
| FS HOTSHOTS | 5,341 | 4,528 | 2,328 | | |
| AD HANDCREWS | XXXX | 4,064 | 2,635 | | |
| STATE INMATE CREWS | XXXX | 1,162 | 1,162 | | |
| FS HELITACK CREW (7 Person) | 2,013 | 1,673 | 958 | | |
| TOTAL COST OF CREWS | | | | | \$ |

| OTHER PERSONNEL | HAZARD | NON-HZ | GUAR | UNITS | COST |
|--------------------------------------|--------|--------|------|-------|------|
| OVERHEAD (Line & Base Camp-14 Hrs) | 466 | 395 | 208 | | |
| CASUALS/PICKUP LABOR (12hr/day) | | | | | |
| CAMP CREW (Crew of 10 @ 12 Hrs) | XXXXX | 1,509 | 958 | | |
| DISPATCH (Expanded for incident) | XXXXX | | | | |
| NATIONAL GUARD (Per Person) | | | | | |
| BUYING TEAM (6 members @ 12hr/day) | XXXXX | 2,289 | | | |
| ADO TEAM | XXXXX | | | | |
| TOTAL COST OF OTHER PERSONNEL | | | | | \$ |

| PERSONNEL SUPPORT COSTS* | DAILY ESTIMATE | | | TOTAL COST |
|--|----------------|-------|-------|------------|
| | DAILY | GUAR | UNITS | |
| AIR TRANSPORTATION TO & FROM INCIDENT | | | | |
| BUSES (Between station & incident) | 800 | | | |
| CATERERS (Approx \$45 per person) | | | | |
| COMMISSARY CONTRACTOR | | | | |
| EQUIP REPAIRS (Not covered by contractor) | | | | |
| FUEL TRUCK W/OPERATOR (Daily Rate) | 1,300 | 1,300 | | |
| GARBAGE COLLECTION | | | | |
| LAND USE AGREEMENTS | | | | |
| GENERATORS/ELECTRICITY | 125 | | | |
| LUBERS W/OPERATOR | 888 | 888 | | |
| MECHANIC SERVICE TRUCK W/OPERATOR | 1,248 | 1,248 | | |
| MEDI-VAC AMBULANCE | | | | |
| MINOR MEDICAL TREATMENT (AMPC) | | | | |
| MOBILE OFFICE UNITS | | | | |
| MOTOR GRADERS (w/operator) (12 Hrs) | 1,230 | 820 | | |
| PICKUP TRUCK-AGENCY (station/incident) | 20 | | | |
| PICKUP TRUCKS-PRIVATE W/Driver (12hrs) | 64 | 64 | | |
| PORTABLE PUMPS | 80 | 80 | | |
| PORTABLE SHOWERS (Approx \$175/shwr head) | | | | |
| PORTABLE TOILETS INCLUDING SERVICE | | | | |
| POTABLE WATER TRUCK (Daily rate) | 1,188 | N/A | | |
| REFRIGERATOR TRUCKS/TRAILER (No operator) | 80 | 80 | | |
| SKIDDER (12 Hrs) | 960 | 640 | | |
| SUPPLIES FROM FIRE CACHE (\$50/pers.day) | 50 | | | |
| TELEPHONE SERVICE | | | | |
| WELDER TRUCK WITH OPERATOR | 814 | 814 | | |
| OTHER | | | | |
| TOTAL PERSONNEL SUPPORT COSTS | | | | \$ |

*Personnel Support Surcharge (\$120 X total number of personnel) should be used in place of personnel support costs only when the support costs are not available.

ROCKY MOUNTAIN/GREAT BASIN COORDINATING GROUPS
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**INTERAGENCY INCIDENT BUSINESS MANAGEMENT HANDBOOK
 (NATIONAL WILDFIRE COORDINATING GROUP (NWCG) HANDBOOK 2)
 CHAPTER 80 - COST ACCOUNTING AND REPORTING**

88 - Exhibit 01--Continued

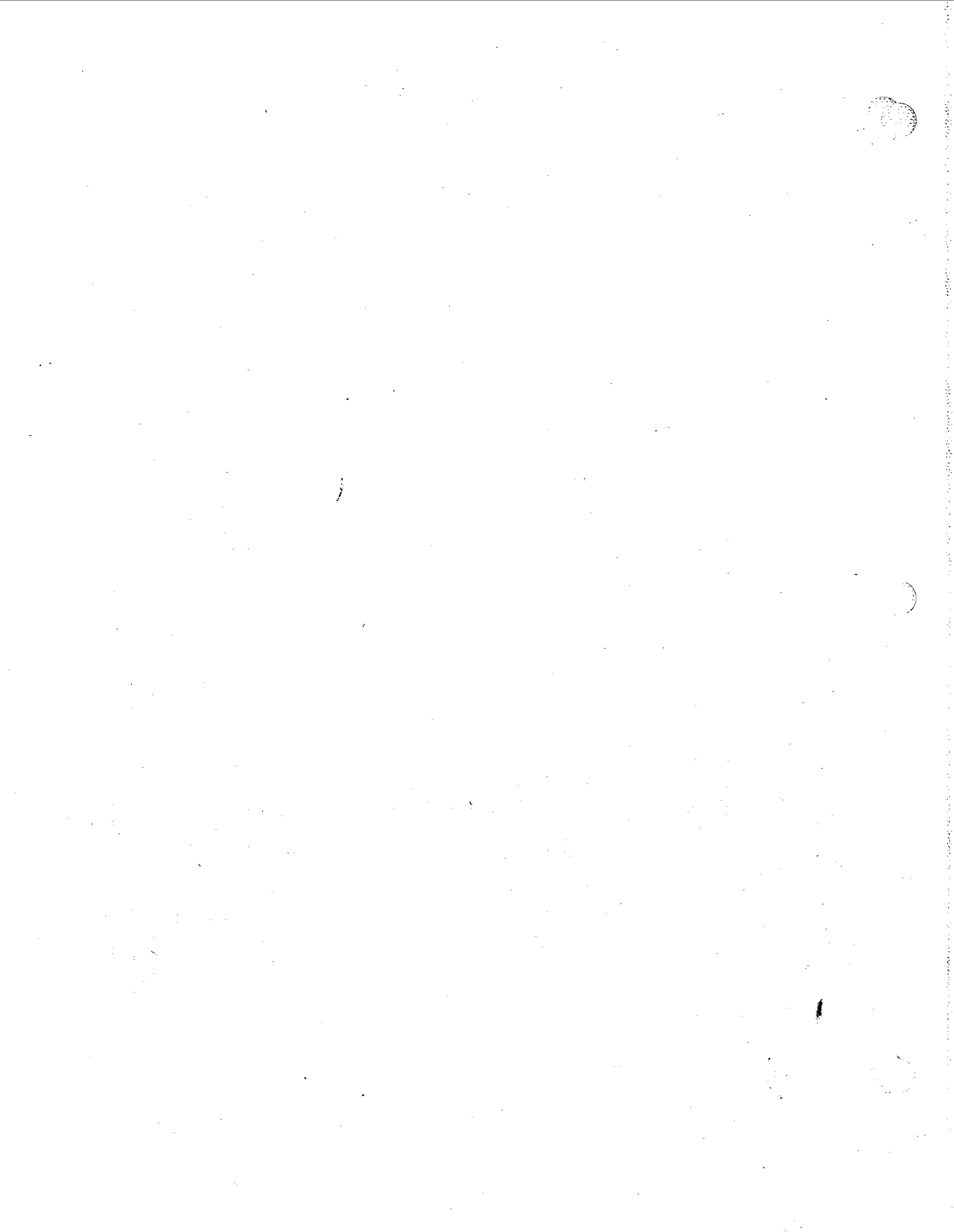
| RESOURCE DESCRIPTION | DAILY \$ COST | | | # OF UNITS | TOTAL COST |
|--|---------------|-------------|---------------|------------|------------|
| | HAZARD | NON-HZ | GUAR | | |
| FIRE FIGHTING EQUIPMENT | | | | | |
| ENGINES FED TYPE 3 (3 person, 14 hrs) | 1,126 | 981 | 521 | _____ | _____ |
| ENGINES FED TYPE 4 (3 person, 14 hrs) | 1,055 | 907 | 447 | _____ | _____ |
| ENGINES CONT TYPE 1 (14 hrs) | XXXX | 1,907 | 1,907 | _____ | _____ |
| ENGINES CONT TYPE 2 (14 hrs) | XXXX | 1,907 | 1,907 | _____ | _____ |
| ENGINES CONT TYPE 3 (14 hrs) | XXXX | 1,890 | 1,080 | _____ | _____ |
| ENGINES CONT TYPE 4 (14 hrs) | XXXX | 1,890 | 1,080 | _____ | _____ |
| ENGINES CONT TYPE 5 (14 hrs) | XXXX | 1,830 | 1,040 | _____ | _____ |
| ENGINES CONT TYPE 6 (14 hrs) | XXXX | 1,750 | 1,000 | _____ | _____ |
| OTHER ENGINE CREW (including engine) | | | | _____ | _____ |
| DOZERS-CONTRACT (Avg 150-250 HP 12 hrs) | XXXX | 1,488 | 992 | _____ | _____ |
| DOZERS-USFS W/OPER & TRANSPORT | 1,412 | XXX | 792 | _____ | _____ |
| FALLER & SWAMPER (W/saw & trans) | XXXX | 787 | XXXXX | _____ | _____ |
| FALLER W/ SAW & TRANS (No Swamper) | XXXX | 590 | XXXXX | _____ | _____ |
| TRANSPORTS/LOWBOYS-CONTRACT (10 hrs) | XXXX | XXXX | 588 | _____ | _____ |
| WATER TENDER (Non-potable fed w/oper) | XXXX | 4480 | 480 | _____ | _____ |
| WATER TENDER (Non-potable-cont 14 hrs) | XXXX | 1645 | 940 | _____ | _____ |
| ATV's (4x4) | XXXX | 45 | 45 | _____ | _____ |
| HELICOPTERS* | | | | | |
| | | Flight Rate | Daily | # OF UNITS | TOTAL COST |
| | | HOURLY | Availability | | |
| Type 1 Sikorsky/AirCrane (\$10,000-30,000) | | 7845 | 8686 | _____ | _____ |
| TYPE 2 204/205++205HP/212 | | 2557-3756 | 890-1006 | _____ | _____ |
| TYPE 3 407/L-4/B-2/B-3 | | 565 | 2500 | _____ | _____ |
| OTHER | | | | _____ | _____ |
| CALL WHEN NEEDED HELICOPTERS* | | | | | |
| TYPE 0 with FLJR | | XXXXXX | | _____ | _____ |
| TYPE 1 214 <700 GAL 16+ SEATS | | 1000-5000 | 10,000-30,000 | _____ | _____ |
| TYPE 2 204/5/12 300-700 GAL 10-15 SEATS | | 900-1200 | 4802-7032 | _____ | _____ |
| TYPE 3 500-D, 206 100-300 GAL 5-9 SEATS | | 400-800 | 1095-4830 | _____ | _____ |
| | | | | \$ _____ | _____ |
| FIXED WING AIRCRAFT* | | | | | |
| AIR TANKERS TYPE 1 DC-7, P-3 | | 3,272 | 4285 | _____ | _____ |
| AIR TANKERS TYPE 2, DC-4, SP-2H, P-2V | | 2240 | 3397 | _____ | _____ |
| AIR TANKERS TYPE 3, S-2 | | | 2500 | _____ | _____ |
| LEAD PLANE/RECON PLANE (Air Attack) | | 375 | | _____ | _____ |
| RETARDANT* | | | | | |
| FOAM | | 12.00/gal | | _____ | _____ |
| POWDER | | 1243/T | | _____ | _____ |
| LIQUID | | 0.80/G | | _____ | _____ |
| | | | | \$ _____ | _____ |

*Due to the extreme variability of aircraft costs, these costs should be taken from the daily invoice rather than attempting to utilize these estimated rates.

TOTAL COSTS THIS DAY: \$ _____
 TOTAL COSTS OF FIRE FROM PREVIOUS DAYS: \$ _____
 TOTAL COST OF FIRE TO DATE (AS OF END OF PERIOD) \$ _____

| | | | | | | | | | | | | | | | | | |
|---------------------------------------|--|--|----------------------|--|--|-------------------|--|--|-------------------------------|--|--|-----------------------------------|--|--|----------------------------|--|--|
| INCIDENT/PROJECT ORDER NUMBER | | | RESOURCE ORDER | | | INITIAL DATE/TIME | | | 2. INCIDENT/PROJECT NAME | | | 3. INCIDENT /PROJECT ORDER NUMBER | | | 4. OFFICE REFERENCE NUMBER | | |
| 1. DESCRIPTIVE LOCATION/RESPONSE AREA | | | ROSE ST. & TERRY ST. | | | 4/17/03 | | | TONNA BLVD | | | 001 | | | 9. JURISDICTION/AGENCY | | |
| 2. DISTANCE | | | BASE OR OMNI | | | AIR CONTACT | | | FREQUENCY | | | RELOAD BASE | | | 10. ORDERING OFFICE | | |
| BEARING | | | DISTANCE | | | BASE OR OMNI | | | AIR CONTACT | | | FREQUENCY | | | RELOAD BASE | | |
| 11. AIRCRAFT INFORMATION | | | LAT. | | | LONG. | | | 8. INCIDENT BASE/PHONE NUMBER | | | 807-555-1213 | | | AA FD | | |
| 12. Request Number | | | Ordered Date/Time | | | From | | | To | | | Agency ID | | | Resource Assigned | | |
| 1 | | | 4/17 1130 | | | AA | | | 15 | | | | | | | | |
| 2 | | | 4/17 1130 | | | PW | | | 4 | | | | | | | | |
| 13. ORDER RELAYED | | | ACTION TAKEN | | | ORDER RELAYED | | | ACTION TAKEN | | | ORDER RELAYED | | | ACTION TAKEN | | |
| Reg. No. | | | Date | | | Time | | | To/From | | | Reg. No. | | | Date | | |
| | | | | | | | | | | | | | | | | | |

(CS 289-3 (7/87) NFES 2202



**APPENDIX D:
FIRE SERVICE
FIELD OPERATIONS GUIDE
(ICS 420-1)**



**FIRE SERVICE
FIELD OPERATIONS GUIDE**

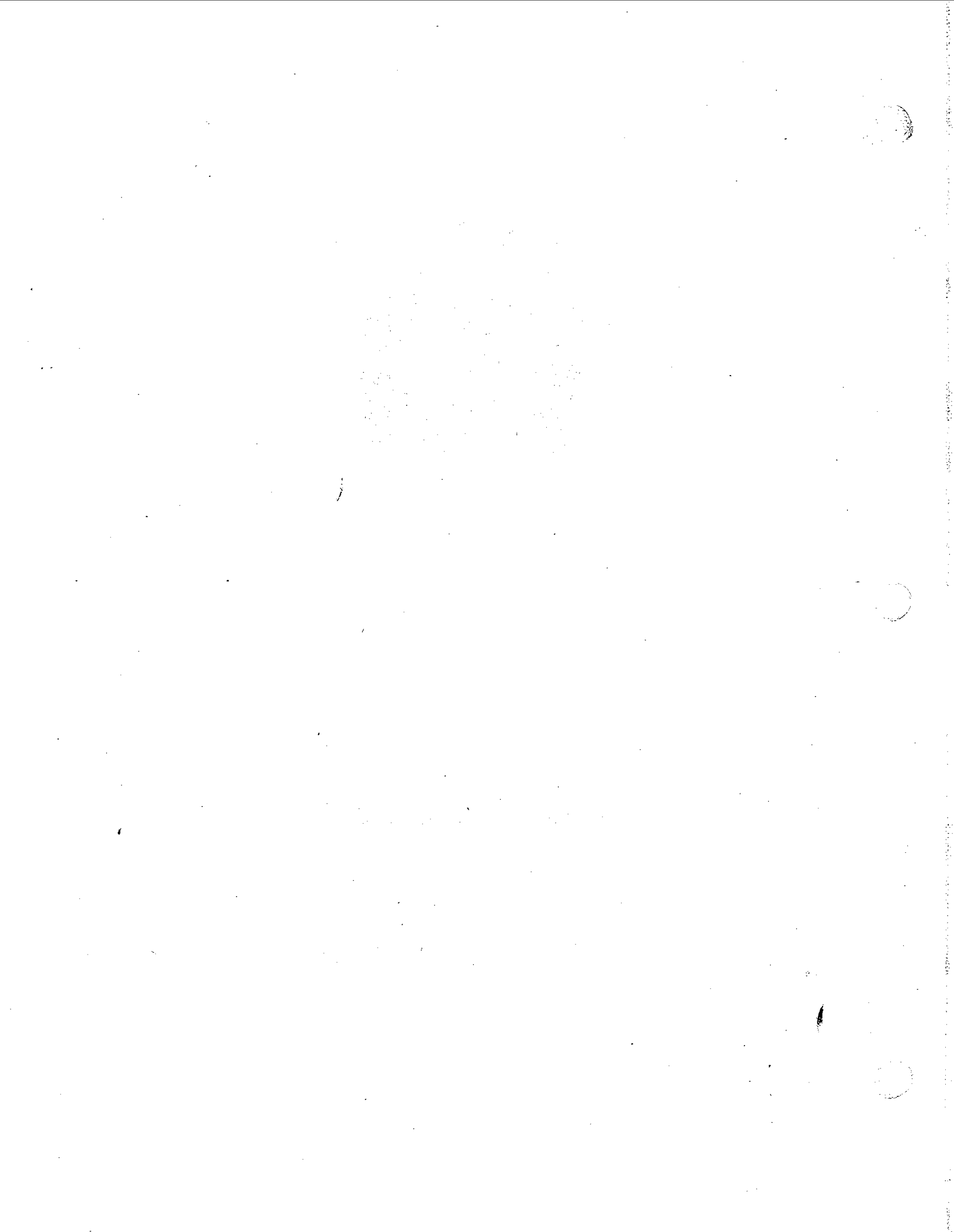
ICS 420-1

30-YEAR ANNIVERSARY

FIRESCOPE

**INCIDENT COMMAND SYSTEM
PUBLICATION**

JANUARY, 2001

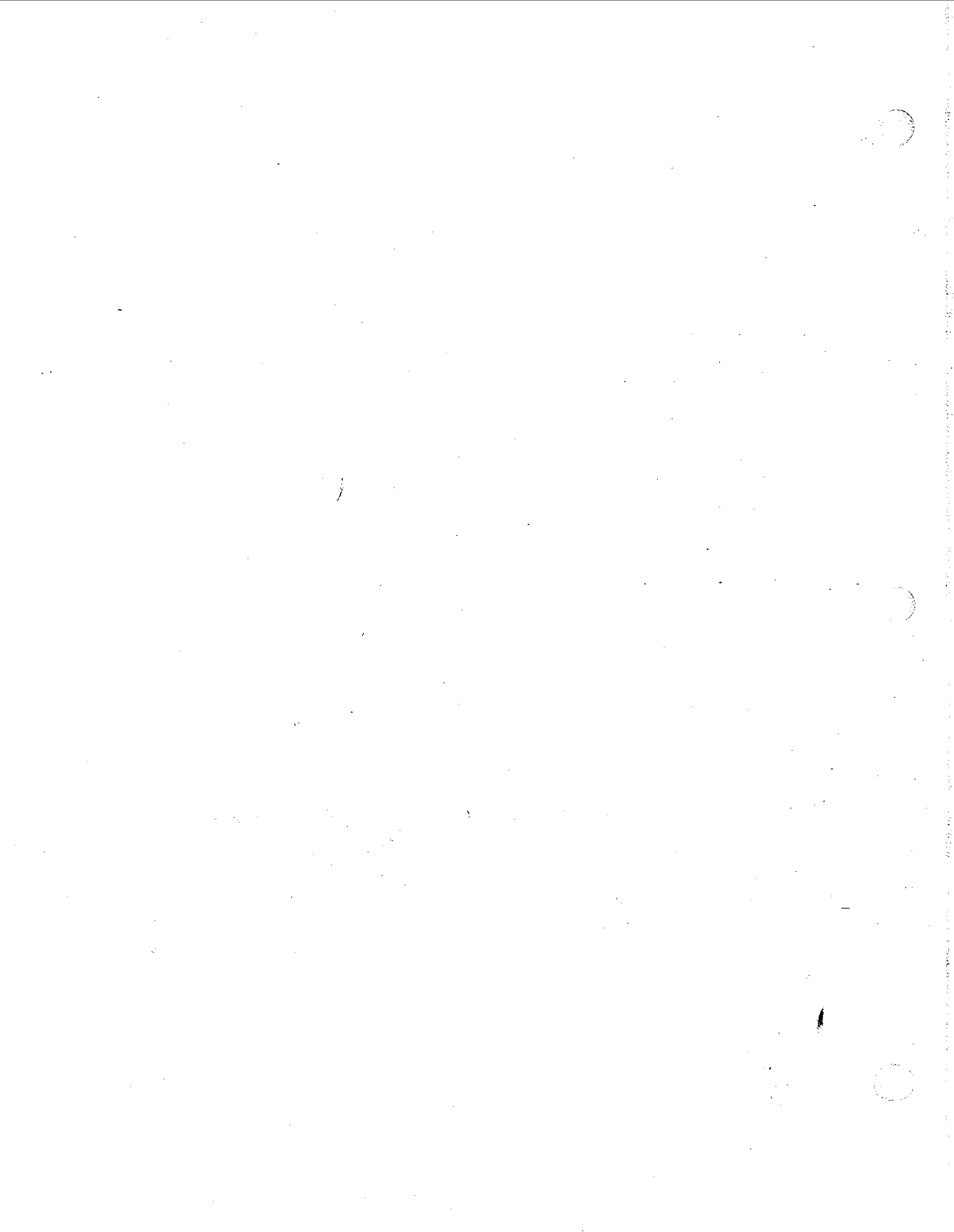


Standard Fire Orders

- Fight fire aggressively but provide for safety first.
- Initiate all action based on current and expected fire behavior.
- Recognize current weather conditions and obtain forecasts.
- Ensure instructions are given and understood.
- Obtain current information on fire status.
- Remain in communication with crew members, your supervisor and adjoining forces.
- Determine safety zones and escape routes.
- Establish lookouts in potentially hazardous situations.
- Retain control at all times.
- Stay alert, keep calm, think clearly, act decisively.

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.



INTRODUCTION

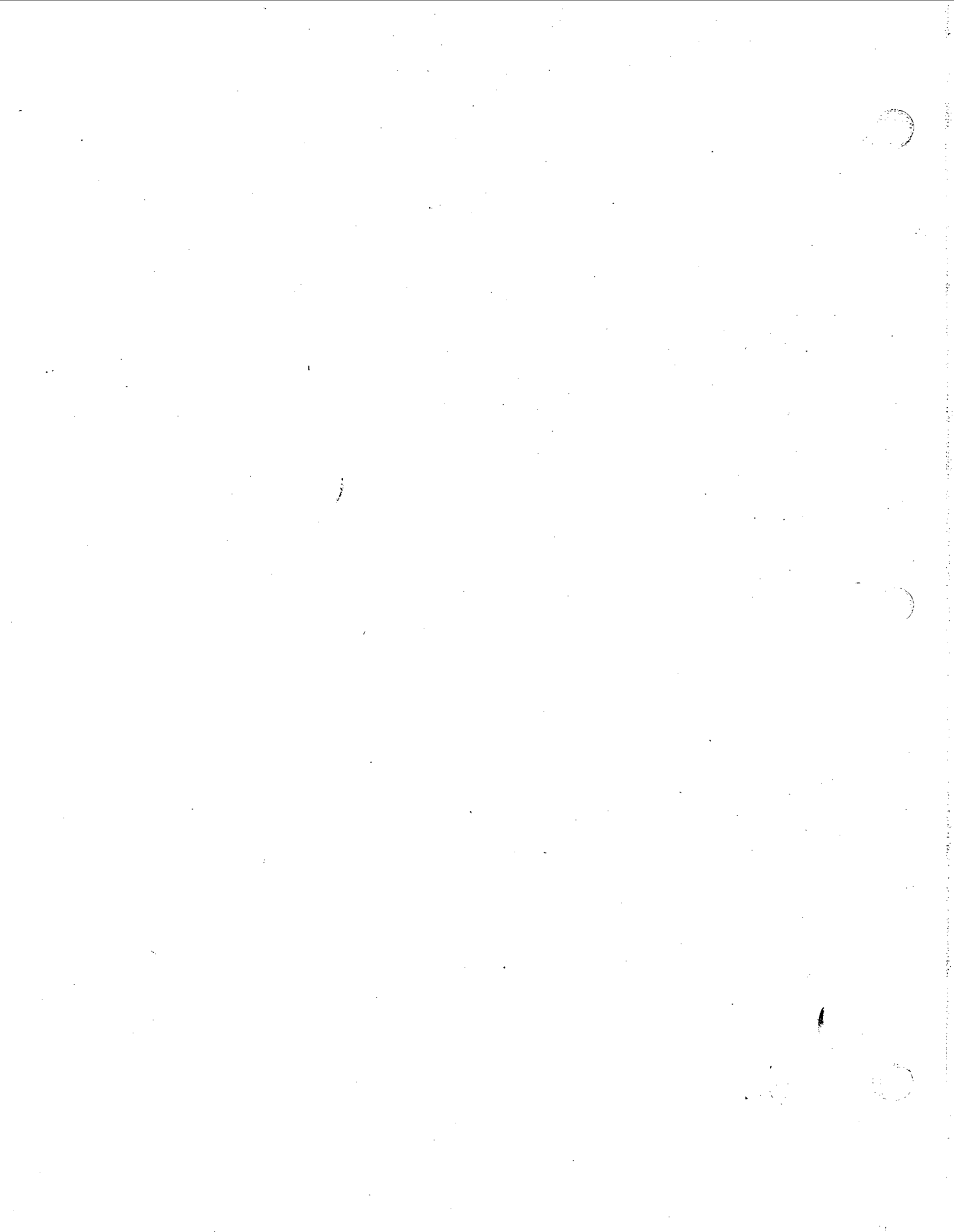
FIRESCOPE 30th YEAR EDITION

This year the California Fire Service is celebrating the 30th Anniversary of the FIRESCOPE Program. In 1971 a group of seven federal, state, and local fire agencies entered into a unique partnership that has become the model for governmental cooperation throughout the United States.

The Incident Command System, developed by FIRESCOPE, is currently in use around the world. This is the Tenth Edition of the Field Operations Guide.

The California Fire and Rescue Advisory Committee/FIRESCOPE Board of Directors salutes the contribution made by three generations of fire service personnel to this program.

This edition is dedicated to Ms. Rachel Parks, 1952-2000, OES FIRESCOPE, a contributor to every edition since 1980.



30 YEARS OF COOPERATION
1971-2001



FIRE SERVICE
FIELD OPERATIONS GUIDE

ICS 420-1

30-YEAR ANNIVERSARY

FIRESCOPE

INCIDENT COMMAND
SYSTEM PUBLICATION

JANUARY, 2001

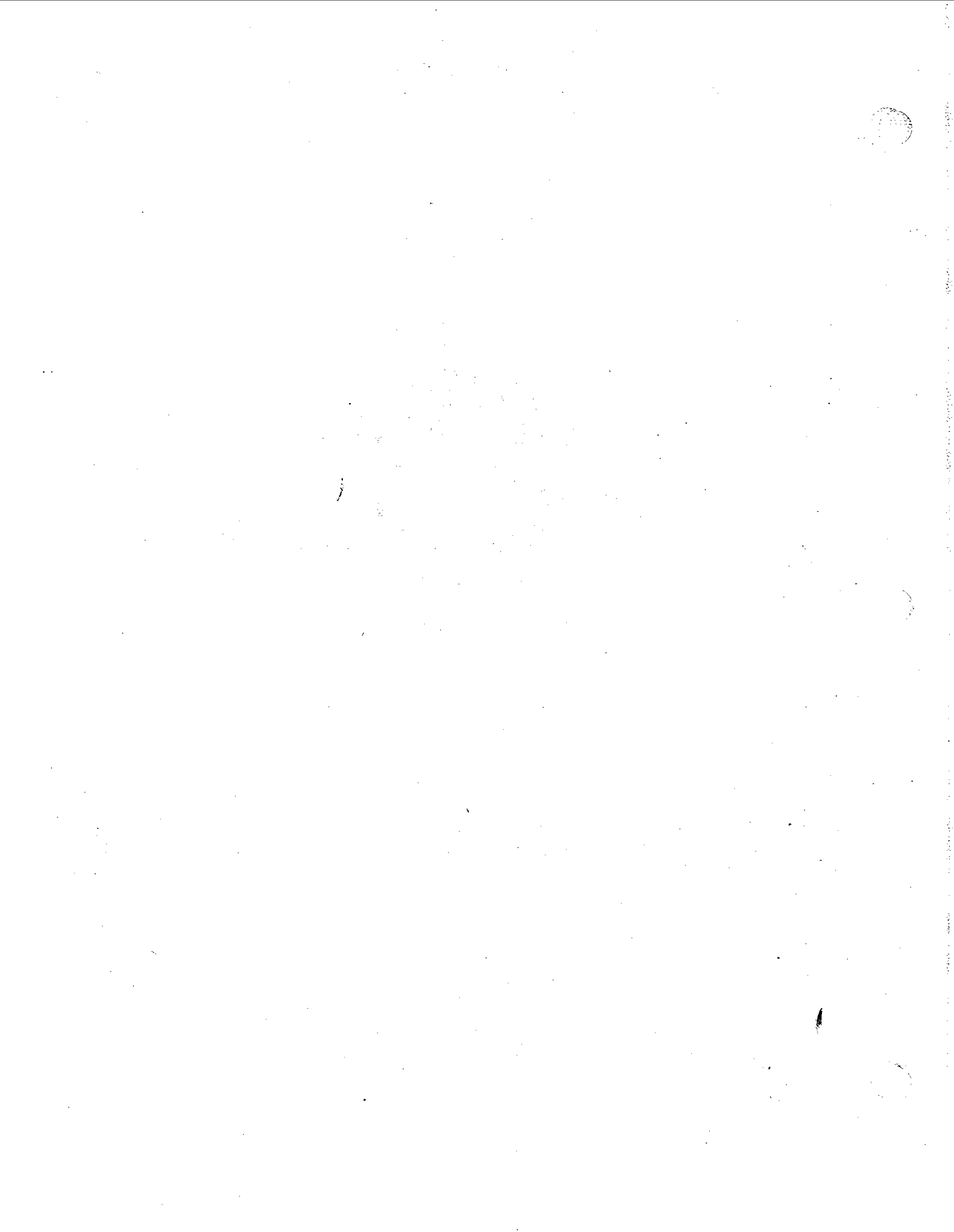
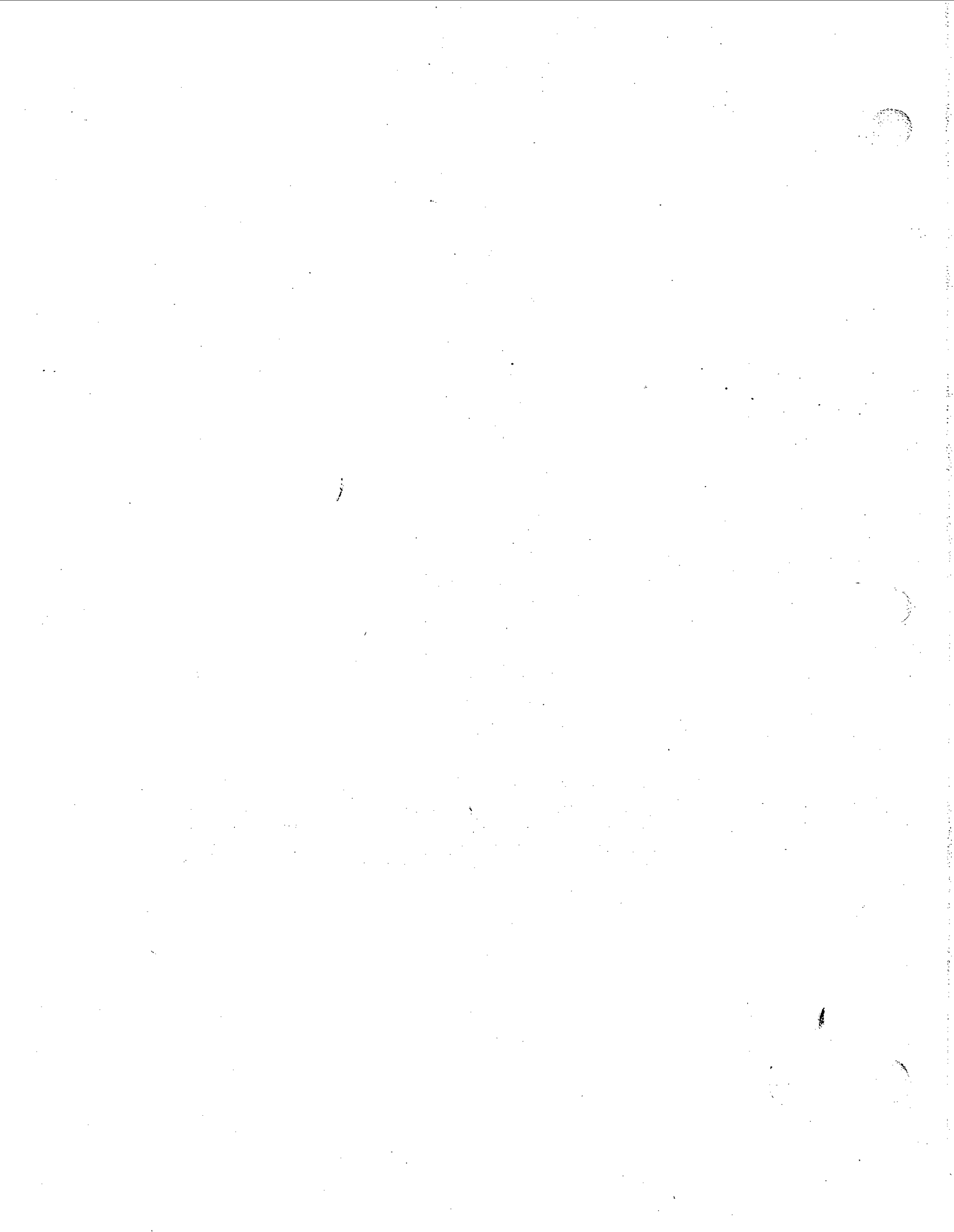


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 Appendix A Communications A-1
 Watch Out Situations
 Glossary of Terms

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 1-3

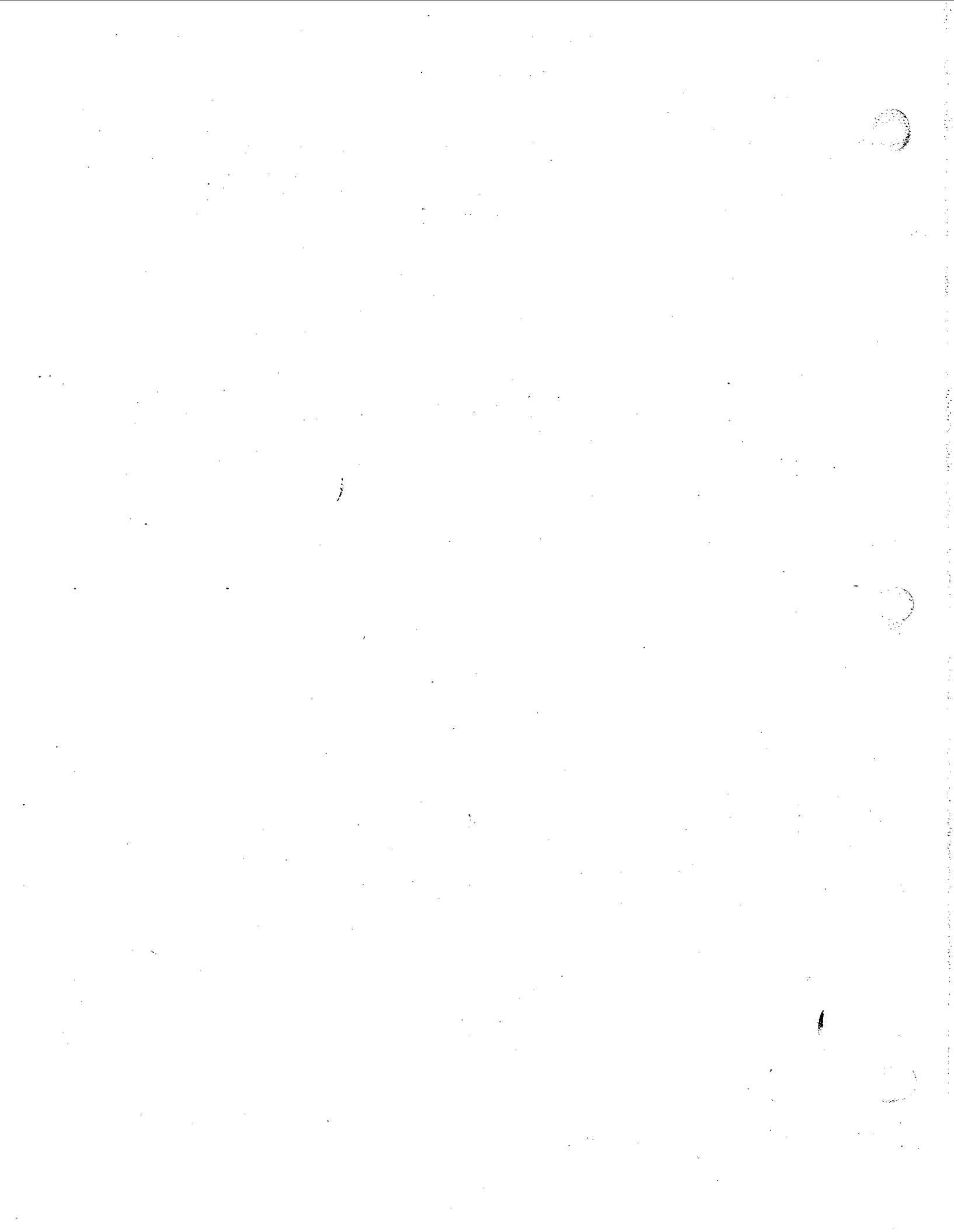
COMMON RESPONSIBILITIES

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. Supervisors shall maintain accountability of their assigned personnel as to exact location(s), personal safety, and welfare at all times; especially when working in or around incident operations.
- f. Organize and brief subordinates.
- g. Know the assigned frequency(s) 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 In ICS, a number of the Unit Leader's responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit 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; 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

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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 agency resource requirements.
- e. Determine agency resources availability (available 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 out-of-region facilities and agencies as appropriate.

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. Fill 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 and those heavily supporting the effort and/or are significantly impacted by use of local resources.

MACS Agency Representative 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 out-of-the-area 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 MACS 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 location, type, size, potential for damage, control problems and any other significant information.
- b. Maintain information on environmental issues, cultural and historic resources or 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 appropriate 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 MACS, 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.

Functions can include the following:

- 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 satisfy the need for regional information gathering. The unit will operate an information center to serve the print and broadcast media and other governmental agencies. It will provide summary information from agency/incident information officers and identify local agency sources for additional information to the media and other government agencies. Functions are to:

- 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. Stress joint agency involvement.
- c. Assist in scheduling media conferences and briefings. Assist in preparing information materials, etc., when requested by the MAC Group Coordinator.
- d. Coordinate all matters related to public affairs (VIP tours, etc.).
- e. Act as escort for facilitated agency tours of incident areas, as appropriate.

CHAPTER 3
AREA COMMAND

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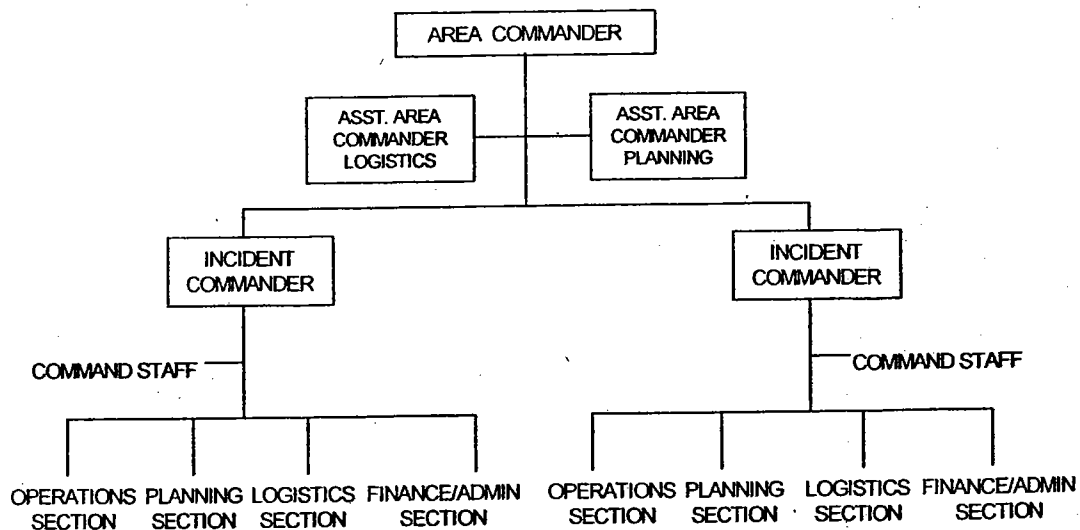
AREA COMMAND

Area Command is an expansion of the incident command function primarily designed to manage a very large incident 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.

The functions of Area Command are to coordinate the determination of incident:

1. Objectives
2. Strategies
3. Priorities for the use of critical resources allocated to the incident assigned to the Area Command.

