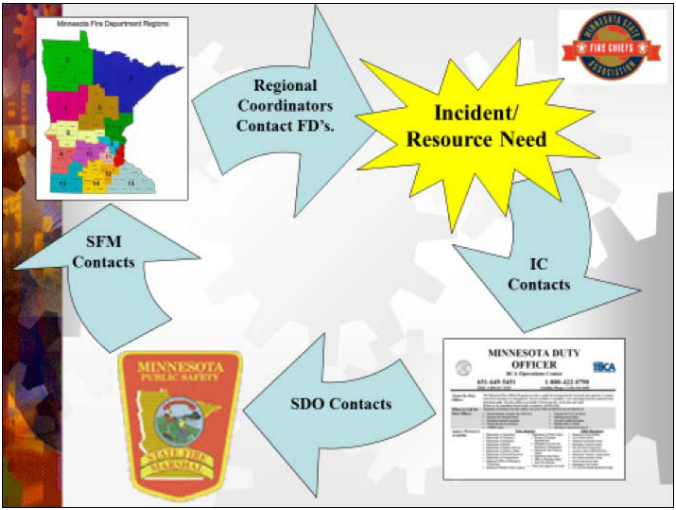
Field Guide to the Minnesota Intrastate Fire Mutual Aid Plan Quick Reference Guide

Version 2019

Hasty Request for Assistance



REQUEST FOR ASSISTANCE

When a fire department, governmental entity or community is affected by a disaster situation, the Incident Commander will initially request additional assistance by utilizing the local mutual aid system.

The Minnesota Fire Service Intrastate Mutual Aid Plan recognizes that there are several variations of mutual aid systems throughout the State of Minnesota. The Plan is not intended to replace or inhibit the development of any local or regional mutual aid system.

When a local jurisdiction has exhausted the available local mutual aid resources, they may activate the Plan by requesting additional assistance from the Minnesota State Duty Officer (MDO).

To contact the Minnesota State Duty Officer (MDO) call **1-800-422-0798 or 651-649-5451.**

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Purpose & Scope of Field Guide

The purpose of this Quick Reference Guide to the Minnesota Intrastate Mutual Aid Plan (MIMAP) is to provide first responders a quick reference to the essential operational procedures for requesting and providing mutual aid within the state of Minnesota.

- SECTION I: Mutual Aid Processes

The purpose of the MIMAP annex is to provide guidance for a response to catastrophic emergency incidents of state significance involving fire departments. These include, but are not limited to, incidents that are:

- Beyond the resource capabilities of local response organizations, including local mutual aid resources.
- Multiple single significant (major) events occurring that exceed local resources.

The Minnesota Intrastate Mutual Aid Plan (MIMAP) was created to provide for the systematic mobilization, deployment, organization, and management of Minnesota local fire-related resources in order to provide assistance in mitigating the effects of emergencies and disasters throughout Minnesota and the nation, when requested.

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1. Mutual Aid 101

Recommendations for stricken area units & supporting units

Requesting Agency

1.1.1. Incident Command

The local unit of government (stricken area unit) shall maintain/retain command or unified command.

1.1.2. Initial Assessment

- What are the Conditions? Actions? Needs?
- What is at risk?
- Who has the jurisdictional responsibility for this incident?
- Current Assumptions – Strategic, tactical, tasks
- Current Action
  - Strategic goals, tactical objectives and tactics?
  - Effectiveness? How to improve?
  - Efficiency? How to improve?

Important Considerations

- Request supporting units through proper protocols
- Look at big picture when requesting help
- Have proper amount of command and general staff to handle responding units. If not request command support
- Be prepared to supply maps, known hazards etc. to responding agencies
- Realize units responding may not know the area
- Build command and general staff to appropriate size for support

Considerations for Successful Outcome

- Planning will be a key to your success
- Support units with essentials as soon as possible, fuel, food, shelter, etc.
- Consider safety and control of stricken area
- Command needs to listen to reports from field to insure plan is progressing or needs to change
- Suggestions need to be considered and answered professionally
- Assign staging areas large enough for amount of help that may be requested overall
- Staging areas need security provided
- Assign Public Information officer as soon as possible. Press and news will be uncontrollable very quickly
- Give orders clearly and professionally
- Effective work time for all personnel including command personnel is twelve hours
- Command staff needs to evaluate overall operations and inform field personnel with constant updates and proper intelligence for the accomplishment of the assignments given
- Have a plan for relief crews and demobilization procedure
- Return units in a timely manner

1.1.3. Activation

Responsibility:	
Actions:	
	To report an emergency to the State such as a tornado, flood, fire, chemical release, or other emergency, the State Duty Officer (MDO) must be notified. The MDO must also be notified to request any type of state or federal assistance. **TO CONTACT THE STATE DUTY OFFICER (MDO) CALL 1-800-422-0798 OR 651-649-5451.**
	Requesting Agency Procedure ***You do not have to be a participating member (sending agency) of the plan to request resources.*** For any emergency, the local jurisdiction must first commit local resources. A requesting agency should not exhaust local resources to an unsafe level before calling for either local or statewide assistance. When a fire department's resources and local mutual aid resources are not adequate for the size, nature, complexity or duration of an incident, the Plan should be activated. When the Plan is activated, a search of the statewide Fire and Rescue Resource Inventory will be done to find the closest, most appropriate and available resources outside of the local mutual aid group that match the incident's needs.
	MN – State Duty Officer (MDO) Initial Contact **TO CONTACT THE STATE DUTY OFFICER (MDO) CALL 1-800-422-0798 OR 651-649-5451.** On the initial contact with the MDO, the requesting agency will provide information and answer questions pertinent to the incident and its needs, such as: ■ The caller's name, title or position, and the agency they represent. ■ Purpose of your call. Keep in mind the MDO gets calls for many types of emergencies and assistance. You must clearly state that your request is for the Statewide Fire Mutual Aid Plan resources so the MDO will know the call must be forwarded to the State Fire Marshal for processing. ■ The urgency of the request, i.e. immediate or planned need. ○ If you have the advantage of forewarning of a potential disaster, it is prudent to activate the system so that SFMD, HSEM, and designated resources can be alerted and ready to react quickly. In some cases, resources may be placed in a standby mode. This may save valuable response time in later phases of the incident. ■ The nature of the problem or anticipated problem, i.e. structure fire, wild land fire, flood, tornado, explosion, Hazmat, etc.

- A brief description of the type of assistance needed, structural fire suppression, wildfire suppression, Hazmat team, confined space rescue, collapse rescue, etc.
- A telephone number for the appropriate agency(s) to contact them, i.e. SFMD, DNR, MPCA, etc. This should be a number that has a high probability of being available to receive a call, i.e. not being busy or out of service. An unlisted phone number is best.

Example:

"This is Chief Jones of the East Valley Fire Department. We are requesting the Statewide Fire Mutual Aid Plan activation. We have a commercial fire burning out of control that is affecting other businesses. We have committed all of our local and mutual aid resources. We will need additional engine and truck companies. My call back number is: 999-888-7777."

Once a request for the Plan resources is made, the MDO will contact the State Fire Marshal's Division. The caller will receive a return call from the State Fire Marshals Division as soon as possible. Based on the nature of the incident and resources needed, the MDO may notify other State agencies as well, e.g. the Minnesota Department of Natural Resources (DNR), Minnesota Pollution Control Agency (MPCA), Minnesota Department of Transportation (MnDoT).

See Appendix E for diagrams/flow charts on notifications

Example:

The commercial building contains hazardous materials. The fire has extended to tractor trailer rigs, also containing hazardous materials, parked alongside the building. Contaminated runoff water is running in to the storm sewer system and a stream. The request will be relayed to the SFMD; however, because transportation vehicles, the sewer system and a stream are involved, the MDO will also notify the Minnesota Department of Transportation, Minnesota Pollution Control Agency, and the Minnesota Department of Natural Resources.

SFMD Initial Contact

When contact is made with the SFMD, the requesting agency will need to give a detailed description of the incident and resources needed. This will enable the SFMD to find the right resources for the incident. Be prepared to provide the following information as appropriate:

- The type of incident, e.g. structure fire, explosion, etc.
- The area affected, people or property involved
- Anticipated or potential problems. How bad could it get?
- Resources needed. Be specific as to what kind and how many, e.g. five type - 1 engines and an overhead team. (https://nimstools.preptoolkit.org/)
- Anticipated duration of incident
- Reporting location, i.e. staging, with easy to understand directions
- A contact telephone number for responding units.
- Radio travel frequency/talkgroup
- Cellular phone number for incident command

1.1.4. Important Considerations

- Bring proper dispatch documentation.
- Be prepared to respond and have all proper suggested equipment and supplies
- Use proper protocols for responding units:
- Use the assigned travel radio talkgroup/frequency
- Accept plan and assignment
- Ask for equipment or extra units to accomplish assignment
- Use proper check in and checkout procedures
- Make suggestions to command professionally and accept decision
- Operate safely
- Be able to accept and accomplish assignment with the equipment you have
- Be self-sufficient for all your needs for at least 72 hours
- Make sure you understand orders, if not ask for clarification
- Represent yourselves professionally and courteously
- Try to understand the situation and give assistance accordingly
- Do not talk to media about the incident unless requested by command
- You will need permission to leave once the assignment is accepted
- Let command know of any special circumstances that would cause you not to complete your assignment.
- Leave all political baggage at home. Work professionally with all units assigned.
- Use check out procedure when you have received orders to leave.
- Provide all documentation as requested

- Be positive in your critique. Use it as a tool for improvement.
- Critical comments to personnel that weren't involved will be what is heard and relayed so make your comments and reports as positive as possible.

2. Deployment of Resources

DEPLOYMENT OF RESOURCES

CRITICAL CONCEPTS

Critical to the success of this deployment plan is the concept of efficient timeframe for deployment. In concert with this concept, it is critical that all resources deployed are adequately documented and tracked.

Communities are expected to commit their own and local mutual aid resources before requesting statewide mutual aid. However, no fire service agency is expected to reduce its own fire protection capability to an unreasonable level.

SPECIALIZED RESOURCE RESPONSE TIMEFRAME:
Immediate deployment

STANDARD RESOURCE DEPLOYMENT TIMEFRAME:
Deploy within three hours for duration of 72 hours

DOCUMENTATION

Once requested resources arrive in the designated Staging Area, it is critical that the documentation process begin. Documentation is important in order to receive funds should the incident become eligible for reimbursement at the State or Federal level. The documentation process is the responsibility of the requesting jurisdiction, but needs to be completed by the sending jurisdiction. The requesting jurisdiction must complete a "Disaster Team Deployment Form" that can be completed by the RPC or the resource unit. The Disaster Team Deployment Form shall contain the following information on each individual that has been deployed:

- Incident Number - to be issued by the Regional Fire Plan Coordinator or the State Fire Marshal Office.
- Staging Area Location – as set by the requesting jurisdiction.
- Date/Time Deployed – available through Regional Fire Plan Coordinator or the State Fire Marshal Office and to be updated

as replacement crews are deployed.
- Date/Time Demobilized - to be updated as the mission is completed.
- Full Name - as it would appear on payroll, social security, etc.
- Agency - sponsoring department.
- Position - to indicate position within resource, strike team, task force or position filled resource request. (May also indicate fire service rank)
- Unit Designation - apparatus number/designation individual is assigned to.
- Comments - to provide additional information such as special skills.
- Emergency Contact - the name of a family member/friend and 24-hour contact number for each team member deployed.

Coordination Information

All requested resources will receive coordination information prior to responding to the incident. The information will clearly identify:

1. Call back telephone number of the Regional Fire Plan Coordinator, EOC, or the State Fire Marshal's Office.
2. Contact name and telephone number of the jurisdiction requesting assistance.
3. Staging area location in affected area.
4. Directions to staging area (maps are always helpful).
5. Any special instructions.

Resource Inventory

The Statewide Mutual Aid Plan Resource Inventory is the foundation of the Plan. The SFMD is responsible for the development and implementation of the resource inventory database, located on the SFMD website located at: http://www.mnfirereport.net

If you need assistance entering information you should contact your regional program coordinator or MSFCA regional director.

There are certain responsibilities and procedures relating to the Resource Inventory that requesting agencies and sending agencies must be aware of.

When requesting resources, the requesting agency must identify resource needs using the appropriate type designations for engines, tenders, and aerial apparatus described in this plan.

The Resource Inventory will include apparatus that are NIMS typed. The database may also contain a number of specialized resources such as:

- Aircraft crash/rescue
- Cold water rescue
- Trench rescue
- Confined space rescue
- Structural Collapse
- Dive rescue
- Rope rescue
- ATV Tracked Vehicles
- Wildland firefighting aircraft
- Radio systems
- Incident Management Teams
- Full Response HAZMAT Teams
- Chemical Assessment Teams
- Bomb Squads
- Ice rescue
- High angle rescue
- Command vehicle
- Fire Chiefs Assistance Teams (F.A.S.T. Teams)

Examples of Specialized Resources that are dispatched directly by the State Duty Officer includes:

- HAZMAT teams
- Decontamination Trailers
- Bomb Squads
- Collapsed Rescue Teams
- Incident Management Teams
- Department of Natural Resources (includes helicopters, air tankers, wildfire arson investigation teams, Type 2 nationally qualified Incident Management Teams, wildland search expertise, ICS expertise, radio systems, base camp and firefighting supplies/equipment, etc.)
- National Guard Assets (55th CST)

Other specialized or non-typical resources may be available around the state; however, these will take more time to locate. If a requesting agency knows the location of a specialized piece of equipment, that information should be conveyed to the SFMD when making the request.

3. Self-Sustainment

For standard deployment the logistical support of mutual aid resources is critical to the effective management of an emergency effort. The MIMAP uses a tiered logistical support response. The first tier is self-sufficiency. It is imperative that personnel arrive at the scene of a disaster with the ability to be self-sufficient with regards to personal amenities, equipment, and personal protective equipment (PPE). Resources deployed to an affected area should be sent with enough provisions to not require additional logistical support for up to 72 hours. Additional tiered responses will be dependent on several variables which include but are not limited to; the scope of the disaster, the size of the affected area, the existing infrastructure in the affected area, and the resource's ability to re-supply. Considerations for logistical support include:

Logistical Support Category	Considerations
Transportation	❏ Staging areas, within & outside the disaster area ❏ Overnight storage for vehicles ❏ Maps and directions for responding personnel ❏ Emergency towing and repairs ❏ Designating fuel, oil, and water depots
Food supplies & preparation	❏ Self-contained mobile food preparation units ❏ Personnel to prepare/distribute meals ❏ Sanitation and clean up ❏ Food supplies/utensils
Overnight shelter & rehabilitation areas	❏ Provide suitable (secure) overnight shelter ❏ Environmental considerations (rain, sun/heat, insects) ❏ Bedding ❏ Transportation to and from shelter ❏ Parking and security of apparatus ❏ Electricity/generator power ❏ Water and sanitary facilities ❏ Communications links (in/out of disaster area)
Critical Incident Stress Debriefing (CISD)	Critical incident stress debriefing teams are available through the MDO

4. Force Protection

Protection of responders will be coordinated with local law enforcement or the Department of Public Safety upon request, which is the lead for ESF 16 (Law Enforcement & Security) based on the nature of the mission and extent of risk to those responders. This protection shall include but not be limited to, protection of personnel and equipment while at a facility, in transit, or at the work site.

The primary mission of the force protection resources is to assess and detect hostile activity before it becomes a risk to operations. The law enforcement officers must assess, evaluate, and then advise the Leader or the senior officer, regarding risk associated with criminal or hostile individuals or groups. The law enforcement officer is a deterrent by his or her mere presence, which may be sufficient to deter and prevent criminal and hostile behavior. When mere physical presence is insufficient to establish a safe work environment, then agencies responding under The Plan should be removed from danger until law enforcement can establish a secure environment.

5. Communications

5.1 Travel Frequency/Talkgroup

A travel frequency/talkgroup is the frequency or talkgroup responding units will use to contact the requesting agency upon arrival. This may be the statewide VHF fire mutual aid frequency, which is available in most VHF base station and VHF mobile radios throughout Minnesota or more likely an ARMER STAC (Statewide Tactical talkgroup).

For ARMER system users, the travel talk group may be an identified STAC for response outside of the region and a regional TAC talk group for responses inside of the region. ARMER system talk groups can be patched to VHF fire mutual aid frequencies by dispatch centers to allow interoperability between 800 and VHF responders.

The staging area of the requesting agency should monitor the travel frequency or talk group. Responding units may need to contact staging for directions or other information. Updated incident information or other important information can be relayed to

responding units by departments along the travel route. Responding units experiencing mechanical difficulty or other problems can communicate any change in their status or arrival time through local departments along the response route. Cell phones can also be used to communicate, provided phone numbers are available.

When using a statewide frequency or talk group within range of the incident, be aware that this frequency may also be in use as a tactical channel for the incident. Be brief with communications.

Effective radio communication is critical to the successful resolution of any incident. The larger and more complex the incident, the more likely it is that communications problems will occur.

In order to keep communications problems to a minimum:

- Personnel must be familiar with the operation and frequencies/
- talkgroups available on mobile and portable radio equipment.
- Transmit clear plain language messages – do not use 10 codes.
- Keep radio transmissions brief and to the point.
- Understand the incident's communications plan, including the means for transmitting emergency messages.

5.2 Interoperable Communications

ARMER- Statewide Public Safety Radio System:

As part of the State system all participating agencies are fully integrated on to a single public safety communication system providing the highest level of interoperability.

The statewide talk groups and tactical channels will be coordinated with VHF/UHF as needed for statewide mutual aid communications.

6. Deployment Lists

Suggested Pre-Deployment List

- What is the deployment duration?
- What is the reporting location?

- What is the reporting time?
- Who does the deployed crew report to on arrival?
- What room and board provisions are there for personnel?
- What is the incident commander's name?
- What is the command post telephone number?
- What is the mission number?
- What are the emergency contact numbers for all deployed personnel?
- Have all appropriate forms been faxed or emailed?
- Prepare go-kit for specific assignment.
- Notify State Duty Officer or Emergency Operations Center (if activated) of the destination and expected function. Provide a cell phone or other contact numbers if known.
- Perform communications check with all assigned communications equipment prior to departure.
- Insure all expenditure accountability documents are understood and identified before departure.
- Requisition (the number given to the resource by Regional Fire Plan Coordinator)

Equipment Considerations

Each resource should consider equipment needs. The following are suggestions:

- Radios with batteries, spare batteries, and chargers
- Flashlights – all shapes and sizes
- Extra batteries for flashlights and battery tools
- Tools – hand, power, and extrication as appropriate to the mission
- Compressed breathing air
- Generator, lights, extension cords, adapters

- Thermal imagers, gas meters
- Fuel for power tools, oil, spare parts
- Tool kit (wrenches, pliers, screwdrivers, etc.)
- Shelter, tents, etc. for Base of Operations
- Cash, credit cards, or purchase orders for resource expenses

Personal Items

Each responder should consider their equipment needs. The following are suggestions.