The organization is normally small with personnel assigned to Command, Planning and Logistics. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation may also be assigned to Area Command.



AREA COMMAND ORGANIZATION FOR TWO INCIDENT MANAGEMENT TEAMS

POSITION CHECKLISTS

AREA COMMANDER (Single-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, 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 assisting and/or cooperating organizations.

These actions will generally be conducted in the order listed.

- 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. Keep it manageable.
- i. Determine need for Technical Specialists to support Area Command.
- j. Obtain incident briefing and Incident Action Plans from Incident Commanders. (As appropriate.)
- 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 priority use for 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 with 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.

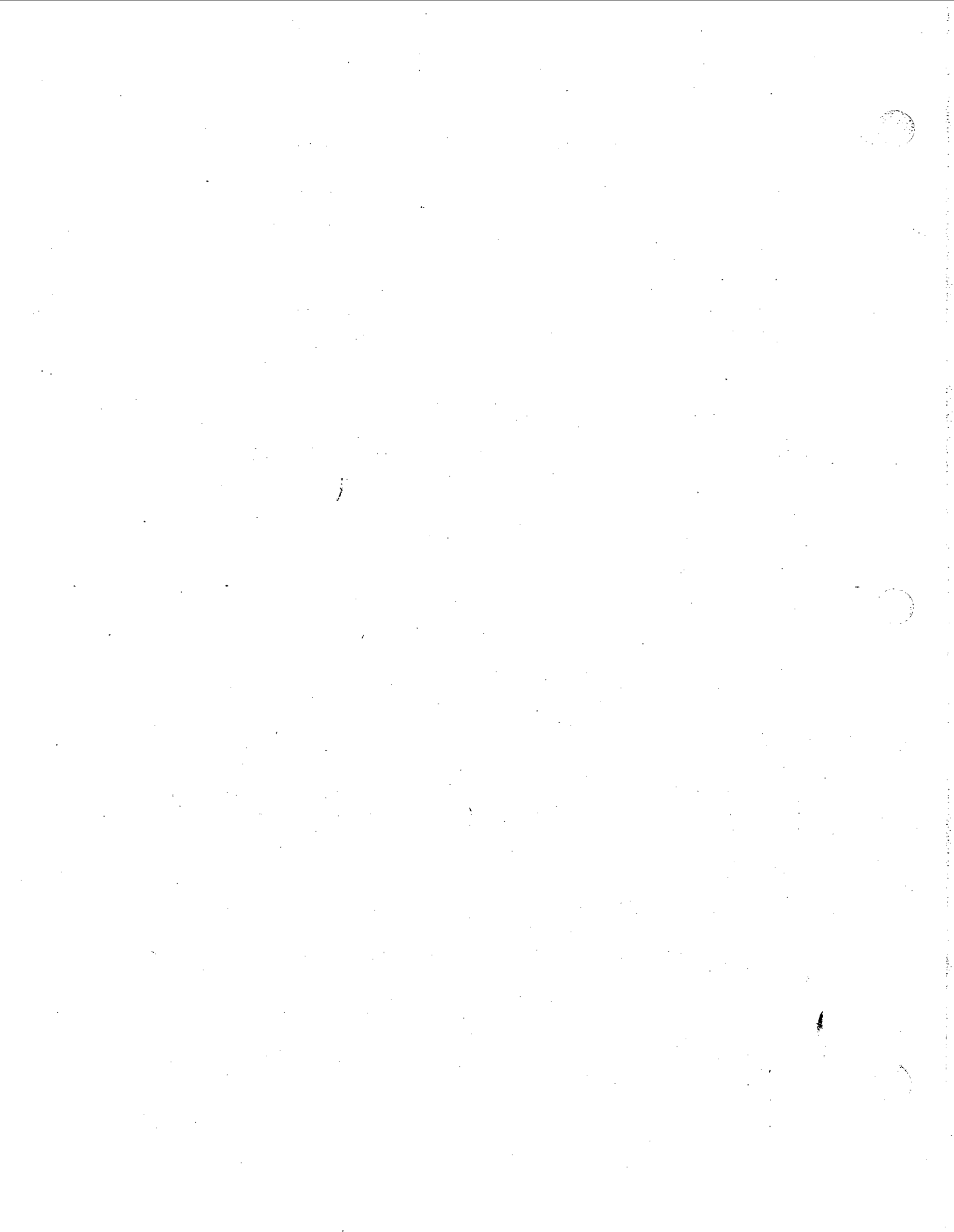
- a. Obtain briefing from the Area Commander.
- b. Provide facilities, services and materials for the Area Command organization.
- c. In the absence of the Area Command Aviation Coordinator, ensure coordinated airspace temporary flight restrictions are in place and understood.
- d. Ensure coordinated communications 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 RESPONSIBILITIES

- Obtains briefing from Area Commander on expectations, concerns and constraints.
- Coordinates with local unit(s) aviation managers, dispatch centers, and aviation facility managers.
- Monitors incident(s) aviation cost, efficiency, and safety. Ensures agency rules, regulations, and safety procedures are followed.
- Provides 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.
- Allocates air and ground based aviation resources according to Area Command priorities and objectives.
- Ensures inter-incident movement of aircraft is planned and coordinated.
- 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. Ensure flight following procedures, entry/exit routes and corridors, hazards, frequencies and incident air space are known to all affected.
- 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.
- Ensures that a process is in place for timely transmittal of incident reports and oversees the process to ensure corrective action is taken.
- 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.
- 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.

Contingency Tasks

- Coordinates and manages aviation program and operations if aviation assets are assigned to Area Command.
- Coordinates the scheduling and movement of aviation safety assistance teams among incidents.
- Assists incidents by coordinating with Contracting Officers, local aviation managers, and vendors concerning a variety of issues (fueling, contract modifications, contract extensions, etc.).
- Coordinates with military officials and agency representatives concerning the assignments, utilization, status, and disposition of military aviation assets.



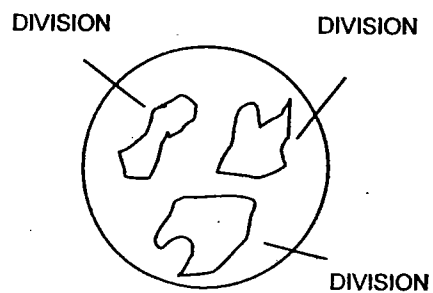
CHAPTER 4

COMPLEX

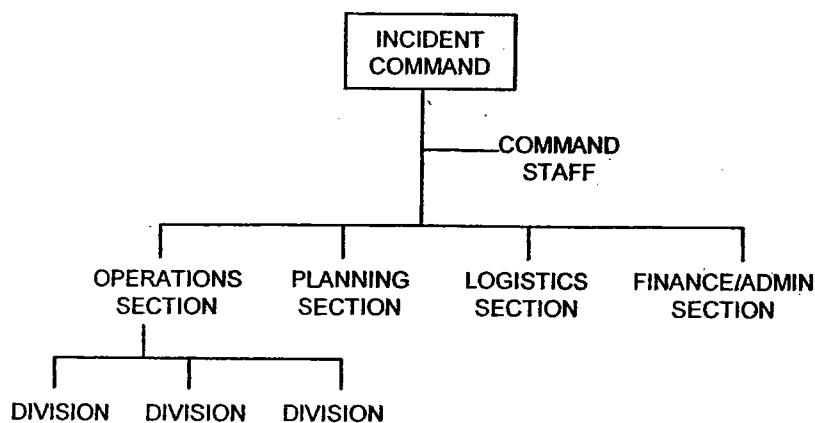
A complex is two or more individual incidents located in the same general proximity which are assigned to a single Incident Commander or Unified Command to facilitate management.

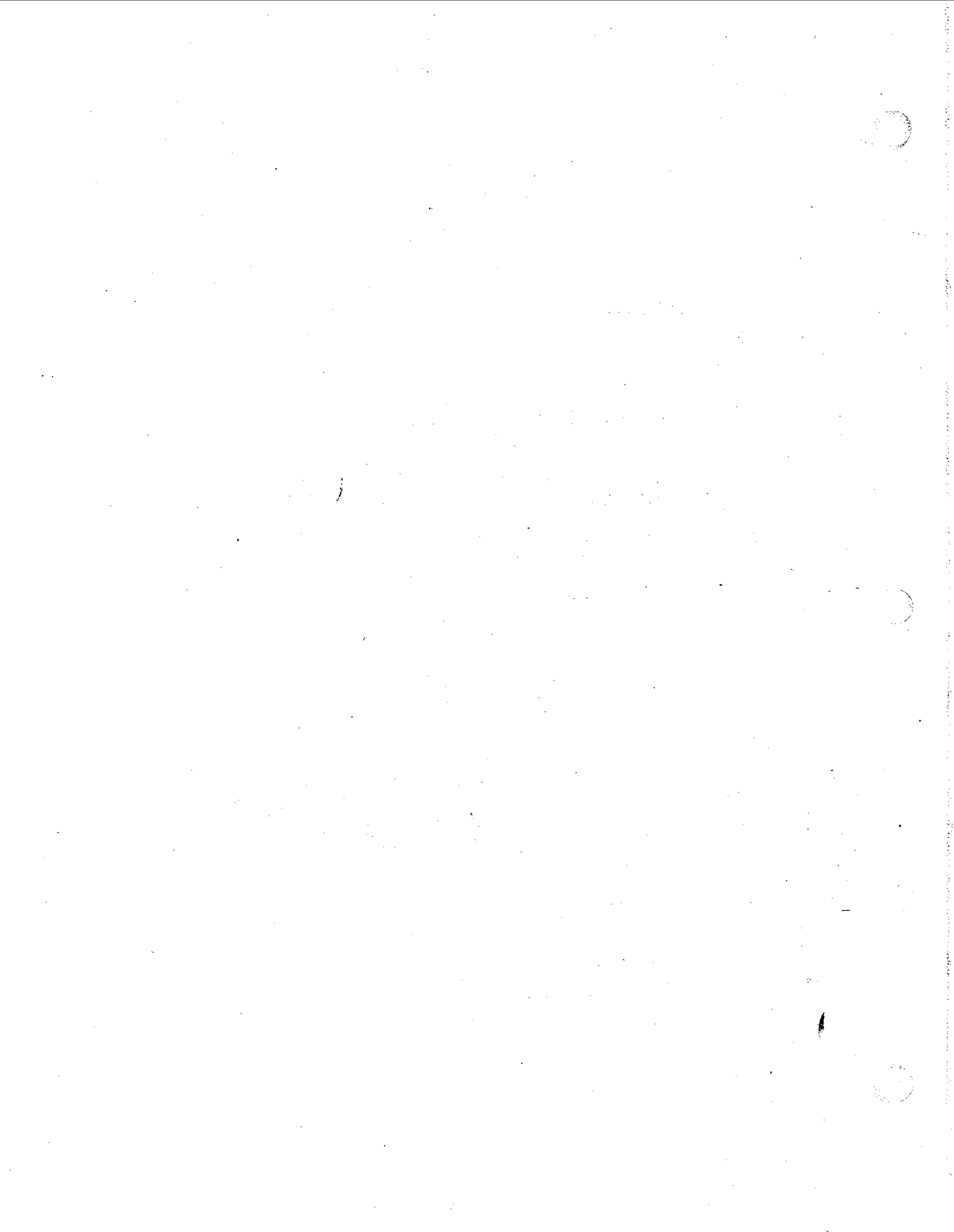
The diagram at the right illustrates a number of incidents in the same general proximity.

Management responsibility for all of these incidents has been assigned to a single incident management team. A single incident may be complex but is not referred to as a "Complex." A complex may be in place with or without the use of Unified and/or Area Command.



A typical organization would be as follows:



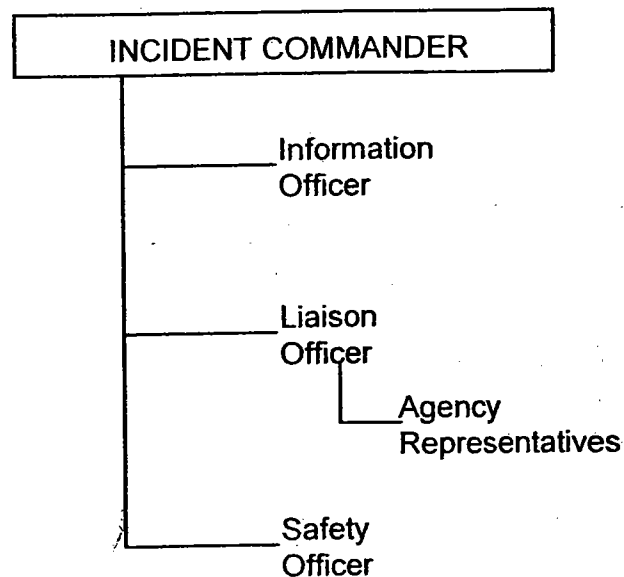


CHAPTER 5

COMMAND

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ORGANIZATION CHART



POSITION CHECKLISTS

INCIDENT COMMANDER (ICS 220-1) The Incident Commander's responsibility is the overall management of the incident. On most incidents the command activity is carried out by a single Incident Commander. 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 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. Establish an appropriate organization.
- g. Ensure planning meetings are scheduled as required.
- h. Approve and authorize the implementation of an Incident Action Plan.
- i. Ensure that adequate safety measures are in place.
- j. Coordinate activity for all Command and General Staff.

- k. Coordinate with key people and officials.
- l. Approve requests for additional resources or for the release of resources.
- m. Keep agency administrator informed of incident status.
- n. Approve the use of trainees, volunteers, and auxiliary personnel.
- o. Authorize release of information to the news media.
- p. Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority.
- q. Order the demobilization of the incident when appropriate.

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 assistants as necessary, and the assistants 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 which 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. Maintain Unit/Activity Log (ICS Form 214).

LIAISON OFFICER (ICS 220-2) 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 contact for the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

- 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. 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.

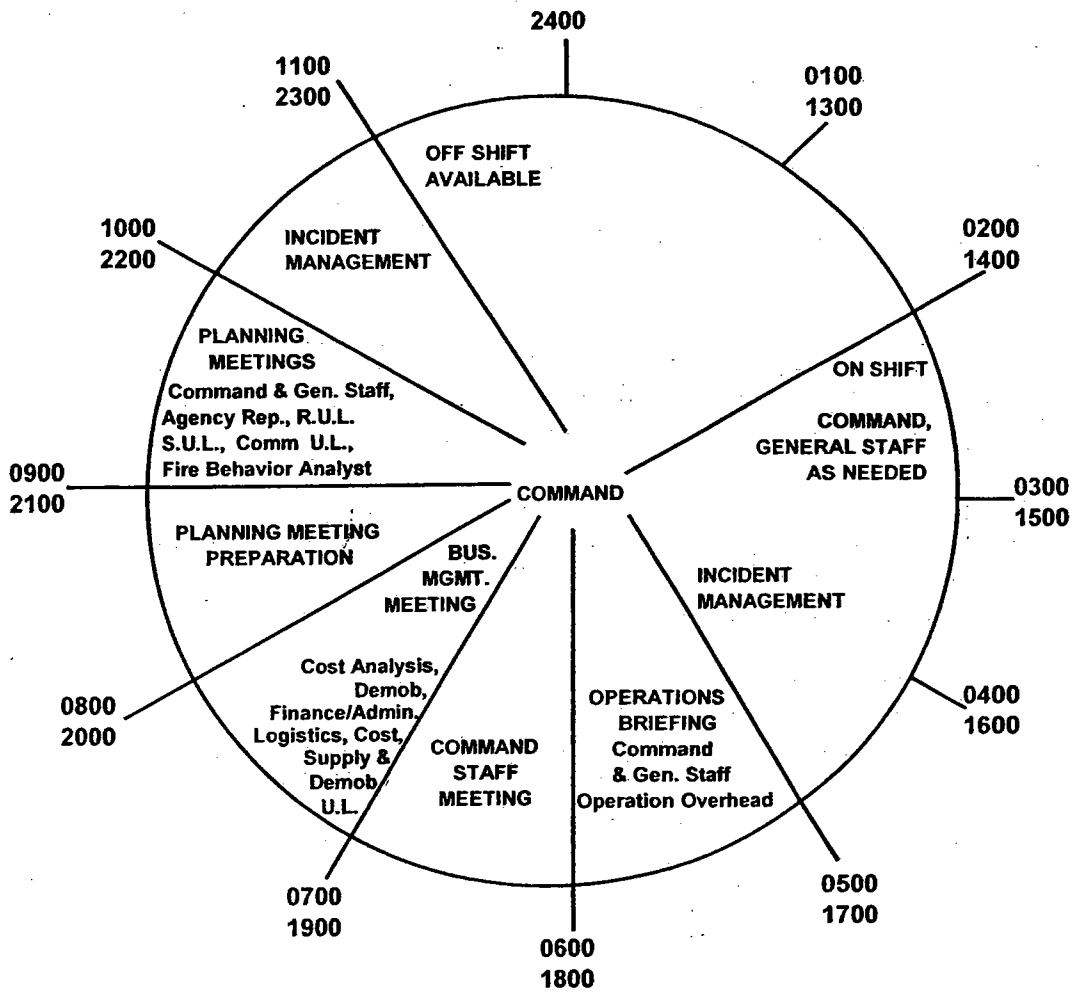
- i. Advise the Liaison Officer of any special agency needs or requirements.
- j. Report to home agency dispatch or headquarters on a prearranged schedule.
- k. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- l. Ensure that all required agency forms, reports and documents are complete prior to departure.
- m. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

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.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

- 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 and prevent unsafe acts.
- f. Investigate accidents that have occurred within the incident area.
- g. Assign assistants as needed.
- h. Review and approve the medical plan.
- i. Review and approve Hazardous Materials Site Safety & Control Plan (ICS Form 208-HM) as required.
- j. Maintain Unit/Activity Log (ICS Form 214).

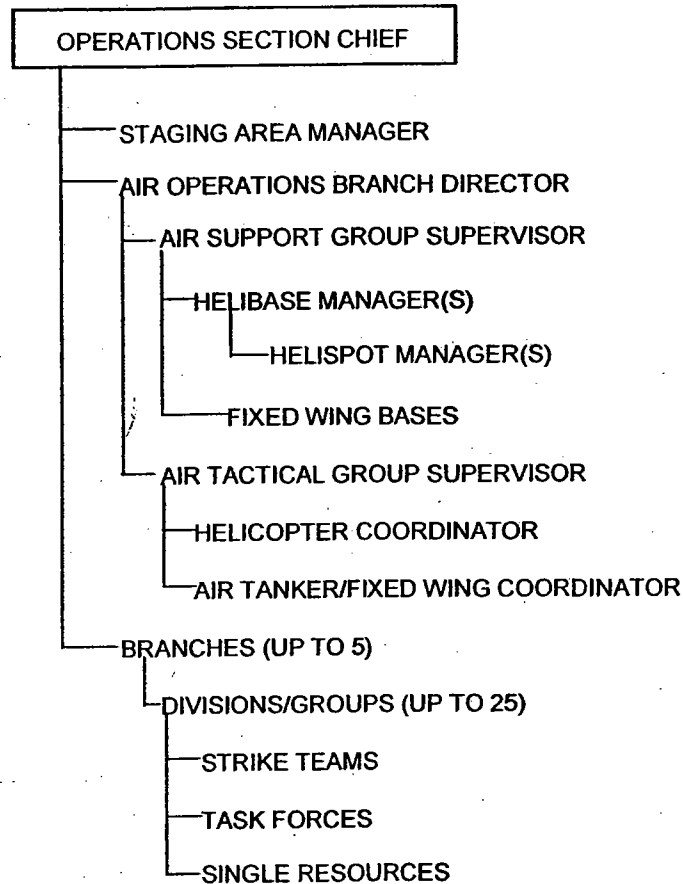
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ORGANIZATION CHART



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. 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.

- a. Review Common Responsibilities (page 1-2).
- b. Develop operations portion of Incident Action Plan.

- c. Brief and assign Operations Section personnel in accordance with Incident Action Plan.
- d. Supervise Operations Section.
- 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 assigned to Operations Section.
- h. Report information about special activities, events, and occurrences to Incident Commander.
- i. Maintain Unit/Activity Log (ICS Form 214).

BRANCH DIRECTOR (ICS 222-2) The Branch Directors when activated, 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 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/Groups within Branch. Modify lists based on effectiveness of current operations.
- e. Assign specific work tasks to Division/Group Supervisors.
- f. Supervise Branch operations.
- g. Resolve logistic problems reported by subordinates.
- h. Report to Operations Section Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; 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/GROUP SUPERVISOR (ICS 222-3) The Division/Group Supervisor reports 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, assignment of resources within the Division/Group, and reporting on the progress of control operations and status of resources within the Division/Group.

- a. Review Common Responsibilities (page 1-2).
- b. Implement Incident Action Plan for Division/Group.
- c. Provide Incident Action Plan to Strike Team Leaders, when available.
- d. Identify increments assigned to the Division/Group.
- e. Review Division/Group 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/Group.
- g. Coordinate activities with adjacent Divisions/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/Group.
- m. Participate in the development of tactical plans for next operational period.
- n. Maintain Unit/Activity Log (ICS Form 214).

STRIKE TEAM/TASK FORCE LEADER (ICS 222-4) The Strike Team/Task Force Leader reports to a Division/Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress, resources status, and other important information to a Division/Group Supervisor, and maintains work records on assigned personnel.

- a. Review Common Responsibilities (page 1-2).
- b. Review assignments with subordinates and assign tasks.
- c. Monitor work progress and make changes when necessary.
- d. Coordinate activities with adjacent strike teams, task forces and single resources.
- e. Travel to and from active assignment area with assigned resources.
- f. Retain control of assigned resources while in available or out-of-service status.
- g. Submit situation and resource status information to Division/Group Supervisor.
- h. Maintain Unit/Activity Log (ICS Form 214).

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.

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 Resource 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. Specific tactical activities (target selection, suggested modifications to specific tactical actions in the Incident Action Plan) are normally performed by the Air Tactical Group Supervisor working with ground and air resources.

- 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 Worksheet (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. These coordination activities are performed by the Air Tactical Group Supervisor 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.

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 records of activities.

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 are directed.
- o. Request assistance or equipment as necessary.
- p. Report incidents or accidents to Air Operations Branch Director immediately.
- q. Maintain records of activities.

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 Worksheet (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

- a. Review Common Responsibilities (page 1-2).
- b. Obtain Incident Action Plan including Air Operations Summary Worksheet (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 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

- a. Review Common Responsibilities (page 1-2).
- b. Obtain Incident Action Plan including Air Operations Summary Worksheet (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.

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 Worksheet (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.

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 Worksheet (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.

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 Worksheet (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

PARKING

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.

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 Worksheet (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.

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.

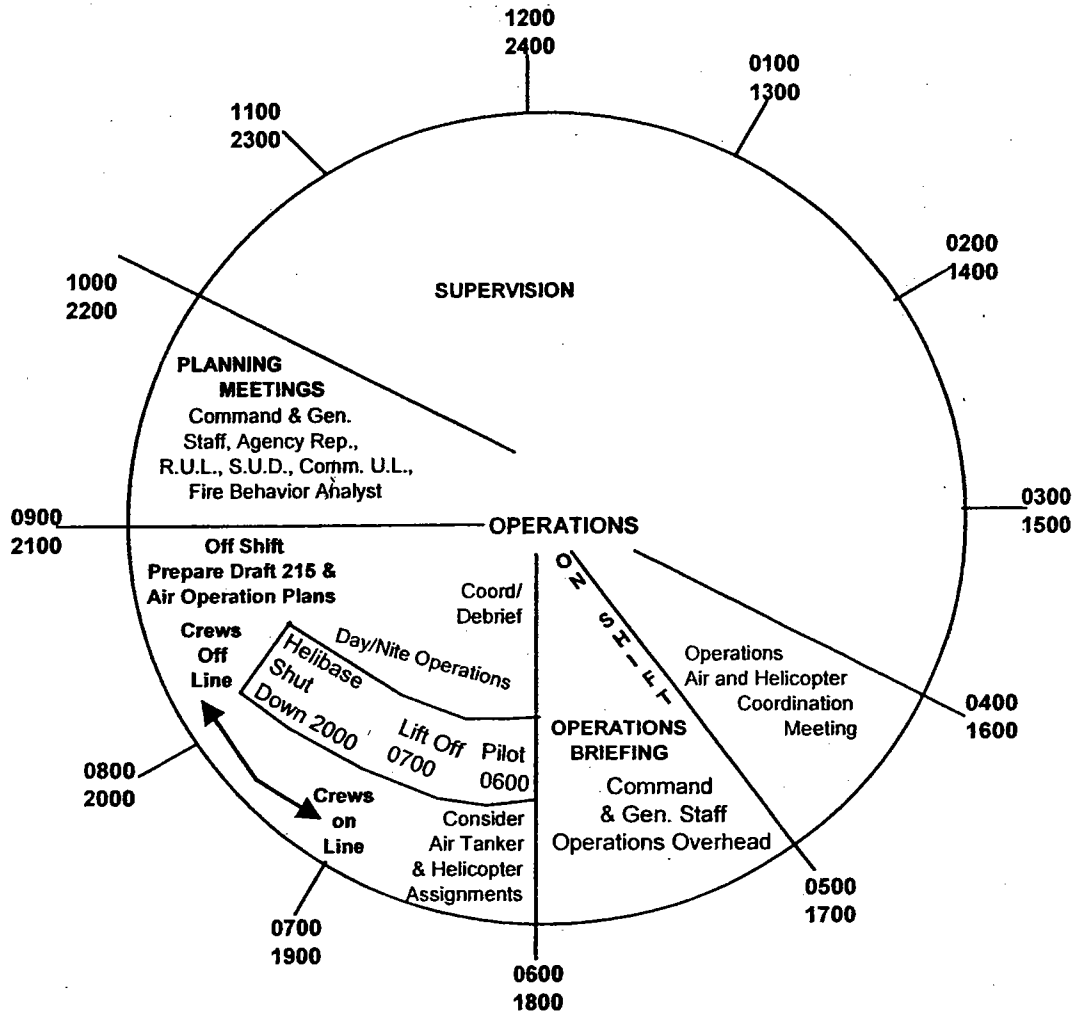
- a. Review Common Responsibilities (page 1-2).
- b. Obtain Air Operations Summary Worksheet (ICS Form 220).
- c. Establish communication needs at helibase.
- d. Ensure orders from Air Operations Branch Director are relayed to Helibase Manager.
- e. Maintain constant communications with all helicopters.
- 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.

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 Worksheet (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.

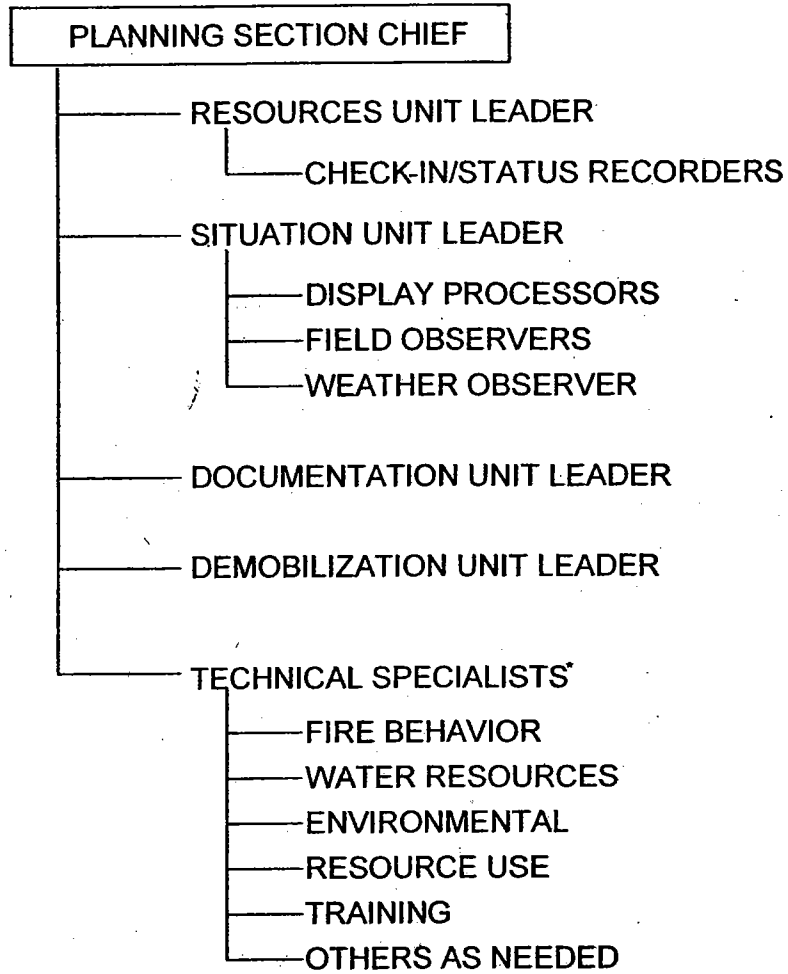
Operations Section Planning Cycle Guide



CHAPTER 7
PLANNING SECTION

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ORGANIZATION CHART



* May be assigned wherever their services are required.

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. 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, Situation Units).
- 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).

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 intended to be used with the Operational Planning Worksheet (ICS Form 215). 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) 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 perimeter and proposed control lines are divided into logical geographical units for planning purposes. 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 215A, LCES Safety Analysis, is intended to highlight potential problem areas. The Incident Commander, Command and General Staff would then consider reasonable mitigation actions or select a different strategic or tactical approach.

**CHECKLIST
RESPONSIBILITY**

PRIMARY

- | | |
|---|------------------|
| 1. Briefing on situation and resource status | PSC |
| 2. Set control objectives | IC |
| 3. Plot control lines, establish division boundaries, identify group assignments | OPS |
| 4. Specify tactics/safety for each division | SO, OPS |
| 5. Specify resources needed by Division/Group | OPS, PSC |
| 6. Specify Operations facilities and reporting locations - Plot on map | OPS, PSC, LSC |
| 7. Place resource and personnel order | LSC |
| 8. Consider Communications, Medical, Site Safety, and Traffic Plan requirements | SO, PSC, LSC |
| 9. Finalize, approve and implement Incident Action Plan | PSC, IC, OPS |

- IC = Incident Commander
- PSC = Planning Section Chief
- OPS = Operations Section Chief
- LSC = Logistics Section Chief
- SO = Safety Officer

RESOURCES UNIT LEADER 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 1-3).
- 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 Division 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.

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 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 pre-arranged schedule or as needed.
- g. Forward completed Check-in Lists (ICS 211) and Status Change Cards (ICS 210) to the Resources Unit.
- h. Receive, record, and maintain resource status information on Resource Status Cards (ICS 219) for incident assigned single resources, strike teams, task forces, and overhead personnel.
- i. Maintain files of Check-in Lists (ICS 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 1-3).
- 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 Form (ICS Form 209).
- g. Provide photographic services and maps if required.

DISPLAY PROCESSOR The Display Processor is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerial and orthography photographs and infrared data.

- a. Review Common Responsibilities (page 1-2).
- b. Determine:
 - Location of work assignment.
 - Numbers, types and locations of displays required.
 - Priorities.
 - Map requirements for Incident Action Plans.
 - Time limits for completion.
 - Field Observer assignments and communications means.
- c. Obtain necessary equipment and supplies.
- d. Obtain copy of Incident Action Plan for each operational period.
- e. Assist Situation Unit Leader in analyzing and evaluating field reports.
- f. Develop required displays in accordance with time limits for completion.

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. Determine:
 - Location of assignment.
 - Type of information required.
 - Priorities.
 - Time limits for completion.
 - Method of communication.
 - Method of transportation.
- c. Obtain copy of Incident Action Plan for the Operational Period.

- d. Obtain necessary equipment and supplies.
- e. Perform Field Observer responsibilities to include but not limited to the following:
 - Perimeters of incident.
 - Locations of hot spots.
 - Unburned islands.
 - Rates of spread.
 - Weather conditions.
 - Hazards including escape routes and safe areas.
 - Progress of Operations resources.
- f. Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).
- g. Report information to Situation Unit Leader by established procedure.
- h. Report immediately any condition observed which may cause danger and safety hazard to personnel.
- i. Gather intelligence that will lead to accurate predictions.

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. Determine:
 - Nature and location of work assignments.
 - Weather data collection methods to be used.
 - Priorities for collection.
 - Specific types of information required.
 - Frequency of reports.
 - Method of reporting.
 - Source of equipment.
- c. Obtain weather data collection equipment.
- d. Obtain appropriate transportation to collection site(s).
- e. Record and report weather observations at assigned locations on schedule.
- f. Turn in equipment at completion of assignment.
- g. Demobilize according to Incident Demobilization Plan.
- h. Support special requirements for development of incident maps.
- i. Demobilize incident displays in accordance with Incident Demobilization Plan.

DOCUMENTATION UNIT LEADER The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by the Documentation Unit. Incident files will be stored for legal, analytical, and historical purposes.

- a. Review Common Responsibilities (page 1-2).
- b. Review Unit Leader Responsibilities (page 1-3).
- c. Set up work area; 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.

DEMOBILIZATION UNIT LEADER 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 1-3).
- c. Review incident resource records to determine the likely size and extent of demobilization effort.
- d. Based on above analysis, add additional personnel, work space 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 check-out 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.

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

TECHNICAL SPECIALISTS (NOT OTHERWISE SPECIFIED):

- a. Review Common Responsibilities (Page 1-2).
- b. Check in.
- 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).

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 Report (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).

WATER RESOURCES SPECIALIST

- 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 objective 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).

ENVIRONMENTAL SPECIALIST

- 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).

RESOURCE USE SPECIALIST

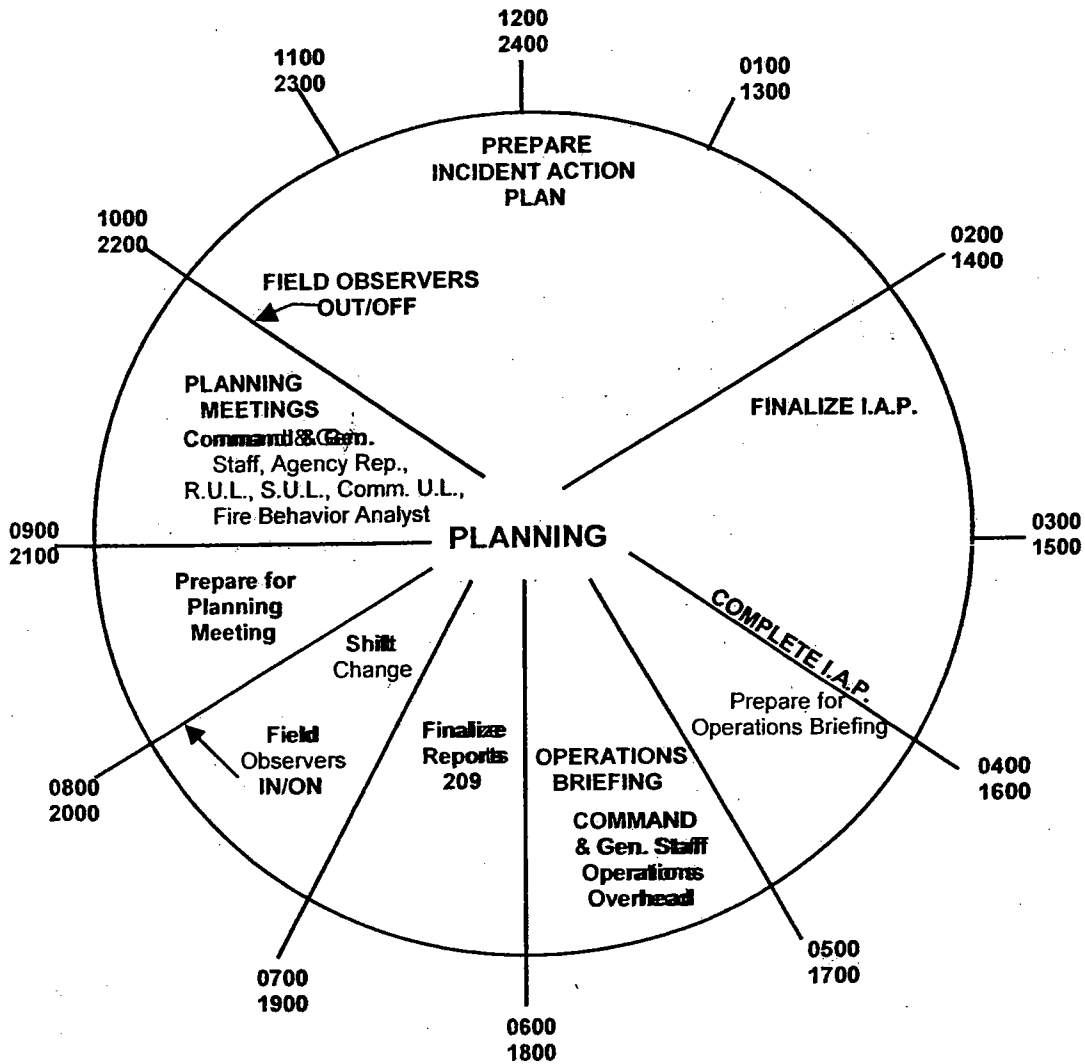
- a. Review Common Responsibilities (page 1-2).
- b. Participate in the development of the Incident Action Plan and review general control objectives including alternative strategies as requested.
- c. Collect information on incident resources as needed.
- d. Respond to requests for information about 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

- 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).

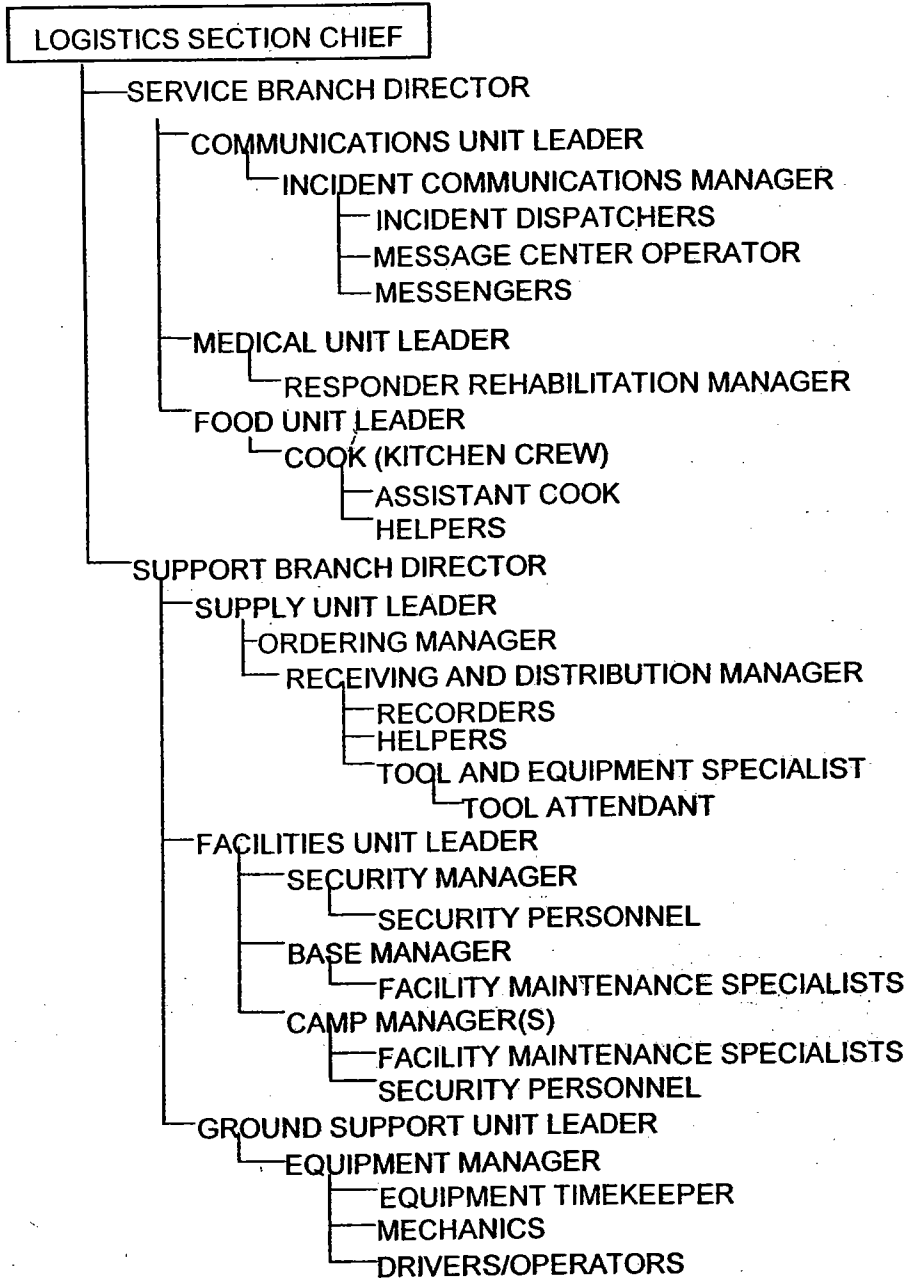
Planning Section Planning Cycle Guide



CHAPTER 8
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 and activates and supervises the Branches and Units within the Logistics Section.

- 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 1-3).
- 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 on:
 - Adequacy of communications systems currently in operation.
 - Geographic limitation on communications systems.
 - Equipment capabilities/limitations.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- 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.

INCIDENT DISPATCHER The Incident Dispatcher (including Incident Communications Manager) 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 Communication 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 files of Status Change Cards (ICS Form 210) and General Messages (ICS Form 213).
- i. Maintain a record of unusual incident occurrences.
- j. Provide briefing to relief on:
 - Current activities.
 - Equipment status.
 - 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.