- Food / Water (at least three day supply)
- Full set of NFPA compliant protective Structural Firefighting gear including SCBA (coat, pants, helmet, firefighting gloves, suspenders, boots, protective eyewear, and flash hood).
- Full set of wildland fire PPE (including fire shelter) [for wildland response only]
- Infectious disease control kit, with basic body substance isolation items (gloves, goggles, pocket mask, etc.)
- Shirts appropriate for the weather (at least three)
- Sweat shirts (at least three, based on weather)
- Long pants (at least three; no shorts in the field, shorts OK in camp)
- Socks (at least three pair)
- Boots - consider bringing an extra pair
- Jacket (based on weather)
- Under clothing (at least three sets)
- Personal toiletry items (soap, shampoo, deodorant, toilet paper, shaving kit, towels, etc.)
- Medicines (at least a week's supply)
- Bed roll & pillow (cot optional)

- Eye glasses / Contact lens (extra set)
- Money
- Identification materials
- Sunscreen
- Rain gear
- Heavy-duty work gloves (not to be used for firefighting)
- Cell phone

7. Key Positions

7.1 Minnesota State Fire Chiefs Association Emergency Management Committee:

The coordination of the Minnesota Fire Service Intrastate Mutual Aid Plan (MIMAP), including its development, revision, distribution, training and exercising is the responsibility of the Minnesota State Fire Chiefs Association. The MSFCA Emergency Management Committee will oversee this process. The committee will be composed of the following:

- State Plan Coordinator (MSFCA EM Committee Chairperson)
- Assistant State Plan Coordinator (MSFCA EM Committee Vice-Chairperson)
- MSFCA Regional Fire Plan Coordinators, one representative from each of the 15 regions
- MN Division of Homeland Security and Emergency Management, one representative
- MN Department of Natural Resources, Division of Forestry, one representative
- MN State Fire Marshal Division, one representative

7.2 The State Plan Coordinator (SPC):

- Appointed by the President of the MN State Fire Chiefs Association

- Responsible for chairing and directing the MSFCA Emergency Management Committee.
- The SPC shall be either an active or retired fire service official, preferably with experience in the coordination of local/regional mutual aid systems in accordance with the MSCFA Bylaws.
- The SPC shall be a member of the MN State Fire Chiefs Association.
- The SPC shall recommend to the MSFCA President candidates for the positions of Assistant State Plan Coordinator and Regional Fire Plan Coordinators.
- The SPC is responsible for coordinating the training and exercising of the Plan on the state level.
- Has overall direction, coordination, implementation and management of the Minnesota intrastate fire Mutual Aid Plan (MIMAP);
- Maintains contact with all MIMAP Regional Fire Plan Coordinators upon appointment;
- Holds regular MIMAP Emergency Management Committee meetings. These meetings shall be conducted at least quarterly;
- Makes reports to the membership and employees of various State agencies and associations on an annual or as needed basis of the MIMAP and the activities of the MIMAP Emergency Management Committee;
- Insures MIMAP updating, training, funding and other administrative functions are ongoing;
- Coordinates the MIMAP activation;
- Ensures appropriate MIMAP representation during plan activation;
- Appoints a fire service MIMAP Support Team when needed;
- Develops appropriate support structure to implement the MIMAP;

- Serves as the liaison, during the disaster, to the affected Regional Fire Plan Coordinator in providing needed resources from other regions in the state;
- Notifies MIMAP Regional Fire Plan Coordinators of the MIMAP activation and that resources may be required;

7.3 The Assistant State Plan Coordinator (ASPC):

- Appointed by the President of the MN State Fire Chiefs Association
- Serves as vice-chairperson of the MSFCA Emergency Management Committee.
- The ASPC shall be either an active or retired fire service official, preferably with experience in the coordination of local/ regional mutual aid systems accordance with the MSCFA Bylaws.
- The ASPC shall be a member of the MN State Fire Chiefs Association.
- The ASPC is responsible for coordinating all grants and training programs in support of the Plan.
- The ASPC functions as the liaison to external agencies and associations.
- Assists the MIMAP Coordinator in the overall direction, coordination, implementation and management of the MIMAP.
- Serves as committee chair and State MIMAP Coordinator in the absence of the Committee Chair/State Plan Coordinator;
- Serves in support positions as necessary or directed;
- Provides recommendations on revisions necessary to update the MIMAP;

7.4 The MIMAP Regional Fire Plan Coordinator (RFC):

- Appointed by the President of the MN State Fire Chiefs Association.
- Coordinates the Plan maintenance at the regional level and inventories resources.

- The RFC shall be either an active or retired fire service official preferably with experience in the coordination of local/regional mutual aid systems accordance with the MSCFA Bylaws.
- The RFC shall be a member of the MN Fire Chiefs Association. There are a total of 15 Regional Fire Plan Coordinators, one per region, with at least one alternate per region appointed by the RFC.
- The RFC is responsible for training and exercising of this plan and the development of a management team for assigned region if necessary on the regional level.
- Coordinates assistance for state operations at the regional level;
- Appoints at least one (1) alternate MIMAP Regional Fire Plan Coordinator;
- Appoints other positions deemed necessary during an emergency;
- Coordinates with the MIMAP State Plan Coordinator for state requested assistance outside the region;
- Serves as a member of the MIMAP Emergency Management Committee;
- Interacts with various Emergency Operations Centers (EOCs) in their region;
- Identifies and maintains current information on mobilization staging areas for statewide deployment requests;
- Coordinates MIMAP fire-related mutual aid assistance into the affected areas, including: the mustering of equipment; ensuring equipment checks are performed; assignment of team leaders (if required); issuance of resource orders and all applicable information for mission.
- Communicates with the MIMAP State Plan Coordinator;
- Works with fire agencies in their region to insure accurate and current resource data;
- Is responsible for training MIMAP regional staff and alternates;

- During times of potential activation of MIMAP resources, pre-identifies single resources, strike teams and task forces;
- Verifies that resources from within that region, and which were mobilized for a MIMAP response, arrive at the designated point from the request;
- Verifies that resources from within that region, and which were mobilized for a MIMAP response, arrive back at their home unit after being released from the incident;
- Documents the date and timelines associated with each notification, deployment, arrival, demobilization and date/time back at normal duty station of each resource dispatched.

7.5 Resources participating in a MIMAP response:

Participation in the Statewide Mutual Aid Plan as a sending agency is voluntary. Departments with sufficient equipment and personnel to support a state-wide response, without depleting local capabilities, are encouraged to become involved in the program.

In order to participate in the Plan as a sending agency, departments should submit an Equipment Resource Inventory via the SFMD MFIRS system (on-line reporting). Each participating department is provided with a unique user name and password allowing access to the system and the inventory for their department. This system allows for periodic updating of listed resources. Contact the State Fire Marshal Division to obtain access. An RPC may also accept resources from sending jurisdictions that are not entered into the system.

The equipment resources entered into the system are utilized for overall emergency management purposes. Just entering the data does not require that you send resources. Submitting your specific resources that are available for use in an intrastate deployment means that you have agreed to participate as a sending agency, and that you understand and agree to the conditions, rules and procedures described in this plan document.

Some of the key expectations of sending agencies include:

- Maintain accurate and current data with the RFC;
- A thorough working knowledge of the National Incident Management System.

- This assumes that all personnel responding to Statewide Mutual Aid Plan requests are able to operate within a fully implemented incident command system.
- All responding personnel must be qualified and competent in the position they are filling, i.e. company officer, apparatus operator, or firefighter. The sending agency is responsible to determine the suitable professional qualifications of responders.
- Authorization to immediately send resources outside the jurisdiction has been secured from the jurisdiction's governing body. Typically this authorization is in the form of a resolution adopted by your jurisdiction's governing body.
- A department should not send too many resources from their department in order to assure that they can provide local service to their community.
- Internal policies and procedures have been developed and implemented to ensure the department's timely response to a Statewide Mutual Aid Plan request.
- The department's Plan resource inventory is updated at least annually.
- Maintains current contact information for their agency, including "backdoor" contact information for contact after normal operating hours;
- Maintain records of date and timelines associated with each deployment. This includes date/time of notification, date/time of dispatch, date/time of arrival, dates/times associated with each operational period, date/time of demobilization from the incident and date/time of arrival back at headquarters;
- Formally checks in at the designated location of the assignment;
- Formally demobilizes from the designated assignment;
- Contacts the MIMAP representative for their region regarding their status;
- Is self-sufficient for a period of 72 hours or able to return to their

home unit after each operational period, unless logistical support has been established for those resources at the incident.

7.6 Common Responsibilities

All local fire entity participants to this Appendix who are REQUESTING mutual aid resources:

- The requesting entity must be able to utilize the resources requested;
- The requesting entity must be able to arrange for support for the incoming mutual aid resources associated with the plan;
- A Staging Area Manager should be in place prior to the arrival of incoming resources
- Provide long-term logistical support for the requested resources beyond the 72 hour self-sufficiency timeline; provide for the safety and security of the resources

All local fire entity participants to this Appendix who are PROVIDING mutual aid resources:

- Maintain and update personnel and equipment data in the MIMAP Data Process which will be available for a response within the scope of this MIMAP
- It is understood that the personnel and equipment listed in MIMAP Data will be provided only if available at the time of a request.
- Resources will be typed according to the typing system used by the DHS in the MIMAP (NIMS and NWCG-based).
- Upon a resource request from MIMAP, the local fire agency will EITHER notify their local government authority, if they are a department of a political sub-division, OR advise their local/county emergency management authority if the local fire agency is a stand-alone governmental entity or political sub-division (i.e. VFD or ESD).
- Resources activated under this Plan, who will be engaged in structural firefighting at the incident, will be expected to comply with all recognized safety standards for fire ground operations.

8. Training Credentials & Minimum Qualifications

8.1 Command

Each of the personnel appointed to a designated role within the MIMAP shall complete the following phases of training, when available:

- ICS 100 – Introduction to ICS
- ICS 200 – Basic ICS
- ICS 300 – Intermediate ICS
- ICS 400 – Advanced ICS
- IS 700 – National Incident Management System
- IS 800 – National Response Plan
- Minimum of five (5) years command experience in the fire service
- Appropriate position specific training

8.2 Training Competencies

The Minnesota State Fire Chiefs Association believes that the underlying success of large mutual aid operations falls back on the training of the individuals involved.

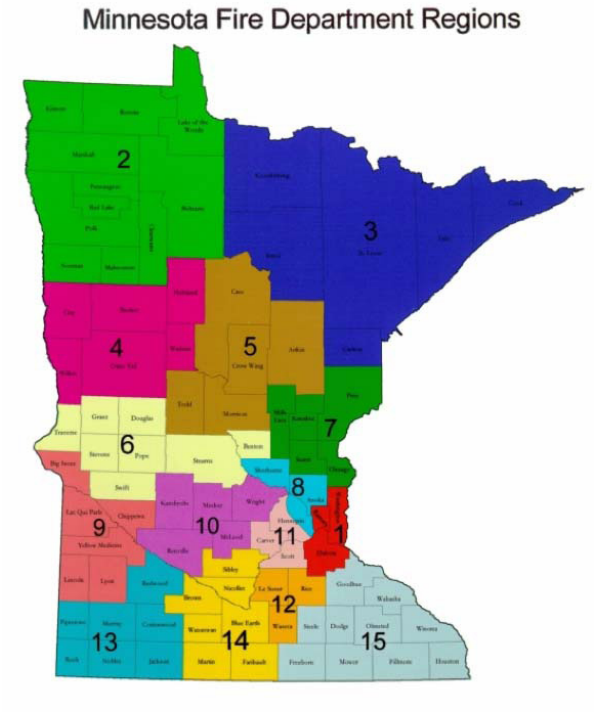
As such the MSFCA recommends that all firefighters and fire officers be at a minimum trained to their appropriate levels. These levels of training are based upon the following standards:

- NFPA 1001, Standard for Fire Fighters Professional Qualifications for Firefighter 1 and Firefighter 2
- NFPA 1002, Standard for Fire Department Vehicle Driver/ Operator Professional Qualifications
- NFPA 1021, Standard for Fire Officer Professional Qualifications
- NFPA 1051 or NWCG (National Wildfire Coordinating Group) for wildland firefighter's qualifications.
- US DOT First Responder
- NIMS Compliance

In lieu of these standards which are in ongoing development within the State of Minnesota we find that these requirements shall be recommendations only.

Certifications are available through the MN Fire Service Certification Board, MN Emergency Medical Services Regulatory Board (EMSRB) First Responder Registration, State Department of Natural Resources (DNR) and federal wildland agencies for certification for wildland firefighters and USFA/EMI for incident management team positions.

9. State Regions & Structure



Relationship And Coordination

The MSFCA understands and believes that to assure statewide coordination of all disaster efforts that a tremendous amount of coordination needs to occur between this plan, its operation and the State Fire Marshal Division, the Division of Homeland Security and Emergency Management, and other state agencies.

The state duty officer will be contacted when any activation of the MSFCA Intra-state Mutual Aid plan is requested and implemented.

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10. Common Responsibilities

The following is a checklist applicable to all ICS personnel:

- Receive assignment from your agency, including:
  - Job assignment, e.g., Strike Team designation, overhead position, etc.
  - Resource order number and incident number.
  - Reporting location.
  - Reporting time.
  - Travel instructions.
  - Any special communications instructions, e.g., travel frequency.
- Upon arrival at the incident, check in at designated Check-in location, Check-in may be found at:
  - Incident Command Post.
  - Base or camps.
  - Staging Areas.
  - Helibases.
  - If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.
- Receive briefing from immediate supervisor.
  - Acquire work materials.
  - Supervisors shall maintain accountability of their assigned personnel as to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.
  - Organize and brief subordinates.
  - Know your assigned frequency/talkgroup(s) for your area of responsibility and ensure that communication equipment is operating properly.

- Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications" e.g., "Webb Communications."
- Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
- 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.

- Participate in incident planning meetings, as required.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Assign specific duties to staff; supervise staff.
- Develop and implement accountability, safety and security measures for personnel and resources.
- Supervise demobilization of unit, including storage of supplies.
- Provide Supply Unit Leader with a list of supplies to be replenished.
- Maintain unit records, including Unit/Activity Log (ICS Form 214).

11. Personnel Incident Safety and Accountability Guidelines

Introductions

NFPA 1500 Standard on Fire Department Occupational Safety and Health Programs is a broad-based national standard which addresses firefighting safety in fire ground operations. NFPA Standard 1561 establishes guidelines for Fire Department Incident

Management Systems.

These and other national safety standards are important standards adopted for personnel accountability at the scene of emergencies. Personnel Incident Safety and Accountability Guidelines provide additional personnel safety measures, emergency announcements, and accountability into the Incident Command System (ICS) to ensure compliance with state and national safety standards

The National Standards contain specific requirements regarding accountability of members that include but are not limited to the following:

Personnel Emergencies

The Term “EMERGENCY TRAFFIC” shall be used to clear radio traffic. Clear text shall be used to identify the type of emergency “MAYDAY”, “PERSONNEL DOWN”, “PERSONNEL MISSING,” or “PERSONNEL TRAPPED,” etc.

NOTE: Specific terms such as Officer and/or Firefighter may be used.

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. “MAYDAY”, “PERSONNEL DOWN”, “PERSONNEL MISSING”, or “PERSONNEL TRAPPED”.
- The Dispatch center OR on scene Incident Command should broadcast “EMERGENCY TRAFFIC” radio tone and verbal notification of “MAYDAY”, “PERSONNEL DOWN”, “PERSONNEL MISSING”, or “PERSONNEL TRAPPED” etc., on designated channels.
- 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 a working incident, 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 of the initial entry can be accomplished in many ways. The jurisdictions should determine the manner in which they plan to assemble members in their response plan.

Initial entry operations shall be organized to ensure that, if upon arrival at the emergency scene, initial personnel that 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 National Safety Standards.

Operational Retreat Policy

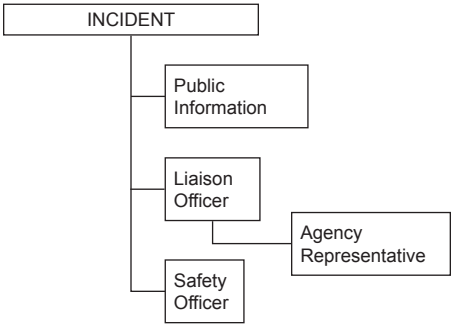
In addition to radio traffic requiring evacuation, the following standardized audible signal can be used to indicate evacuation.

The EVACUATION SIGNAL will consist of repeated short blasts of the air horn for approximately 10 seconds, followed by 10 seconds of silence. This sequence of air horn blasts for 10 seconds followed by a 10 second period of silence will be done three times; total air horn evacuation signal including periods of silence will last 50 seconds. The Incident Commander shall designate specific apparatus to sound the evacuation signal using air horns. This should be done in conjunction with the radio announcement of "EMERGENCY TRAFFIC", with direction for emergency scene personnel to evacuate the hazard area.

The Dispatch Center should continue to advise the Incident Commander of the elapsed time at each additional 15-minute interval, or until canceled by the IC or until the incident is declared under control.

12. Command

Organization Chart



Position Checklists

12.1.1. Incident Commander

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.

- Review Common Responsibilities (section 9)
- Assess the situation and/or obtain a briefing from the prior Incident Commander.
- Determine Incident Objectives and strategy.
- Establish the immediate priorities.
- Establish an Incident Command Post.
- Establish an appropriate organization.

- Ensure planning meetings are scheduled as required.
- Approve and authorize the implementation of an Incident Action Plan.
- Ensure that adequate safety measures are in place.
- Coordinate activity for all Command and General Staff.
- Coordinate with key people and officials.
- Approve requests for additional resources or for the release of resources.
- Keep agency administrator informed of incident status.
- Approve the use of trainees, volunteers, and auxiliary personnel.
- Authorize release of information to the news media.
- Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority.
- Order the demobilization of the incident when appropriate.

12.1.2. 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.

Only one Public 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 Public Information Officer which would generally apply on any incident:

- Review Common Responsibilities (section 9).

- Determine from the Incident Commander if there are any limits on information release.
- Develop material for use in media briefings.
- Obtain Incident Commander's approval of media releases.
- Inform media and conduct media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- Maintain Unit/Activity Log (ICS Form 214).

12.1.3. Liaison Officer

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 representatives of 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.

- Review Common Responsibilities (section 9).
- Be a contact point for Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of the incident status.

- Monitor incident operations to identify current or potential inter-organization problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- Maintain Unit/Activity Log (ICS Form 214).

12.1.4. Agency Representatives

In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

- Review Common Responsibilities (section 9).
- Ensure that all agency resources are properly checked in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- Attend briefings and planning meetings as required.
- Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- Ensure the well-being of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs or requirements.
- Report to home agency dispatch or headquarters on a

prearranged schedule.

- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

12.1.5. Safety Officer

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.

- Review Common Responsibilities (section 9).
- Participate in planning meetings.
- Identify hazardous situations associated with the incident.
- Review the Incident Plan for safety implications.
- Exercise emergency authority to stop and prevent unsafe acts.
- Investigate accidents that have occurred within the incident area.
- Assign assistants as needed.
- Review and approve the medical plan.
- Develop Hazardous Materials Site Safety Plan (ICS Form 208) as required.
- Maintain Unit/Activity Log (ICS Form 214).

13. Joint Information Center

JIC Intent and Purpose

The intent and purpose of organizing a JIC is to support impacted communities by providing public information "to protect citizens by providing information to help them make informed decisions and to avoid risks". The guidelines provide an organizational process and structure that pre-identifies trained and qualified PIOs from jurisdictions and disciplines statewide, who, when requested or directed, may be deployed to support local jurisdictions in their efforts to coordinate press and public information during an emergency.

Regional Asset Deployment Philosophy

Regional assets will be deployed, as needed, to augment local response consistent with direction provided by the State's Comprehensive Emergency Management Plan (CEMP). The MAC Group or Area Command, in conjunction with local EOCs, will monitor the deployment of local assets or those requested through Mutual Aid in accordance with existing plans.

Definition of the Joint Information System (JIS) and Joint Information Center (JIC)

The Public Information Joint Information System (JIS) is the organizational model and process for providing pre and post event emergency communications support for impacted communities. The system is designed to promote consolidated public information through inter-agency cooperation. The JIS includes local government, local and state Emergency Operations Centers (EOC), the Domestic Security Task Forces, and federal agency representatives and is assigned the responsibility to handle public information needs that accompany large-scale incidents.