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, and preparation of reports and records.

- a. Review Common Responsibilities (page 1-2).
- b. Review Unit Leader Responsibilities (page 1-3).
- c. Participate in Logistics Section/Service Branch planning activities.
- d. Establish Medical Unit.
- e. Prepare the Medical Plan (ICS Form 206).
- f. Prepare procedures for major medical emergency.
- g. Declare major medical emergency as appropriate.
- h. Respond to requests for medical aid, medical transportation, medical supplies.
- i. Prepare and submit necessary documentation.

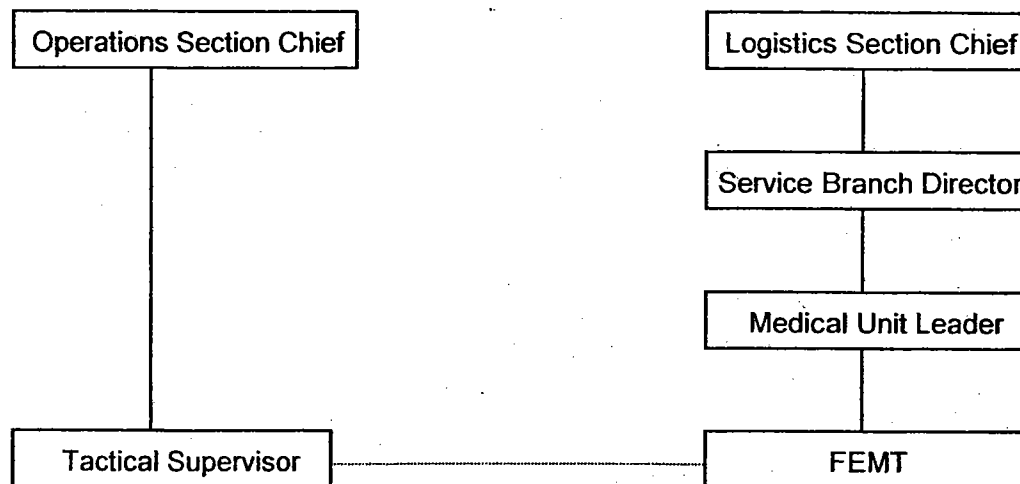
FIRELINE EMERGENCY MEDICAL TECHNICIAN (FEMT) (ICS 223-10) The FEMT provides emergency medical care to personnel operating on the fireline. The FEMT initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The FEMT must establish and maintain liaison with, and respond to requests from, the operations personnel to whom they are assigned.

The 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. Be prepared to 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 a Unit 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 to come with/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-1). 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. Secure/check out 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. Be prepared to 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 a Unit 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 below. The FEMT can be ordered with/without equipment. Additionally, 12' (feet) of fluorescent flagging tape and a beacon-strobe (NFES 0298) to be used to identify an aircraft-landing zone should be provided by the incident.

RESPONDER REHABILITATION MANAGER The 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 Planning Section for reassignment.
- g. Maintain appropriate records and documentation.

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 1-3).
- 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.

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 a Unit 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 1-3).
- c. Participate in Logistics Section/Support Branch planning activities.
- d. Determine the type and amount of supplies enroute.
- 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.

ORDERING MANAGER CHECKLIST The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Support Unit Leader.

- a. Review Common Responsibilities (page 1-2).
- b. Obtain necessary agency(s) order forms.
- c. Establish ordering procedures.
- d. Establish name and telephone numbers of agency(s) 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.

RECEIVING AND DISTRIBUTION MANAGER CHECKLIST 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 requirements 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.

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.

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 1-3).
- 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.

FACILITY MAINTENANCE SPECIALIST The Facility Maintenance Specialist is responsible to ensure that proper sleeping and sanitation facilities are maintained; to provide shower facilities; to provide and maintain lights and other electrical equipment; and to 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.

SECURITY MANAGER CHECKLIST 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 which 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, settle disputes through coordination with Agency Representatives.
- j. Prevent theft of all government and personal property.
- k. Document all complaints and suspicious occurrences.

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. Supervise the establishment of:
 - Sanitation facilities (including showers).
 - Sleeping facilities.
- e. Make sleeping area assignments.
- f. Ensure that strict compliance is made with all applicable safety regulations.
- g. Ensure that all facility maintenance services are provided.

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 ICS Base may be performed at the Camp(s). These *could* include: Supply, Medical, Ground Support, Food, Communications and Finance/Administration 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. Units assigned to Camps will be determined by the ICS General Staff. 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 1) support out of service resources 2)

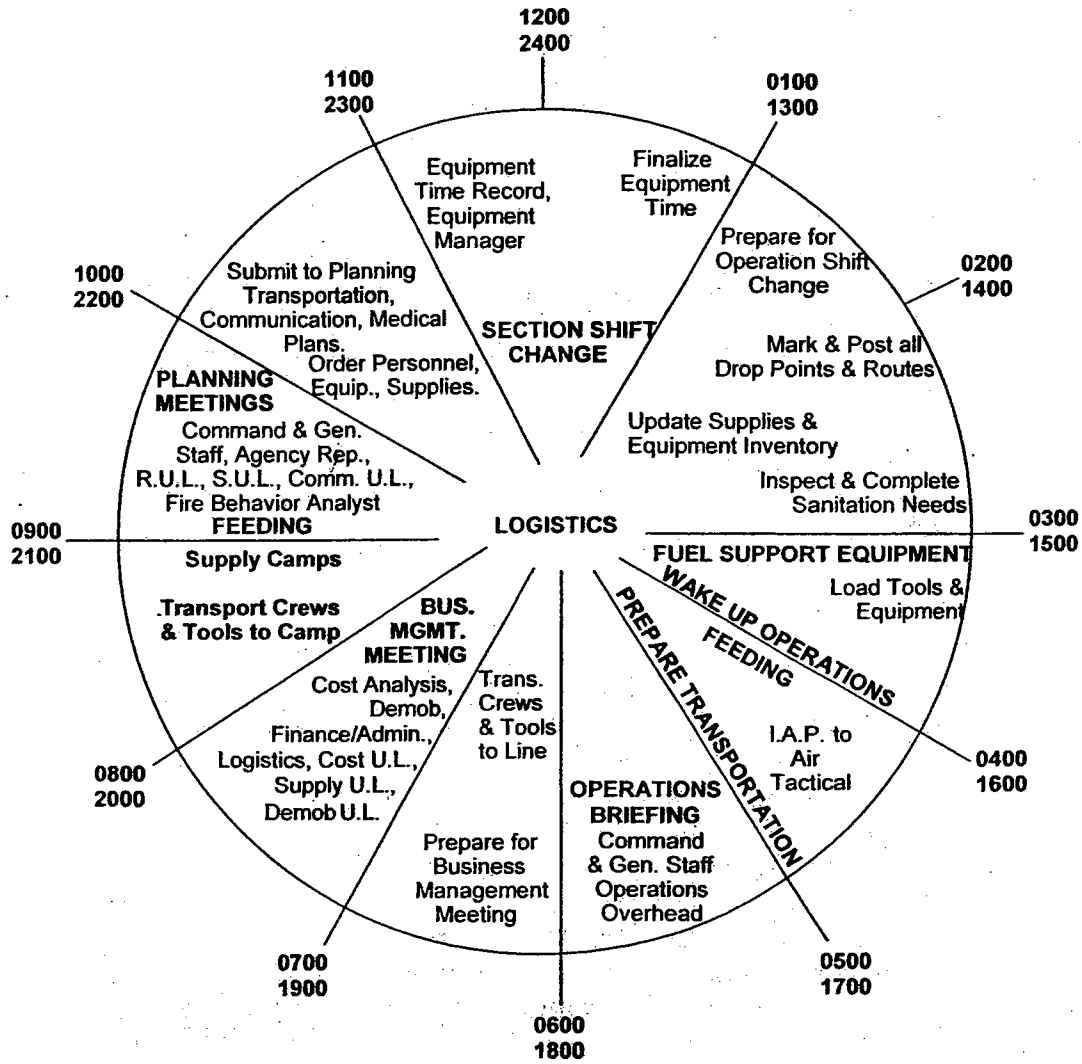
transportation of personnel, supplies, food, and equipment 3) fueling, service, maintenance, and repair of vehicles and other ground support equipment and 4) implementing Traffic Plan for the incident.

- a. Review Common Responsibilities (page 1-2).
- b. Review Unit Leader Responsibilities (page 1-3).
- 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.

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.

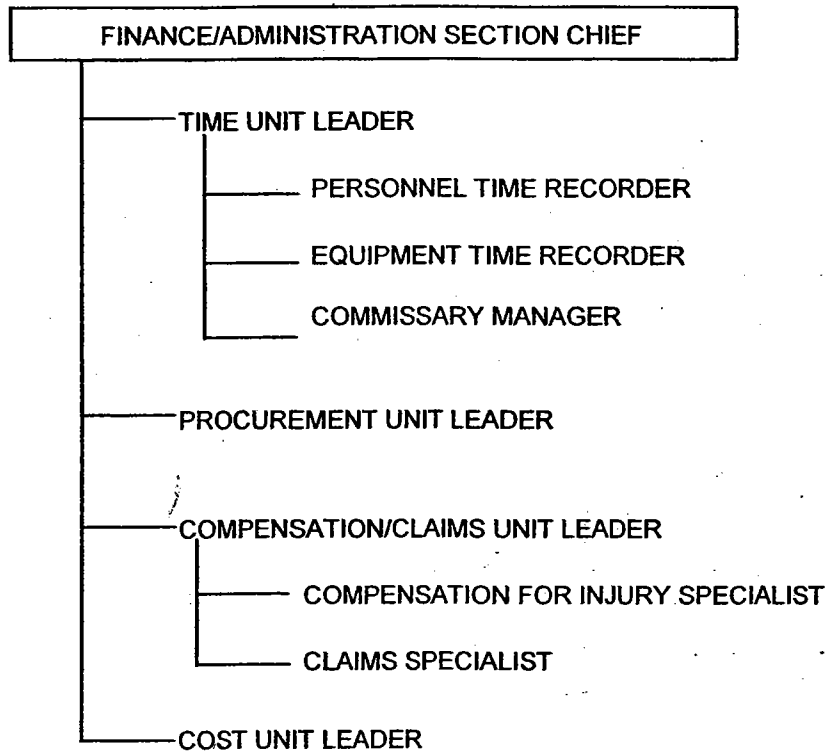
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CHAPTER 9
FINANCE/ADMINISTRATION SECTION

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ORGANIZATION CHART



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(s) administrative headquarters on Finance/Administration matters.

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

TIME UNIT LEADER (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 1-3).
- 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(s) 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.

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 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.

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.

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. Complete forms according to agency specification.
- h. Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.

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 1-3).
- 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 memoranda 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 which 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.

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 1-3).
- 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.

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. Keep informed and report 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 paper work on serious injuries or fatalities.
- l. Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals prior to demobilization.

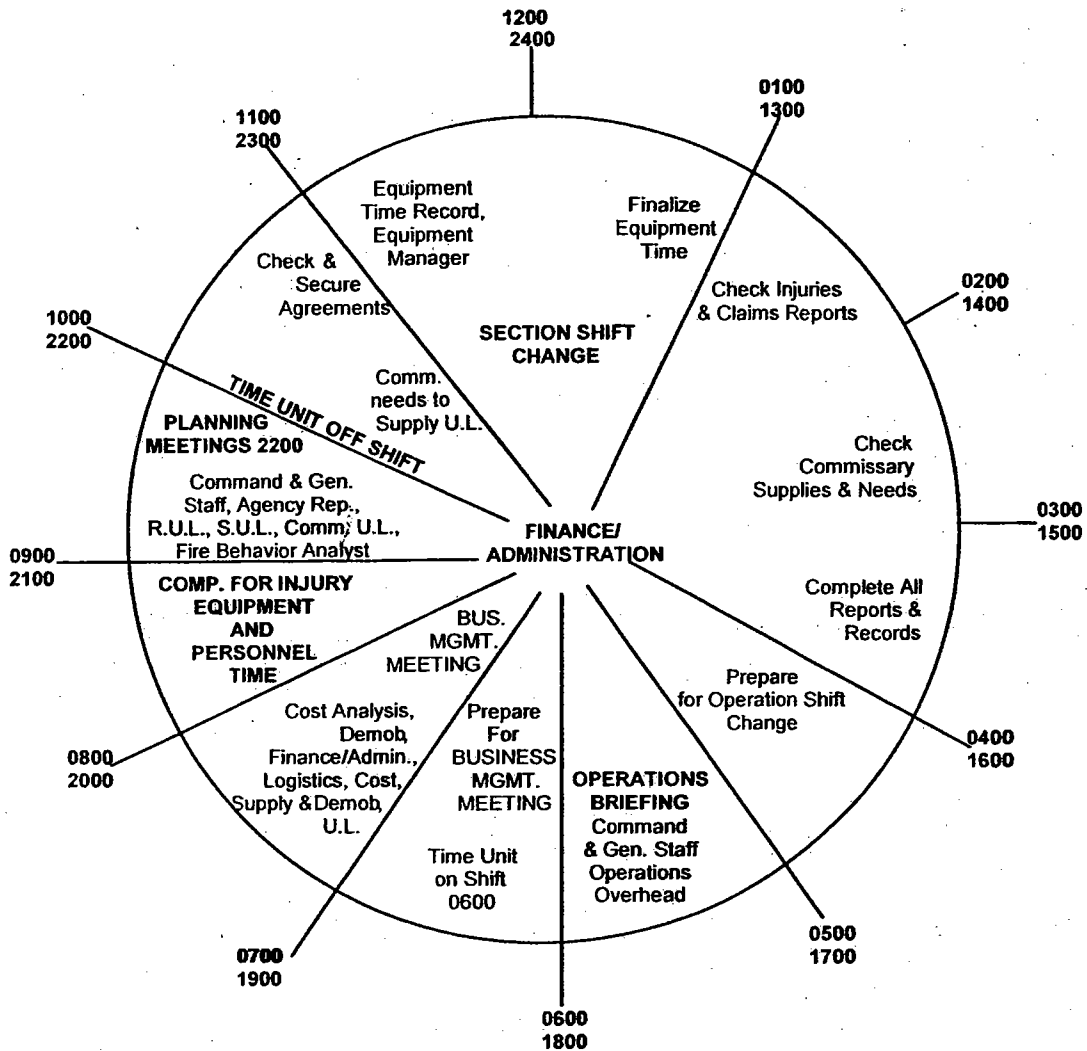
CLAIMS SPECIALIST Under the supervision of the Compensation/Claims Unit Leader the Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident.

- 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.

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 1-3).
- 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.

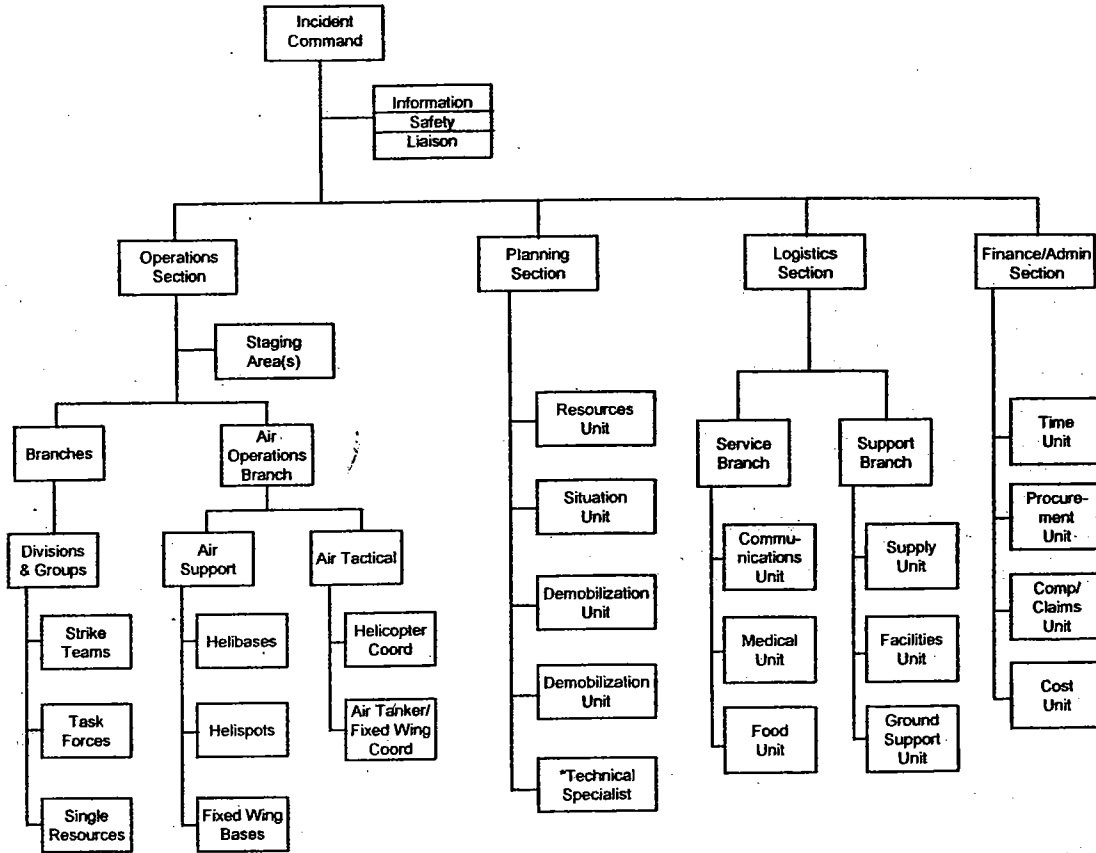
Finance/Administration Section Planning Cycle Guide



CHAPTER 10
ORGANIZATIONAL GUIDES

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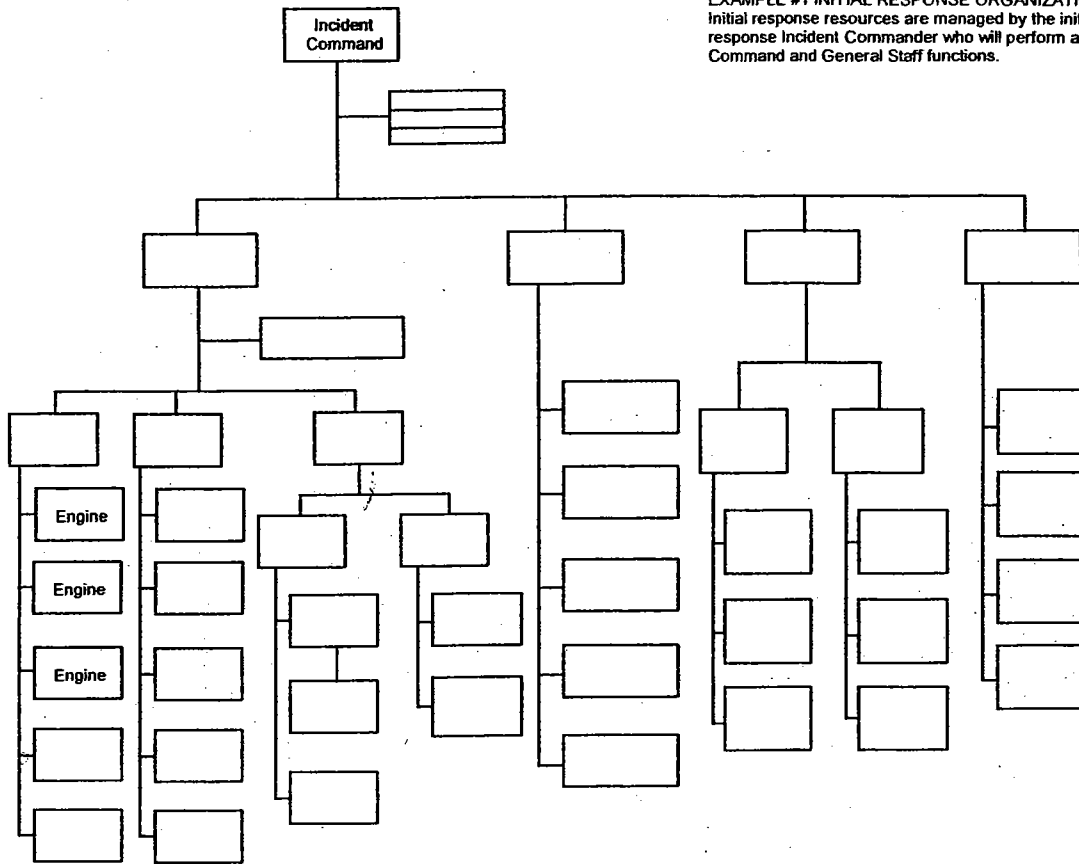
INCIDENT COMMAND SYSTEM ORGANIZATION CHART



*May be assigned wherever their services are required.

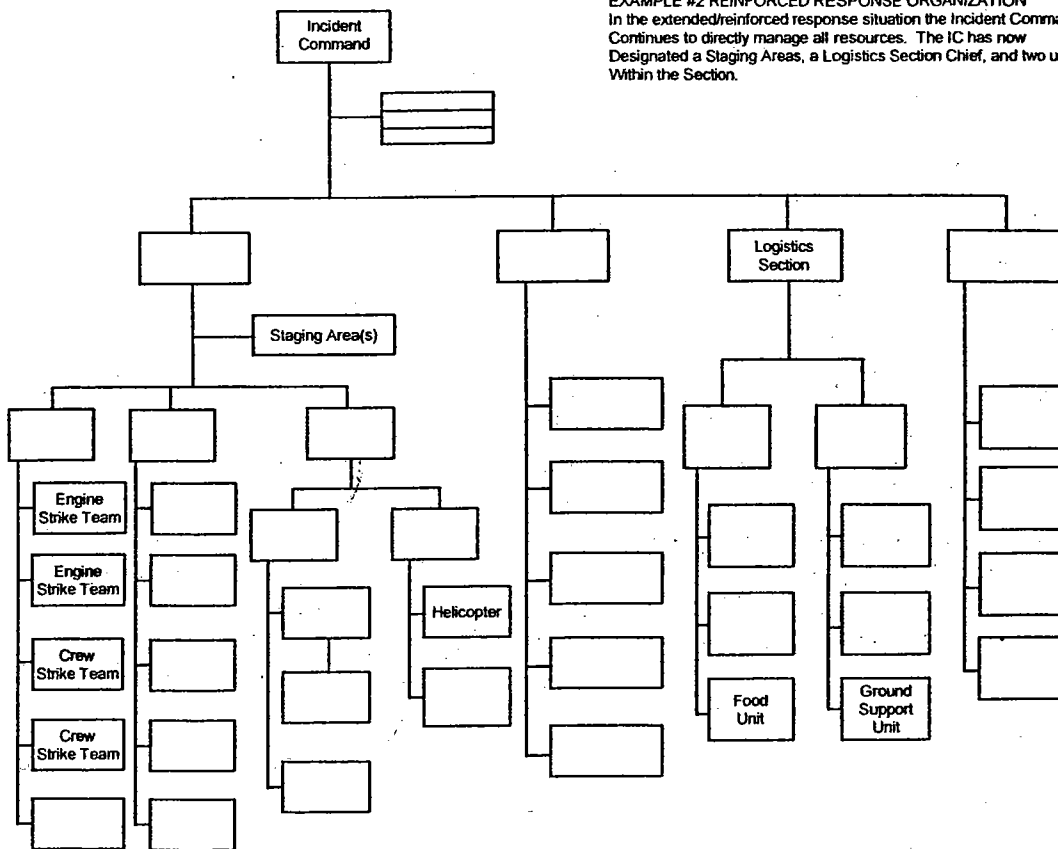
MODULAR DEVELOPMENT

EXAMPLE #1 INITIAL RESPONSE ORGANIZATION
Initial response resources are managed by the initial response Incident Commander who will perform all Command and General Staff functions.

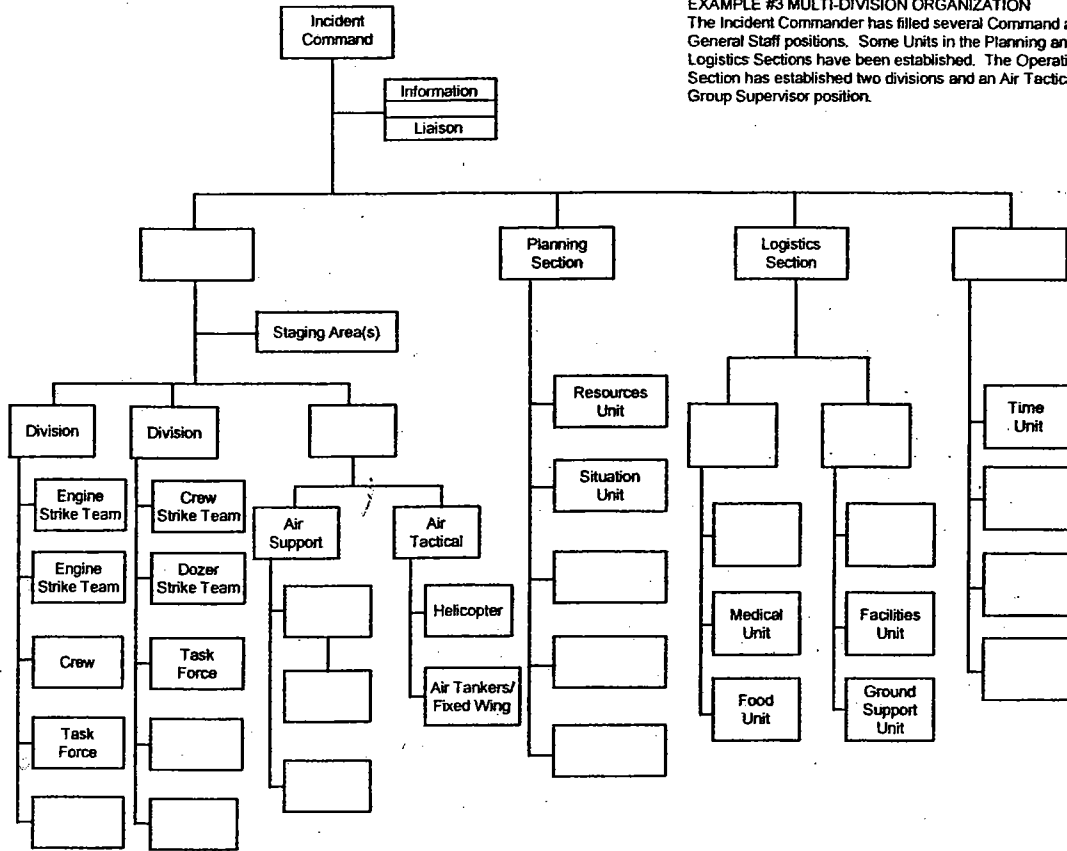


MODULAR DEVELOPMENT

EXAMPLE #2 REINFORCED RESPONSE ORGANIZATION
In the extended/reinforced response situation the Incident Commander continues to directly manage all resources. The IC has now designated a Staging Area, a Logistics Section Chief, and two units within the Section.



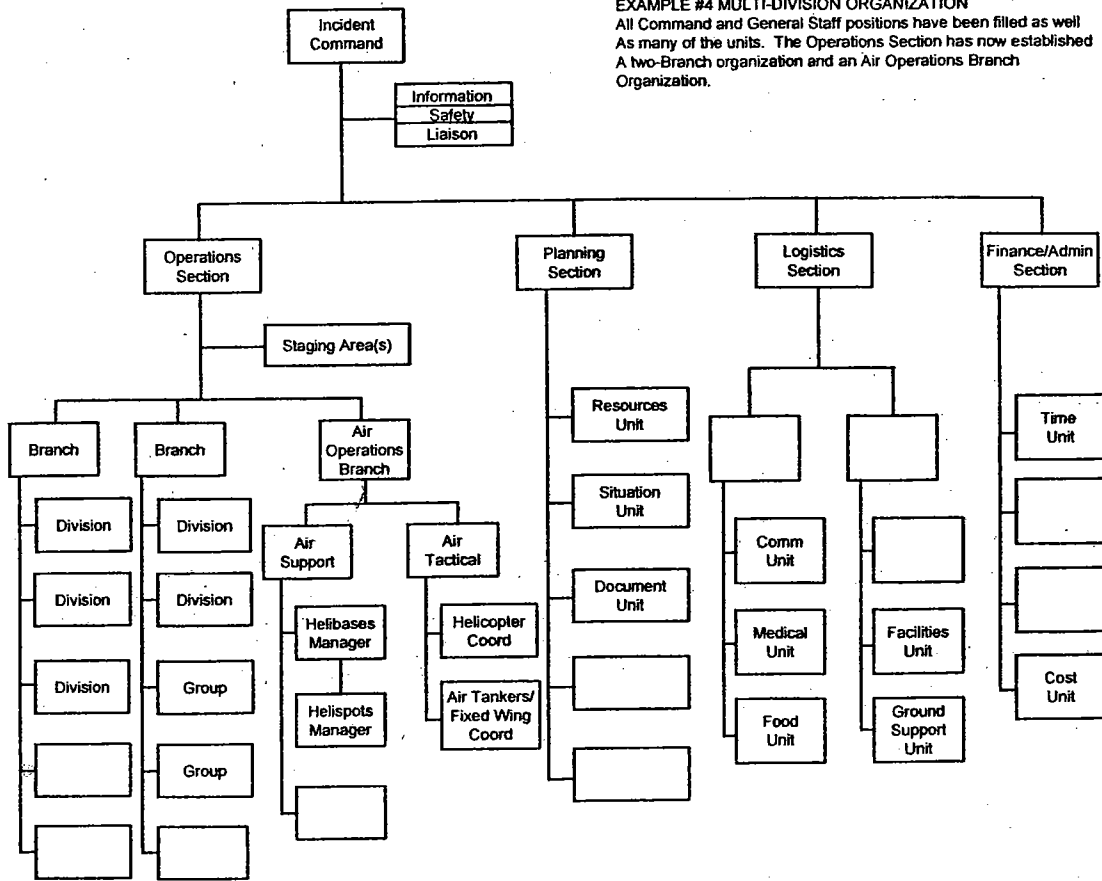
MODULAR DEVELOPMENT



EXAMPLE #3 MULTI-DIVISION ORGANIZATION
The Incident Commander has filled several Command and General Staff positions. Some Units in the Planning and Logistics Sections have been established. The Operations Section has established two divisions and an Air Tactical Group Supervisor position.

MODULAR DEVELOPMENT

EXAMPLE #4 MULTI-DIVISION ORGANIZATION
All Command and General Staff positions have been filled as well as many of the units. The Operations Section has now established a two-Branch organization and an Air Operations Branch Organization.



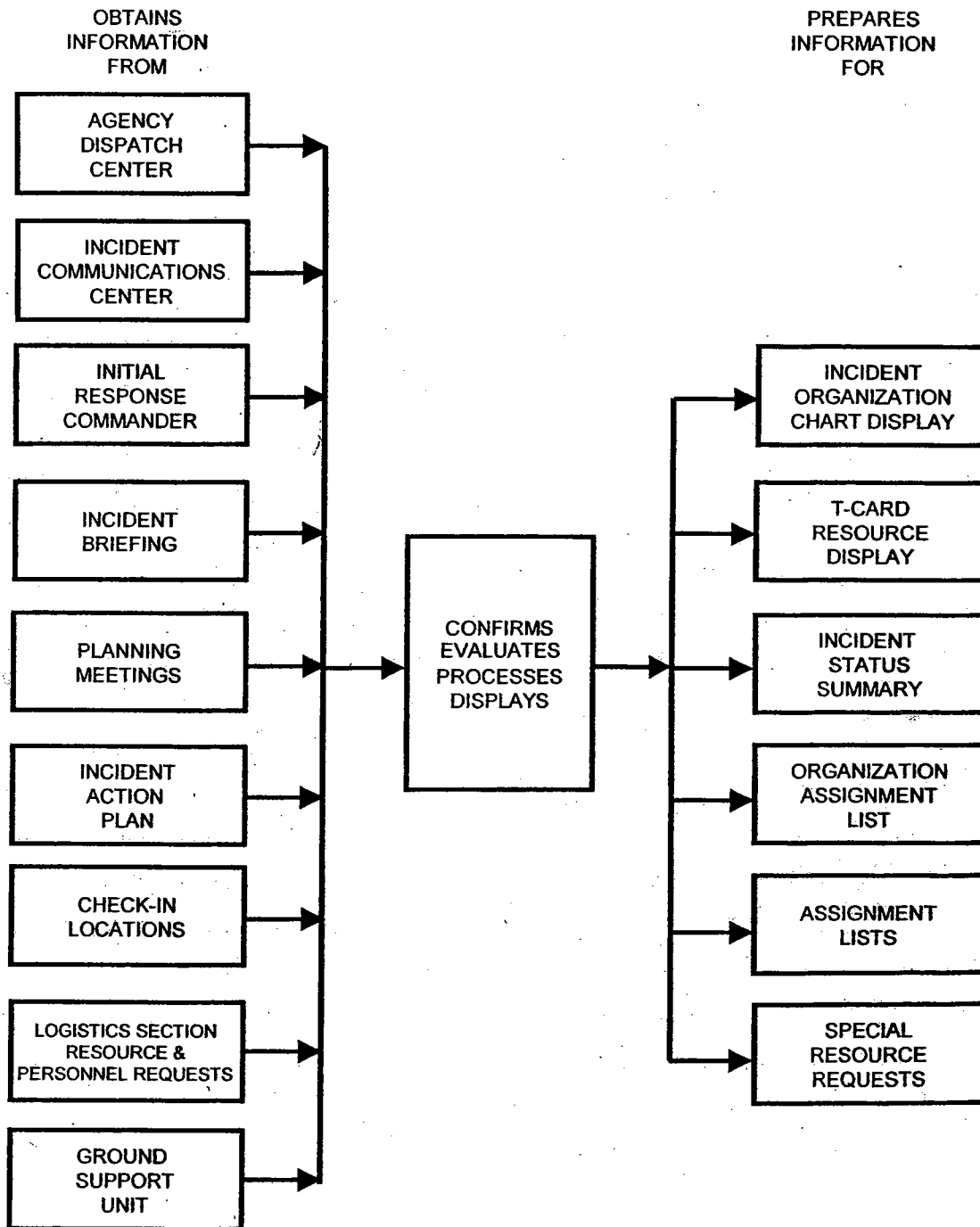
| ICS ORGANIZATION GUIDE | | | | | | |
|--|---|------------------------------------|---|----|----|----|
| C O M M A N D | 1. Incident Commander - one per incident. Unless incident is multi-jurisdictional. | | | | | |
| | 2. Multi-jurisdictional incidents establish Unified Command with each jurisdiction supplying 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. | | | | | |
| | 6. Agency Representatives report to Liaison Officer on Command Staff. | | | | | |
| INCIDENT BASE RECOMMENDED MINIMUM PERSONNEL REQUIREMENTS (PER TWELVE (12) 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 DIVISIONS) | | <u>SIZE OF INCIDENT (NUMBER OF</u> | | | | |
| | | 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 | | | | |
| 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 | | | | |
| | 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 | |
| (Demob Recorders from Resources) | As Needed | | | | | |

| | UNIT POSITION DIVISIONS) | SIZE OF INCIDENT (NUMBER OF | | | | |
|---|--------------------------------------|-----------------------------|---|----|----|----|
| | | 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 Leader Assistant | As Needed | | | | |
| | Responder Rehabilitation Manager | As Needed | | | | |
| | Food Unit Leader | | 1 | 1 | 1 | 1 |
| | Food Unit Assistant (each camp) | As Needed | | | | |
| | Cook | | 1 | 1 | 2 | 2 |
| | Assistant Cook | | 2 | 2 | 6 | 12 |
| | Helper | | 8 | 8 | 16 | 24 |
| | 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 |
| Assistants | 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 | |

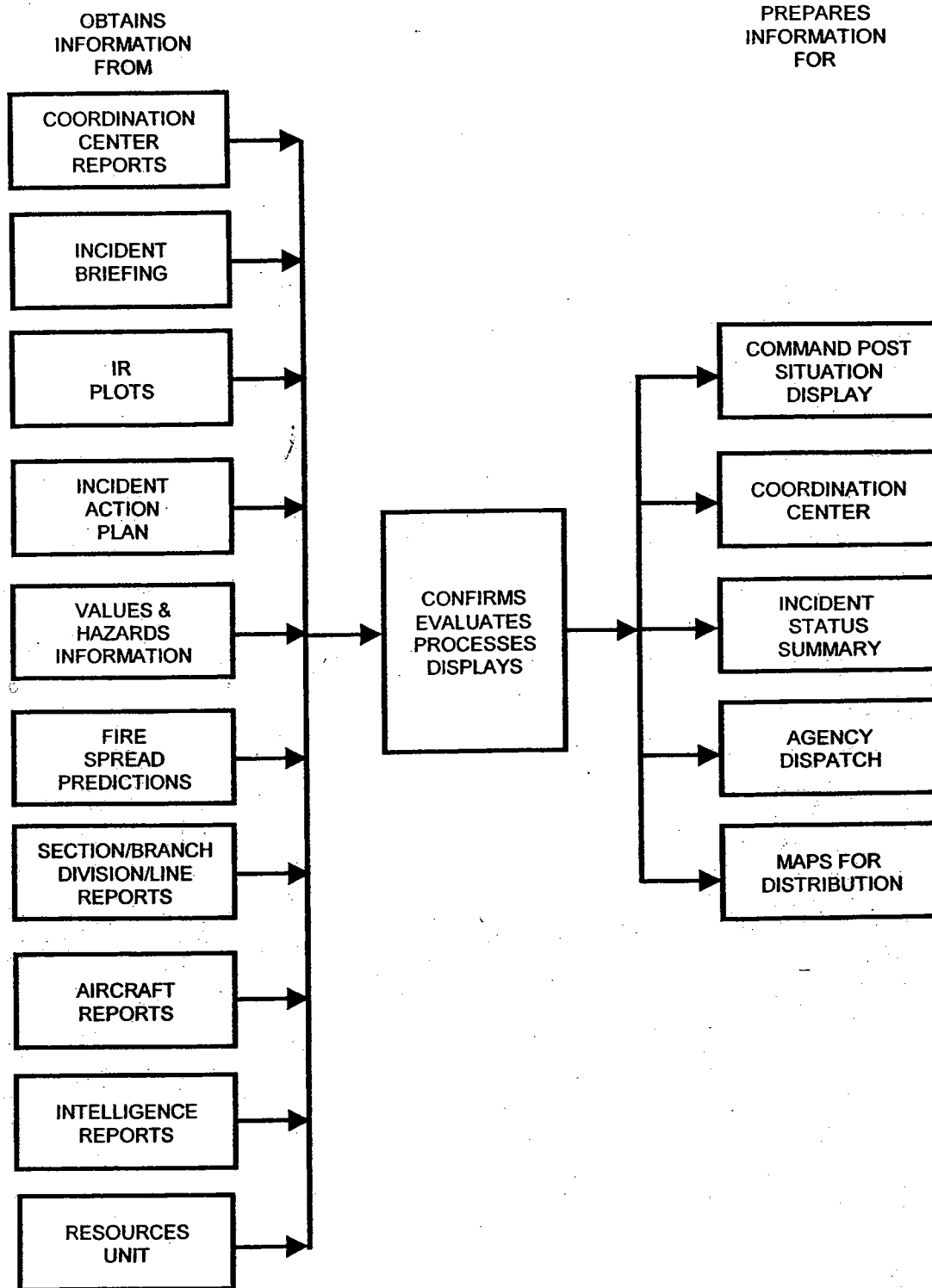
| T-CARD COLORS AND USES | | |
|--|-------------------|--------------------|
| Ten different color resource cards (T-cards) are used to denote kind of resources. The card colors and resources they represent are: | | |
| KIND RESOURCE | CARD COLOR | FORM NUMBER |
| Engines | Rose | 219-3 |
| Handcrews | 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 | Blue Tag | 219-9A |
| INCIDENT COMMAND SYSTEM FORMS | | |
| Forms and records which 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-HM |
| Incident Status Summary | | ICS Form 209 |
| Check-In List | | ICS Form 211 |
| Vehicle Demobilization Inspection | | ICS Form 212 |
| General Message | | ICS Form 213 |
| Unit/Activity Log | | ICS Form 214 |
| Operational Planning Worksheet. LCES Safety Analysis | | ICS Form 215A |
| Operational Planning Worksheets | | ICS Form 215G, W |
| Radio Requirements Worksheet | | ICS Form 216 |
| Support Vehicle Inventory | | ICS Form 218 |
| Resource Status Card (1-9A) | | ICS Form 219 |
| Air Operations Summary Worksheet | | 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 Work Sheet | | ICS Form 228 |
| Incident Cost Summary | | ICS Form 229 |

| ICS MAP DISPLAY SYMBOLOGY | |
|--|---|
| SUGGESTED FOR PLACEMENT ON BASE MAP | SUGGESTED FOR PLACEMENT ON OVERLAYS |
| <p>MINIMUM RECOMMENDED</p> <p>BLACK</p> <ul style="list-style-type: none"> HIGHLIGHTED GEOGRAPHIC OR MANMADE FEATURES <p>BLACK</p> <ul style="list-style-type: none"> COMPLETED OVERLINE COMPLETED LINE LINE BREAK COMPLETED <p>RED</p> <ul style="list-style-type: none"> FIRE ORIGIN HAZARD (IDENTIFY TYPE OF HAZARD, E.G., POWER LINES) or 99 <p>BLUE</p> <ul style="list-style-type: none"> INCIDENT COMMAND POST INCIDENT BASE CAMP (IDENTIFY BY NAME) <p>BLUE</p> <ul style="list-style-type: none"> HELISPOT (LOCATION AND NUMBER) HELIBASE REPEATABLE RELAY <p>OPTIONAL</p> <ul style="list-style-type: none"> TELEPHONE FIRE STATION WATER SOURCE (IDENTIFY TYPE, LL, POND, CISTERN, HYDRANT) or 49 MOBILE VEHICLE UNIT IR GROUND LINK FIRST AID STATION | <p>RED</p> <ul style="list-style-type: none"> UNCONTROLLED FIRE EDGE SPOT FIRE HOT SPOT <p>ORANGE</p> <ul style="list-style-type: none"> TIRE SPREAD PREDICTION <p>BLACK</p> <ul style="list-style-type: none"> PLANNED FIRE LINE PLANNED SECONDARY LINE BRANCHES (INITIALLY RUMBLER CLASSIFIED FROM THE OTHER END) DIVISIONS (INITIALLY RUMBLER CLASSIFIED FROM THE OTHER END) WIND SITUATED AND DIRECTION PROPOSED EDGE LINE FIRE BREAK (PLANNED OR INCOMPLETE) <p>BLUE</p> <ul style="list-style-type: none"> STAGING AREA (IDENTIFY BY NAME) <p>ALL OVERLAYS MUST CONTAIN REGISTRATION MARKS. THESE MAY CONSIST OF ALPHABETIC ROAD INTERSECTIONS, TURN-OF-PATH COORDINATES, MAP CORNERS, ETC.</p> |

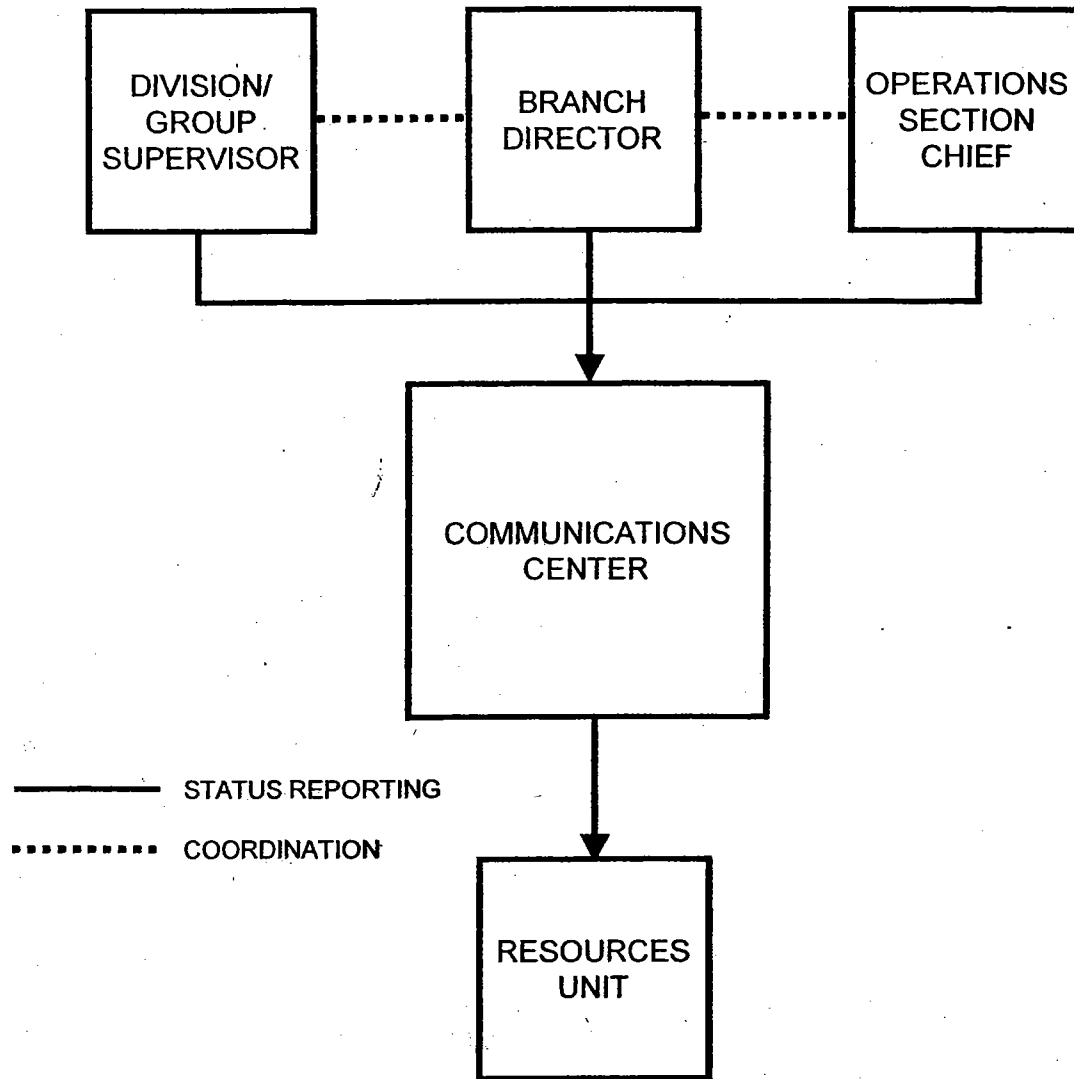
RESOURCES UNIT FUNCTIONS & INTERACTIONS



SITUATION UNIT FUNCTIONS & INTERACTIONS



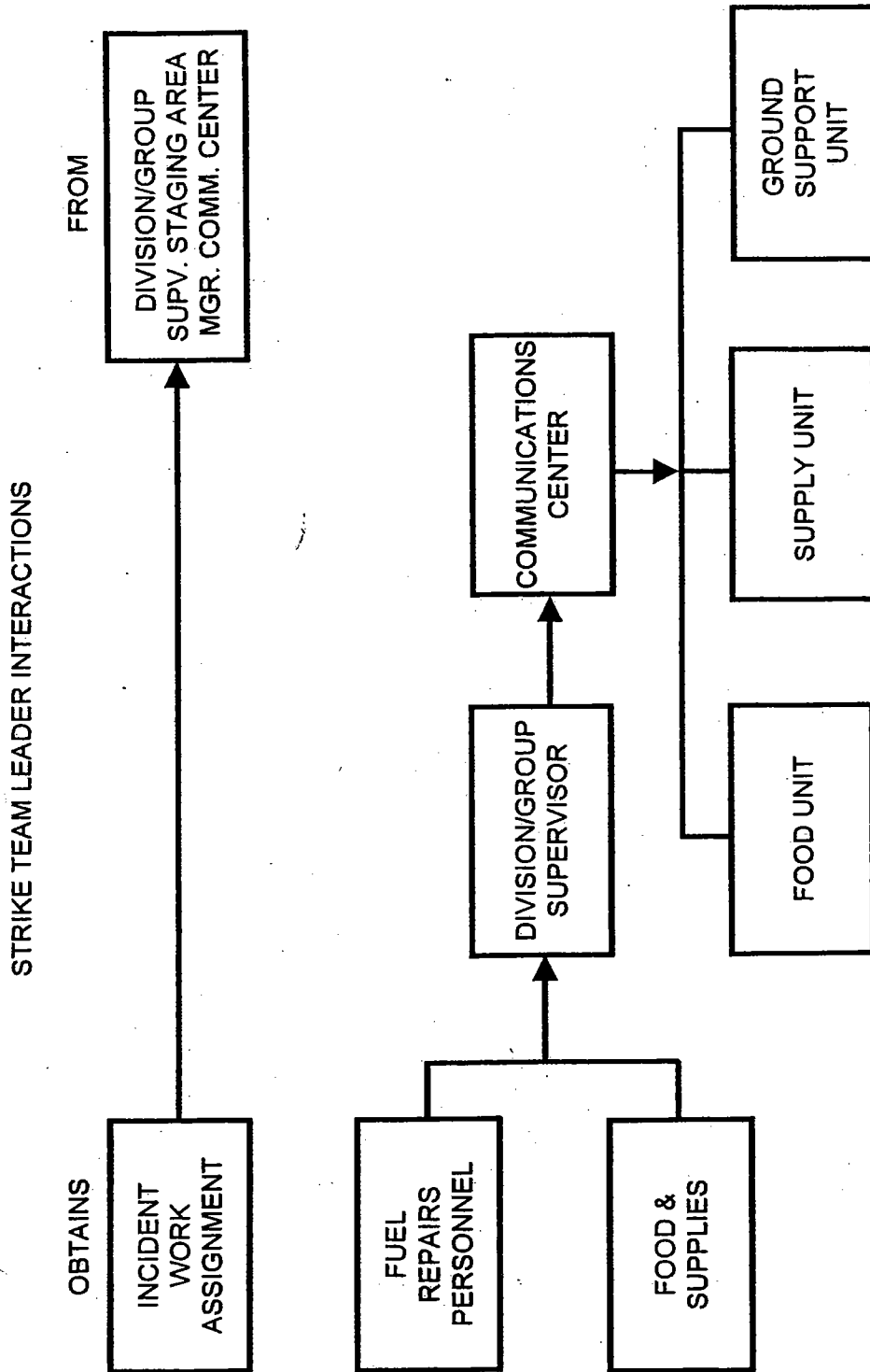
RESOURCE STATUS CHANGE REPORTING



1. REPORT:
 - A) RESOURCES CHANGING STATUS (ASSIGNED, AVAILABLE, OUT OF SERVICE)
 - B) RESOURCES MOVING BETWEEN DIVISIONS

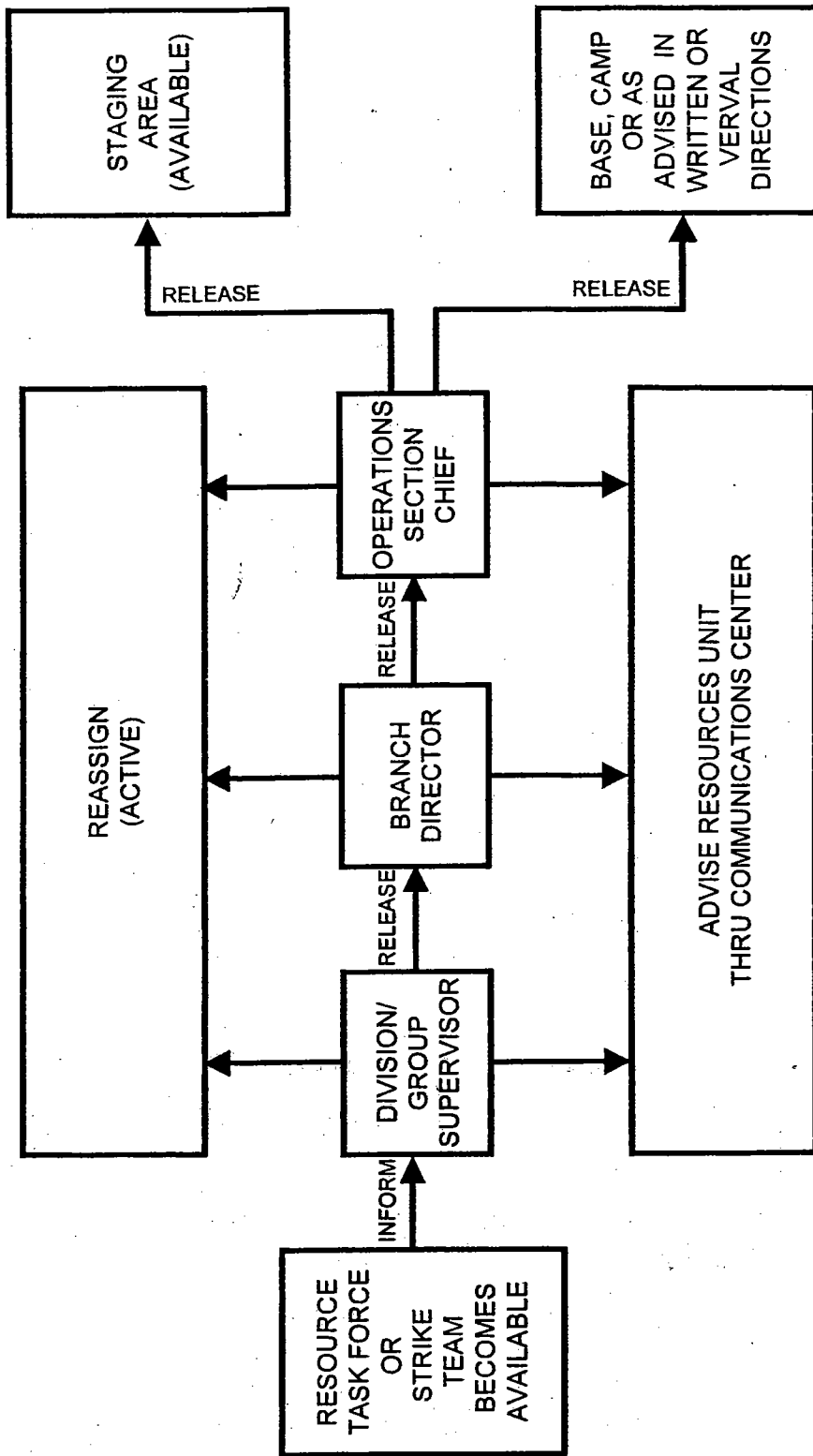
2. NOTE:

AUTHORITY WHO APPROVES THE STATUS CHANGE IS RESPONSIBLE FOR REPORTING IT TO RESOURCES UNIT



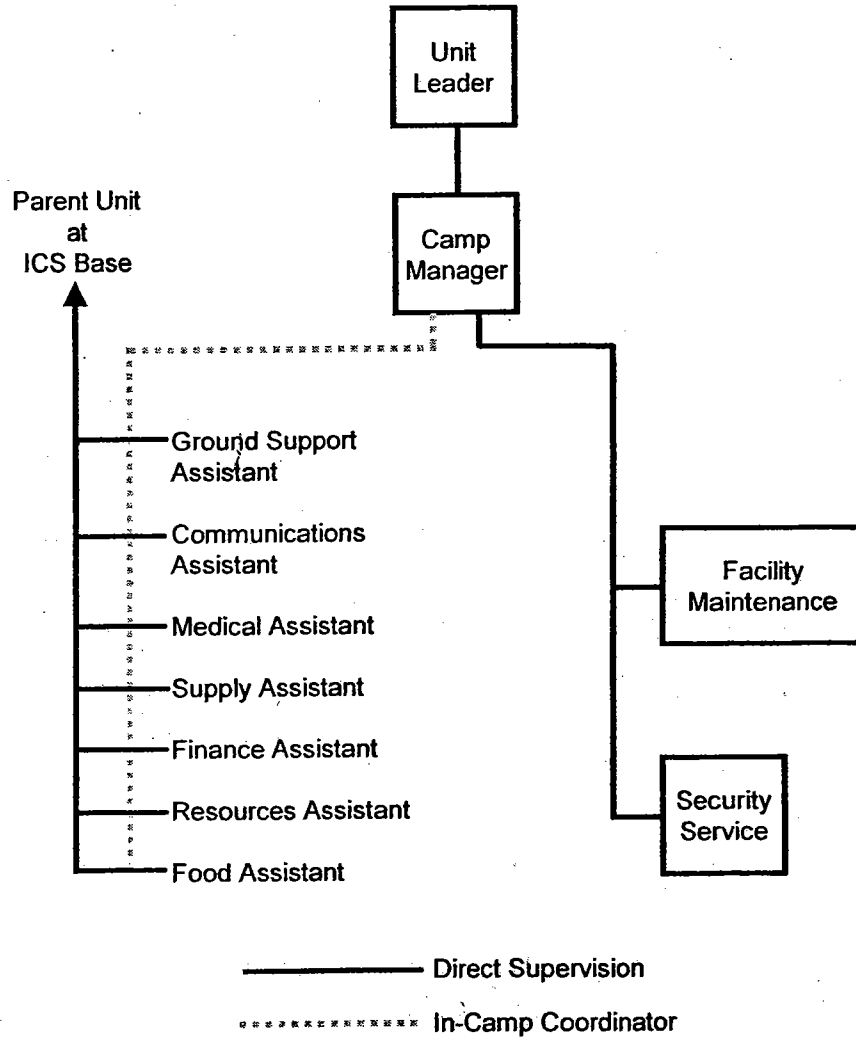
*OUT OF SERVICE RESOURCES INTERACT DIRECTLY WITH APPROPRIATE UNITS FOR SERVICE AND SUPPORT

REASSIGN/RELEASE OF RESOURCES



NOTE: AUTHORITY WHO APPROVES THE STATUS CHANGE IS RESPONSIBLE FOR REPORTING IT TO RESOURCES UNIT

ICS CAMP ORGANIZATION AND REPORTING RELATIONSHIPS



The Camp Manager will provide direct supervision for all facility maintenance and security service at the Camp. Several of the functional unit activities which are performed at the ICS 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 ICS 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 11

RESOURCE TYPES AND MINIMUM STANDARDS

Contents 11-1
Primary Mobile Suppression Resources 11-2
Support Resources 11-4
Strike Team Types and Minimum Standards 11-5

**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 & Personnel determined by local EMS authority | ALS | BLS | | |
| Medical/Transport | Ambulance, Medic | Transport, Capability & 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 | | | | |

| 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></p> <p>CDC (12) CYA (12) CCC (12) Fly Crew (8)</p> <p><u>Federal</u></p> <p>Hotshot (18) Regular (18) Fly Crew (10)</p> <p><u>Local Govt.</u></p> <p>Inmate (12) Paid (10)</p> <p>Fly Crew (8) Hotshot (18)</p> | <p>Federal (Blue Card) (18) State (12)</p> |

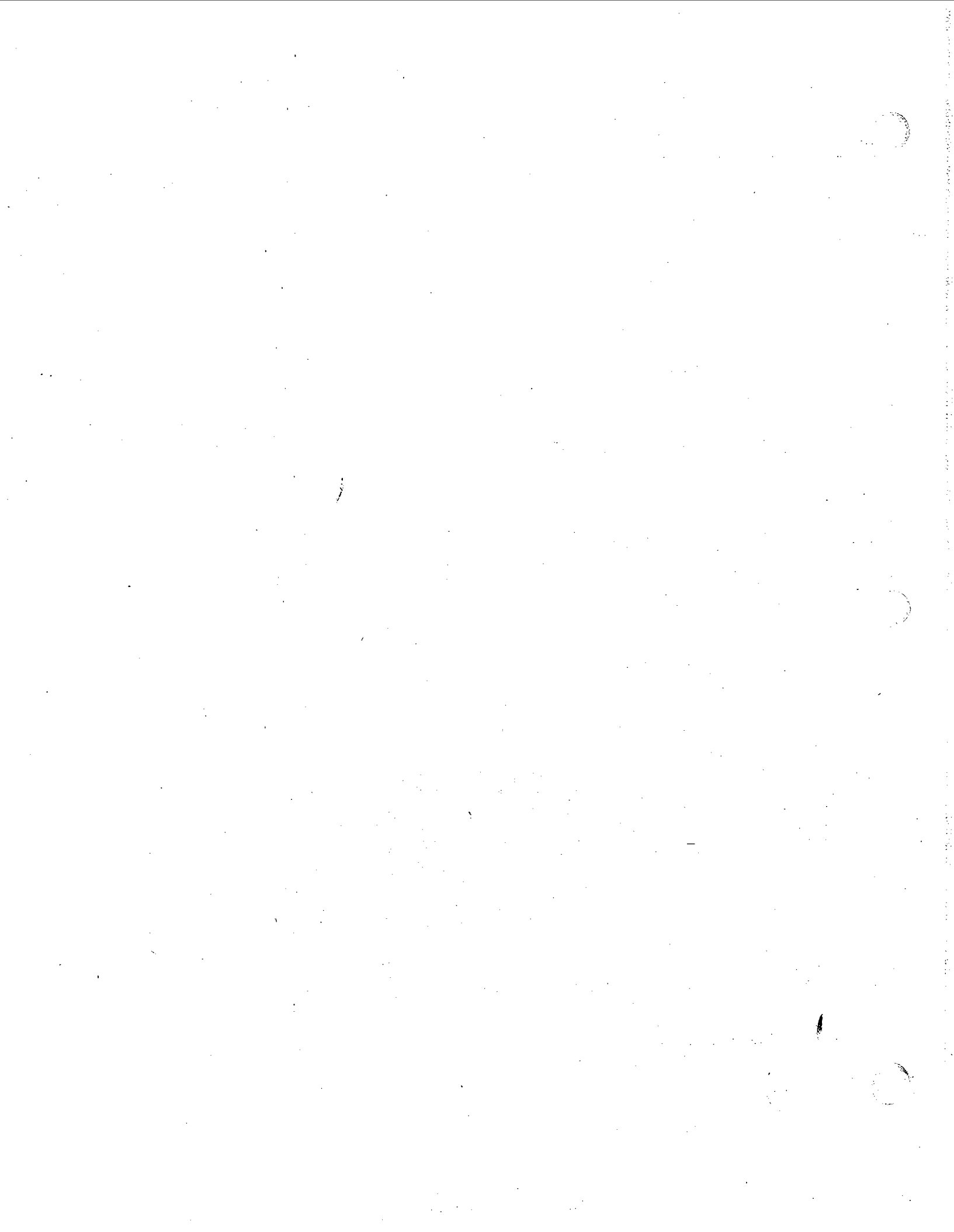
| RESOURCE | RADIO CALL | COMPONENTS | TYPES | | | |
|-------------------------------------|------------|--|---|--|--|---------------------------------------|
| | | | 1 | 2 | 3 | 4 |
| Fire Boat | Boat | Pumping Capability | 5,000 GPM | 1000 GPM | 250 GPM | |
| Foam Tender | Foam | Class B Foam Specify: % 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 |
| Helicopter Tender | Helitender | Fuel Equipment | | | | |
| Helitack Crew | Helitack | Personnel (3) Equipment Transportation | | | | |
| Helitanker | Helitanker | -Fixed Tank -Air Tanker Board Certified -1,100 Minimum Gallon Capacity | | | | |
| 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 & 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 Capac GPM | Water Capac Gal | 2 1/2" Hose Ft | 1 1/2" Hose Ft | 1" Hose Ft | Ladder 20 Ft Ext | Master Stream GPM | Strike Team Leader | Per Single Resource | Total Personnel |
| E N G I N E S | A | 5-Type 1 | 1000 GPM | 400 Gal | 1200 Ft | 400 Ft | 200 Ft | 20 Ft Ext | 500 GPM | 1 | 4 | 21 |
| | B | 5-Type 2 | 500 Gpm | 400 Gal | 1000 Ft | 500 Ft | 300 Ft | 20 Ft Ext | N/A | 1 | 3 | 16 |
| | C | 5-Type 3 | 120 GPM | 300 Gal | N/A | 1000 Ft | 800 Ft | N/A | N/A | 1 | 3 | 16 |
| | D | 5-Type 4 | 50 GPM | 200 Gal | N/A | 300 Ft | 800 Ft | N/A | N/A | 1 | 3 | 16 |
| G | Hand crew 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. | | | | | | | | | |
| D O Z E R S | K | 2-Type 1 1-Dozer Tender | Heavy Dozer Min 200 HP (D-7, D-8, or equivalent) | | | | | | | | | |
| | L | 2-Type 2 1-Dozer Tender | Medium Dozer Min 100 HP (D-5, D-6, or equivalent) | | | | | | | | | |
| | M | 2-Type 3 1-Dozer Tender | Light Dozer Min 50 HP (D-4, or equivalent) | | | | | | | | | |



CHAPTER 12

GLOSSARY OF TERMS

This glossary contains definitions of terms frequently used in ICS documentation which are, for the most part, not defined elsewhere in this guide.

Agency Executive or Administrator. Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

Agency Representative. 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 Incident Liaison Officer.

Air Transportable Mobile Weather Unit (ATMWU). A weather data collection and forecasting facility consisting of seven modules, weighing a total of 355 pounds and occupying 34.2 cubic feet of space when transported. Used by a National Weather Service Fire Weather Forecaster.

Allocated Resources. Resources dispatched to an incident that have not yet checked-in with the Incident Communications Center.

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 the 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 at which 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 collocated with the base. There is only one base per incident.

Branch. That organizational level having functional or geographic responsibility for major parts of 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 or by functional name (e.g., medical, security, etc.).

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.

Clear Text. The use of plain English in radio communications transmissions. No Ten Codes, or agency specific codes are used when using Clear Text.

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. Any piece of equipment having a full complement of personnel.

Complex. A complex is two or more individual incidents located in the same general proximity which are assigned to a single Incident Commander or Unified Command to facilitate management.

Cooperating Agency. An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (e.g. Red Cross, law enforcement agency, telephone company, etc.)

Coordination. The process of systematically analyzing a situation, developing relevant information, and informing appropriate *command* authority (for its decision) of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not in and of itself involve command dispatch actions. However, personnel responsible for coordination *may* perform command or dispatch functions within limits as established by specific agency delegations, procedures, legal authority, etc.

Coordination Center. Term used to describe any 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. Cost sharing agreements are normally written but may also be verbal between authorized agency or jurisdictional representatives at the incident.

Deputy. A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch. The implementation of a *command* decision to move a resource or resources from one place to another.

Dispatch Center. A facility from which resources are directly assigned to an incident.

Division. That organization level having responsibility for operations within a defined geographic area or with functional responsibility. The Division level is organizationally between the Strike Team and the Branch. (See also "Group")

"Emergency Traffic". A 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. NOTE: The term **Mayday** should not be used for fire ground communications which could cause confusion with the term used for aeronautical and nautical emergencies.

"Emergency Traffic" Radio Tone. A distinctive tone used on designated channel(s) identified in a standard operating guideline.

Fireline Emergency Medical Technician (FEMT). 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.

General Staff. The group of incident management personnel comprised of:

- The Incident Commander
- The Operations Section Chief
- The Planning Section Chief
- The Logistics Section Chief
- The Finance/Administration Section Chief

Group. Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division (See Division). Groups are located between Branches (when activated) and Resources in the Operations Section.

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

Helispot. A location where a helicopter can take off and land. Some helispots may be used for temporary retardant loading.

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.

Incident Action Plan (IAP). Contains objectives reflecting the overall incident strategy and specific control actions for the next operational period. When complete, the Incident Action Plan will have a number of attachments. Contains: ICS-202, ICS-203, ICS-204, ICS-205, ICS-206, incident traffic plan, and incident map.

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 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 effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Infrared (IR). A heat detection system used for fire detection, mapping and hot spot identification.

Infrared (IR) Groundlink. A capability through the use of special mobile ground station to receive air to ground infrared imagery for interpretation.

Initial Response. Resources initially committed to an incident.

Jurisdictional Agency. The agency having jurisdiction and responsibility for a specific geographical area.

LCES Checklist. In the wildland fire environment, Lookouts, Communications, Escape Routes, Safety Zones (LCES) is key to safe procedures for firefighters. The elements of LCES form a safety system used by firefighters to protect themselves. This system is put in place before fighting the fire: select a lookout or lookouts, set a communication system, choose escape routes, and select a safety zone or zones.

Mayday. An international distress signal. The term Mayday should not be used for fire ground communications which could cause confusion with the term used for aeronautical and nautical emergencies.

Message Center. The Message Center is part of the Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resources status, and administration and tactical traffic.

Mobilization Center. An off incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

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.

NOAA Weather Station. A mobile weather data collection and forecasting facility (including personnel) provided by the National Oceanic and Atmospheric Administration which can be utilized within the incident area.

Operational Period. The period of time scheduled for execution of a given set of operation 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. They may contain graphically emphasized geographic features and may be provided with overlays of such features as: water systems, important facility locations, etc.

Out-of-Service Resources. Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Overhead Personnel. Personnel who are assigned to supervisory positions which includes Incident Commander, Command Staff, General Staff, Directors, Supervisors and Unit Leaders.

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.

Personnel Accountability. The ability to account for the whereabouts and welfare of personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and personnel are working within these guidelines.

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 perform a rescue effort of firefighters.

Recorder. Person assigned to record information. May be utilized by any ICS position having need.

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. The locations are: Incident Command Post-Resources Unit, Base, Camp, Staging Area, Helibase or Division/Group Supervisor for direct line assignments. (Check-in at one location only)

Resources. All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

Responder Rehabilitation. Also known as "rehab"; resting and treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

Rest and Recuperation (R&R). Time away from work assignment to give personnel proper rest so they remain productive, physically capable, and mentally alert to perform their jobs safely.

Section. That organization level having functional responsibility for primary segments of incident operations such as: Operations, Planning, Logistics, Finance/Administration. The Section level is organizationally between Branch and Incident Commander.

SEMS. -Standardized Emergency Management System-A system 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.

Single Resource. An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

Staging Area. That location where incident personnel and equipment are assigned on a three (3) minute available status.

Standby Members. Two members/personnel who remain outside the hazard area during the "initial stages" of an incident. 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).

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.

Tactics. Deploying and directing resources on an incident to accomplish the objectives designated by 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 Specialists. Personnel with special skills who are activated only when needed. Technical Specialists may be needed in the areas of fire behavior, water resources, environmental concerns, resource use, training areas, geographic information systems, and damage inspection.

Unified Command. In ICS, Unified Command is a unified team effort which allows all agencies with 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, logistic, or finance activity.

Watershed Rehabilitation. Also known as "rehab"; restoration of watershed to as near as possible, its pre-incident condition, or to a condition where it can recover on its own.

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, 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.

UNIFIED COMMAND

A hazardous materials incident will bring together a greater number and a wider variety of agencies than any other single incident your agency will face. It is assumed that all hazardous materials incidents will be managed under Unified Command principles because in virtually all cases fire, law enforcement, and public health will have some statutory functional responsibility for incident mitigation.

Depending on incident factors, several other agencies will respond to a hazardous materials incident. The best method for ensuring effective information flow and coordination between the responding agencies at the scene of a multi-agency incident is to establish a Unified Command Post and the use of Unified Command. Each key response agency should provide a representative to remain at the command post who will have authority to speak for and commit agency resources. The Assisting Agencies section of this document lists some of the typical functional responsibilities of law enforcement and health agencies.

MODULAR DEVELOPMENT

A series of examples of modular development are included to illustrate one method of expanding the incident organization.

INITIAL RESPONSE ORGANIZATION (page 13-4)

Initial response resources are managed by the Incident Commander who will handle all Command and General Staff responsibilities.

REINFORCED RESPONSE ORGANIZATION (page 13-5)
(3 to 15 fire and/or law enforcement units)

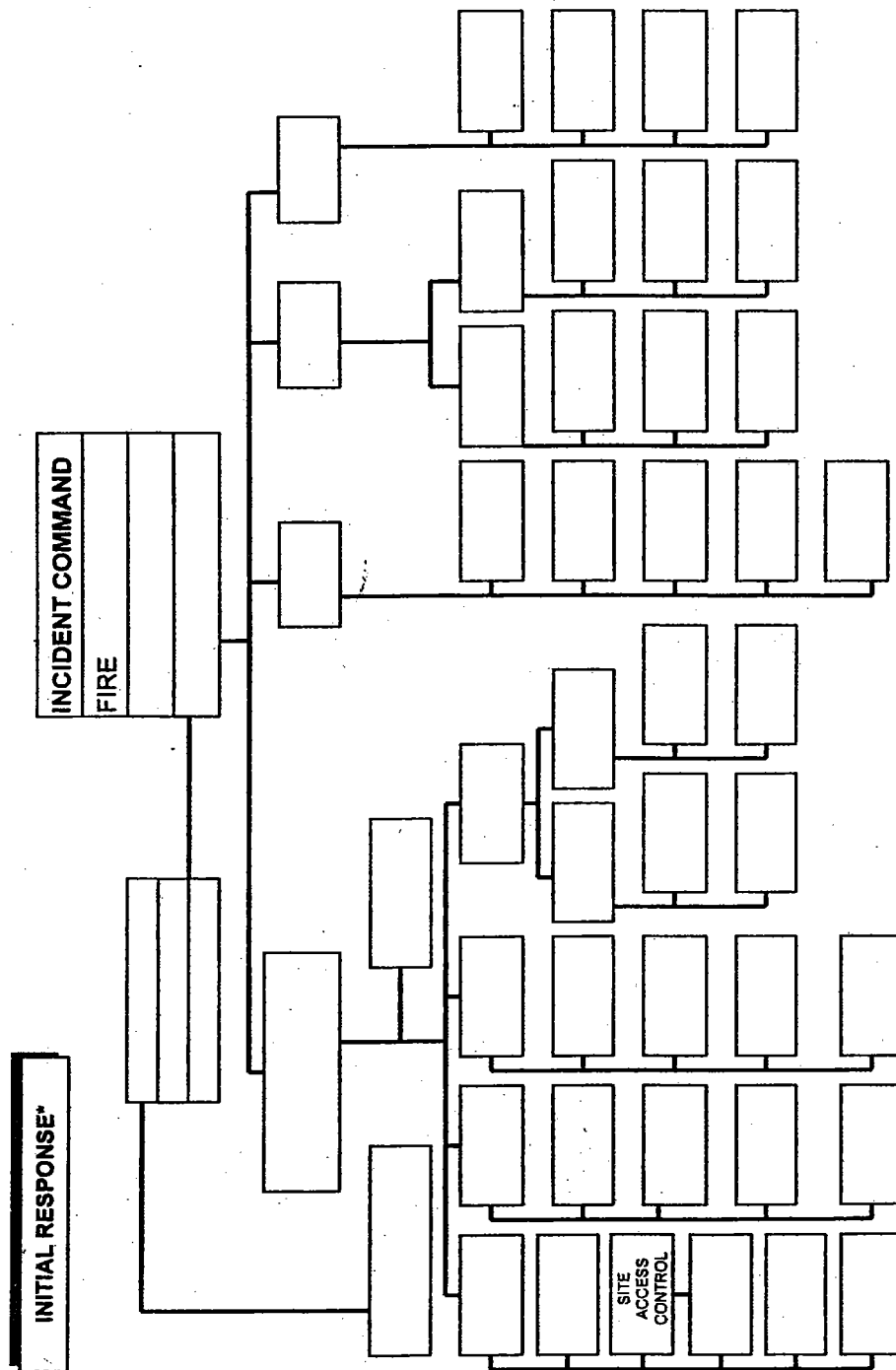
The two Incident Commanders have met and have established Unified Command. They have established a Hazardous Materials Group to manage all activities around the Control Zones and have organized Law Enforcement units into a task force to isolate the operational area. The Incident Commanders have decided to establish a Planning Section, a Staging Area, and a Safety Officer.

MULTI-DIVISION/GROUP ORGANIZATION (page 13-6)

The Incident Commanders have activated most Command and General Staff positions and have established a combination of divisions and groups.

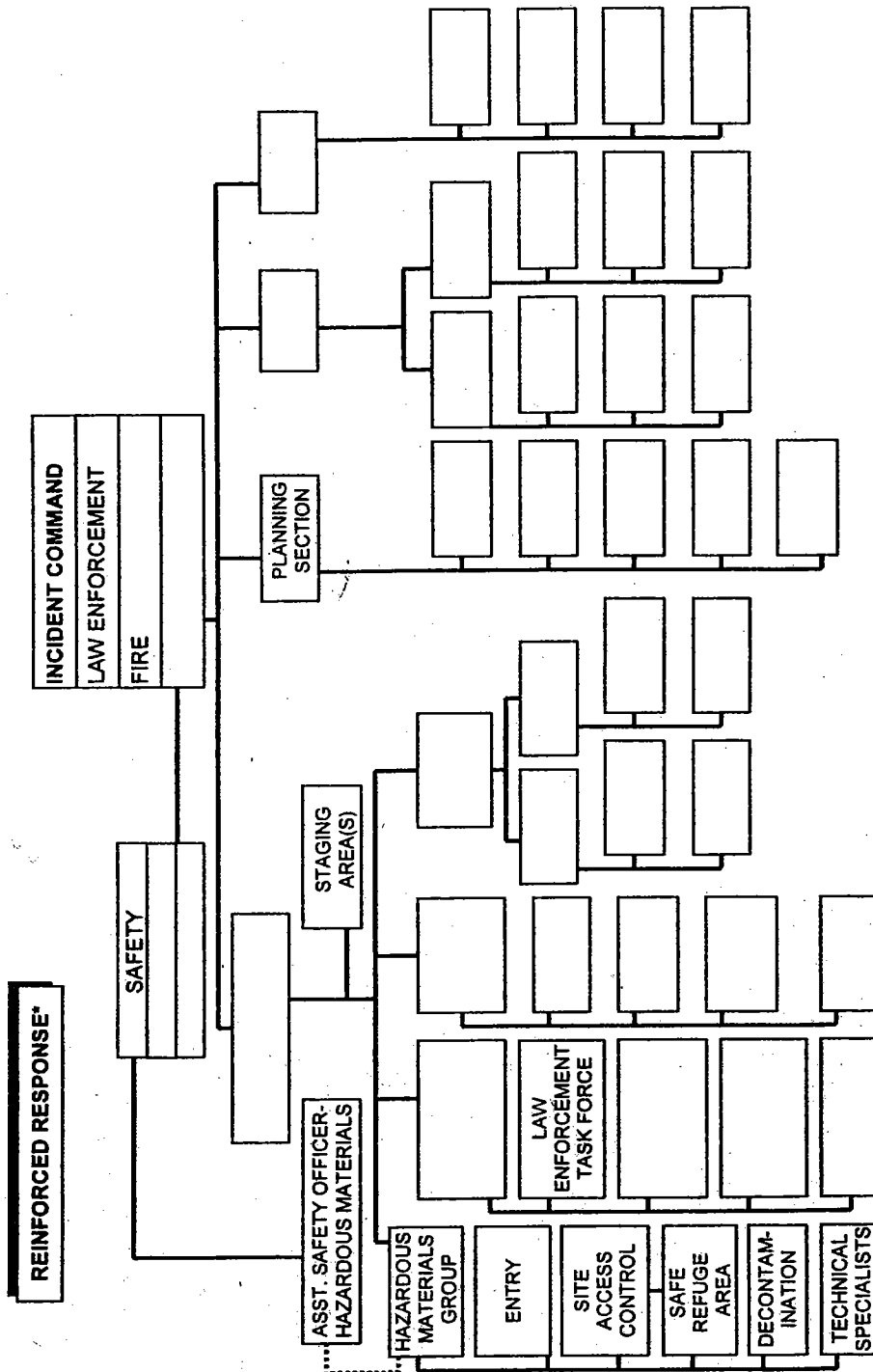
MULTI-BRANCH ORGANIZATION (page 13-7)

The Incident Commanders have activated all Command and General Staff positions and have established four branches in the Operations Section.