The Joint Information Center (JIC) is the designated location from which public information is coordinated and released. The JIC may be established at any location as determined necessary by the local jurisdiction(s) involved but should always work closely with the local EOC and liaison(s). The JIC functions best when all components are co-located in a single location. The location of the JIC should be pre-determined, if possible, and the site should be evaluated to ensure that it is large enough to accommodate sufficient staff, telecommunications

equipment and computer support. If circumstances prohibit co-location, the JIC components can operate from different physical locations as long as the organizational integrity is maintained; operational support is available and the chain-of-command is adhered to.

The JIC is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The JIC develops accurate and complete information on the incident's cause, size, and current situation, resources committed, and other matters of general interest for both internal and external communication. The JIC may also perform a key public information-monitoring role.

Key elements include the following:

- Inter-agency coordination and integration;
- Developing and delivering coordinated messages;
- Support for decision-makers; and
- Flexibility, modularity, and adaptability.

JIC Organization Structure

The JIC organizational structure set forth and defined below is the recommended footprint for use by local jurisdictions and Public Information Officers to manage large-scale events or catastrophic incidents. The structure is scalable and flexible, which means that the functional components contained within the JIC can be established, as needed, and expanded or contracted to match the information needs of the event or incident.

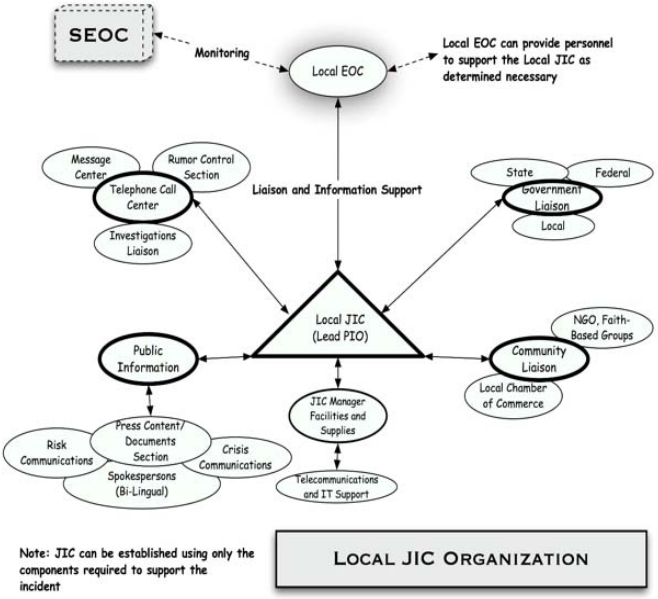
The JIC structure works equally well for a local PIO, EOC, and MAC, Area Command or any other coordination entity. Accordingly, the three organization charts depict JIC structures at various levels of operation within the EOC activation system.

Local jurisdictions that do not possess a sufficient number of trained personnel to staff a full function JIC may use resources from other local jurisdictions or request JIC staff support from the local EOC or RDSTF.

NOTE: Some local jurisdictions will not be able to staff and operate a JIC within its available resources. The JIC can be staffed and supported by local agencies, local EOCs, MAC or any other established and recognized support organization. Catastrophic incidents will require regional response, support and coordination.

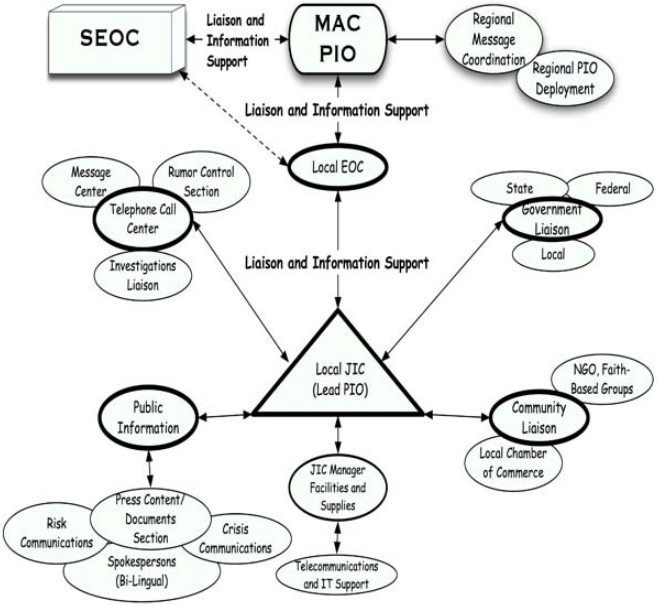
Department of Public Safety Office of Communications is available to assist with the establishment and operation of a local JIC upon request.

LOCAL JIC ORGANIZATION



SINGLE COMMAND - IC. When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority. The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and releasing of incident resources and public information.

STATEWIDE JIC ORGANIZATION WITH MAC AND SEOC



STATEWIDE JIC ORGANIZATION WITH MAC AND SEOC

JIC Minimum Staffing

Each JIC will consist of representatives from the primary agencies affected by the incident, others that comprise the task force and other members as warranted depending on the nature of the incident or event. Each JIC will have a designated JIC Manager to support the Lead PIO. Pre-designated individuals will be trained to fill key positions from local jurisdictions and each RDSTF. The following positions are recommended:

- Public Information Officer (Lead PIO for the JIC)
- MAC Public Information Officer (RDSTF Liaison to the JIC)
- JIC Manager
- Telephone Manager
- Rumor Control Officer
- Community Liaison Officer, and
- Government Liaison Officers
- Content Experts Coordinator (Chemical, Biological, Public Health, Hazardous Devices, etc.)

JIC Procedures

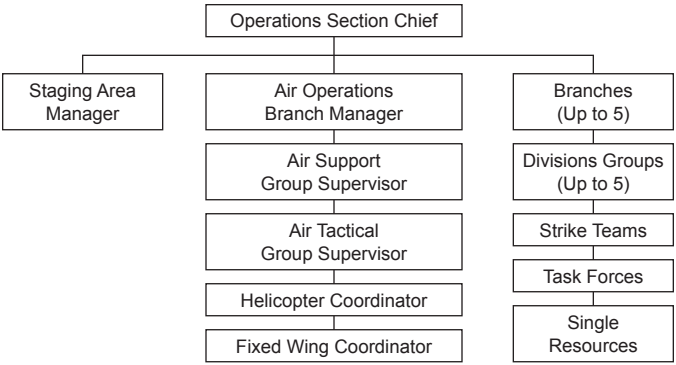
Each organization covered by the JIC protocol should develop procedures and specific action-oriented checklists for use during incident management operations to accomplish its assigned tasks. Procedures are documented and implemented with:

- Checklists; resource listings; maps, charts, and other pertinent data;
- Mechanisms for notifying staff; processes for obtaining and using equipment, supplies, and vehicles;
- Methods of obtaining mutual aid;
- Mechanisms for reporting information to organizational work centers and EOCs; and
- Communications operating instructions, including connectivity with private-sector and nongovernmental organizations

- Procedures for the mobilization, staffing and operation of a Mobile JIC, if available within the region.

14. Operations Section

Organizational Chart



Position Checklists

14.1.1. 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 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.

- Review Common Responsibilities (section 9).
- Develop operations portion of Incident Action Plan.
- Brief and assign Operations Section personnel in accordance with Incident Action Plan.
- Supervise Operations Section.

- Determine need and request additional resources.
- Recommendation for release of resources.
- Assemble and disassemble strike teams assigned to Operations Section.
- Report information about special activities, events, and occurrences to Incident Commander.
- Maintain Unit Activity Log (ICS Form 214).Review suggested list of resources to be released and initiate demobilization.

14.1.2. Branch Director

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.

- Review Common Responsibilities (section 9).
- Develop with subordinates alternatives for Branch control operations.
- Attend planning meetings at the request of the Operations Section Chief.
- Review Division/Group Assignment Lists (ICS Form 204) for Divisions/Groups within Branch. Modify lists based on effectiveness of current operations.
- Assign specific work tasks to Division/Group Supervisors.
- Supervise Branch operations.
- Resolve logistic problems reported by subordinates.
- Report to Operations Section Chief when: Incident Action Plan is to be modified, additional resources are needed, surplus resources are available, and/or hazardous situations or significant events occur.
- Approve accident and medical reports (home agency forms) originating within the Branch.
- Maintain Unit/Activity Log (ICS Form 214).

14.1.3. Division/Group Supervisor

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.

- Review Common Responsibilities (section 9).
- Implement Incident Action Plan for Division/Group.
- Provide Incident Action Plan to Strike Team Leaders, when available.
- Identify increments assigned to the Division/Group.
- Review Division/Group assignments and incident activities with subordinates and assign tasks.
- Ensure that Incident Communications and/or Resources Unit are advised of all changes in status of resources assigned to the Division/Group.
- Coordinate activities with adjacent Divisions/Groups.
- Determine need for assistance on assigned tasks.
- Submit situation and resources status information to Branch Director or Operations Section Chief.
- Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to immediate supervisor.
- Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- Resolve logistics problems within the Division/Group.
- Participate in the development of Branch plans for next operational period.
- Maintain Unit/Activity Log (ICS Form 214).

14.1.4. Strike Team/Task Force Leader

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.

- Review Common Responsibilities (section 9).
- Review assignments with subordinates and assign tasks.
- Monitor work progress and make changes when necessary.
- Coordinate activities with adjacent strike teams, task forces and single resources.
- Travel to and from active assignment area with assigned resources.
- Retain control of assigned resources while in available or out-of-service status.
- Submit situation and resource status information to Division/Group Supervisor.
- Maintain Unit/Activity Log (ICS Form 214).

14.1.5. Single Resource

The person in charge of a single tactical resource will carry the unit designation of the resource.

- Review Common Responsibilities (section 9).
- Review assignments.
- Obtain necessary equipment/supplies.
- Review weather/environmental conditions for assignment area.
- Brief subordinates on safety measures.
- Monitor work progress.

- Ensure adequate communications with supervisor and subordinates.
- Keep supervisor informed of progress and any changes.
- Inform supervisor of problems with assigned resources.
- Brief relief personnel, and advise them of any change in conditions.
- Return equipment and supplies to appropriate unit.
- Complete and turn in all time and use records on personnel and equipment.