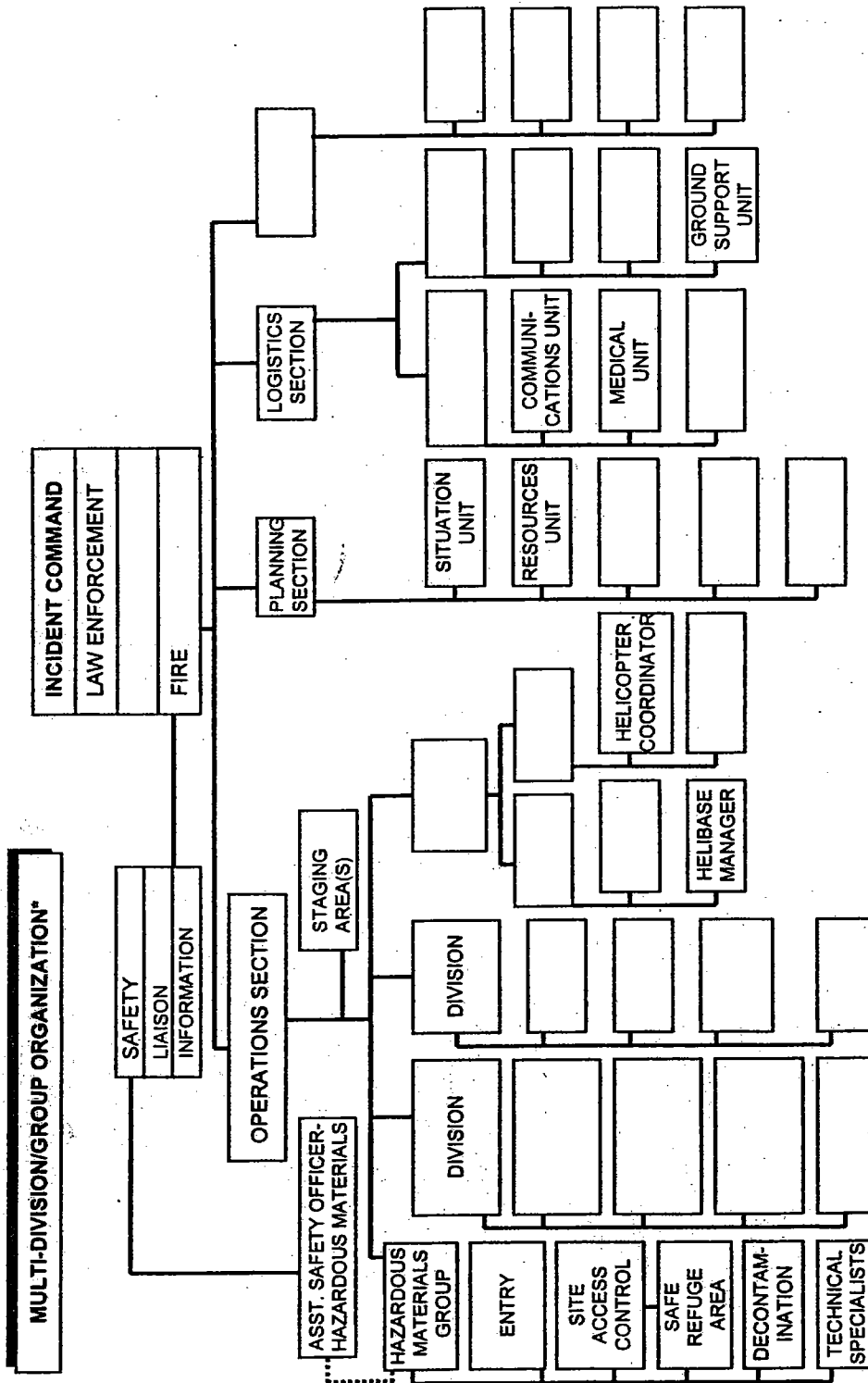


* INITIAL RESPONSE ORGANIZATION (EXAMPLE)

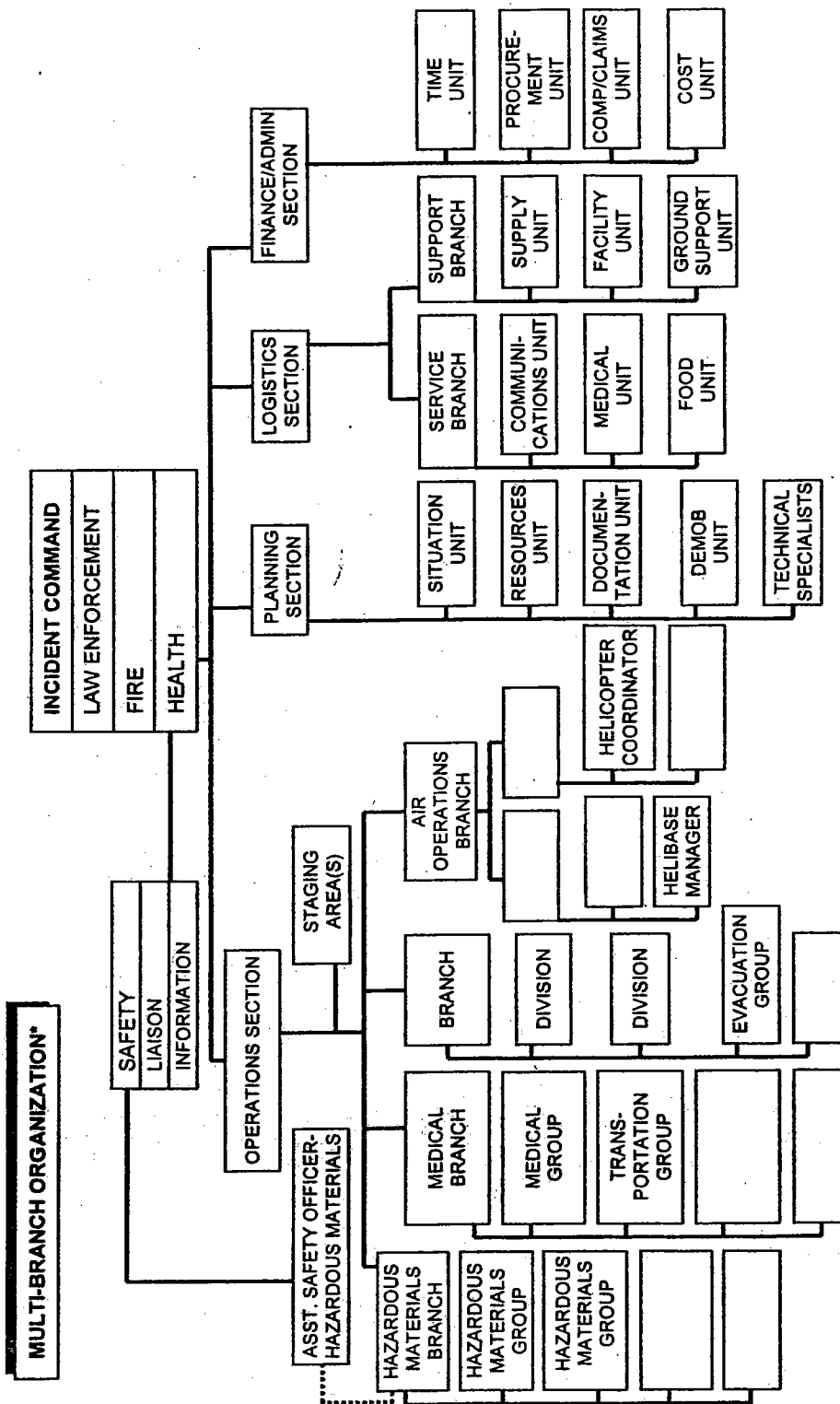
Initial Response resources are managed by the Incident Commander who will handle all Command and General staff responsibilities.



* REINFORCED RESPONSE ORGANIZATION (EXAMPLE) e.g., 3 to 15 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 ORGANIZATION (EXAMPLE)
The Incident Commanders have activated most Command and General Staff positions and have established a combination of divisions and groups.



* MULTI-BRANCH ORGANIZATION (EXAMPLE)
 The Incident Commanders have activated all Command and General Staff positions and have established four branches in the Operations Section.

POSITION CHECKLISTS

HAZARDOUS MATERIALS GROUP SUPERVISOR (ICS-HM-222-1) The Hazardous Materials Group Supervisor 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-HM) 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. Maintain control of movement of people and equipment within the Contamination Reduction Zone.
- f. Maintain communications and coordinate operations with the Entry Leader.
- g. Maintain communications and coordinate operations with the Site Access Control Leader and the Safe Refuge Area Manager (if activated).
- h. Coordinate the transfer of contaminated patients requiring medical attention (after decontamination) to the Medical Group.
- i. Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.
- j. Maintain Unit/Activity Log (ICS Form 214).

SITE ACCESS CONTROL LEADER (IC-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 form the Hazardous Materials Group Supervisor.
- c. Participate in the preparation of, and implement the Site Safety and Control Plan (ICS Form 208-HM).

- d. Advise the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director) of deviations from the Site Safety and Control Plan (ICS Form 208-HM) 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.
- 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, Tox 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- The local law enforcement agency will respond to most 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.

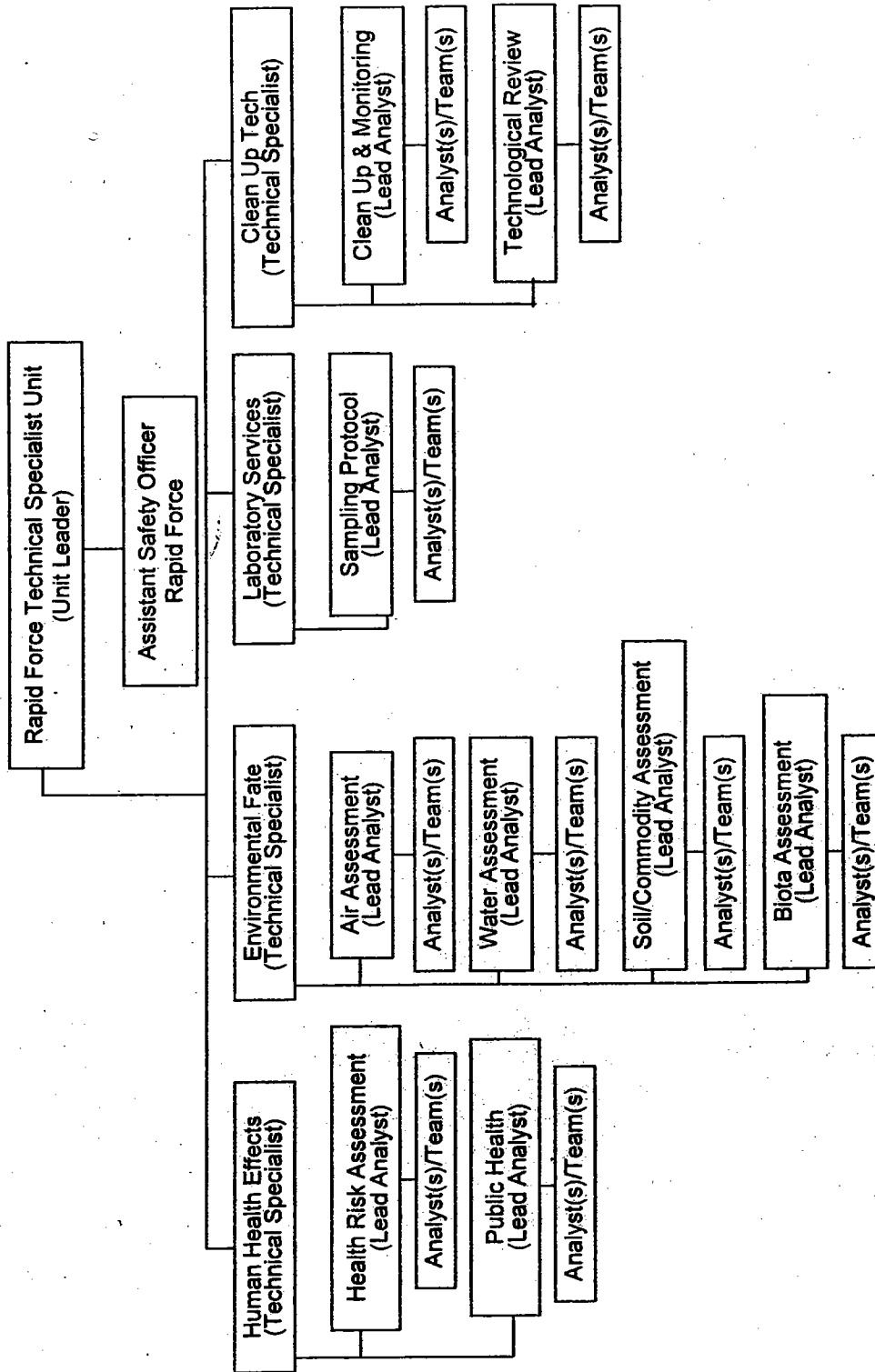
ENVIRONMENTAL HEALTH AGENCIES- In most cases the local or State environmental health agency will be at the scene as a partner in Unified Command. Some functional responsibilities that may be handled by environmental health agencies are:

- 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.

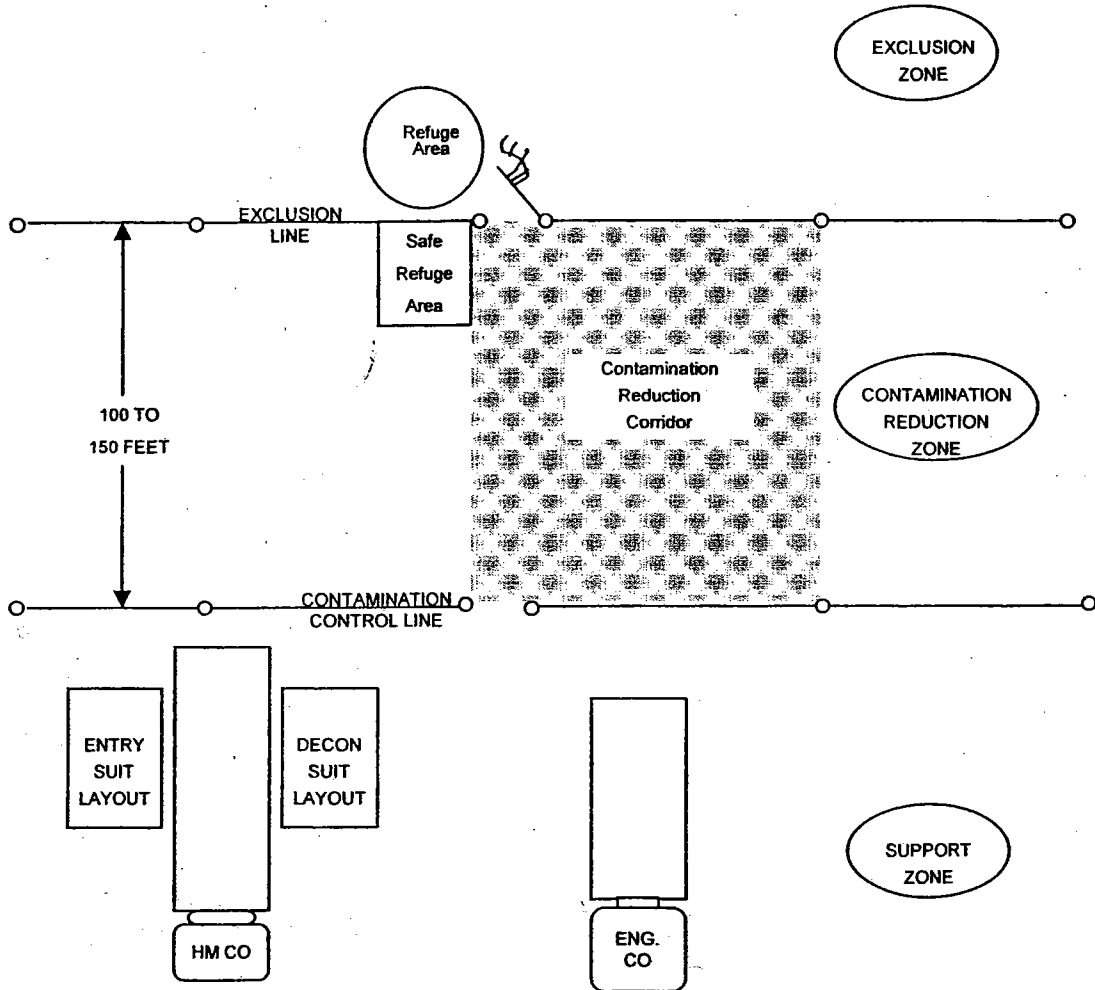
RAPID FORCE The State of California, through its Environmental Protection Agency (Cal/EPA), has established the Railroad Accident Prevention and Immediate Deployment (RAPID) Force to provide on site technical assistance at large-scale hazardous material releases resulting from surface transportation accidents. While organized for a State response, RAPID Force membership can involve representation from local government as determined by local expertise and incident needs. Once fully integrated into an incident organization under the Incident Command System (ICS), RAPID Force will organize as a Technical Specialist Unit under the Planning Section. Requests for RAPID Force assistance will occur through normal pre-established channels for requesting assistance (i.e., Master Mutual Aid System).

The Rapid Force Technical Specialist Unit (RFTSU) will be comprised of Technical Specialists in the fields of Human Health Effects, Environmental Fate, Laboratory Services and Clean-up Technology. Components of this Technical Specialist Unit will provide hazardous material analysis and mitigation recommendations to assist an incident in addressing (1) acute and chronic public health threats, (2) environment risks, (3) sampling and analysis protocols and (4) monitoring short-term cleanup as well as long-term site mitigation.

Rapid Force Technical Specialist Unit



CONTROL ZONE LAYOUT



**HAZARDOUS MATERIALS
COMPANY TYPES AND MINIMUM STANDARDS**

| HAZMAT COMPANY | RESOURCE | RADIO CALL | COMPONENTS | TYPES | |
|---|-----------------------------|------------|--|---|---|
| | | | | I | II |
| | Hazardous Materials Company | Hazmat # | <p>Capabilities</p> <p>PPE Level</p> <p>Equipment</p> <p>Personnel</p> | <p>Unknown Chemicals</p> <p>Level "A" (fully encapsulated suiting)</p> <p>Type II Equipment plus: Computer air modeling Special detection monitoring (specify chemical) Heat sensing Chemical hazard categorizing Plugging & Patching (vapor) Large leak intervention</p> <p>5*</p> | <p>Known Chemicals</p> <p>Level "B" (splash suiting w/S.C.B.A.'s)</p> <p>In-suit communications Chemical references Capabilities for sampling & monitoring (Combustible Gas, Oxygen Concentration, Radiological, pH/Oxidation) Plugging, patching (liquid) Diking, absorption, neutralization</p> <p>5*</p> |
| <p>* One company member trained to minimum level of Assistant Safety Officer Hazmat (ICS-HM-222-5).</p> | | | | | |

HAZARDOUS MATERIALS GLOSSARY OF TERMS

29 CFR PART 1910.120. 29 of the Code of Federal Regulations, Part 1910.120 is 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 the control zones. Regulates access to and from the work areas.

CHEMTREC. Chemical Transportation Emergency Center. A public service of the Chemical Manufacturers Association.

COMPATIBILITY. The matching of Personal Protective Equipment to the hazardous materials involved in order to provide the best protection for the worker.

CONTAMINATION REDUCTION CORRIDOR (CRC). That area within the Contamination Reduction Zone where the actual decontamination is to take place. Exit from the Exclusion Zone is through the Contamination Reduction Corridor (CRC). The CRC will become contaminated as people and equipment pass through to the decontamination stations.

CONTAMINATION CONTROL LINE (CCL). The established line around the Contamination Reduction Zone that separates the contamination Reduction Zone from the Support Zone.

CONTAMINATION REDUCTION ZONE (CRZ). That area between the Exclusion Zone and the Support Zone. This zone contains the Personnel Decontamination Station. This zone may require a lesser degree of personnel protection than the Exclusion Zone. This area separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area.

CONTROL ZONES. The geographical areas within the control lines set up at a hazardous materials incident. The three zones most commonly used are the Exclusion Zone, Contamination Reduction Zone and Support Zone.

DECONTAMINATION (DECON). That action required to physically remove or chemically change the contaminants from personnel and equipment.

ENVIRONMENTAL. Atmospheric, Hydrologic and Geologic media (air, water and soil).

EXCLUSION ZONE. That area immediately around the spill. That area where contamination does or could occur. The innermost of the three zones of a hazardous materials site. Special protection is required for all personnel while in this zone.

EVACUATION. The removal of potentially endangered, but not yet exposed, persons from an area threatened by a hazardous materials incident. Entry into the evacuation area should not require special protective equipment.

HAZARDOUS CATEGORIZATION TEST (HAZ CAT). A field analysis to determine the hazardous characteristics of an unknown material.

HAZARDOUS MATERIAL. Any material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive, or any combination, and requires special care in handling because of the hazards it poses to public health, safety, and/or the environment.

HAZARDOUS MATERIALS COMPANY. Any piece 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). The personnel complement shall include one member who is trained to a minimum level of Assistant Safety Officer-Hazardous Materials.

HAZARDOUS MATERIALS INCIDENT. Uncontrolled, unlicensed release of hazardous materials during storage or use from a fixed facility or during transport outside a fixed facility that may impact the public health, safety and/or environment.

HAZARDOUS MATERIALS TASK FORCE. A group or resources which includes at least one Hazardous Materials Company, with common communications and a leader. A hazardous Materials Task Force may be pre-established and sent to an incident, or formed at the incident.

MITIGATE. Any action employed to contain, reduce or eliminate the harmful effects of a spill or release of a hazardous substance.

PERSONAL PROTECTIVE EQUIPMENT (PPE). That equipment and clothing required to shield or isolate personnel from the chemical, physical, and biologic hazards that may be encountered at a hazardous materials incident.

RAPID FORCE TECHNICAL SPECIALIST UNIT. Railroad Accident Prevention and Immediate Deployment Force Technical Specialist Unit provides on site technical assistance at large-scale hazardous material releases resulting from surface transportation accidents. Unit is comprised of technical specialist in the fields of Human Health Effects, Environmental Fate, Laboratory Services and Clean-up Technology.

REFUGE AREA. An area identified within the Exclusion Zone, if needed, for the assemblage of contaminated individuals in order to reduce the risk of further contamination or injury. The Refuge Area may provide for gross decontamination and triage.

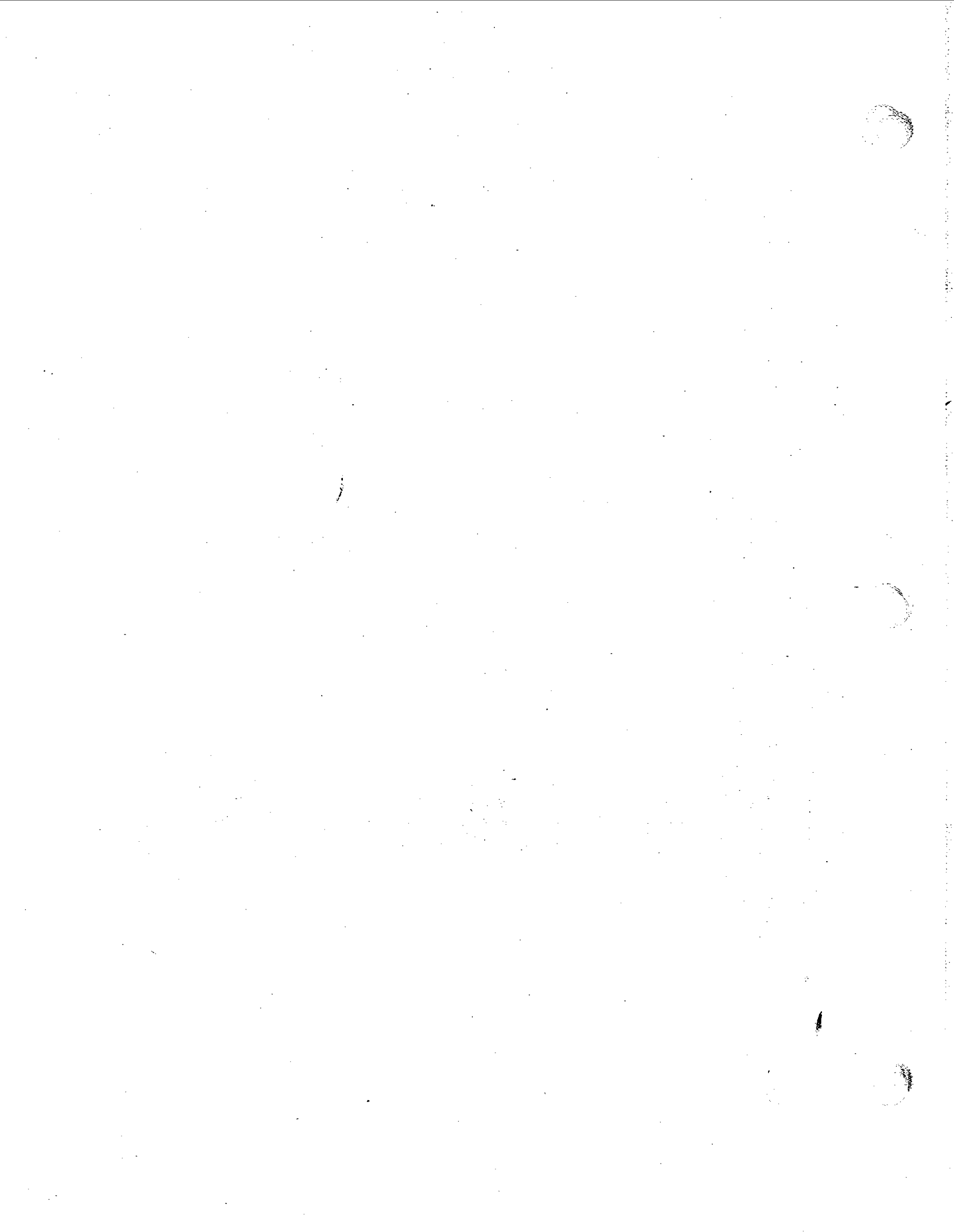
RESCUE. The removal of victims from an area determined to be contaminated or otherwise hazardous. Rescue shall be performed by emergency personnel using appropriate personal protective equipment.

SAFE REFUGE AREA (SRA). An area within the Contamination Reduction Zone for the assemblage of individuals who are witnesses to the hazardous materials incident or who were on site at the time of the spill. This assemblage will provide for the separation of contaminated persons from non-contaminated persons.

SITE. That are within the Contamination Reduction Control Line at a hazardous materials incident.

SITE SAFETY PLAN. An Emergency Response Plan describing the general safety procedures to be followed at an incident involving hazardous materials. This plan should be prepared in accordance with 29 CFR 1910.120 and the U.S. Environmental Protection Agency's "Standard Operating Safety Guides for Environmental Incidents (1984)."

SUPPORT ZONE. The clean area outside of the Contamination Control Line. Equipment and personnel are not expected to become contaminated in this area. Special protective clothing is not required. This is the area where resources are assembled to support the hazardous materials operations.



CHAPTER 14
MULTI-CASUALTY

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MULTI-CASUALTY BRANCH

Definition:

The Multi-Casualty Branch Structure is designed to provide the Incident Commander with a basic expandable system for handling any number of patients in a multi-casualty incident.

One or more additional Medical Group/Division may be established under the Multi-Casualty Branch Director, if geographical or incident conditions warrant. The degree of implementation will depend upon the complexity of the incident.

MODULAR DEVELOPMENT

A series of examples of modular development are included to illustrate one possible method of expanding the incident organization.

Initial Response Organization (page 14-4)

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 will become Triage Personnel.

Reinforced Response Organization (page 14-5)

In addition to the initial response, the Incident Commander designates a Triage Unit Leader, a Treatment Unit Leader, Treatment Teams and a Ground Ambulance Coordinator.

Multi-Leader Response Organization (page 14-6)

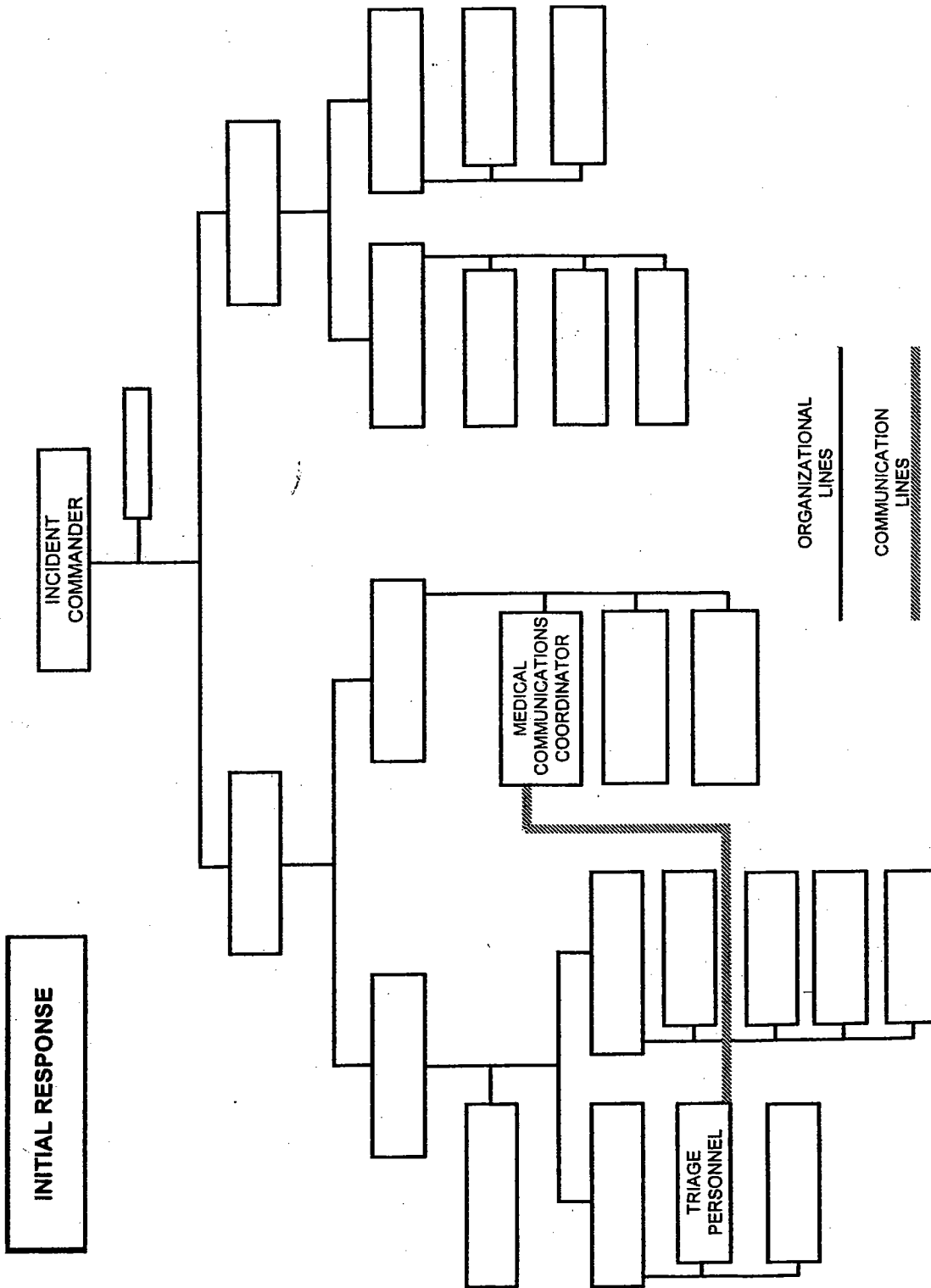
The Incident Commander has now established an Operations Section Chief who has in turn established a Medical Supply Coordinator, a Manager for each treatment category and a Patient Transportation Group Supervisor. The Patient Transportation Group Supervisor was needed in order for the Operations Section Chief to maintain a manageable span of control, based on the assumption that other operations are concurrently happening in the Operations Section.

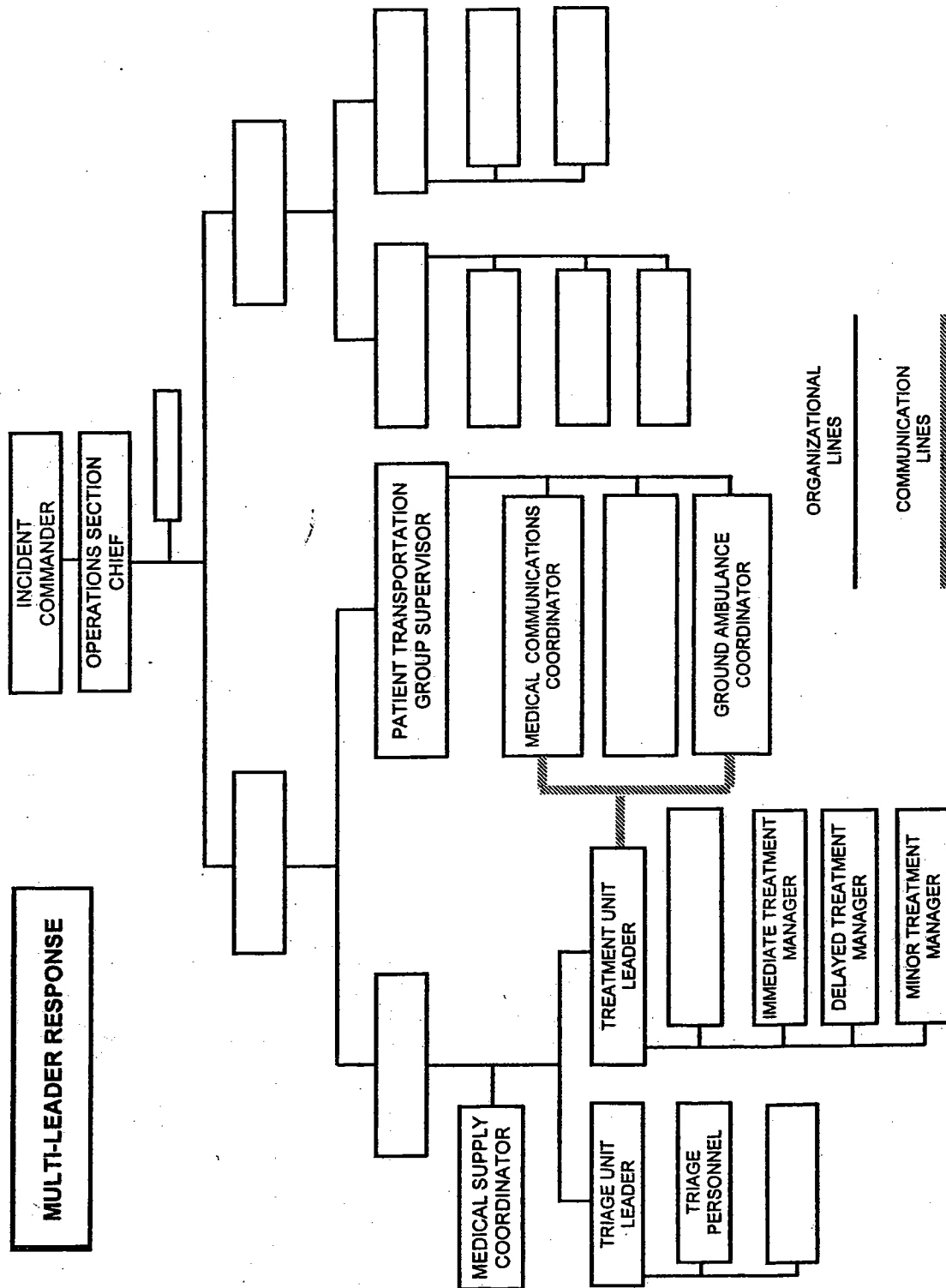
Multi-Group Response (page 14-7)

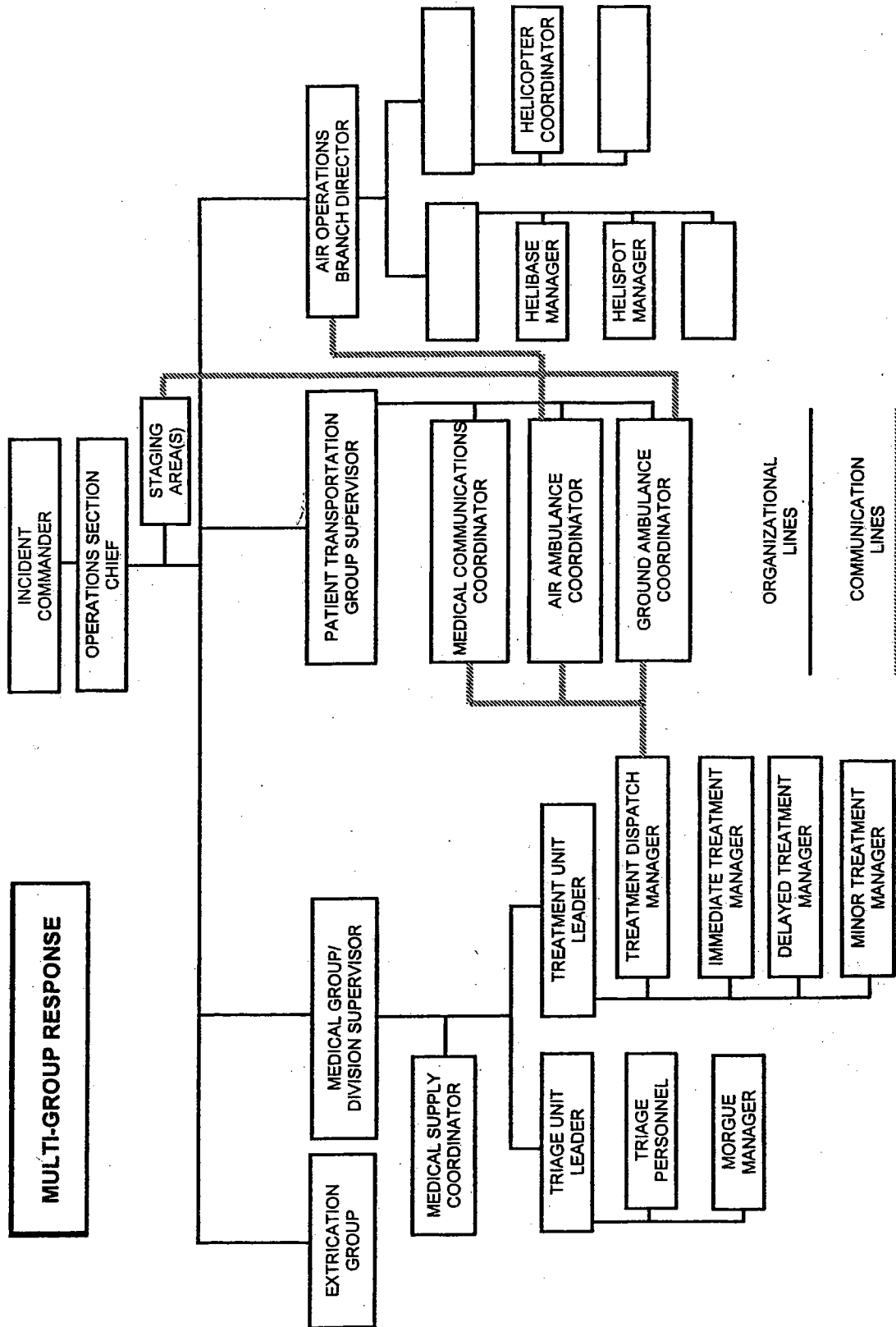
All positions within the Medical Group and Patient Transportation Group are now filled. Air Operations Branch is shown to illustrate the coordination between the Air Ambulance Coordinator and the Air Operations Branch. An Extrication Group is freeing trapped victims.

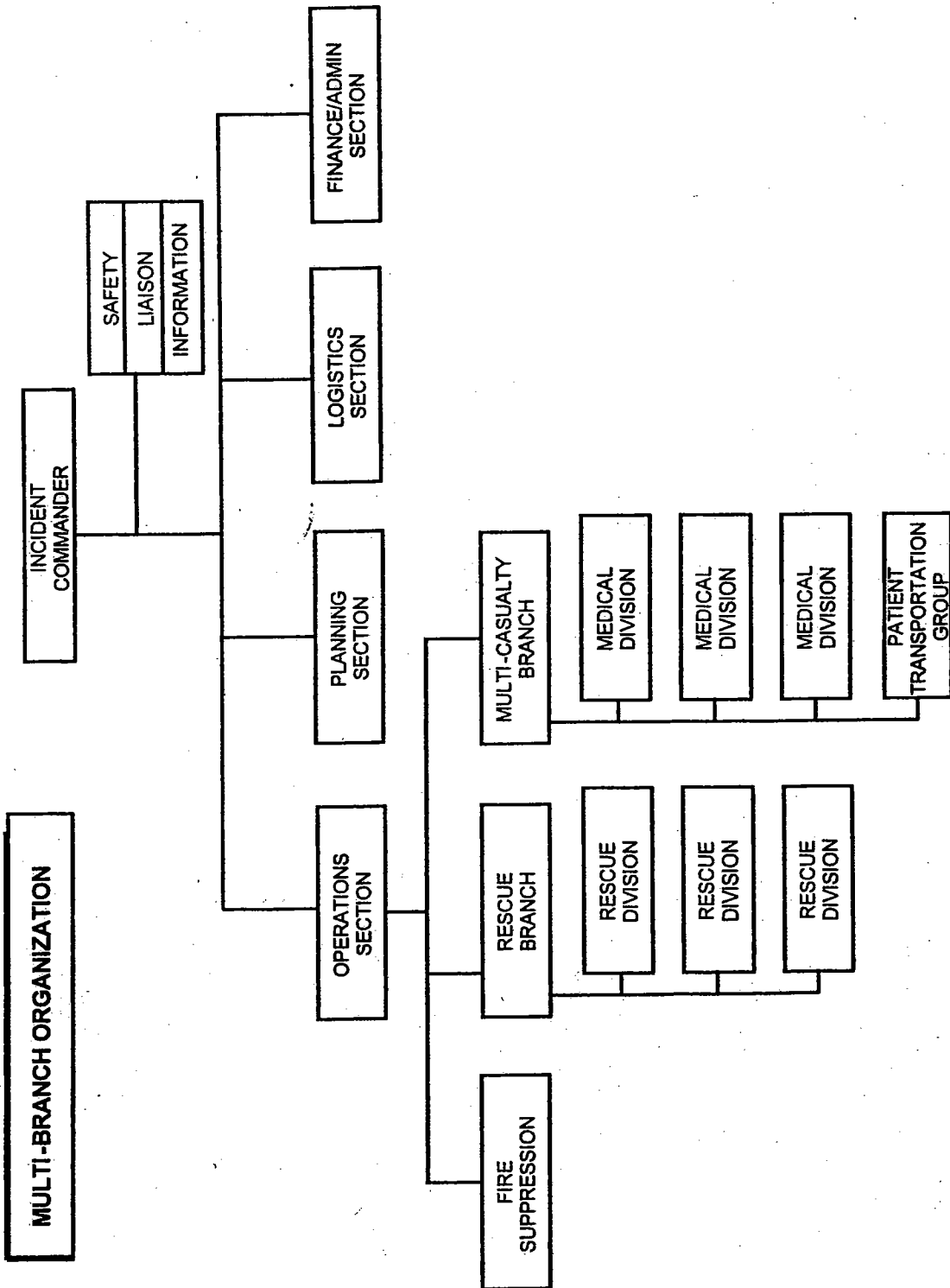
Complete Incident Organization (page 14-8)

The complete incident organization shows the Multi-Casualty Branch and other Branches with which there might be interaction. The Multi-Casualty Branch now has three (3) Medical Divisions (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.









POSITION CHECKLISTS

MULTI-CASUALTY BRANCH DIRECTOR (ICS-MC-222-1) The Multi-Casualty Branch Director is responsible for the implementation of the Incident Action Plan within the Branch. This includes the direction and execution of branch planning for the assignment of resources within the Branch. The Branch Director reports to the Operations Section Chief and supervises the Medical Group/Division and Patient Transportation Group Supervisors.

- a. Review Common Responsibilities (page 1-2).
- b. Review Group/Division 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 Multi-Casualty Branch Director and supervises the Triage Unit Leader, Treatment Unit Leader and Medical Supply Coordinator. The Medical Group/Division Supervisor establishes command and controls the activities within a Medical Group/Division, in order to assure the best possible emergency medical care to patients during a multi-casualty incident.