14.1.6. Staging Area Manager

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

- Review Common Responsibilities (section 9).
- Proceed to Staging Area.
- Establish Staging Area layout.
- Determine any support needs for equipment, feeding, sanitation and security.
- Establish check-in function as appropriate.
- Post areas for identification and traffic control.
- Request maintenance service for equipment at Staging Area as appropriate.
- Respond to request for resource assignments. (Note: This may be direct from Operations Section or via the Incident Communications Center).
- Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- Determine required resource levels from the Operations Section chief.

- Advise the Operations Section Chief when reserve levels reach minimums.
- Maintain and provide status to Resource Unit of all resources in Staging Area.
- Maintain Staging Area in orderly condition.
- Demobilize Staging Area in accordance with Incident Demobilization Plan.
- Maintain Unit/Activity Log (ICS Form 214).

14.1.7. Air Operations Branch Manager

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.

- Review Common Responsibilities (section 9).
- Organize preliminary air operations.
- Request declaration (or cancellation) of restricted air space area, (FAA Regulation 91.137).
- 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.
- Perform operational planning for air operations.

- Prepare and provide Air Operations Summary Worksheet (ICS Form 220) to the Air Support Group and Fixed-Wing Bases.
- Determine coordination procedures for use by air organization with ground Branches, Divisions or Groups.
- Supervise all Air Operations activities associated with the incident.
- Evaluate helibase locations.
- Establish procedures for emergency reassignment of aircraft.
- Schedule approved flights of non-incident aircraft in the restricted air space area.
- Coordinate with Operations Coordination Center (OCC) through normal channels on incident air operations activities.
- Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
- Consider requests for non-tactical use of incident aircraft.
- Resolve conflicts concerning non-incident aircraft.
- Coordinate with Federal Aviation Administration (FAA).
- Update air operations plans.
- Report to the Operations Section Chief on air operations activities.
- Report special incidents/accidents.
- Arrange for an accident investigation team when warranted.
- Maintain Unit/Activity Log (ICS Form 214).

14.1.8. Air Tactical Group Supervisor

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.

- Review Common Responsibilities (section 9).
- Determine what aircraft (air tankers and helicopters) are operating within area of assignment.
- Manage air tactical activities based upon Incident Action Plan.
- 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.
- Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.
- Obtain information about air traffic external to the incident.
- Receive reports of non-incident aircraft violating restricted air space area.
- Make tactical recommendations to approved ground contact (Operations Section Chief, Branch Director, or Division/Group Supervisor).
- Inform Air Operations Branch Director of tactical recommendations affecting the air operations portion of the Incident Action Plan.
- 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.
- Report on incidents/accidents.

14.1.9. Helicopter Coordinator

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.

- Review Common Responsibilities (section 9).
- Determine what aircraft (air tankers and helicopters) are operating within incident area of assignment.
- Survey assigned incident area to determine situation, aircraft hazards and other potential problems.
- 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.
- 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.
- Ensure that all assigned helicopters know appropriate operating frequencies.
- Coordinate geographical areas for helicopter operations with Air Tactical Group Supervisor and make assignments.
- Determine and implement air safety requirements and procedures.
- Ensure that approved night flying procedures are in operation.
- Receive assignments, brief pilots, assign missions, and supervise helicopter activities.
- Coordinate activities with Air Tactical Group Supervisor, Air Tanker/Fixed Wing Coordinator, Air Support Group and ground personnel.
- 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.
- Inform Air Tactical Group Supervisor when mission is completed and reassign helicopter as directed.
- Request assistance or equipment as required.
- Report incidents or accidents to Air Operations Branch Director and Air Tactical Group Supervisor immediately.

- Maintain records of activities.

14.1.10. Fixed Wing Coordinator

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.

- Review Common Responsibilities (section 9).
- Determine all aircraft including fixed wing and helicopters operating within incident area of assignment.
- Survey incident area to determine situation, aircraft hazards and other potential problems.
- 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 to air radio frequencies.
- Ensure fixed wing know appropriate operating frequencies.
- Determine incident fixed wing capabilities and limitations for specific assignments.
- 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.
- Determine and implement air safety requirement procedures.
- Receive assignments, brief pilots, assign missions, and supervise fixed-wing activities.
- Coordinate activities with Air Tactical Group Supervisor, Helicopter Coordinator and ground operations personnel.
- Maintain continuous observation of air tanker operating areas.
- Provide information to ground resources, if necessary.
- Inform Air Tactical Group Supervisor of overall incident conditions including aircraft malfunction or maintenance difficulties.

- Inform Air Tactical Group Supervisor when mission is completed and reassign air tankers as directed.
- Request assistance or equipment as necessary.
- Report incidents or accidents to Air Operations Branch Director immediately.
- Maintain records of activities.

14.1.11. Air Support Group Supervisor

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.

- Review Common Responsibilities (section 9).
- Obtain copy of the Incident Action Plan from the Air Operations Branch Director including Air Operations Summary Worksheet (ICS Form 220).
- Participate in Air Operations Branch Director planning activities.
- Inform Air Operations Branch Director of group activities.
- Identify resources/supplies dispatched for Air Support Group.
- Request special air support items from appropriate sources through Logistics Section.
- Identify helibase and helispot locations (from Incident Action Plan) or from Air Operations Branch Director.
- Determine need for assignment of personnel and equipment at each helibase and helispot.

- Coordinate special requests for air logistics.
- Maintain coordination with airbases supporting the incident.
- Coordinate activities with Air Operations Branch Director.
- Obtain assigned ground to air frequency for helibase operations from Communications Unit Leader or Incident Radio Communications Plan (ICS Form 205).
- Inform Air Operations Branch Director of capability to provide night flying service.
- Ensure compliance with each agency's operations checklist for day and night operations.
- Ensure dust abatement procedures are implemented at helibase and helispots.
- Provide crash-rescue service for helibases and helispots.
- 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.
- Maintain Unit/Activity Log (ICS Form 214).

14.1.12. Helibase Manager

- Review Common Responsibilities (section 9).
- Obtain Incident Action Plan including Air Operations Summary Worksheet (ICS Form 220).
- Participate in Air Support Group planning activities.
- Inform Air Support Supervisor of helibase activities.
- Report to assigned helibase. Brief pilots and assigned personnel.
- Manage resources/supplies dispatched to helibase.
- Ensure helibase is posted and cordoned.

- Coordinate helibase Air Traffic control with pilots, Air Support Group Supervisor, Air Tactical Group Supervisor, Helicopter Coordinator and the Takeoff and Landing Controller.
- Manage retardant mixing and loading operations.
- Ensure helicopter fueling, maintenance and repair services are provided.
- Supervise manifesting and loading of personnel and cargo.
- Ensure dust abatement techniques are provided and used at helibases and helispots.
- Ensure security is provided at each helibase and helispot.
- Ensure crash-rescue services are provided for the helibase.
- Request special air support items from the Air Support Group Supervisor.
- Receive and respond to special requests for air logistics.
- Supervise personnel responsible to maintain agency records, reports of helicopter activities, and Check-In List (ICS Form 211).
- Coordinate activities with Air Support Group Supervisor.
- Display organization and work schedule at each helibase, including helispot organization and assigned radio frequencies.
- Solicit pilot input concerning selection and adequacy of helispots, communications, Air Traffic Control, operational difficulties, and safety problems.
- Maintain Unit/Activity Log (ICS Form 214).

14.1.13. Helispot Manager

- Review Common Responsibilities (section 9).
- Obtain Incident Action Plan including Air Operations Summary Worksheet (ICS Form 220).
- Report to assigned helispot.

- Coordinate activities with Helibase Manager.
- Inform Helibase Manager of helispot activities.
- Manage resources/supplies dispatched to helispot.
- Request special air support items from Helibase Manager.
- Coordinate Air Traffic Control and Communications with pilots, Helibase Manager, Helicopter Coordinator, Air Tanker/Fixed-Wing Coordinator and Air Tactical Group Supervisor when appropriate.
- Ensure crash-rescue services are available.
- Ensure that dust control is adequate, debris cannot blow into rotor system, touchdown zone slope is not excessive and rotor clearance is sufficient.
- Supervise or perform retardant loading at helispot.
- Perform manifesting and loading of personnel and cargo.
- Coordinate with pilots for proper loading and unloading and safety problems.
- Maintain agency records and reports of helicopter activities.

14.1.14. 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.

- Review Common Responsibilities (section 9).
- Obtain Air Operations Summary Worksheet (ICS Form 220).
- Establish emergency landing areas.
- Ensure crash/rescue procedures are understood by deck personnel.
- Establish and mark landing pads.
- Ensure sufficient personnel are available to load and unload personnel and cargo safely.

- Ensure deck area is properly posted.
- Provide for vehicle control.
- Supervise deck management personnel. (Load Masters and Parking Tenders)
- Ensure dust abatement measures are met.
- Ensure that all assigned personnel are posted to the daily organization chart.
- Ensure proper manifesting and load calculations are done.
- Ensure Air Traffic Control operation is coordinated with Landing and Takeoff Coordinator.
- Maintain agency records.

14.1.15. 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.

- Review Common Responsibilities (section 9).
- Obtain Air Operations Summary Worksheet (ICS Form 220).
- Ensure proper posting of loading and unloading areas.
- Perform manifesting and loading of personnel and cargo.
- Ensure sling load equipment is safe.
- Know crash/rescue procedures.
- Supervise loading and unloading crews.
- Coordinate with Takeoff and Landing Controller.

14.1.16. Parking Tender

The Parking Tender is responsible for the takeoff and landing of helicopters at an assigned helicopter pad. The Parking Tender

reports to the Deck Coordinator. (A Parking Tender should be assigned for each helicopter pad.)

- Review Common Responsibilities (section 9).
- Supervise activities at the landing pad. (Personnel and helicopter movement, vehicle traffic, etc.)
- Know and understand the crash/rescue procedures.
- Ensure agency checklist is followed.
- Ensure helicopter pilot needs are met at the landing pad.
- Ensure pad is properly maintained (dust abatement, marking, etc.).
- Ensure landing pad is properly marked.
- Check personnel seatbelts, cargo restraints and helicopter doors.

14.1.17. 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.

- Review Common Responsibilities (section 9).
- Obtain Air Operations Summary Worksheet (ICS Form 220).
- Check radio system before commencing operation.
- Coordinate with radio operation on helicopter flight routes and patterns.
- Maintain communications with all incoming and outgoing helicopters.
- Maintain constant communications with radio operator.
- Coordinate with Deck Manager and Parking Tender before commencing operation and during operation.

14.1.18. 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.

- Review Common Responsibilities (section 9).
- Obtain Air Operations Summary Worksheet (ICS Form 220).
- Establish communication needs at helibase.
- Ensure orders from Air Operations Branch Director are relayed to Helibase Manager.
- Maintain constant communications with all helicopters.
- Notify Takeoff/Landing Coordinator of incoming helicopters.
- Verify daily radio frequencies with Helibase Manager.
- Maintain a log of all helicopter takeoff/landings, ETA's, ETD's and flight route check-ins.
- Establish helicopter identification call numbers and post.
- Ensure helicopter timekeeping is completed.
- Establish and enforce proper radio procedures.
- Notify Air Operations Branch Director immediately of any overdue or missing helicopters.
- Understand crash/rescue procedures.
- Receive clearance from Air Tactical Group Supervisor before launching helicopters.

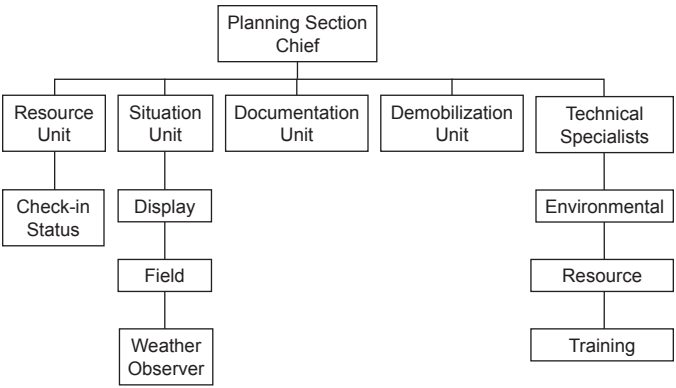
14.1.19. Helicopter Timekeeper

The Helicopter Timekeeper is responsible for keeping time on all helicopters assigned to the helibase. Helicopter Timekeeper reports to the radio operator.

- Review Common Responsibilities (section 9).
- Obtain Air Operations Summary Worksheet (ICS Form 220).
- Determine number of helicopters by agency.
- Determine helicopter time needed by agency.
- Record operation time of helicopters.
- Fill out necessary agency time reports.
- Obtain necessary timekeeping forms.

15. Planning Section

Organizational Chart



Planning Process

The checklist below provides basic steps appropriate for use in almost any incident situation. However, not all incidents require written plans and the need for written plans and attachments are 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). 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. In the following table:

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

CHECKLIST	PRIMARY RESPONSIBILITY
Briefing on situation and resource status	PSC
Set control objectives	IC
Plot control lines, establish division boundaries/ group assignments	OPS
Specify tactics/safety for each division	SO, OPS
Specify resources needed by Division/Group	OPS, PSC
Specify Operations facilities, reporting locations/Plot on map	OPS, PSC, LSC
Place resource and personnel order	LSC
Consider Communications, Medical, Site Safety, and Traffic Plan requirements	SO, PSC, LSC
Finalize, approve and implement Incident Action Plan	PSC, IC, OPS

Position Checklists

15.1.1. 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 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.

- Review Common Responsibilities (section 9).
- Collect and process situation information about the incident.
- Supervise preparation of the Incident Action Plan.
- Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units).
- Determine need for any specialized resources in support of the incident.
- If requested, assemble and disassemble strike teams and task forces as requested by Operations.
- Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc.
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation and implementation of Incident Demobilization Plan.
- Incorporate plans, (e.g., Traffic, Medical, Communications, and Site Safety) into the Incident Action Plan.

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

15.1.2. 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 supervisor personnel, primary and support resources, etc.

- Review Common Responsibilities (section 9).
- Review Unit Leader Responsibilities (page 1-3).
- Establish check-in function at incident locations.
- Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
- Prepare appropriate parts of Division Assignment Lists (ICS Form 204).
- Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
- Maintain and post the current status and location of all resources.
- Maintain master roster of all resources checked in at the incident.
- A Check-in/Status Recorder reports to the Resources Unit Leader and assists with the accounting of all incident assigned resources.

15.1.3. 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.

- Review Common Responsibilities (section 9).
- Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS 219), and status display boards.

- Establish communications with the Communication Center and Ground Support Unit.
- Post signs so that arriving resources can easily find incident check-in location(s).
- Record check-in information on Check-in Lists (ICS Form 211).
- Transmit check-in information to Resources Unit on regular pre-arranged schedule or as needed.
- Forward completed Check-in Lists (ICS Form 211) and Status Change Cards (ICS Form 210) to the Resources Unit.
- Receive, record, and maintain resources status information on Resource Status Cards (ICS Form 219) for incident assigned single resources, strike teams, task forces, and overhead personnel.
- Maintain files of Check-in Lists (ICS Form 211).

15.1.4. Situation Unit Leader

The collection, processing and organization of all incident information takes place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps and intelligence information.

- Review Common Responsibilities (section 9).
- Begin collection and analysis of incident data as soon as possible.
- Prepare, post, or disseminate resource and situation status information as required, including special requests.
- Prepare periodic predictions or as requested.
- Prepare the Incident Status Summary Form (ICS Form 209).
- Provide photographic services and maps if required.

15.1.5. Display Processor

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

- Review Common Responsibilities (section 9).
- Determine location of work assignment.
- Determine numbers, types and locations of displays required.
- Determine priorities.
- Determine map requirements for Incident Action Plans.
- Determine time limits for completion.
- Determine field Observer assignments and communications means.
- Obtain necessary equipment and supplies.
- Obtain copy of Incident Action Plan for each operational period.
- Assist Situation Unit Leader in analyzing and evaluating field reports.
- Develop required displays in accordance with time limits for completion.

15.1.6. 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.

- Review Common Responsibilities (section 9).
- Determine location of assignment.
- Determine type of information required.
- Determine priorities.
- Determine time limits for completion.
- Determine method of communication.

- Determine method of transportation.
- Obtain copy of Incident Action Plan for the Operation Period.
- Obtain necessary equipment and supplies.
- Perform Field Observer responsibilities to include but not limited to the following:
  - Map perimeters of incident.
  - Map locations of hot spots.
  - Map unburned islands.
  - Observe rates of spread.
  - Observe weather conditions.
  - Observe hazards, escape routes and safe areas.
  - Observe progress of operational resources.
- Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).
- Report information to Situation Unit Leader by established procedure.
- Report immediately any condition observed which may cause danger and safety hazard to personnel.
- Gather intelligence that will lead to accurate predictions.

15.1.7. Weather Observer

The Weather Observer is responsible to collect current incident weather information and provide the information to an assigned meteorologist or Situation Unit Leader.

- Review Common Responsibilities (section 9).
- Determine nature and location of work assignments.
- Determine weather data collection methods to be used.
- Determine priorities for collection.

- Determine specific types of information required.
- Determine frequency of reports.
- Determine method of reporting.
- Determine source of equipment.
- Obtain weather data collection equipment.
- Obtain appropriate transportation to collection site(s).
- Record and report weather observations at assigned locations on schedule.
- Turn in equipment at completion of assignment.

15.1.8. 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.

- Review Common Responsibilities (section 9).
- Set up work area; begin organization of incident files.
- Establish duplication service; respond to requests.
- File all official forms and reports.
- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Store files for post-incident use.

15.1.9. 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.

- Review Common Responsibilities (section 9).
- Review incident resource records to determine the likely size and extent of demobilization effort.
- Based on above analysis, add additional personnel, work space and supplies as needed.
- Coordinate demobilization with Agency Representatives.
- Monitor ongoing Operations Section resource needs.
- Identify surplus resources and probably release time.
- Develop incident check-out function for all units.
- Evaluate logistics and transportation capabilities to support demobilization.
- Establish communications with off-incident facilities, as necessary.
- Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
- Prepare appropriate directories (e.g., maps, instructions, etc.) For inclusion in the demobilization plan.
- Distribute demobilization plan (on and off-site).
- Ensure that all Sections/Units understand their specific demobilization responsibilities.
- Supervise execution of the Incident Demobilization Plan.
- Brief Planning Section Chief on demobilization progress.

15.1.10. 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.

15.1.11. Environmental Specialist

- Review Common Responsibilities (section 9).
- Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies.
- Collect and validate environmental information within the incident area by reviewing pre-attack land use and management plans.
- Determine environmental restrictions within the incident area.
- Develop suggested priorities for preservation of the environment.
- Provide environmental analysis information, as requested.
- Collect and transmit required records and logs to Documentation Unit at the end of each operational period.
- Maintain Unit/Activity Log (ICS Form 214).

15.1.12. Resource Use Specialist

- Review Common Responsibilities (section 9).
- Participate in the development of the Incident Action Plan and review general control objectives including alternative strategies as requested.
- Collect information on incident resources as needed.
- Respond to requests for information about limitations and capabilities of resources.
- Collect and transmit records and logs to Documentation Unit at the end of each operational period.
- Maintain Unit/Activity Log (ICS Form 214).

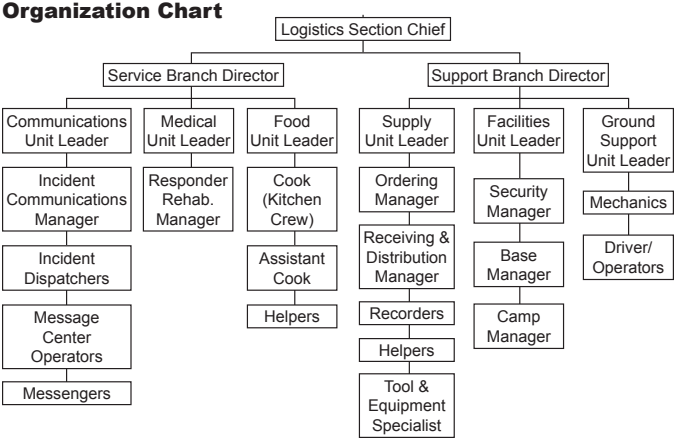
15.1.13. Training Specialist

- Review Common Responsibilities (section 9).