- a. Review Common Responsibilities (page 1-2).
- b. Participate in Multi-Casualty Branch/Operations Section Planning activities.
- c. Establish Medical Group/Division 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, cots).
- h. Establish communications and coordination with Patient Transportation Group Supervisor.
- i. Ensure activation of hospital alert system, local EMS/health agencies.

- j. 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.
- k. Ensure proper security, traffic control, and access for the Medical Group/Division area.
- l. Direct medically trained personnel to the appropriate Unit Leader.
- m. Maintain Unit/Activity Log (ICS Form 214).

TRIAGE UNIT LEADER (ICS-MC-222-5) The Triage Unit Leader reports to the Medical Group/Division 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 1-3).
- c. Develop organization sufficient to handle assignment.
- d. Inform Medical Group/Division 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/Division Supervisor.
- h. Maintain security and control of the Triage Area.
- i. Establish Morgue.

TRIAGE PERSONNEL Triage Personnel report to the Triage Unit Leader and triage patients on-scene 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 (ABC's) to patients prior to movement as incident conditions dictate.

TREATMENT UNIT LEADER (ICS-MC-222-4) The Treatment Unit Leader reports to the Medical Group/Division Supervisor and supervises the Treatment Managers and the Treatment Dispatch Manager. The Treatment Unit Leader assumes responsibility for treatment, preparation for transport, and coordination

of patient treatment in the Treatment Areas and directs movement of patients to loading location(s).

- a. Review Common Responsibilities (page 1-2).
- b. Review Unit Leader Responsibilities (page 1-3).
- 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 Group.
- 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/Division Supervisor.

TREATMENT DISPATCH MANAGER The Treatment Dispatch Manager reports to the Treatment Unit Leader and is responsible for coordinating with Patient Transportation Group, the transportation of patients out of the Treatment Area.

- a. Review Common Responsibilities (page 1-2).
- b. Establish communications with the Immediate, Delayed, and Minor Treatment Managers.
- c. Establish communications with Patient Transportation Group.
- d. Verify that patients are prioritized for transportation.
- e. Advise Medical Communications Coordinator of patient readiness and priority for dispatch.
- f. Coordinate transportation of patients with Medical Communications Coordinator.
- g. Assure that appropriate patient tracking information is recorded.
- h. Coordinate ambulance loading with Treatment Manager and ambulance personnel.

IMMEDIATE TREATMENT MANAGER The Immediate Treatment 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.

DELAYED TREATMENT MANAGER The Delayed Treatment 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.

MINOR TREATMENT MANAGER The Minor Treatment 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. Coordinate volunteer personnel/organizations through Agency Representatives and Treatment Unit Leader.

PATIENT TRANSPORTATION GROUP SUPERVISOR (ICS-MC-222-2)

Transportation Group Supervisor reports to the Multi-Casualty Branch Director and supervises the Medical Communications Coordinator and the Air and Ground Ambulance Coordinators and is responsible for the coordination of patient transportation and maintenance of records relating to patient identification, injuries, mode of off-incident transportation and destination.

- a. Review Common Responsibilities (page 1-2).
- b. Establish communications with hospital(s).
- c. Designate ambulance staging area(s).
- d. Direct the transportation of patients as determined by Treatment Unit Leader(s).
- e. Assure that patient information and destination is recorded.
- f. Establish communications with Ambulance Coordinator(s).
- g. Request additional ambulances, as required.
- h. Notify Ambulance Coordinator(s) of ambulance requests.
- i. Coordinate requests for air ambulance transportation through the Air Operations Director.
- j. Establish Air Ambulance Helispot with the Multi-Casualty Branch Director and Air Operations 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 Group Supervisor and supervises the Transportation Recorder and maintains communications with the hospital alert system and/or other medical facilities to assure proper patient transportation and destination and coordinates information through Patient Transportation Group Supervisor and the Transportation Recorder.

- a. Review Common Responsibilities (page 1-2).
- b. Establish communications with hospital alert system.
- c. Determine and maintain current status of hospital/medical facility availability and capability.
- d. Receive basic patient information and injury status from Treatment Dispatch Manager.
- e. Communicate hospital availability to Treatment Dispatch Manager.
- f. Coordinate patient off-incident destination with the hospital alert system.
- g. Communicate patient transportation needs to Ambulance Coordinators based upon requests from Treatment Dispatch Manager.
- h. Maintain appropriate records.

AIR/GROUND AMBULANCE COORDINATOR (ICS-MC-222-8, ICS-MC-222-9)

The Air/Ground Ambulance Coordinators report to the Patient Transportation Group Supervisor and manage the Air/Ground Ambulance Staging Areas and dispatch 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.
- e. Establish and maintain communications with the Medical Communications Coordinator and Treatment Dispatch Manager. Provide ambulances upon request from the Medical Communications Coordinator.
- f. Maintain records as required.
- g. Assure that necessary equipment is available in the ambulance for patient needs during transportation.
- h. Establish immediate contact with ambulance agencies 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.

MEDICAL SUPPLY COORDINATOR (ICS-MC-222-6) The Medical Supply Coordinator reports to the Medical Group/Division 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/Division.
- c. Request additional medical supplies (medical caches).*
- d. Distribute medical supplies to Treatment and Triage Units.
- e. Maintain Unit/Activity Log (ICS Form 214).

* If Logistics Section is established, this position would coordinate with the Supply Unit Leader.

MORGUE MANAGER The Morgue Manager reports to the Triage Unit Leader and assumes responsibility for Morgue Area activities until relieved of that responsibility by the Office of the Coroner.

- 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's Office as necessary.
- f. Keep identity of deceased persons confidential.
- g. Maintain appropriate records.

HOSPITAL EMERGENCY RESPONSE TEAM (H.E.R.T.) A hospital emergency response team is recommended to consist of a minimum of three medical personnel, optimum of fire medical personnel, which includes a team leader (Base Hospital ER Physician and 1 MICN preferred) and any combination of physicians, nurses or physicians' assistants. H.E.R.T. Teams will be requested through the Incident Commander. H.E.R.T. Teams report to the Treatment Unit Leader and assume responsibility for patient assessment and treatment as assigned.

- a. Report to the Incident Command Post for assignment.
- b. Perform medical treatment and other duties as assigned.
- c. Remain at the Treatment Unit unless otherwise reassigned.
- d. Respond to the scene with appropriate emergency medical equipment.

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 Form |

MULTI-CASUALTY GLOSSARY OF TERMS

ALS (Advanced Life Support). Allowable procedures and techniques utilized by EMT-P and EMT-II personnel to stabilize critically sick and injured patient(s) which exceed Basic Life Support procedures.

ALS RESPONDER. Certified EMT-P or EMT-II.

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 critically sick and injured patient(s).

BLS RESPONDER. Certified EMT-I or FIRST RESPONDER.

DELAYED TREATMENT. Second priority in patient treatment. These people require aid, but injuries are less severe.

EMT (Emergency Medical Technician). An individual trained in Basic Life Support according to the standards prescribed by the Health and Safety Code and who has a current and valid EMT-I certificate in the State of California issued pursuant to the Health and Safety Code.

EMT-II (Emergency Medical Technician II). An individual with additional training in limited Advanced Life Support according to the standards prescribed by the Health and Safety Code and who has a current and valid certificate issued pursuant to the Health and Safety Code.

EMT-D. An Emergency Medical Technician I with training and certification in defibrillation.

EMT-P. An individual EMT-I or EMT-II who has received additional training in Advanced Life Support according to the Health and Safety Code and who has a current and valid county certificate issued pursuant to the Health and Safety Code; formerly Mobile Intensive Care Paramedics.

EXPANDED MEDICAL EMERGENCY. Any medical emergency which exceeds normal first response capabilities.

FIRST RESPONDER. Personnel who have responsibility to initially respond to emergencies such as firefighters, police officers, California Highway Patrol Officers, lifeguards, forestry personnel, ambulance attendants and other public service personnel. California law requires such persons to have completed a first-aid course and to be trained in cardiopulmonary resuscitation.

HOSPITAL ALERT SYSTEM. A communications system between medical facilities and on-incident medical personnel, which provides available hospital patient receiving capability and/or medical control.

HOSPITAL EMERGENCY RESPONSE TEAMS. Prearranged hospital teams that respond to the incident upon request.

IMMEDIATE TREATMENT. A patient who requires rapid assessment and medical intervention for survival.

QUALIFIED. A person meeting the certification and or requirements established by the agency that has jurisdiction over the incident.

MAJOR MEDICAL EMERGENCY. Any emergency which would require the access of local mutual aid resources.

MEDICAL GROUP/DIVISION ORGANIZATIONAL STRUCTURE. This is designed to provide the Incident Commander with a basic expandable system for handling patients in a multi-casualty incident.

MEDICAL TEAM. Combinations of medical trained personnel who are responsible for on-scene patient treatment.

MEDICAL SUPPLY CACHE. A cache consists of standardized medical supplies and equipment stored in a predetermined location for dispatch to incidents.

MICU (Mobile Intensive Care Unit). Refers to a paramedic equipped vehicle. 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.

MORGUE (Temporary on-Incident). Area Designated for temporary placement of the dead. The Morgue is the responsibility of the Coroner's Office when a Coroner's representative is on-scene.

MULTI-CASUALTY. The combination of numbers of injured personnel and type of injuries going beyond capability of an entity's normal first response.

PATIENT TRANSPORTATION RECORDER. Supervised by the Patient Transportation Supervisor. Responsible for recording pertinent information regarding off-incident transportation of patients.

START - S.T.A.R.T. Acronym for Simple Triage And Rapid Transport. This is the initial triage system that has been adopted for use by the California Fire Chiefs Association.

STANDING ORDERS. Policies and Procedures approved by the local EMS Agency for use by an EMT-II or EMT-P in situations where direct voice contact with a Base Hospital cannot be established or maintained.

TRIAGE. The screening and classification of sick, wounded, or injured persons to determine priority needs in order to ensure the efficient use of medical personnel, equipment and facilities.

TRIAGE PERSONNEL. Responsible for triaging patients on-scene and assigning them to appropriate Treatment Areas.

TRIAGE TAG. A tag used by triage personnel to identify and document the patient's medical condition.

CHAPTER 15
URBAN SEARCH AND RESCUE

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INTRODUCTION

The Urban Search & 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 earthquakes, floods and hurricanes that cause wide spread damage to a variety of structures and entrap hundreds of people. Other examples of US&R incidents can range from mass transportation accidents with multiple victims to single site events such as trench cave-in and confined space rescue operations involving only a few 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.

UNIFIED COMMAND

A Unified Command structure may need to be utilized at US&R incidents due to the involvement of multiple agencies and jurisdictions having statutory or political responsibility or authority. A Unified Command, located at a single Command Post, is the best method for ensuring effective information flow, coordination, safety, and to ensure maximum utilization of resources that can reduce fiscal impact.

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 one possible method of expanding the incident organization based on the example scenario described above.

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 (Page 15-5)

The first to arrive Fire Department Company Officer will assume command of the incident as the Incident Commander (IC). Initial response resources are managed by the IC who will assume all Command and General Staff functions and responsibilities. Reinforced Response Organization (Page 15-6)

In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The IC has established a Safety Officer to assure personnel safety and Public Information Officer to manage the large media presence. A Staging Area is established to check in arriving resources. The incident is geographically divided into two Divisions to better manage resources. The original Engine and Truck Companies are grouped together to form a Task Force.

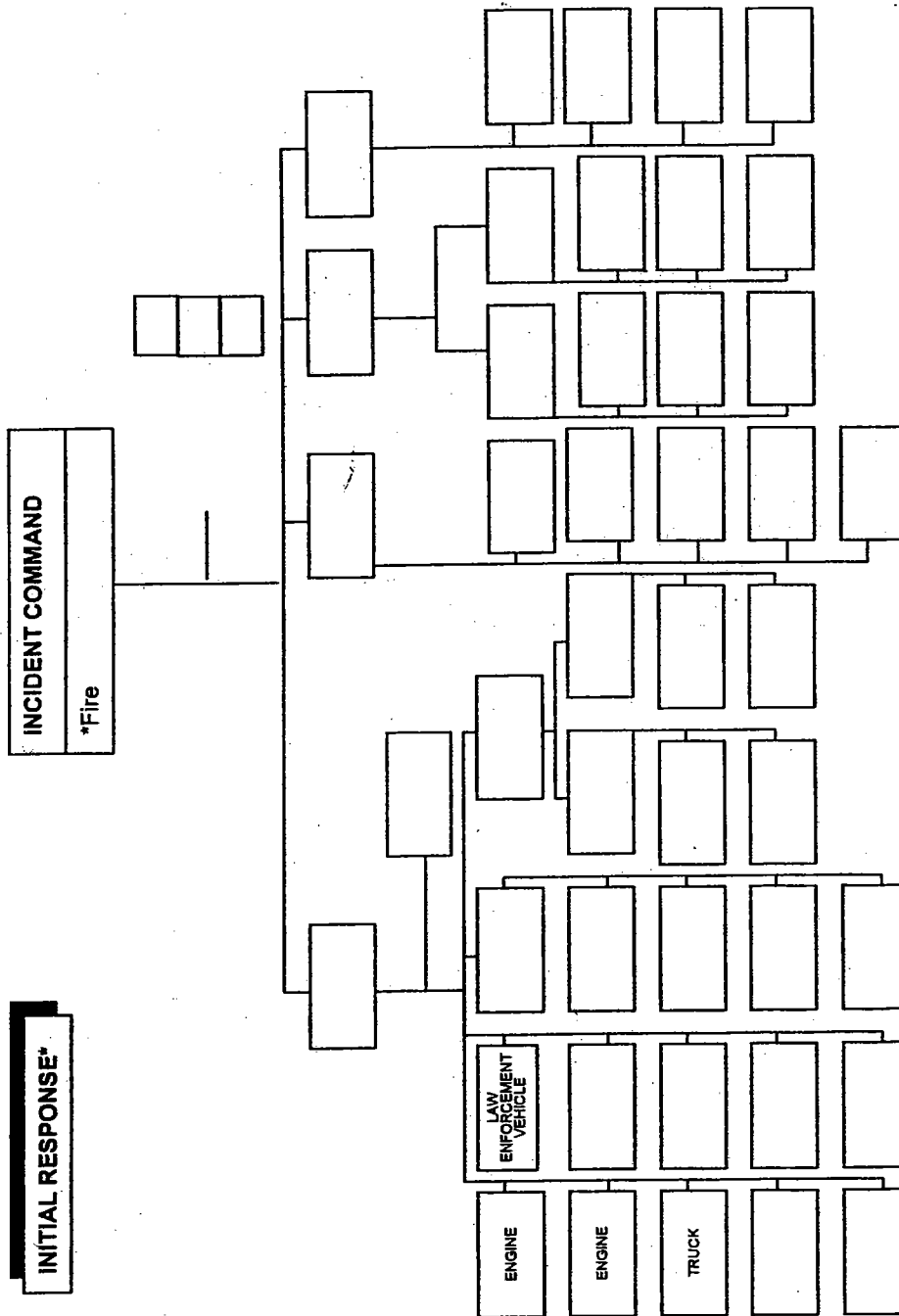
Second to arrive local Engine and Truck Companies are grouped together to form another Task Force. Public Works is removing debris from the street to improve access and egress routes. Examples of possible assigned functions are enclosed in brackets below each resource.

Multi-Group/Division Response Organization (Page 15-7)

The IC forms a Unified Command with the senior ranking Law Enforcement official on scene, has added a Liaison Officer to the Command Staff to coordinate assisting agencies participation and assigned an Operations and Planning Section Chief. Several operational Units have been formed to better coordinate the large amount of resources at the incident. A Law Group and Medical Group have been formed. A Structural Engineer Technical Specialist is assisting one Division's resources with structural damage assessment. A Hand Crew Strike Team is conducting debris removal. One State/National US&R Task Force has arrived and is assigned to a Division. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents has been assigned to the Planning Section.

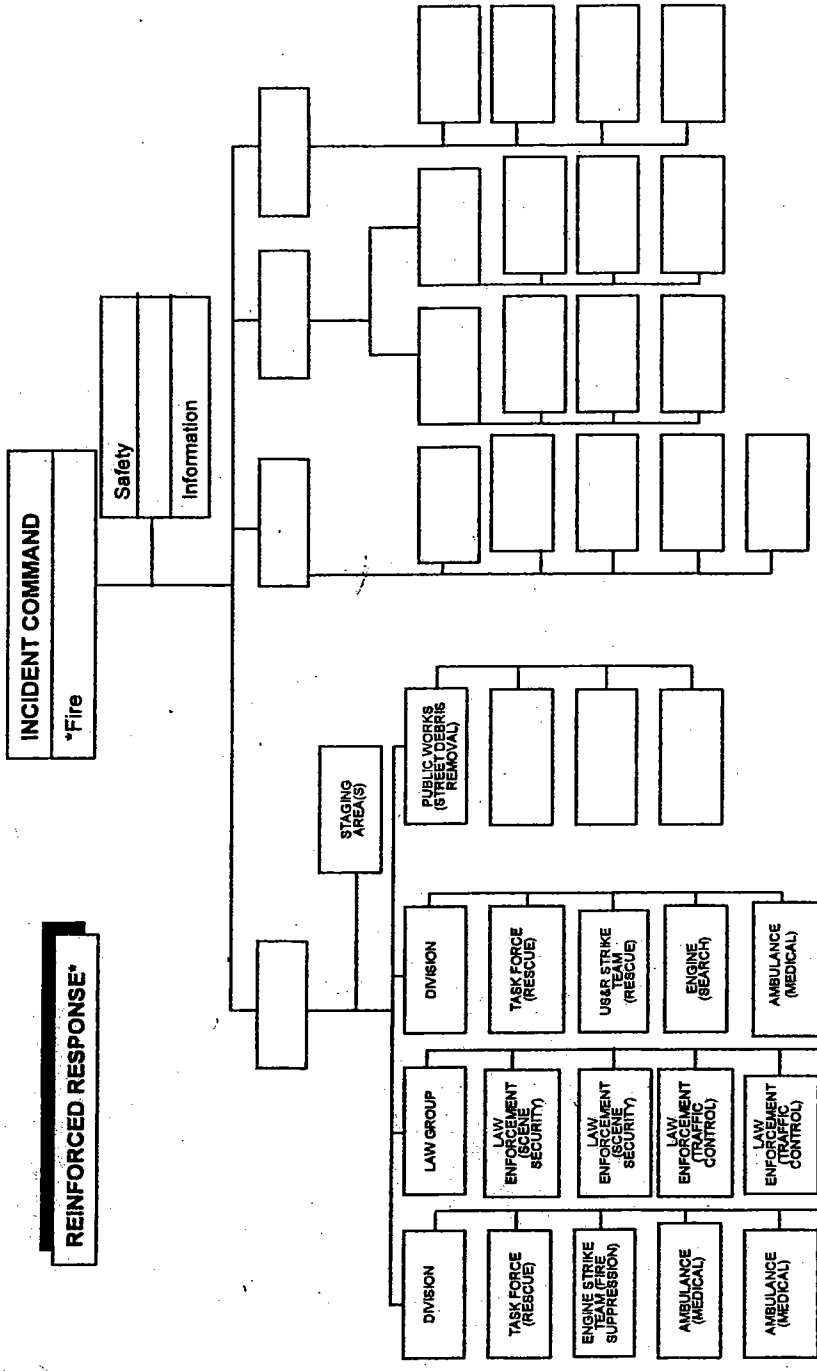
Multi-Branch Response Organization (Page 15-8)

The Incident Commander has assigned a Logistics and Finance/Admin Section Chief. The Operations Section has established five branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Admin Section have several Units operational to support the large amount of resources at the incident.



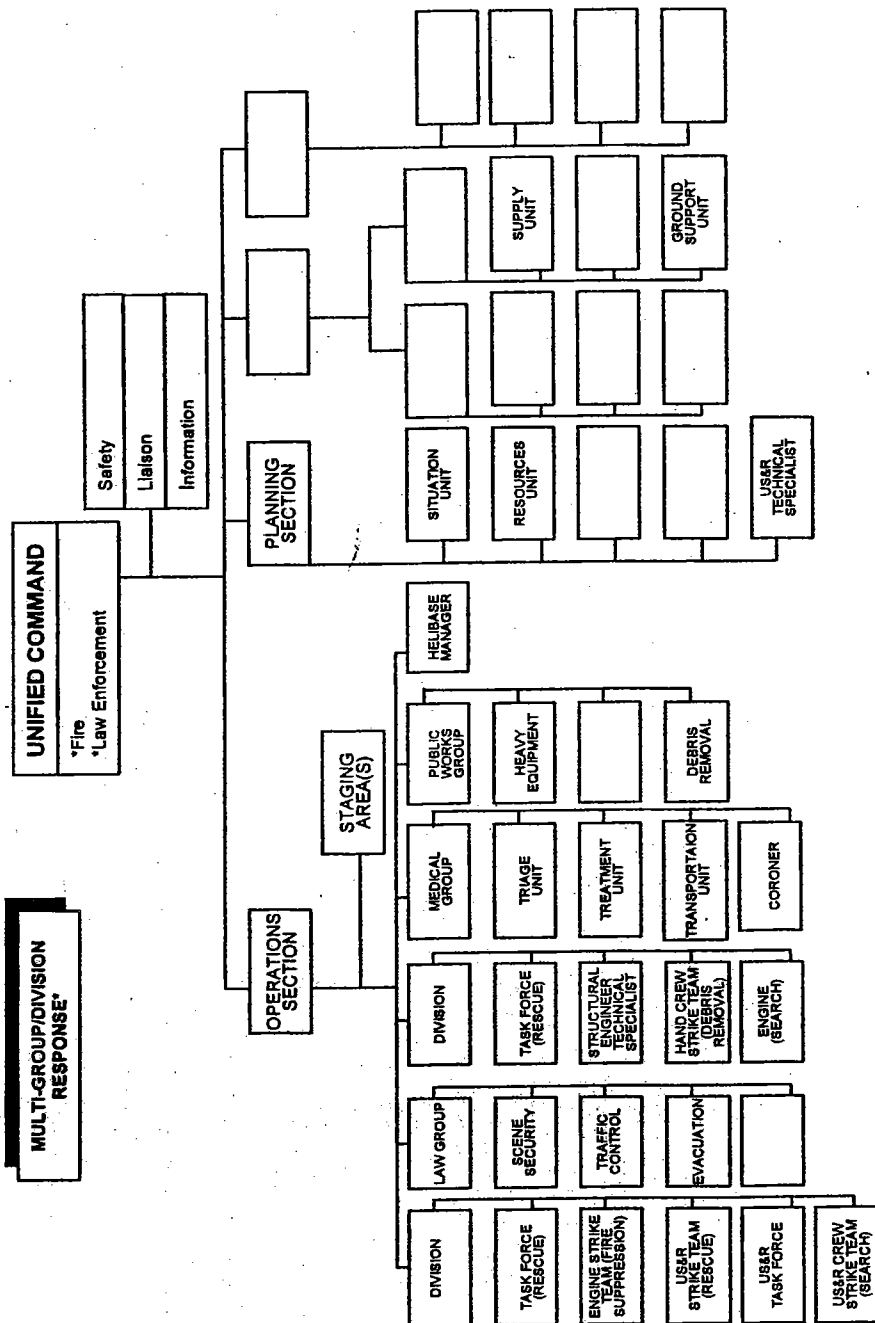
•INITIAL RESPONSE ORGANIZATION (EXAMPLE)

The first to arrive Fire Department Company Officer will assume command of the incident as the Incident Commander (IC). Initial response resources are managed by the IC who will assume all Command and General Staff functions and responsibilities.



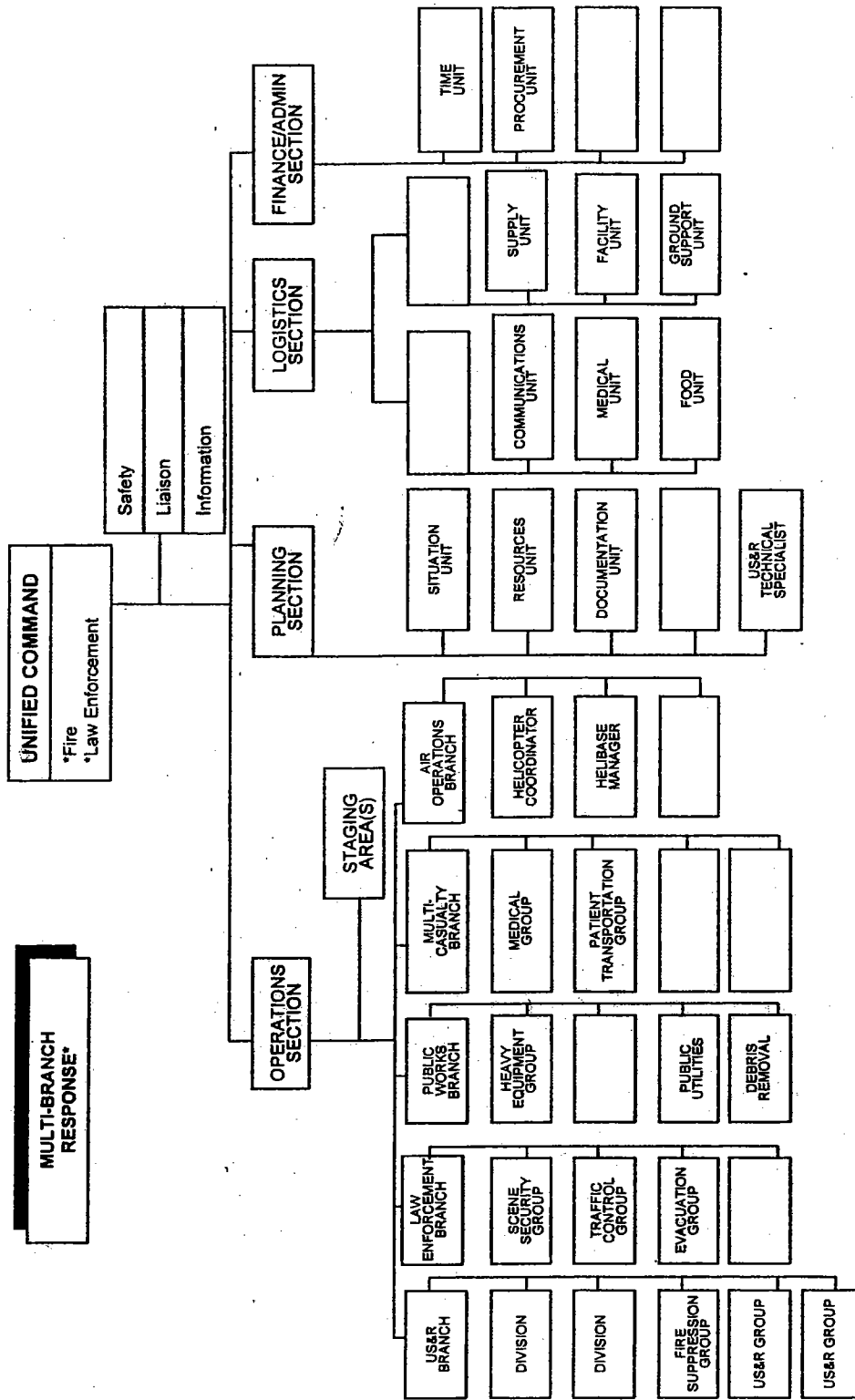
* REINFORCED RESPONSE ORGANIZATION (EXAMPLE)

In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The IC has established a Safety Officer to assure personnel safety and a Public Information Officer to manage the large media presence. A Staging Area is established to check in arriving resources. The Incident is geographically divided into two Divisions to better manage resources. The original Engine and Truck Companies are grouped together to form a Task Force. Second to arrive local Engine and Truck Companies are grouped together to form another Task Force. Public Works is removing debris from the street to improve access and egress routes. Examples of possible assigned functions are enclosed in brackets below each resource.



* Multi-Group/Division Response Organization (Example)

The IC forms a Unified Command with the senior ranking Law Enforcement official on scene, has added a Liaison Officer to the Command Staff to coordinate assisting agencies participation and assigned an Operations and Planning Section Chief. Several operational Units have been formed to better coordinate the large amount of resources at the incident. A Law Group and Medical Group have been formed. A Structural Engineer Technical Specialist is assisting one Division's resources with structural damage assessment. A Hand Crew Strike Team is conducting debris removal. One State/National US&R Task Force has arrived and is assigned to a Division. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents has been assigned to the Planning Section.



* Multi-Branch Organization (Example)

The Incident Commander has assigned a Logistics and Finance/Admin Section Chief. The Operations Section has established five branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Admin Section have several Units operational to support the large amount of resources at the incident.

URBAN SEARCH & RESCUE RESOURCE TYPES

Always use the prefix US&R for Urban Search and Rescue (US&R) resources.
Order Single Resources or Strike Team by Type (Capability-HEAVY, MEDIUM, LIGHT, or BASIC.)

| Type | Type 1 (Heavy) | Type 2 (Medium) | Type 3 (Light) | Type 4 (Basic) |
|--------------|--|--|---|---|
| (Capability) | <ul style="list-style-type: none"> Reinforced Concrete Steel Structures Confined Space Rescue | <ul style="list-style-type: none"> Reinforced & Un-reinforced Masonry (URM) Tilt Up Construction Heavy Timber | <ul style="list-style-type: none"> Light Frame Construction Basic 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 | USAR COMPANY (phonetic) | Equipment Personnel Transportation | Heavy Inventory 6 * | Medium Inventory 4 * | Light Inventory 3 * | Basic Inventory 3 * |
| US&R CREW** | USAR CREW (phonetic) | Personnel Trained to Appropriate Level Supervision Transportation | 6 | 6 | 6 | 6 |
| State/National US&R TASK FORCE | PRE-ASSIGNED TWO LETTER STATE TASK FORCE DESIGNATOR AND # IDENTIFIER (CA-TF5) | Equipment Personnel Transportation | US&R Task Forces are comprised of 62 persons specifically trained and equipped for large or complex urban search and rescue operations. The multi-disciplinary organization provides five functional elements that include command, search, rescue, medical, and technical. | | | |

* Requests should include vehicle capabilities when necessary (i.e., four wheel drive, off-road truck, engine, etc.)

** The agency/department sending a US&R Crew will identify the Supervisor.

US&R STRIKE TEAM TYPES AND MINIMUM STANDARDS

| Strike Team Types | Number/Type | Minimum Task Capabilities | Strike Team Leader | Per Single Resource | Total Personnel |
|----------------------------------|-------------------------|---|--------------------|---------------------|-----------------|
| Kind U S & R C O M P A N Y | AR 2-Type 1 (Heavy) | Vehicles(s) Equipped for Reinforced Concrete, Steel Structures, Confined Space Rescue | 1 | 6 | 13 |
| | BR 2-Type 2 (Medium) | Vehicle(s) Equipped for Reinforced and Unreinforced Masonry, Tilt-Up Construction, Heavy Timber | 1 | 4 | 9 |
| | CR 5-Type 3 (Light) | Vehicle(s) Equipped for Light Frame Construction and Basic Rope Rescue | 1 | 3 | 16 |
| | DR 5-Type 4 (Basic) | Vehicle(s) Equipped for Surface Rescue and Non-Structural Entrapment in Non-Collapsed Structure | 1 | 3 | 16 |

| | | | | | |
|----------------------------|-------------------------|--|---|---|----|
| Kind U S & R C R E W | GR 3-Type 1 (Heavy) | Trained for Reinforced Concrete, Steel Structures, Confined Space Rescue | 1 | 6 | 19 |
| | HR 3-Type 2 (Medium) | Trained for Reinforced and Unreinforced Masonry, Tilt-Up Construction, Heavy Timber | 1 | 6 | 19 |
| | IR 3-Type 3 (Light) | Trained for Light Frame Construction and Basic Rope Rescue | 1 | 6 | 19 |
| | JR 3-Type 4 (Basic) | Trained for Surface Rescue and Non-Structural Entrapment in Non-Collapsed Structures | 1 | 6 | 19 |

R = US&R Resource

ADDITIONAL URBAN SEARCH & RESCUE RESOURCES

Urban Search & Rescue Technical Specialist(s): The Urban Search & Rescue Technical Specialist may assist ICS management with technical expertise in search, rescue and effective use of existing and responding resources. US&R Technical Specialists may be assigned to any part of the organization. They are ordered through normal Mutual Aid request procedures.

Urban Search & Rescue Dogs: These dogs and handlers are trained to search and find victims in collapsed or failed structures. They are ordered through normal Mutual Aid request procedures.

Structural Engineers: In most cases responding resources will have access to local structural engineers through their local building department. Additional structural engineers may be ordered through normal Mutual Aid request procedures.

Heavy Equipment: Heavy equipment such as cranes, front loaders and dump trucks are often needed in large quantities at structure collapse incidents. They are normally available through local public works departments and private contractors. If additional heavy equipment resources are needed, they are ordered through normal Mutual Aid request procedures.

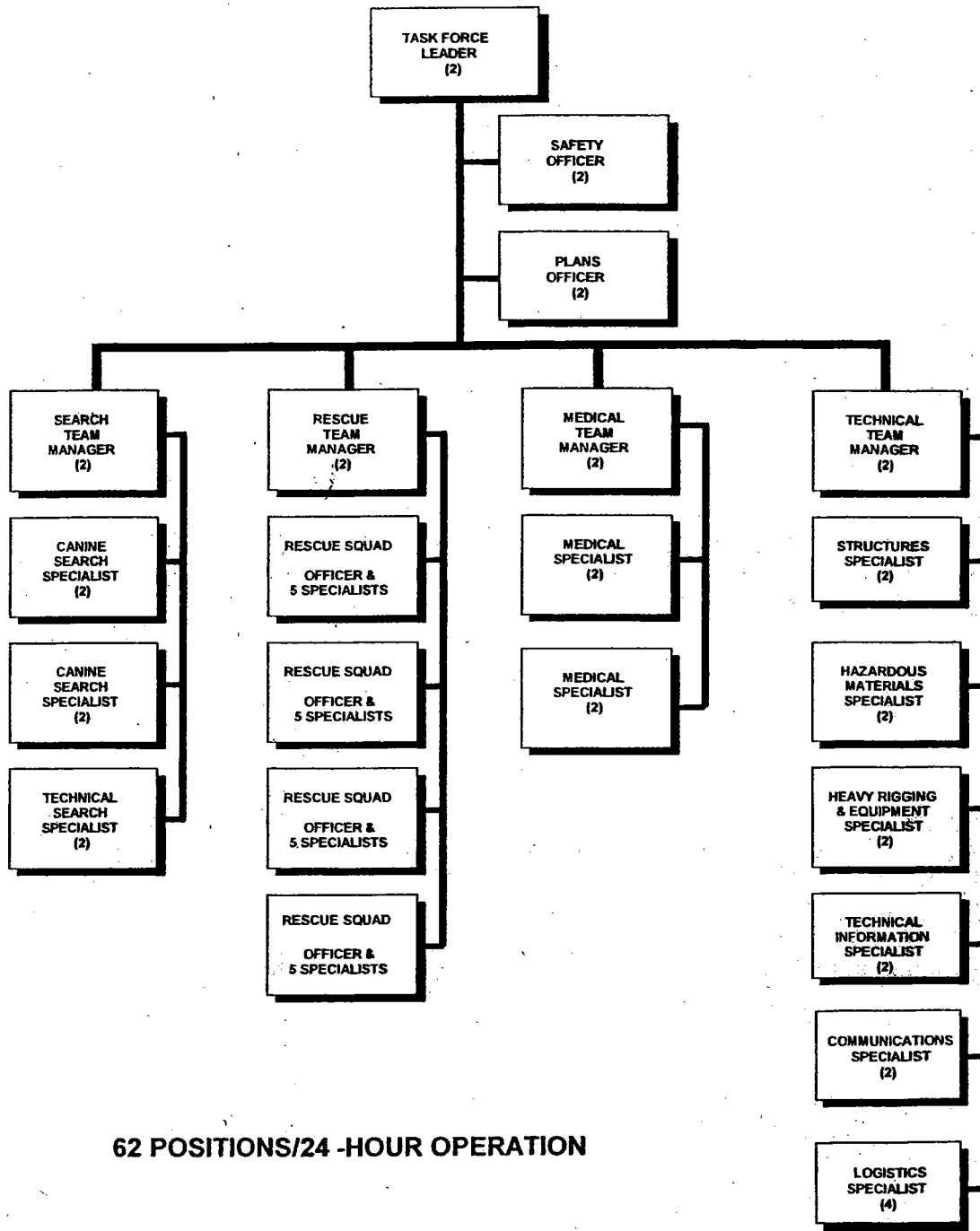
State/National Urban Search & Rescue Task Force: The Federal Government, through the Federal Emergency Management Agency (FEMA), has established several State/National Urban Search & Rescue (US&R) Task Forces throughout the nation. All US&R Task Force activities are coordinated through the State Office of Emergency Services (OES) who serves as the primary point of contact for FEMA. 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. US&R Task Forces are able to deploy within six hours of notification.

Each US&R Task Force is comprised of 62 persons specifically trained and equipped for large or complex urban search and rescue operations. The multi-disciplinary organization provides five functional elements that include command, search, rescue, medical and technical. The US&R Task Force is totally self-sufficient for the first 72 hours and has a full equipment cache to support it's operation. Transportation and logistical support are provided by either State or Federal resources.

The US&R Task Force can provide round-the-clock urban search and rescue operations (two 12-hour shifts). The US&R Task Force Search element will include physical, canine and electronic. The Rescue element can conduct rescue operations in all types of structures. The Medical element is primarily responsible for the care and treatment of task force members and entrapped victims during extrication. The Technical element provides personnel competent in structural integrity assessments, hazardous materials, heavy equipment and rigging, communications and logistics.

The US&R Task Force is commanded by a Task Force Leader and is organizationally at the same level as any Strike Team/Task Force. The Task Force Leader is assisted by a US&R Task Force Safety Officer and Plans Officer. The US&R Task Force is unique in that unlike other task forces it is designed to be used as a "single resource." It should not be disassembled to make use of individual task force elements.

State/National US&R Task Force



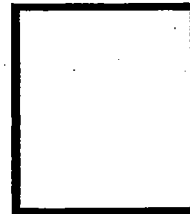
STRUCTURE/HAZARDS MARKINGS

Make a large (2'x2') 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 should be made with lumber crayon or lumber chalk.



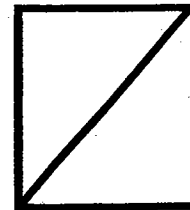
9/12/93
1310 hrs.
HM - nat. gas
SMA - E-1

Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.



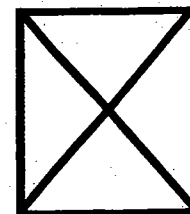
9/12/93
1310 hrs.
HM - none
SMA - E-1

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.



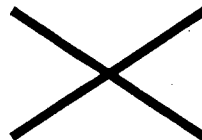
SEARCH MARKINGS

WHEN YOU ENTER



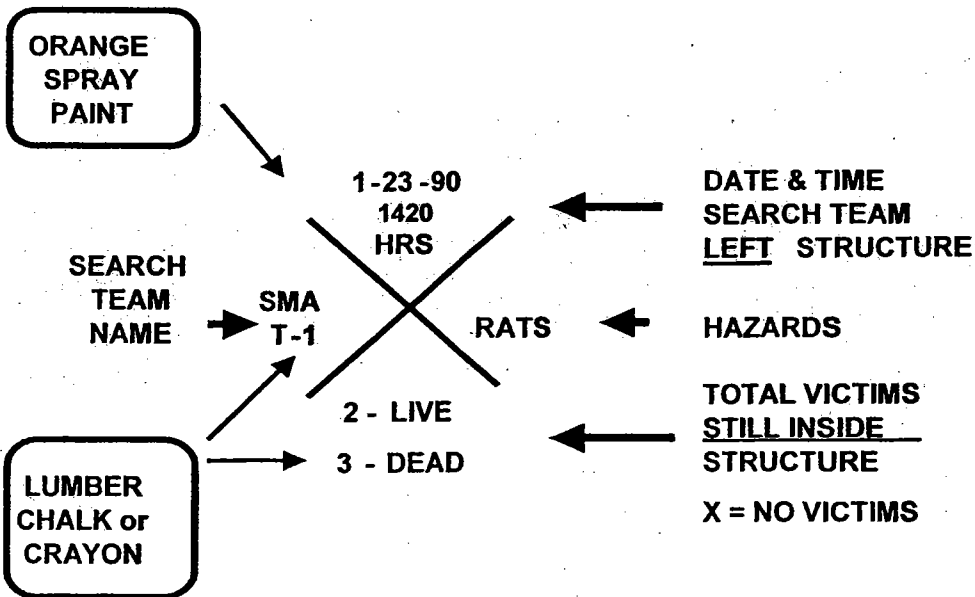
SINGLE SLASH
STRUCTURE OR ROOM

WHEN YOU EXIT



SECOND SLASH
STRUCTURE OR ROOM
(Identify Victims &
Hazards)

MAIN ENTRANCE SEARCH MARKING



URBAN SEARCH AND RESCUE GLOSSARY OF TERMS

Basic Operational Level. The Basic level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents. Personnel at this level shall be competent at surface rescue that involves minimal removal of debris and building contents to extricate easily accessible victims from non-collapsed structures.

Basic Rope Rescue. Rescue operations of a non-complex nature employing the use of ropes and accessory equipment.

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.

Light Operational Level. The Light 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 basic rope rescue operations.

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, which 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 unreinforced masonry (URM) buildings typically of low rise construction, one to six stories in height, of any type of occupancy.

Heavy Operational Level. The Heavy level represents the structure collapse incidents involving the collapse or failure of reinforced concrete or steel frame construction and Confined Space Rescue operations.

Light Frame Construction. Materials used for construction are generally light weight 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.

Medium Operational Level. The Medium level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of reinforced and un-reinforced masonry (URM), concrete tilt-up and heavy timber construction.

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, or 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.

Search Marking System. A standardized marking system employed during and after the search of a structure for potential victims.

State/National Urban Search & Rescue (US&R) Task Force. A sixty-two (62) person team specifically trained and equipped for large or complex urban search and rescue operations. The multi-disciplinary organization provides five functional elements that include command, search, rescue, medical and technical. The US&R Task Force is designed to be used as a "single resource" and not disassembled to make use of individual task force elements.

Structures/Hazards Marking System. A standardized marking system to identify structures in a specific area and any hazards found within or near the structure.

Urban Search & Rescue (US&R) Company. Any ground vehicle(s) providing a specified level of US&R operational capability, rescue equipment and personnel.

Urban Search & 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 with no equipment and are used to relieve or increase the number of US&R personnel at the incident.

SF/SAR 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 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. FEB 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).

INITIAL RESPONSE

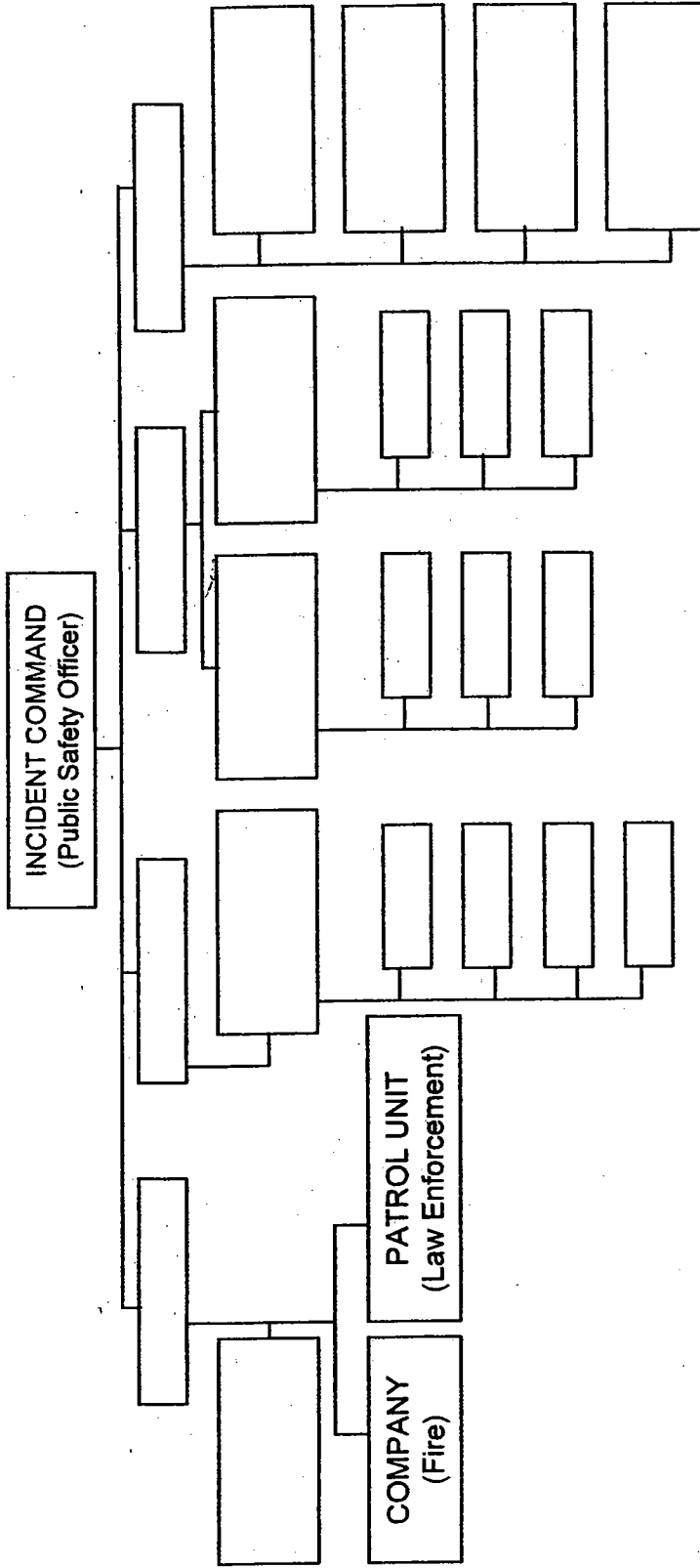


Figure 1: INITIAL RESPONSE ORGANIZATION (EXAMPLE)
The initial public safety officer on-scene will assume command of the incident as the Incident Commander (IC). This officer will manage the initial response resources.

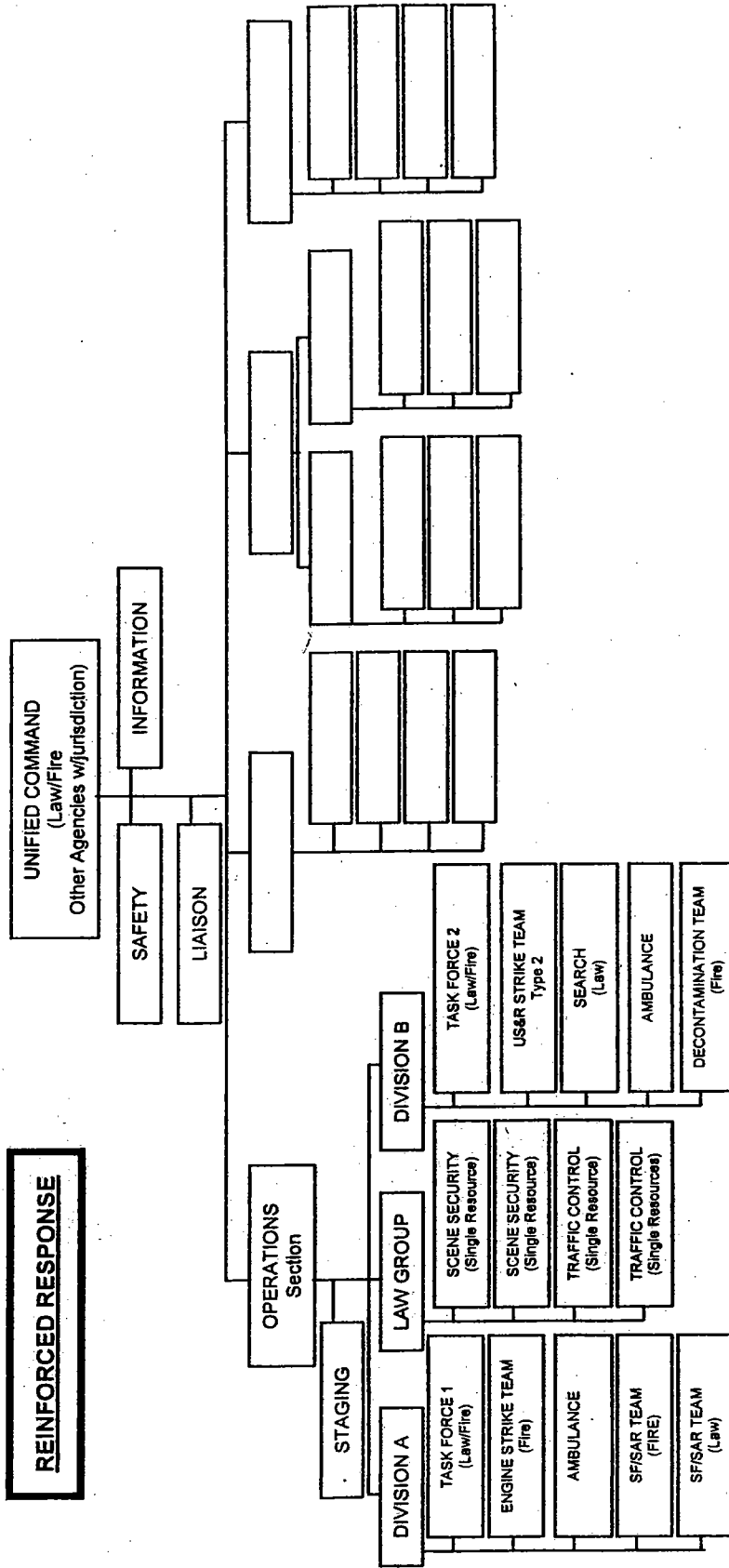


FIGURE 2: REINFORCED RESPONSE ORGANIZATION (EXAMPLE)

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.

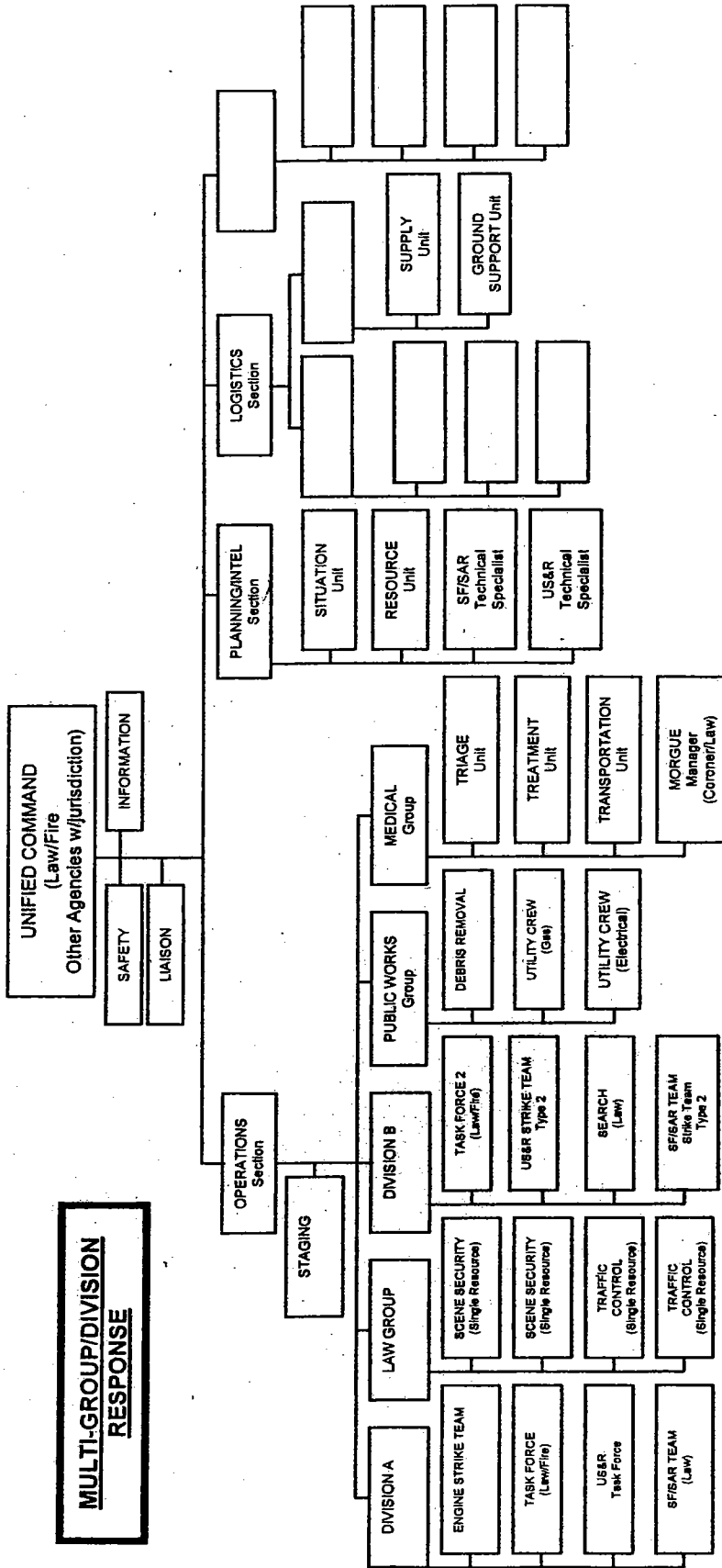


Figure 3: MULTI-GROUP/DIVISION RESPONSE ORGANIZATION (EXAMPLE)

Planning/Intel and Logistics Sections have been established. Multiple Groups and Divisions have been formed to better manage the incident.

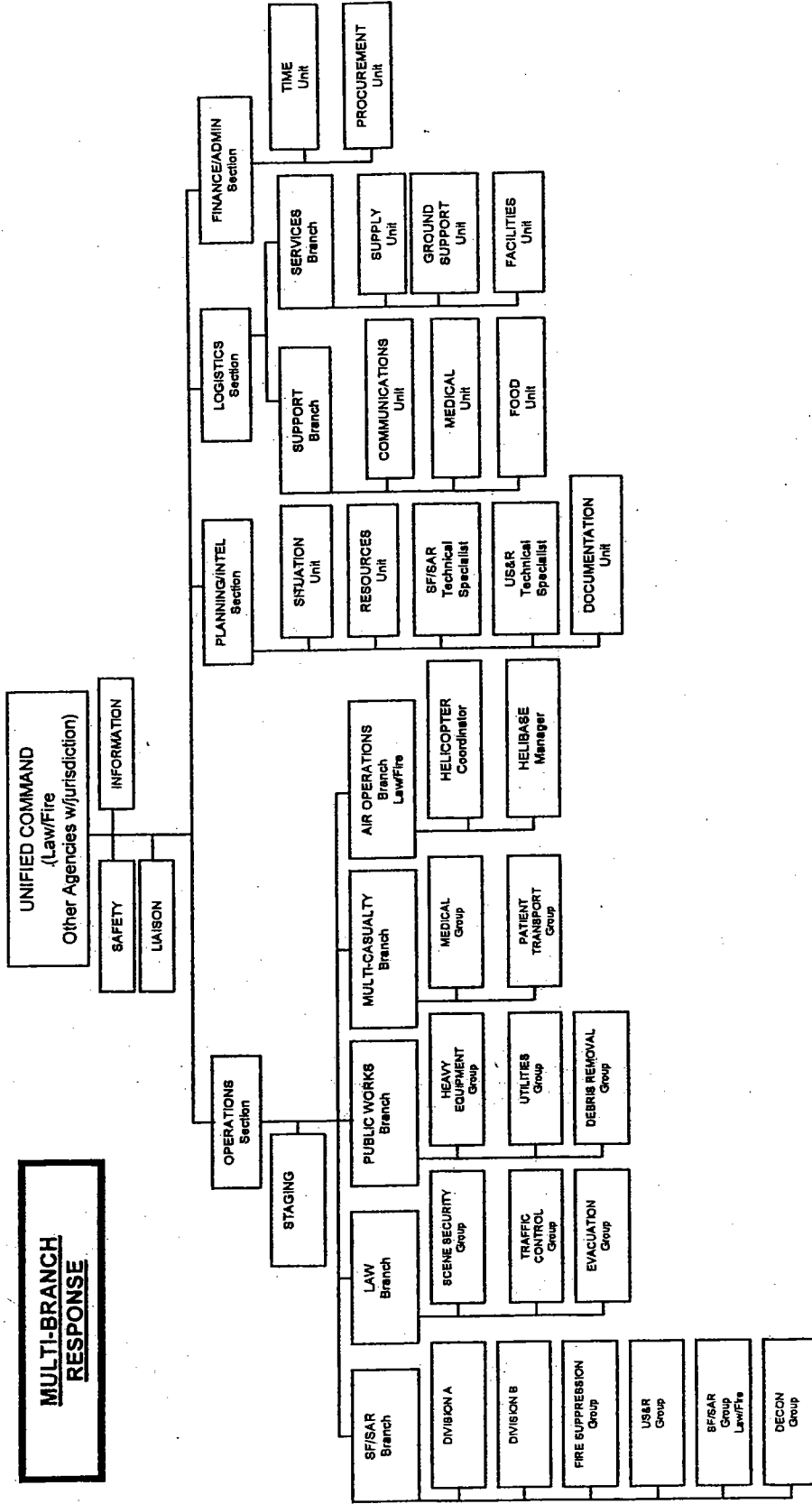


Figure 4: MULTI BRANCH ORGANIZATION (EXAMPLE)
The Incident Commander has assigned Logistics and Finance/Administration Section.

GLOSSARY OF TERMS

Air Resources. Helicopters staffed by crews trained in search and rescue operations. Ordered by type and class as listed (APPENDIX C).

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 0" to 12". 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 6" to 12". 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 18" to 24".

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.).

Decontamination. Action required to chemically change or physically remove the contaminants from personnel and equipment.

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 (APPENDIX B. Flood Evacuation Boat Typing).

Helicopter Rescue Operational. Swiftwater/Flood Search and Rescue personnel trained and equipped to work with helicopters and crew, for hoist, short haul-line victim extraction, rappel, or low-level insertions.

IRB. Inflatable rescue boat.

PFD. Personal flotation device with a minimum U.S. Coast Guard rating of Type III or V

PPE. Personal protective equipment. For SF/SAR personnel that includes a water helmet, a PFD, a whistle, a light, foot and hand protection, and thermal protection.

PWC. Personal watercraft (water bike, jet ski)

RHIB. Rigid hull inflatable boat

Rigid Hull. A boat constructed of wood, fiberglass, or aluminum with no inflated components.

SEMS. "Standardized Emergency Management System." California's emergency management system that facilitates priority setting, interagency cooperation, and the efficient flow of resources and information. SEMS incorporates: The Incident Command System, Multi/Inter-Agency Coordination, Mutual Aid, and the Operational Area Concept.

SF/SAR TEAM. A Search and Rescue resource with specific equipment; training, and experience, in swiftwater/flood search and rescue.

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. The swiftwater classification scheme rates the complexity and danger of swiftwater from easiest (Class 1) to most difficult (Class 6) (American Whitewater Affiliation).

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.

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 operations | Manage search ops Power vessel ops In-water contact rescues Helicopter operational Technical rope systems HazMat Animal rescue EMS-BLS Capable of 24hr operations | In-water contact rescues Assist in search ops Non-power water craft HazMat Animal rescue EMS-BLS Capable of 24hr operations | Low Risk Land Based HazMat EMS-BLS Capable of 24hr operations |

| 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 | • 5+ | • 3-5 | • 3 | • 2 | • 2 |
| Special Needs and Notes | • May need launch ramp Power Boat | • May need launch ramp Power Boat | • Hand Launch Power Boat | • Hand launch • 2 Personal Water Craft (PWC) | • 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, swift water 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

* Mandatory for aircraft

ALS

BLS

Basket (i.e. Stokes type litter)

Cinch Collar

Cinch Strap

FLIR

Night Illumination (1 million candle power +)

PA

Rescue Capture Ball

Rescue Ring

Short Haul System

Sling Load Capability (in lbs.)

Hoist Load Capability (in lbs.)

See next page for Pilot and Flight Crew Capabilities

APPENDIX D. Air Resource Typing (Pilot and Crew)

Pilot Capability

- External Load Capable
- Victim Location in Static Water
- Victim Location in Dynamic Water

- Must be a public service operator, who meets their respective agency's requirement or possesses a USFS, CDF, or OAS (Office of Aircraft Service) valid card.
- Pilot must have a minimum of swiftwater/flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions.

Flight Crew Capability

- External Load Capable
- Victim Location in Static Water
- Victim Location in Dynamic Water

- Flight Crew should have a minimum of swiftwater/flood rescue awareness or operational training along with training and experience in helicopter water rescue evolutions. Aircrew performing water rescue operations must complete annual helicopter water rescue training.
- Areas to include helicopter orientation and safety, hand signals and communications, water rescue device orientation and operations and any additional individual agency specific or type specific requirements.

APPENDIX E. Additional Swiftwater/Flood Search and Rescue Resources

American Red Cross (ARC)

The American Red Cross provides disaster victims assistance such as food, clothing, shelter, and supplemental medical. The ARC provides the emergency mass care to congregate groups and also provides individual/family assistance. Upon the request of government, resources permitting, the ARC may assist with warning, rescue, or evacuations.

Animal Rescue Team

A specialized resource having extensive experience and appropriate equipment required to support the rescue of small domestic pets and large animals commonly encountered in rural settings. This resource may be available through the Mutual Aid request procedures.

California Conservation Corps (CCC)

A State agency that provides personnel for specific non-technical assignments during flood alerts or actual incidents. CCC personnel may be stationed near locations of anticipated problems, due to storm activity, high river tides, or heavy reservoir releases. This resource can be obtained through Mutual Aid request channels.

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

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 & Game, U.S. Department of Fish & Wildlife

State and Federal resources capable of supplying boats with trained operators, that includes 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 Rescue Technical Specialist

A Swiftwater/Flood 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 & 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, may be requested through the Mutual Aid request procedure.

Structural/Soils Engineers

In most cases, responding resources will have access to local structural and soils engineers through their local agencies. Additional engineers may be ordered through the Mutual Aid request procedure.

Swiftwater/Flood Search and Rescue Incident Commander Checklist

This list is intended to assist responding public safety personnel with management decisions.

- a. Review Common Responsibilities (page 1-2)
- b. Evaluate incident needs
- c. Initiate pre-planned response as appropriate
 - law enforcement, fire, EMS resources
 - specialized SF/SAR resources
- d. Utilize SF/SAR personal protective equipment
- e. Determine additional resource needs
- f. Establish ICS (consider Unified Command)
- g. Establish communication plan
 - assign tactical and command channels
 - identify interagency coordination channel(s)
- h. Establish resource tracking (personnel accountability) system
- i. Establish search/incident boundaries
 - identify incident hazards
 - establish operational area
 - manage entry to operational area
 - limit risk to untrained resources
 - interview reporting party
 - determine victim(s) last known location
- j. Consider evacuation plan
- k. Consider traffic plan/staging area(s)
- l. Establish down and up stream safety
- m. Implement search and rescue operations
 - determine rescue vs. recovery
 - evaluate low to high risk options
 - develop contingency plans
- n. Establish medical/multi-casualty plan
 - consider decontamination of victims
- o. Establish logistics support

SF/SAR 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 competing 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 contaminants 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 16
HIGH RISE STRUCTURE FIRE
ICS-HR-120-1

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INTRODUCTION

Incident Command System For Fire Department Operations at High Rise Structure Fires

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. Such 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 structures are equipped with various environmental, fire, and life safety systems which require support and control. The organizational structure described in this module is consistent with the standardized all-risk Incident Command System (ICS) organizational elements and operating requirements. It varies in design, however, in providing specialized positions and modifications to regular position task descriptions. These variations are designed to address the unique problems of high rise fire incidents.

COMPONENTS OF THE ICS-HIGH RISE INCIDENT COMMAND SYSTEM

The Incident Command System components that provide the basis for effective ICS operation do not vary in any significant manner in application to the high rise incident. These components are:

- Common Terminology
- Modular Organization
- Integrated Communications
- Unified Command Structure
- Consolidated Action Plans
- Manageable Span-of-Control
- Pre-designated Incident Facilities
- Comprehensive Resource Management

The variations incorporated for high rise incidents are described below.

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.

Reinforced Response Organization

The Incident Commander has identified the incident as having significant potential and requiring a large resource commitment. The Incident Commander will establish some key Command positions.

Multi-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 and has established 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 Managers' 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

The five major functional areas of the ICS; Command, Operations, Planning, Logistics, and Finance, do not change in the high rise incident. All positions in the ICS organization applicable to a structure fire apply to the high rise fire incident.

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.

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 Lobby Control and Systems.

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 System Control Unit as shown in the basic organization chart.

As incident escalates, dependent upon agency policy, a separate Systems 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-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 - 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 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 - 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 the 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 - 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 the 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 - 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, Rehabilitation/Aid 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. Designate area(s) for Rapid Intervention Crew or Company (RIC) to standby in a state of readiness.
- h. Maintain 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).

HIGH RISE INCIDENT MEDICAL UNIT LEADER - The Medical Unit Leader is primarily responsible for the development of the Medical Emergency Plan, for providing medical aid and transportation for injured and ill incident personnel, for providing rehabilitation (Rehab) services for incident personnel, and for preparation of reports and records. The Medical Unit may assist Operations in supplying medical care and transportation to civilian casualties, but this is normally limited to situations where civilian casualties are few or not anticipated. The Medical Unit Leader reports to the Service Branch Director (if established), or the Logistics Section Chief (see Figure 2-1). The Medical Unit Leader may interact with Agency Representatives if injuries or illness involves another agency's personnel.

- a. Obtain briefing from Logistics Section Chief, Service Branch Director or Incident Commander.

- b. Participate in Service Branch/Logistics Section planning activities.
- c. Assess current situation and request necessary resources.
- d. Prepare the Incident Medical Plan (ICS Form 206).
- e. Establish medical aid stations with EMS personnel available in Staging, arrange emergency transport units and equipment, and assign personnel.
- f. Assign personnel and equipment to Rehab locations as directed or required in the Incident Action Plan.
- g. Coordinate plans and activities with the Operations Section Medical Branch or Group.
- h. Prepare Medical Reports and forms as needed or requested.
- i. Secure operations and demobilize personnel as determined by the demobilization plan.
- j. Maintain a Unit/Activity Log (ICS Form 214).

HIGH RISE INCIDENT SAFETY OFFICER - The Incident Safety Officer is a member of the Command Staff and reports directly to the Incident Commander. The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority. The Incident Safety Officer or his or her assistants have emergency authority to alter, suspend or terminate unsafe acts or conditions when imminent danger is involved.

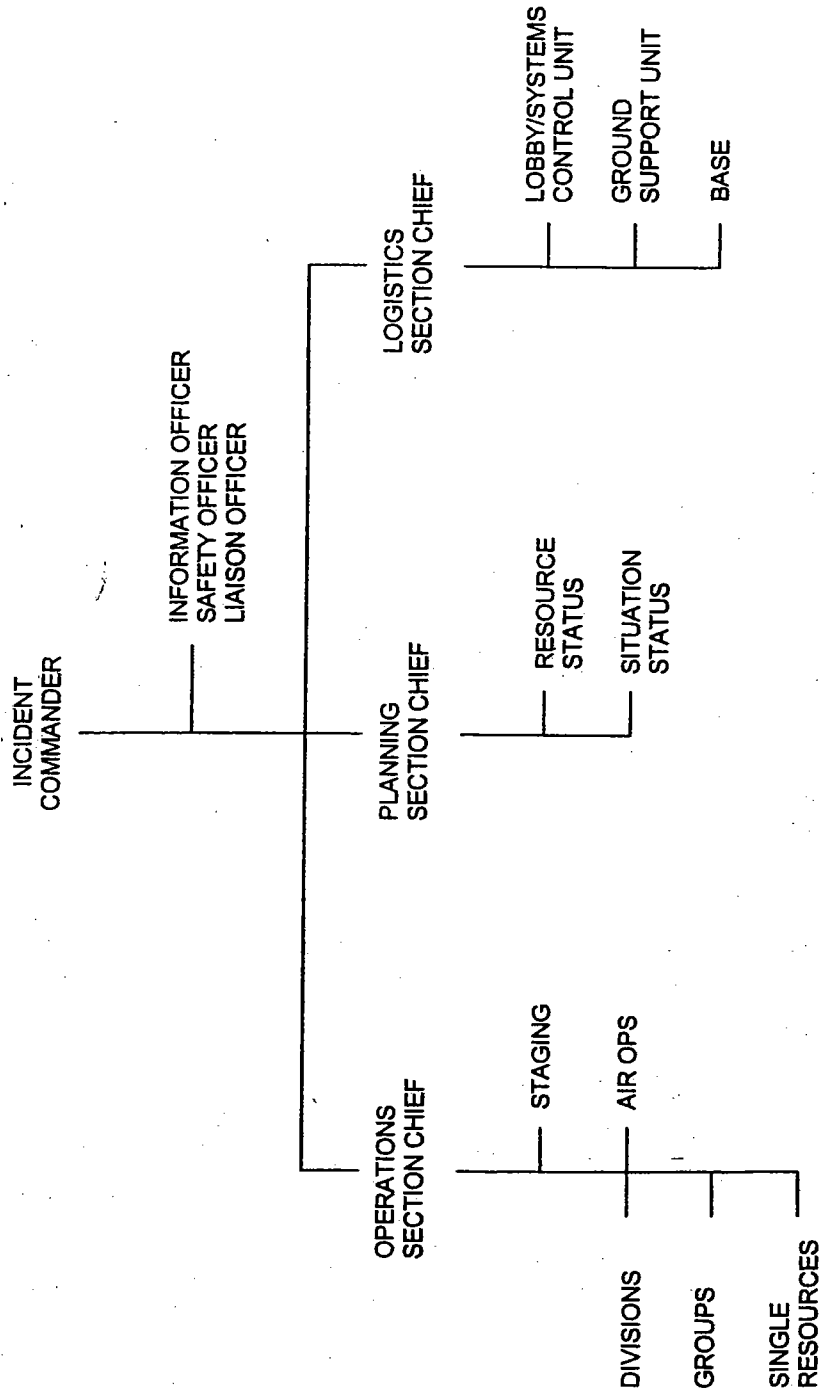
- a. Check in and obtain briefing from the Incident Commander.
- b. Assess situation and request needed personnel and resources.
- c. Participate in planning meetings.
- d. Evaluate the Incident Action Plan for organizational safety elements.
- e. Review and sign the Incident Medical Plan (ICS Form 206).

- f. Monitor the fire ground and communication channels for hazards, unsafe acts and improper activities.
- g. Take action to limit hazards or correct or stop unsafe actions.
- h. Initiate as needed, and confirm, the on-going investigation of any incident related accidents or personnel injuries.
- i. Secure operations and demobilize personnel as determined by the demobilization plan.
- j. Maintain a Unit/Activity Log. (ICS Form 214).

**FOR MORE DETAILED INFORMATION READ: HIGH RISE STRUCTURE FIRE
OPERATION SYSTEM DESCRIPTION ICS-HR-120-1**

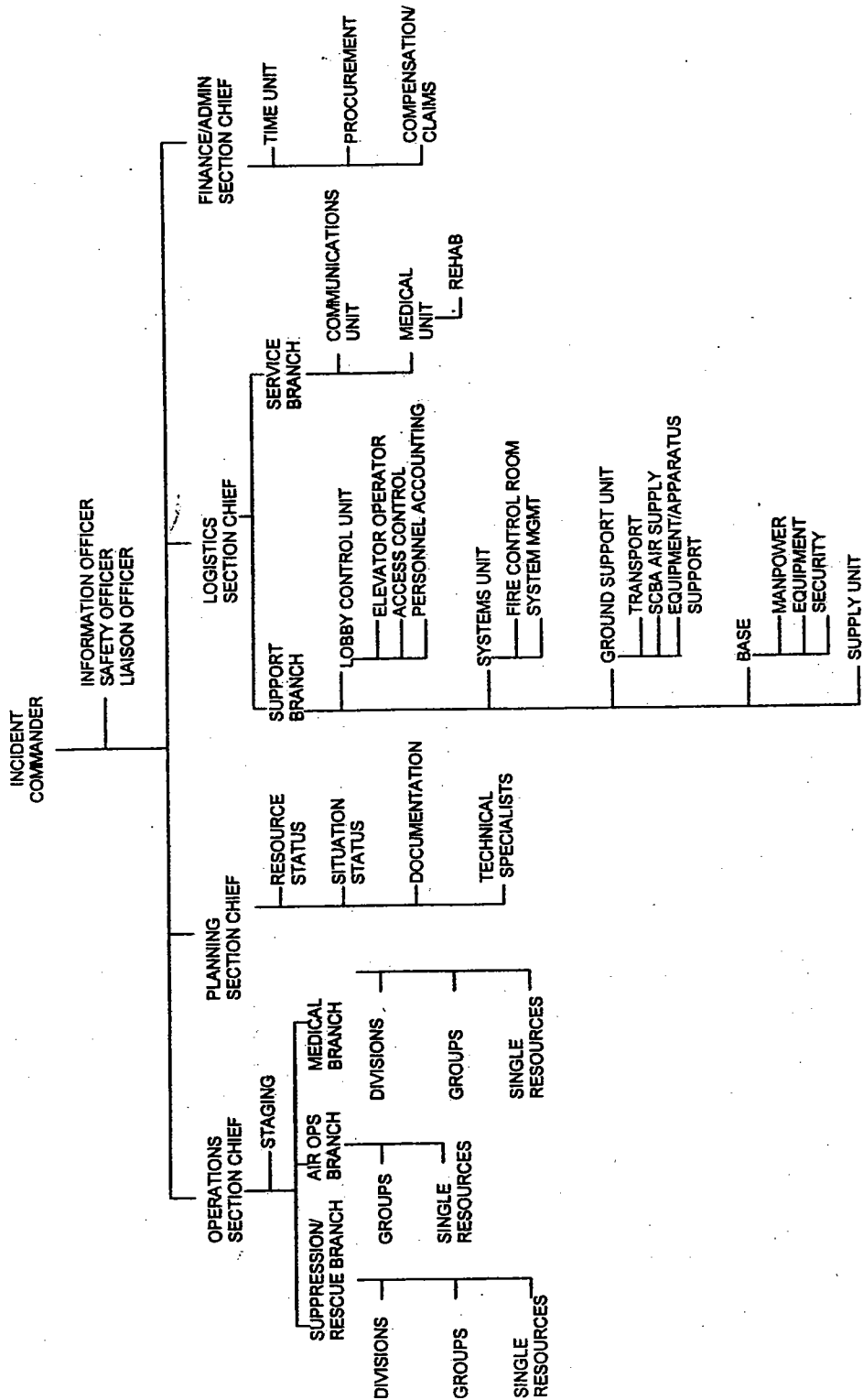
HIGH-RISE FIRE INCIDENT
INCIDENT COMMAND SYSTEM ORGANIZATION CHART

BASIC



HIGH-RISE FIRE INCIDENT
INCIDENT COMMAND SYSTEM ORGANIZATION CHART

EXPANDED



CHAPTER 17

**FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES
ICS 910**

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INTRODUCTION

In 1987 the National Fire Protection Association adopted NFPA 1500, Standard on Fire Department Occupational Safety and Health Program. This standard was revised in 1997 and is a broad-based national standard which addresses firefighting safety in fire ground operations, as well as a number of other important issues. NFPA Standard 1561 has been revised several times and establishes guidelines for Fire Department Incident Management Systems.

One of the most important issues adopted by the NFPA was personnel accountability at the scene of emergencies. Firefighter Incident Safety and Accountability Guidelines provide additional firefighter safety measures, emergency announcements, and 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 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:

- Initiate rescue action plan assigned by the Incident Commander.
- Monitor designated radio channel(s) during rescue operations.

In the initial stages of an incident where only one team is operating in the hazardous area at the 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 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 high rise fire incidents the RIC should be located at staging. This will allow for RIC's to be deployed in a timely manner.

If a RIC is deployed to provide a rescue of a firefighter, the Incident Commander shall assign an additional RIC as a back-up 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.

Considerations

When preparing for a firefighter rescue, consider the worst case scenario. Rapid Intervention Crew/Company (RIC) standard operating guidelines are incident driven.

Equipment To Set Up for A Rescue Operation

- 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 Policy

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. The 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.

GLOSSARY OF TERMS

"CLEAR-TEXT"--Use of common terminology understandable by all. The intent of the use of "Clear-Text" for radio communications is to paint a clear picture and reduce confusion at incidents, particularly where different agencies are working together. "FIREFIGHTER DOWN", "FIREFIGHTER MISSING", or "FIREFIGHTER TRAPPED" are examples of clear-text terms used for radio communications to notify personnel on-scene at an emergency that a firefighter accident or emergency has occurred. **NOTE:** The term **Mayday** should not be used for fire ground communications which could cause confusion with the term used for aeronautical and nautical emergencies.

COMPANY UNITY--A term to indicate that a fire company or unit shall remain together in a cohesive, 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.

"EMERGENCY TRAFFIC"--A 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.

NOTE: The term **Mayday** should not be used for fire ground communications that could cause confusion with the term used for aeronautical and nautical emergencies.

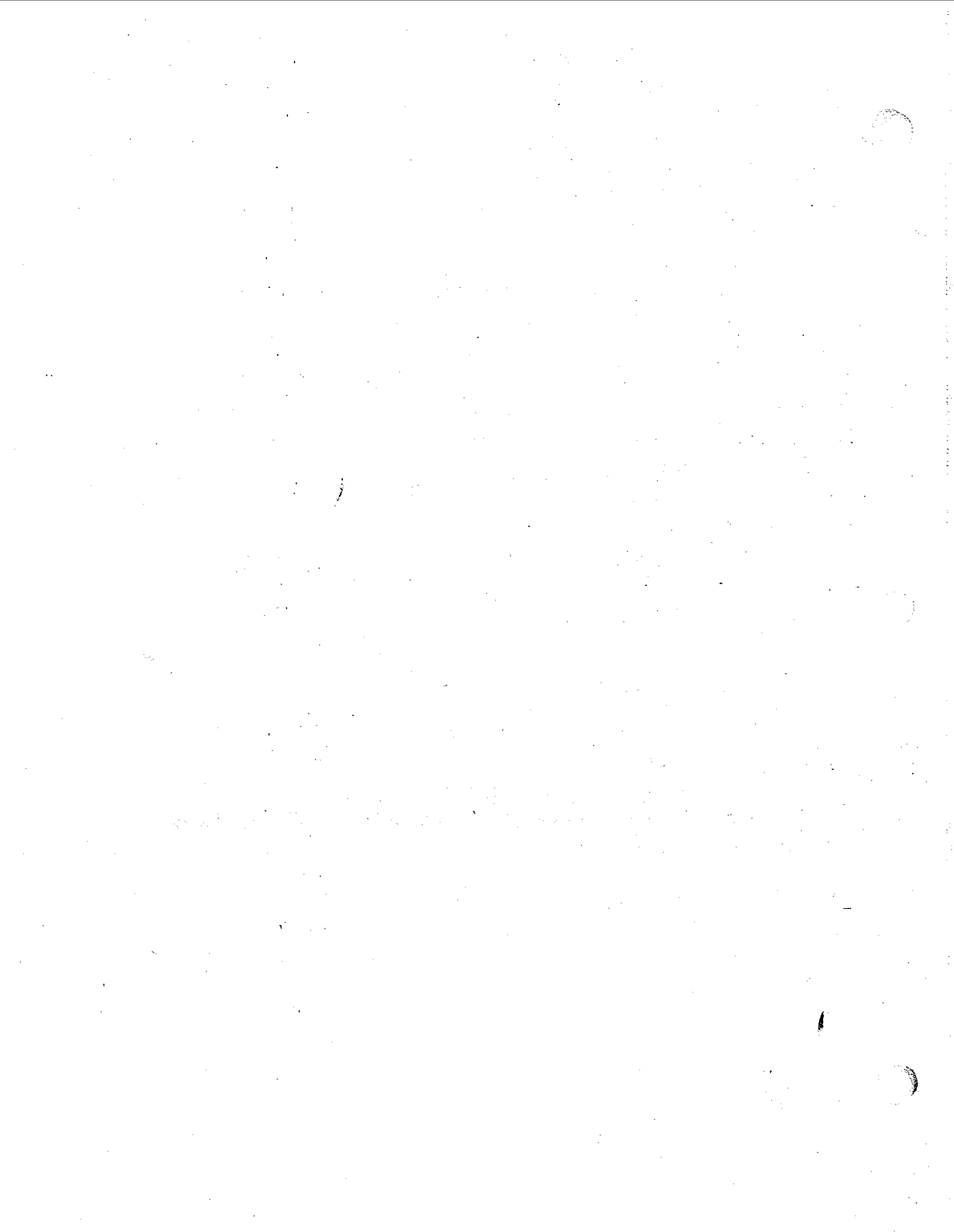
PERSONNEL ACCOUNTABILITY REPORTS (PAR)--Personnel accountability reports of firefighters and companies assigned to an incident.

RAPID INTERVENTION CREW/COMPANY (RIC)--A crew or company designated to stand-by in a state of readiness to perform a rescue effort of firefighters.

STANDBY MEMBERS--Two members/personnel who remain outside the hazard area during the "initial stages" of an incident. 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).

UNITY OF COMMAND--The Incident Commander is ultimately responsible for the accountability of all personnel on the incident. Each supervisor (Operations, Branches, Divisions/Groups/Strike Teams/Task Forces, single increments/companies) is responsible for all personnel under their command.

**FOR MORE DETAILED INFORMATION READ:
FIREFIGHTER INCIDENT SAFETY AND ACCOUNTABILITY GUIDELINES
ICS 910**



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.

Standard radio frequency programming for large capacity multi-channel radios should conform to the Statewide Frequency Plan portion of this document. For agencies operating radios with fewer channel capability, frequencies should be selected by groups from within the plan.

Guidelines

1. Frequency Plan Group 1 may be programmed at individual agency's discretion.
2. There are two mutual aid contact frequencies:
 - A. Agencies having Frequency Plan Groups 1, 2, & 3 should use as contact frequencies:

169.125 MHz (Direct)
or
Rx-169.125 MHz/Tx 168.325 MHz (Repeat)
(California Travel Network)

Note: Mobile relay operations (repeat) require CTCSS tone capability (see last item of Frequency Plan).
 - B. Agencies with only Frequency Plan Group 1 should use as a contact frequency:

154.280 MHz (White Fire 1)
3. Each agency requesting mutual aid will advise responding agencies of initial contact frequency for the incident.
4. Local policy will dictate frequency assignments for an incident until an incident communications plan is established.

5. When established on an incident, the Communications Unit Leader is responsible for managing assigned frequencies. The Communications Unit Leader will clear the use of local state and federal frequencies with the controlling agencies prior to use.
6. 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; not a channel number. Likewise for tone information, e.g., "use standard tone 8, 103.5."
7. Data communications (i.e., automated or push button status keeping for "computer aided dispatch" [CAD] systems) shall not be used outside of the agency's own jurisdiction.
8. Frequency (mobile) extenders will not be used outside of the agency's own jurisdiction.

Statewide Frequency Plan

This plan was developed to assist fire service agencies in buying and programming synthesized radios. Local needs (Group 1) are those channels normally used in initial attack situations. These would probably require less than 16 channels and may also include White Fire channels from Group 2. A 16 channel radio may be adequate for an engine. However, it is recommended that vehicles used by command personnel, such as strike team leaders, battalion chiefs, division chiefs, etc., should be equipped with at least a 32 channel radio. In synthesized radios the additional channels cost very little. Command vehicles with 32 channel radios should be programmed with Group 1, 2, 3.

State of California agencies (e.g., CDF and OES) and Federal agencies use twelve standard subaudible tones for repeater access. Unless a radio has selectable tones or an external tone box, it would take twelve channels to have complete repeater access on one of their channels. Likewise, if the radio does not have a "direct/repeat" switch, one channel is needed for each direct frequency and one for each repeat frequency pair.

While numerous frequencies can be programmed into radios, it is important to note that in order to use those frequencies your agency must be licensed for those frequencies or have a frequency use agreement or memorandum of understanding with the agency which is licensed for the frequencies. Such agreements with CDF and U.S. Forest Service are not uncommon. Such agreements still limit the use of each frequency to certain geographic areas.

This plan lists recommended groups of frequencies by priority for programming radios, i.e., Group 1 is the highest priority. In order to use any frequency your agency must be licensed for the frequency or have a frequency use agreement or memorandum of understanding with the agency which is licensed for the frequency.

| GROUP | USE | FREQUENCY |
|-------|---|-----------|
| 1 | LOCAL: BETWEEN ALL LOCAL FIRE AGENCIES INCLUDING CITIES, COUNTIES, CDF RANGER UNITS, USFS, BUREAU OF LAND MANAGEMENT, NATIONAL PARK SERVICE | |
| 2 | WHITE FIRE 1 | 154.280 |
| | WHITE FIRE 2 | 154.265 |
| | WHITE FIRE 3 | 154.295 |
| | *CDF 1 DIRECT & RX | 151.355 |
| | TX REPEAT | 159.300 |
| | *CDF 2 DIRECT & RX | 151.265 |
| | TX REPEAT | 159.330 |
| | CALCORD | 156.075 |

| | | | |
|---|----------------------------|-------------|---------|
| 3 | *NIFC COMMAND 1 | DIRECT & RX | 168.700 |
| | | TX REPEAT | 170.975 |
| | *NIFC COMMAND 2 | DIRECT & RX | 168.100 |
| | | TX REPEAT | 170.450 |
| | *NIFC COMMAND 3 | DIRECT & RX | 168.075 |
| | | TX REPEAT | 170.425 |
| | *NIFC TAC 1 | | 168.050 |
| | *NIFC TAC 2 | | 168.200 |
| | *NIFC TAC 3 | | 168.600 |
| | *California TRAVEL NETWORK | DIRECT & RX | 169.125 |
| | | TX REPEAT | 168.325 |

Note: NIFC Command 1, 2, 3 and NIFC TAC 1, 2, 3 are required for permission to use California Travel Network.

4. Air to Ground Frequencies - these frequencies are to be used by ground units in emergencies to communicate with aircraft, e.g., when ground crews are being overrun by fire or are going to be hit by a water or retardant drop. These frequencies are also used by those responsible for coordination with aircraft.

| | |
|--------------------|---------|
| USFS Air to Ground | 170.000 |
| CDF Air to Ground | 151.220 |
| BLM Air to Ground | 167.950 |

**U.S. Forest Service Region 5 (California)
Tacticals**

| | |
|----------------|----------|
| U.S.F.S. TAC 4 | 173.9125 |
| U.S.F.S. TAC 5 | 173.9625 |
| U.S.F.S. TAC 6 | 173.9875 |

5 **Frequencies necessary to interface with
CDF on a regional basis (coordinate with
CDF Region Office).**

| | | | |
|---|----------------------|----|---------|
| 6 | OES 1 (Simplex) | | 154.160 |
| | OES 2 | | 154.220 |
| | *WHITE FIRE 3 REPEAT | RX | 154.295 |
| | (FIREMARS) | TX | 153.830 |

7 **ALL CDF FREQUENCIES**

ALL OTHER LOCAL FIRE SERVICE FREQUENCIES

**FREQUENCIES FOR ALL NATIONAL FORESTS IN
CALIFORNIA**

OTHER BLM AND NPS

*NOTE: STATE OF CALIFORNIA AGENCIES (E.G., CDF & OES) AND FEDERAL AGENCIES USE THE FOLLOWING TWELVE STANDARD TONES FOR REPEATER ACCESS AND MUST BE INCLUDED FOR REPEATER USE. RECEIVERS MUST BE PROGRAMMED FOR CARRIER SQUELCH (NO TONES).

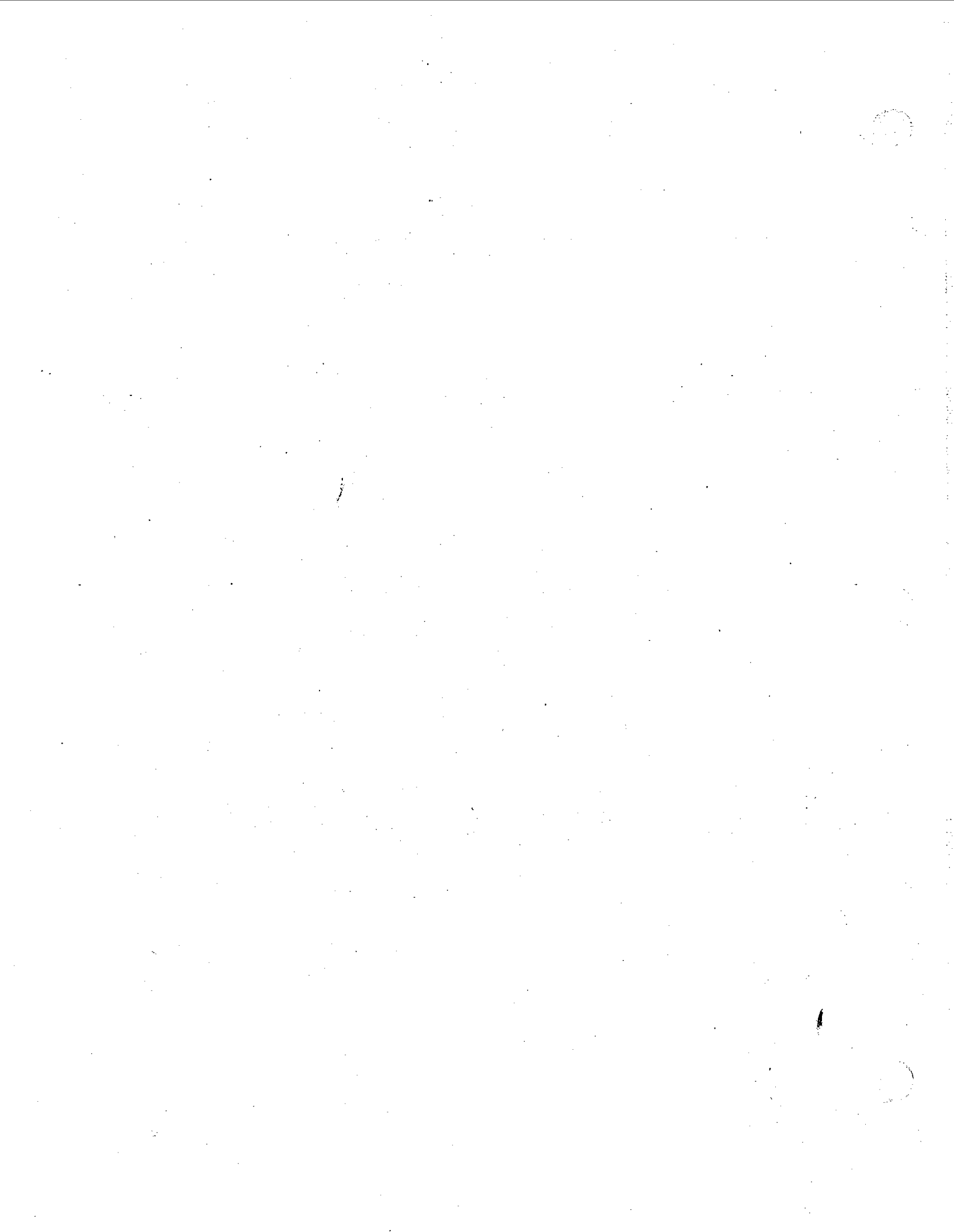
- | | | | |
|----------|-----------|-----------|-----------|
| 1. 110.9 | 2. 123.0 | 3. 131.8 | 4. 136.5 |
| 5. 146.2 | 6. 156.7 | 7. 167.9 | 8. 103.5 |
| 9. 100.0 | 10. 107.2 | 11. 114.8 | 12. 127.3 |

Statewide Frequency Plan--800mhz

The "Statewide Frequency Plan" was developed to assist fire service agencies in buying and programming synthesized radios so as to maximize their effectiveness for Mutual Aid. It is based on "VHF High Band" because most of the fire service operates in this band. Likewise, only certain frequencies are licensed for use statewide; these are the "White Fire" Mutual Aid channels, OES channels, CDF channels, and U.S. Forest Service (BIFC) channels, all of which are "VHF High Band". It should be determined what frequencies are wanted in radios so that they may be included in the frequency attachments to the "Cooperative Radio Frequency Agreement" for a given Mutual Aid Operational Area. For those areas where 800 MHz systems are in use there are Mutual Aid channels clear for use statewide. They are:

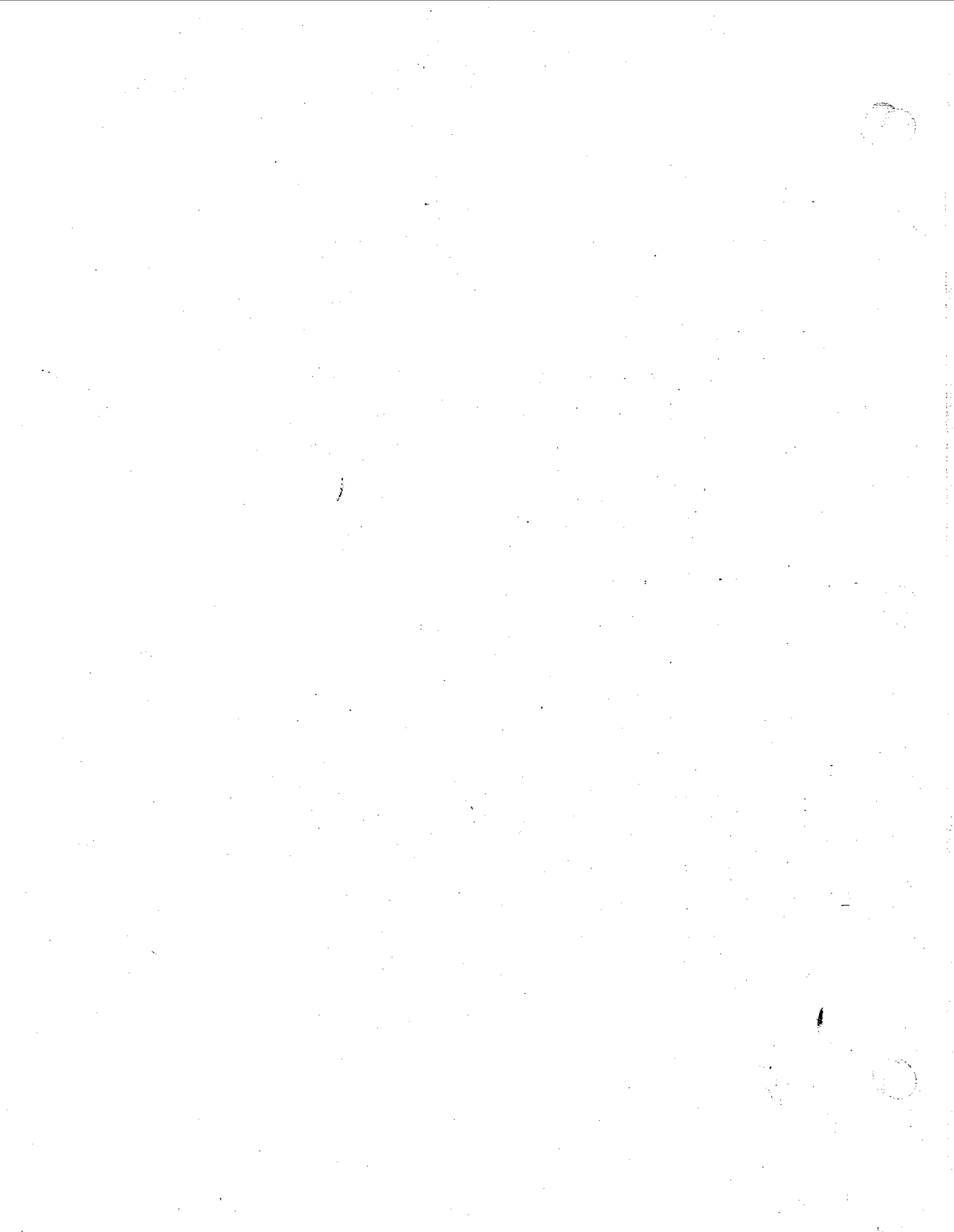
| | |
|---|--------------|
| International Calling Channel (ICALL) | 821/866.0125 |
| International Tactical Channel 1 (ITAC 1) | 821/866.5125 |
| International Tactical Channel 2 (ITAC 2) | 822/867.0125 |
| International Tactical Channel 3 (ITAC 3) | 822/867.5125 |
| International Tactical Channel 4 (ITAC 4) | 823/868.0125 |
| Statewide Fire/EMS (FIREMARS) | 823/868.9875 |

These may need to be considered for inclusion in the agreement. There are no designated statewide or national Mutual Aid frequencies in the UHF bands.



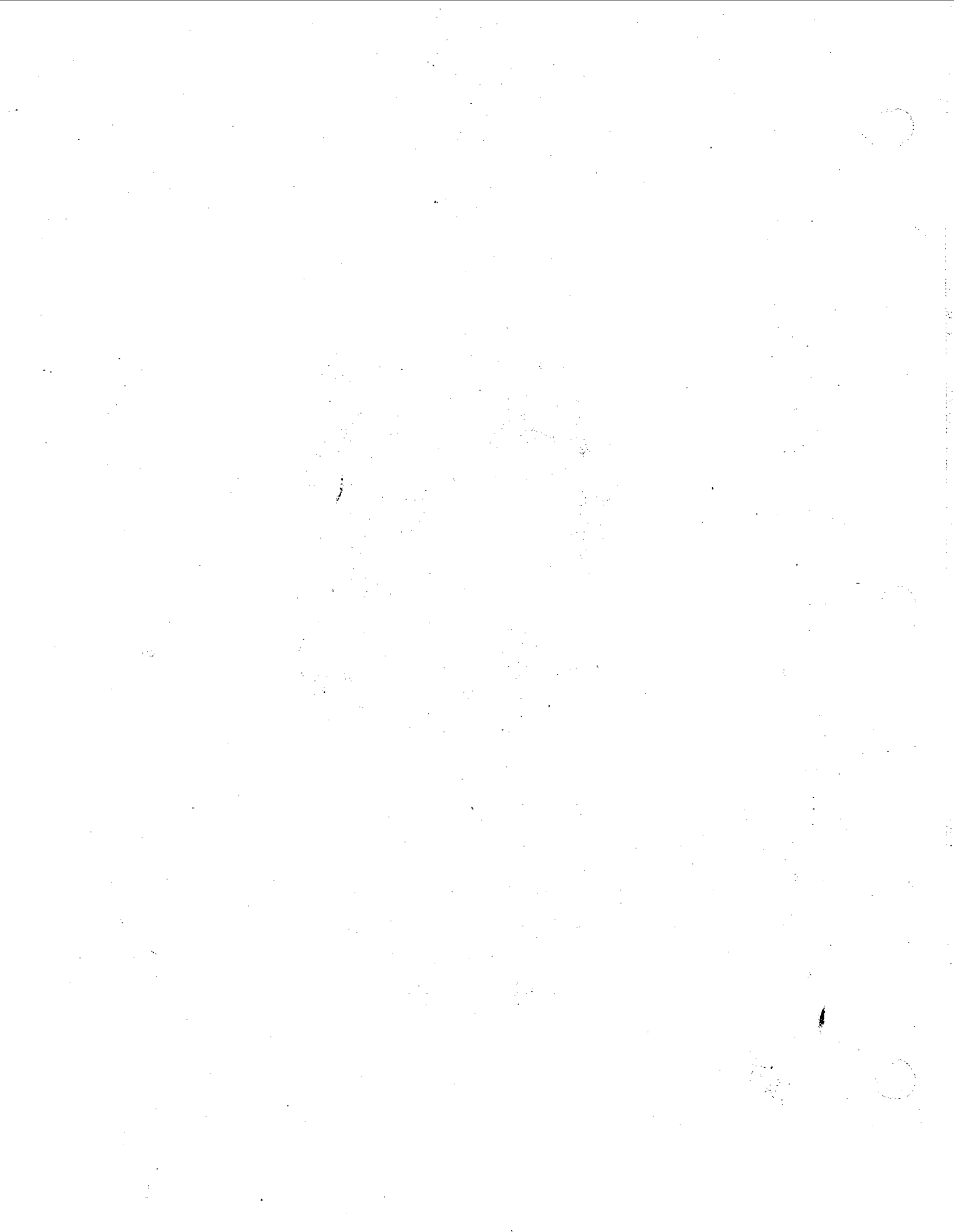
WATCH OUT SITUATIONS

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 crew members 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





GLOSSARY OF TERMS

ICS-010-1

October 15, 1999

This document contains information relative to the Incident Command System (ICS) component of the National Interagency Incident Management System (NIIMS). This is the same Incident Command System developed by FIRESCOPE.

Additional information and documentation can be obtained from the following sources:

State Board of Fire Services
State Fire Marshal
Training Division, Suite 410
P.O. Box 944246
Sacramento, CA 94244-2460
916-445-8444

or

Document Control
Operations Coordination Center
P.O. Box 55157
Riverside, CA 92517
909-782-4174

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| 29 CFR PART 1910.120 | 29 of the Code of Federal Regulations, Part 1910.120 is 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 the control zones. Regulates access to and from the work areas. |
| ACTION PLAN | (See Incident Action Plan.) |
| AGENCY | An agency is a division of government with a specific function, or a nongovernmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multi-agency.) |
| AGENCY DISPATCH | The agency or jurisdictional facility from which resources are allocated to incidents. |
| AGENCY EXECUTIVE OR ADMINISTRATOR | Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident. |
| AGENCY REPRESENTATIVE | 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 Incident Liaison Officer. |
| AIR OPERATIONS BRANCH DIRECTOR | The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident. |
| AIR TANKER | Any fixed wing aircraft certified by FAA as being capable of transport and delivery of fire retardant solutions. |
| AIR TRANSPORTABLE MOBILE WEATHER UNIT (ATMWU) | A weather data collection and forecasting unit consisting of seven modules, weighing a total of 355 pounds and occupying 34.2 cubic feet of space when transported. Used by a National Weather Service Fire Weather Forecaster. |
| ALLOCATED RESOURCES | Resources dispatched to an incident. |
| ALS (ADVANCED LIFE SUPPORT) | Allowable procedures and techniques utilized by EMT-P and EMT-II personnel to stabilize critically sick and injured patient(s) which exceed Basic Life Support procedures. |
| ALS RESPONDER | Certified EMT-P or EMT-II. |

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| AREA COMMAND | An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. |
| ASSIGNED RESOURCES | Resources checked in and assigned work tasks on an incident. |
| ASSIGNMENTS | Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan. |
| ASSISTANT | Title for subordinates of the 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 tactical or service resources to another agency. |
| AVAILABLE RESOURCES | Incident-based resources which are ready for deployment. |
| BASE | The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base. |
| BASIC OPERATIONAL LEVEL | The Basic level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents. Personnel at this level shall be competent at surface rescue which involves minimal removal of debris and building contents to extricate easily accessible victims from non-collapsed structures. |
| 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 critically sick and injured patient(s). |
| BLS RESPONDER | Certified EMT-I or FIRST RESPONDER. |
| BRANCH | The organizational level having functional or geographic responsibility for major parts of 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 or by functional name (e.g., medical, security, etc.). |
| BRUSH PATROL | Any light, mobile unit, having limited pumping and water capacity. |
| CACHE | A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use. |

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| CAMP | A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel. |
| CHAIN OF COMMAND | A series of management positions in order of authority. |
| CHECK-IN | The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments). |
| CHEMTREC | Chemical Transportation Emergency Center. A public service of the Chemical Manufacturers Association. |
| CHIEF | The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration. |
| CLEAR TEXT | The use of plain English in radio communications transmissions. No Ten Codes or agency specific codes are used when utilizing Clear Text. |
| COMMAND | The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander. |
| COMMAND POST | (See Incident Command Post.) |
| COMMAND STAFF | The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. |
| COMMUNICATIONS UNIT | An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center. |
| COMPACTS | Formal working agreements among agencies to obtain mutual aid. |
| COMPANY | Any piece of equipment having a full complement of personnel. |
| COMPANY UNITY | A term to indicate that a fire company or unit shall remain together in a cohesive, 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 to the hazardous materials involved in order to provide the best protection for the worker. |
| COMPENSATION UNIT/CLAIMS UNIT | Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident. |
| COMPLEX | Two or more individual incidents located in the same general area which are assigned to a single Incident Commander or to Unified Command. |

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| 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 around the Contamination Reduction Zone that separates the contamination Reduction Zone from the Support Zone. |
| CONTAMINATION REDUCTION CORRIDOR (CRC) | That area within the Contamination Reduction Zone where the actual decontamination is to take place. Exit from the Exclusion Zone is through the Contamination Reduction Corridor (CRC). The CRC will become contaminated as people and equipment pass through to the decontamination stations. |
| CONTAMINATION REDUCTION ZONE (CRZ) | That area between the Exclusion Zone and the Support Zone. This zone contains the Personnel Decontamination Station. This zone may require a lesser degree of personnel protection than the Exclusion Zone. This area separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area. |
| CONTROL ZONES | The geographical areas within the control lines set up at a hazardous materials incident. The three zones most commonly used are the Exclusion Zone, Contamination Reduction Zone and Support Zone. |
| COOPERATING AGENCY | An agency supplying assistance other than direct tactical or support-functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.). |
| COORDINATION | The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc. |
| COORDINATION CENTER | Term used to describe any 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. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident. |
| COST UNIT | Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures. |
| CREW | (See Single Resource.) |
| CREW TRANSPORT | Any vehicle capable of transporting personnel in specified numbers. |
| DAMAGE INSPECTION (DI) | This definition is being developed. |

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| DECONTAMINATION (DECON) | That action required to physically remove or chemically change the contaminants from personnel and equipment. |
| DELAYED TREATMENT | Second priority in patient treatment. These people require aid, but injuries are less severe. |
| DELEGATION OF AUTHORITY | A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. |
| DEMOBILIZATION UNIT | Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources. |
| DEPUTY | A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors. |
| DIRECTOR | The ICS title for individuals responsible for supervision of a Branch. |
| DISPATCH | The implementation of a command decision to move a resource or resources from one place to another. |
| DISPATCH CENTER | A facility from which resources are assigned to an incident. |
| DIVISION | Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team (See Group). Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings. |
| DOCUMENTATION UNIT | Functional unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to the incident. |
| DOZER COMPANY | Any bulldozer with a complement of personnel. |
| EMERGENCY MANAGEMENT COORDINATOR/DIRECTOR | The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management. |
| EMERGENCY MEDICAL TECHNICIAN (EMT) | A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine. |
| EMERGENCY OPERATIONS CENTER (EOC) | A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency. |
| EMERGENCY OPERATIONS PLAN | The plan that each jurisdiction has and maintains for responding to appropriate hazards. |

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| EMERGENCY TRAFFIC | A 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. NOTE: The term Mayday should not be used for fire ground communications which could cause confusion with the term used for aeronautical and nautical emergencies. |
| EMERGENCY TRAFFIC RADIO TONE | A distinctive tone used on designated channel(s) identified in a standard operating guideline. |
| EMT I (EMERGENCY MEDICAL TECHNICIAN-I) | An individual trained in Basic Life Support according to the standards prescribed by the Health and Safety Code and who has a current and valid EMT-I certificate in the State of California issued pursuant to the Health and Safety Code. |
| EMT-D | An Emergency Medical Technician-I with training and certification in defibrillation. |
| EMT-II (EMERGENCY MEDICAL TECHNICIAN-II) | An individual with additional training in limited Advanced Life Support according to the standards prescribed by the Health and Safety Code and who has a current and valid certificate issued pursuant to the Health and Safety Code. |
| EMT-P | An individual EMT-I or EMT-II who has received additional training in Advanced Life Support according to the Health and Safety Code and who has a current and valid county certificate issued pursuant to the Health and Safety Code; formerly Mobile Intensive Care Paramedics. |
| ENGINE COMPANY | Any ground vehicle providing specified levels of pumping, water, hose capacity and personnel. |
| ENVIRONMENTAL | Atmospheric, Hydrologic and Geologic media (air, water and soil). |
| EVACUATION | The removal of potentially endangered persons from an area threatened by a hazardous incident. Entry into the evacuation area should not require special protective equipment. |
| EVENT | A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events. |
| EXCUSION ZONE | That area immediately around the spill. That area where contamination does or could occur. The innermost of the three zones of a hazardous materials site. Special protection is required for all personnel while in this zone. |
| EXPANDED MEDICAL EMERGENCY | Any medical emergency which exceeds normal first response capabilities. |
| FACILITIES UNIT | Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc. |
| FIELD OPERATIONS GUIDE | A pocket-size manual of instructions on the application of the Incident Command System. |

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| FINANCE/ ADMINISTRATION SECTION | The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit. |
| FIRST RESPONDER | Personnel who have responsibility to initially respond to emergencies such as firefighters, law enforcement, lifeguards, forestry, EMS, ambulance, and other public service personnel. |
| FLYCREW | A handcrew of predetermined size transported to an incident via helicopter. |
| FOOD DISPENSER | Any vehicle capable of dispensing food to incident personnel. |
| FOOD UNIT | Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel. |
| FUEL TENDER | Any vehicle capable of supplying fuel to ground or airborne equipment. |
| FUNCTION | In ICS, function refers to the five major activities in ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. |
| GACC (Geographic Area Coordination Center) | This definition is being developed. |
| GENERAL STAFF | The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of: <ul style="list-style-type: none"> Operations Section Chief Planning Section Chief Logistics Section Chief Finance/Administration Section Chief |
| GENERIC ICS | Refers to the description of the ICS that is generally applicable to any kind of incident or event. |
| GEOGRAPHIC INFORMATION SYSTEM (GIS) | A Geographic Information System (GIS) is an organized collection of computer hardware, software, geographic data, people, and methods designed to efficiently capture, store, update, analyze, and display all forms of geographically referenced information. |
| GROUND SUPPORT UNIT | Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies. |
| GROUP | Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section. |
| HAND CREW | A number of individuals that have been organized and trained and are supervised principally for operational assignments on an incident. |

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| HAZARDOUS CATEGORIZATION TEST (HAZ CAT) | A field analysis to determine the hazardous characteristics of an unknown material. |
| HAZARDOUS MATERIAL | Any material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive, or any combination, and requires special care in handling because of the hazards it poses to public health, safety, and/or the environment. |
| HAZARDOUS MATERIALS COMPANY | Any piece 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). The personnel complement shall include one member who is trained to a minimum level of Assistant Safety Officer - Hazardous Materials. |
| HAZARDOUS MATERIALS INCIDENT | Uncontrolled, unlicensed release of hazardous materials during storage or use from a fixed facility or during transport outside a fixed facility that may impact the public health, safety and/or environment. |
| HAZARDOUS MATERIALS TASK FORCE | A group of resources which includes at least one Hazardous Materials Company, with common communications and a leader. A Hazardous Materials Task Force may be pre-established and sent to an incident, or formed at the incident. |
| HEAVY EQUIPMENT TRANSPORT | Any ground vehicle capable of transporting a dozer. |
| 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, which 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 OPERATIONAL LEVEL | The Heavy Operational Level represents structure incidents involving the collapse or failure of reinforced concrete or steel frame construction and Confined Space Rescue operations. |

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| 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, industrial, and business. Other examples of this type of construction include reinforced and unreinforced masonry (URM) buildings typically of low rise construction, one to six stories in height, of any type of occupancy. |
| HELIBASE | The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. |
| HELICOPTER TENDER | A ground service vehicle capable of supplying fuel and support equipment to helicopters. |
| HELISPOT | Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel. |
| HELITACK CREW | A crew of 3 or more individuals who may be assigned to operations or to support helicopter operations. |
| 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. |
| HIERARCHY OF COMMAND | (See Chain of Command.) |
| HOSPITAL ALERT SYSTEM | A communications system between medical facilities and on-incident medical personnel, which provides available hospital patient receiving capability and/or medical control. |
| HOSPITAL EMERGENCY RESPONSE TEAMS | Prearranged hospital teams that respond to the incident upon request. |
| ICS NATIONAL TRAINING CURRICULUM | A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs. |
| IMMEDIATE TREATMENT | A patient who requires rapid assessment and medical intervention for survival. |
| INCIDENT | An occurrence, either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources. |

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| INCIDENT ACTION PLAN | Contains objectives reflecting the overall incident strategy, specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.). |
| INCIDENT BASE | Location at the incident 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. |
| INCIDENT COMMAND POST (ICP) | The location at which the primary command functions are executed. The ICP may be co-located with the incident base or other incident facilities. |
| INCIDENT COMMAND SYSTEM (ICS) | A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. |
| INCIDENT COMMANDER | The individual responsible for the management of all incident operations at the incident site. |
| INCIDENT COMMUNICATIONS CENTER | The location of the Communications Unit and the Message Center. |
| INCIDENT MANAGEMENT TEAM | The Incident Commander, appropriate Command and General Staff personnel assigned to an incident. |
| INCIDENT OBJECTIVES | 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 effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives. |
| INCIDENT SUPPORT ORGANIZATION | Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc. |
| INFORMATION OFFICER | A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants. |
| INFRARED (IR) | A heat detection system used for fire detection, mapping and hot spot identification. |
| INITIAL ACTION | The actions taken by resources which are the first to arrive at an incident. |
| INITIAL RESPONSE | Resources initially committed to an incident. |

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| JURISDICTION | The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, state, or federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multijurisdiction.) |
| JURISDICTIONAL AGENCY | The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function. |
| LANDING ZONE | (See Helispot.) |
| LCES CHECKLIST | In the wildland fire environment, Lookouts, Communications, Escape Routes, Safety Zones (LCES) is key to safe procedures for firefighters. The elements of LCES form a safety system used by firefighters to protect themselves. This system is put in place before fighting the fire: select a lookout or lookouts, set up a communication system, choose escape routes, and select a safety zone or zones. |
| LEADER | The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit. |
| LIAISON OFFICER | A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. |
| LIFE-SAFETY | Refers to the joint consideration of both the life and physical well being of individuals. |
| LIGHT FRAME CONSTRUCTION | Materials used for construction are generally light weight 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. |
| LIGHT OPERATIONAL LEVEL | The Light 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 basic rope rescue operations. |
| LOGISTICS SECTION | The Section responsible for providing facilities, services, and materials for the incident. |
| MAJOR MEDICAL EMERGENCY | Any emergency which would require the access of local mutual aid resources. |

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| MANAGEMENT BY OBJECTIVES | In ICS, this is a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes: selection of tactics, selection of resources, resource assignments, and performance monitoring. |
| MANAGERS | Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager. |
| MAYDAY | An international distress signal. The term Mayday should not be used for fire ground communications which could cause confusion with the term used for aeronautical and nautical emergencies. |
| MEDICAL GROUP/DIVISION ORGANIZATIONAL STRUCTURE | This is designed to provide the Incident Commander with a basic expandable system for handling patients in a multi-casualty incident. |
| MEDICAL SUPPLY CACHE | A cache consists of standardized medical supplies and equipment stored in a predetermined location for dispatch to incidents. |
| MEDICAL TEAM | Combinations of medical trained personnel who are responsible for on-scene patient treatment. |
| MEDICAL UNIT | Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel. |
| MEDIUM OPERATIONAL LEVEL | The Medium level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of reinforced and unreinforced masonry (URM), concrete tilt-up and heavy timber construction. |
| MESSAGE CENTER | The Message Center is part of the Incident Communications Center and is co-located or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic. |
| MICU (MOBILE INTENSIVE CARE UNIT) | Refers to a paramedic equipped vehicle. 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. |
| MITIGATE | Any action employed to contain, reduce or eliminate the harmful effects of a spill or release of a hazardous substance. |
| MOBILIZATION | The process and procedures used by all organizations federal, state, and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. |

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| 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. The Morgue is the responsibility of the Coroner's Office when a Coroner's representative is on-scene. |
| MULTI-AGENCY COORDINATION (MAC) | A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics. |
| MULTI-AGENCY COORDINATION SYSTEM (MACS) | The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS. |
| MULTI-AGENCY INCIDENT | An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command. |
| MULTI-CASUALTY | The combination of numbers of injured personnel and type of injuries going beyond capability of an entity's normal first response. |
| MULTIJURISDICTION INCIDENT | An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command. |
| MUTUAL AID AGREEMENT | Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment. |
| NATIONAL WILDFIRE COORDINATING GROUP (NWCG) | A group formed under the direction of the Secretaries of the Interior and Agriculture to improve the coordination and effectiveness of wildland fire activities, and provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive nature. The NWCG has been a primary supporter of ICS development and training. |
| OFFICER | The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information. |
| OPERATIONAL PERIOD | The period of time scheduled for execution of a given set of operational actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although not over 24 hours. |
| OPERATIONS COORDINATION CENTER (OCC) | Primary facility where Multi-Agency Coordination System operations occur. It houses the staff and equipment necessary to perform the MACS functions. |
| OPERATIONS SECTION | The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas. |

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| ORTHOPHOTO MAPS | Aerial photographs corrected to scale so that geographic measurements may be taken directly from the prints. They may contain graphically emphasized geographic features and may be provided with overlays of such features as: water systems, important facility locations, etc. |
| OUT-OF-SERVICE RESOURCES | Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons. |
| OVERHEAD PERSONNEL | Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders. |
| PATIENT TRANSPORTATION RECORDER | Responsible for recording pertinent information regarding off-incident transportation of patients. Supervised by the Patient Transportation Supervisor. |
| PERSONAL PROTECTIVE EQUIPMENT (PPE) | That equipment and clothing required to shield or isolate personnel from the chemical, physical, and biologic hazards that may be encountered at a hazardous materials incident. |
| PERSONNEL ACCOUNTABILITY | The ability to account for the location and welfare of personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and personnel are working within these guidelines. |
| PERSONNEL ACCOUNTABILITY REPORTS (PAR) | Personnel accountability reports of firefighters and companies assigned to an incident. |
| 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. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan. |
| PLANNING SECTION | Responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as the Technical Specialists. |
| 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, or 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. |

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| PROCUREMENT UNIT | Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts. |
| QUALIFIED | A person meeting the certification and or requirements established by the agency that has jurisdiction over the incident. |
| RADIO CACHE | A supply of radios stored in a pre-determined location for assignment to incidents. |
| RAPID FORCE TECHNICAL SPECIALIST UNIT | Railroad Accident Prevention and Immediate Deployment Force Technical Specialist Unit provides on site technical assistance at large-scale hazardous material releases resulting from surface transportation accidents. The unit is comprised of technical specialists in the fields of Human Health Effects, Environmental Fate, Laboratory Services and Clean-up Technology. |
| RAPID INTERVENTION CREW/COMPANY (RIC) | A crew or company designated to stand-by in a state of readiness to perform a rescue effort of firefighters. |
| RECORDERS | Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units. |
| REFUGE AREA | An area identified within the Exclusion Zone, if needed, for the assemblage of contaminated individuals in order to reduce the risk of further contamination or injury. The Refuge Area may provide for gross decontamination and triage. |
| REINFORCED ATTACK | Those resources requested in addition to the initial attack. |
| REINFORCED RESPONSE | Those resources requested in addition to the initial response. |
| REPORTING LOCATIONS | Location or facilities where incoming resources can check-in at the incident. (See Check-in.) |
| RESCUE | The removal of victims from an area determined to be contaminated or otherwise hazardous. Rescue shall be performed by emergency personnel using appropriate personal protective equipment. |
| RESOURCES | Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, e.g., ground, water, air, etc., and may be used in tactical support or overhead capacities at an incident. |
| RESOURCES UNIT | Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs. |
| RESPONDER REHABILITATION | Also known as "rehab", resting and treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions. |

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| SAFE REFUGE AREA (SRA) | An area within the Contamination Reduction Zone for the assemblage of individuals who are witnesses to the hazardous materials incident or who were on site at the time of the spill. This assemblage will provide for the separation of contaminated persons from non-contaminated persons. |
| SAFETY OFFICER | A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants. |
| SEARCH MARKING SYSTEM | A standardized marking system employed during and after the search of a structure for potential victims. |
| SECTION | That organizational level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance/Administration. The Section is organizationally between Branch and Incident Commander. |
| SEGMENT | A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers. |
| SEMS (STANDARDIZED EMERGENCY MANAGEMENT SYSTEM) | A system 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. |
| SERVICE BRANCH | A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units. |
| SINGLE RESOURCE | An individual, a piece of equipment and its personnel complement, or a 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 PLAN | An Emergency Response Plan describing the general safety procedures to be followed at an incident involving hazardous materials. This plan should be prepared in accordance with 29 CFR 1910.120 and the U.S. Environmental Protection Agency's "Standard Operating Safety Guides for Environmental Incidents (1984)." |
| SITUATION UNIT | Functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief. |
| SPAN OF CONTROL | The supervisory ratio of from three-to-seven individuals, with five-to-one being established as optimum. |

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| STAGING AREA | Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section. |
| STANDBY MEMBERS | Two members/personnel who remain outside the hazard area during "initial stages" of an incident. 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). |
| STANDING ORDERS | Policies and Procedures approved by the local EMS Agency for use an EMT-II or EMT-P in situations where direct voice contact with a Base Hospital cannot be established or maintained. |
| START - S.T.A.R.T. | Acronym for Simple Triage And Rapid Transport. This is the initial triage system that has been adopted for use by the California Fire Chiefs Association. |
| STATE/NATIONAL URBAN SEARCH & RESCUE (US&R) TASK FORCE | A 62 person team specifically trained and equipped for large or complex urban search and rescue operations. The multi-disciplinary organization provides five functional elements which include command, search, rescue, medical and technical. The US&R Task Force is designed to be used as a "single resource" and not disassembled to make use of individual task force elements. |
| 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. |
| SUPERVISOR | The ICS title for individuals responsible for command of a Division or Group. |
| SUPPLY UNIT | Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations. |
| SUPPORT BRANCH | A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units. |
| SUPPORT RESOURCES | Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff. |
| SUPPORT ZONE | The clean area outside of the Contamination Control Line. Equipment and personnel are not expected to become contaminated in this area. Special protective clothing is not required. This is the area where resources are assembled to support the hazardous materials operation. |

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| SUPPORTING MATERIALS | Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan. |
| TACTICAL DIRECTION | Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period. |
| TACTICS | Deploying and directing resources on an incident to accomplish the objectives designated by strategy. |
| TASK FORCE | A combination of single resources assembled for a particular tactical need with common communications and a leader. |
| TEAM | (See Single Resource.) |
| TECHNICAL SPECIALISTS | Personnel with special skills that can be used anywhere within the ICS organization. |
| TEMPORARY FLIGHT RESTRICTIONS (TFR) | Temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety, and are normally limited to a five-nautical-mile radius and 2000 feet in altitude. |
| TIME UNIT | Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment. |
| TRIAGE | The screening and classification of sick, wounded, or injured persons to determine priority needs in order to ensure the efficient use of medical personnel, equipment and facilities. |
| TRIAGE PERSONNEL | Responsible for triaging patients on-scene and assigning them to appropriate Treatment Areas. |
| TRIAGE TAG | A tag used by triage personnel to identify and document the patient's medical condition. |
| TYPE | Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task. |
| UNIFIED AREA COMMAND | A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.) |
| UNIFIED COMMAND | In ICS, Unified Command is a unified team effort which allows all agencies with 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 | The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity. |

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| UNIT | That organization element having functional responsibility for a specific incident planning, logistic, or finance activity. |
| UNITY OF COMMAND | The concept by which each person within an organization reports to one and only one designated person. |
| URBAN SEARCH & RESCUE (US&R) COMPANY | Any ground vehicle(s) providing a specified level of US&R operational capability, rescue equipment and personnel. |
| URBAN SEARCH & RESCUE (US&R) CREW | A predetermined number of individuals who are supervised, organized and trained principally for a specified level of US&R operational capability. They respond with <u>no</u> equipment and are used to relieve or increase the number of US&R personnel at the incident. |
| WATER TENDER | Any ground vehicle capable of transporting specified quantities of water. |
| WATERSHED REHABILITATION | Also known as "rehab"; restoration of watershed to as near as possible, its pre-incident condition, or to a condition where it can recover on its own. |