- Inform Planning Section Chief of planned use of trainees.
- Review trainee assignments and modify if appropriate.
- Coordinate the assignments of trainees to incident positions with Resources Unit.
- Brief trainees and trainers on training assignments and objectives.
- Coordinate use of unassigned trainees.
- 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.
- Ensure trainees receive performance evaluation.
- Monitor operational procedures and evaluate training needs.
- Respond to requests for information concerning training activities.
- Give Training Specialist records and logs to Documentation Unit at the end of each operational period.
- Maintain Unit/Activity Log (ICS Form 214).

16. Logistics Section

Organization Chart



Position Checklists

16.1.1. Logistics Section Chief

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.

- Review Common Responsibilities (section 9).
- Plan organization of Logistics Section.
- Assign work locations and preliminary work tasks to Section personnel.
- Notify Resources Unit of Logistics Section units activated including names and locations of assigned personnel.
- Assemble and brief Branch Directors and Unit Leaders.
- Participate in preparation of Incident Action Plan.
- Identify service and support requirements for planned and expected operations.
- Provide input to review Communications Plan, Medical Plan and Traffic Plan.
- Coordinate and process requests for additional resources.
- Review Incident Action Plan and estimate Section needs for next operational period.
- Advise on current service and support capabilities.
- Prepare service and support elements of the Incident Action Plan.
- Estimate future service and support requirements.
- Receive Demobilization Plan from Planning Section.
- Recommend release of unit resources in conformity with Demobilization Plan.
- Ensure general welfare and safety of Logistics Section personnel.

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

16.1.2. Service Branch Director

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.

- Review Common Responsibilities (section 9). Obtain working materials.
- Determine level of service required to support operations.
- Confirm dispatch of Branch personnel.
- Participate in planning meetings of Logistics Section personnel.
- Review Incident Action Plan.
- Organize and prepare assignments for Service Branch personnel.
- Coordinate activities of Branch Units.
- Inform Logistics Chief of Branch activities.
- Resolve Service Branch problems.
- Maintain Unit/Activity Log (ICS Form 214).

16.1.3. Communications Unit Leader

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.

- Review Common Responsibilities (section 9).
- Determine unit personnel needs.
- Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- Ensure the Incident Communications Center and Message Center is established.
- Establish appropriate communications distribution/maintenance locations within base/camp(s).
- Ensure communications systems are installed and tested.
- Ensure an equipment accountability system is established.
- Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.
- 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.
- Supervise Communications Unit activities.
- Maintain records on all communications equipment as appropriate.
- Ensure equipment is tested and repaired.
- Recover equipment from relieved or released units.

16.1.4. 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.

- Review Common Responsibilities (section 9).
- Ensure adequate staffing (Incident Communications Manager).
- Obtain and review Incident Action Plan to determine incident organization and Incident Radio Communications Plan.
- Set up Incident Radio Communications Center - check out equipment.
- Request service on any inoperable or marginal equipment.
- Set up Message Center location as required.
- Receive and transmit messages within and external to incident.
- Maintain files of Status Change Cards (ICS Form 210) and General Messages (ICS Form 213).
- Maintain a record of unusual incident occurrences.
- Provide briefing to relief on current activities, equipment status, and any unusual communications situations.
- Turn in appropriate documents to Incident Communications Manager or Communications Unit Leader.
- Demobilize communications center in accordance with Incident Demobilization Plan.

16.1.5. Medical Unit Leader

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.

- Review Common Responsibilities (section 9).
- Participate in Logistics Section/Service Branch planning activities.
- Establish Medical Unit.
- Prepare the Medical Plan (ICS Form 206).

- Prepare procedures for major medical emergency.
- Declare major medical emergency as appropriate.
- Respond to requests for medical aid, medical transportation, and medical supplies.
- Prepare and submit necessary documentation.

16.1.6. 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.

- Review Common Responsibilities (section 9).
- Designate responder rehabilitation location and have location announced on radio with radio designation “Rehab.”
- Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
- Request necessary resources for rehabilitation of personnel, e.g., water, juice, personnel.
- Request through Food Unit or Logistics Section Chief for food as necessary for personnel being rehabilitated.
- Release rehabilitated personnel to Planning Section for reassignment.
- Maintain appropriate records and documentation.

16.1.7. Food Unit Leader

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.

- Review Common Responsibilities (section 9).
- Determine food and water requirements.
- Determine method of feeding to best fit each facility or situation.
- Obtain necessary equipment and supplies and establish cooking facilities.
- Ensure that well-balanced menus are provided.
- Order sufficient food and potable water from the Supply Unit.
- Maintain an inventory of food and water.
- Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- Supervise caterers, cooks, and other Food Unit personnel as appropriate.

16.1.8. Support Branch Director

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.

- Review Common Responsibilities (section 9).
- Obtain work materials.
- Identify Support Branch personnel dispatched to the incident.
- Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director.
- Prepare initial organization and assignments for support operations.
- Assemble and brief Support Branch personnel.
- Determine if assigned Branch resources are sufficient.
- Maintain surveillance of assigned units work progress and inform Section Chief of activities.

- Resolve problems associated with requests from Operations Section.
- Maintain Unit/Activity Log (ICS Form 214).

16.1.9. Supply Unit Leader

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.

- Review Common Responsibilities (section 9).
- Participate in Logistics Section/Support Branch planning activities.
- Determine the type and amount of supplies enroute.
- Review Incident Action Plan for information on operations of the Supply Unit.
- Develop and implement safety and security requirements.
- Order, receive, distribute, and store supplies and equipment.
- Receive and respond to requests for personnel, supplies and equipment.
- Maintain inventory of supplies and equipment.
- Service reusable equipment.
- Submit reports to the Support Branch Director.

16.1.10. 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 Supply Unit Manager.

- Review Common Responsibilities (section 9).
- Obtain necessary agency(s) order forms.
- Establish ordering procedures.

- Establish name and telephone numbers of agency(s) personnel receiving orders.
- Set up filing system.
- Get names of incident personnel who have ordering authority.
- Check on what has already been ordered.
- Ensure order forms are filled out correctly.
- Place orders in a timely manner.
- Consolidate orders when possible.
- Identify times and locations for delivery of supplies and equipment.
- Keep Receiving and Distribution Manager informed of orders placed.
- Submit all ordering documents to Documentation Control Unit through Supply Unit Leader before demobilization.

16.1.11. 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.

- Review Common Responsibilities (section 9).
- Request required personnel to operate supply area.
- Organize physical layout of supply area.
- Establish procedures for operating supply area.
- Set up filing system for receiving and distribution of supplies and equipment.
- Maintain inventory of supplies and equipment.
- Develop security requirement for supply area.
- Establish procedures for receiving supplies and equipment.

- Submit necessary reports to Supply Unit Leader.
- Notify Ordering Manager of supplies and equipment received.
- Provide necessary supply records to Supply Unit Leader.

16.1.12. Facilities Unit Leader

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 Facilities 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 Facilities Unit Leader reports to the Support Branch Director.

- Review Common Responsibilities (section 9).
- Receive a copy of the Incident Action Plan.
- Participate in Logistics Section/Support Branch planning activities.
- Determine requirements for each facility.
- Prepare layouts of incident facilities.
- Notify unit leaders of facility layout.
- Activate incident facilities.
- Provide Base and Camp Managers.
- Provide sleeping facilities.
- Provide security services.
- Provide facility maintenance services-sanitation, lighting, clean up.

16.1.13. 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.

- Review Common Responsibilities (section 9).
- Request required maintenance support personnel and assign duties.
- Obtain supplies, tools, and equipment.
- Supervise/perform assigned work activities.
- Ensure that all facilities are maintained in a safe condition.
- Disassemble temporary facilities when no longer required.
- Restore area to pre-incident condition.

16.1.14. Security Manager Checklist

The Security Manager is responsible to provide safeguards needed to protect personnel and property from loss or damage.

- Review Common Responsibilities (section 9).
- Establish contacts with local law enforcement agencies as required.
- Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements which may affect operations.
- Request required personnel support to accomplish work assignments.
- Ensure that support personnel are qualified to manage security problems.
- Develop Security Plan for incident facilities.
- Adjust Security Plan for personnel and equipment changes and releases.

- Coordinate security activities with appropriate incident personnel.
- Keep the peace, prevent assaults, and settle disputes through coordination with Agency Representatives.
- Prevent theft of all government and personal property.
- Document all complaints and suspicious occurrences.

16.1.15. 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:

- Review Common Responsibilities (section 9).
- Determine personnel support requirements.
- Obtain necessary equipment and supplies.
- Ensure that all facilities and equipment are set up and properly functioning. Supervise the establishment of:
- Sanitation facilities (including showers).
- Sleeping facilities.
- Make sleeping area assignments.
- Ensure that strict compliance is made with all applicable safety regulations.
- Ensure that all facility maintenance services are provided.

16.1.16. 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.

- Review Common Responsibilities (section 9).
- Determine personnel support requirements.
- Obtain necessary equipment and supplies.
- Ensure that all sanitation, shower and sleeping facilities are set up and properly functioning.
- Make sleeping arrangements.
- Provide direct supervision for all facility maintenance and security services at Camp.
- Ensure that strict compliance is made with all applicable safety regulations.
- Ensure that all Camp to Base communications is centrally coordinated.
- Ensure that all Camp to Base transportation scheduling is centrally coordinated.
- Provide overall coordination of all Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
- Maintain Unit/Activity Log (ICS Form 214).

16.1.17. Ground Support Unit Leader

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.

- Review Common Responsibilities (section 9).
- Participate in Support Branch/Logistics Section planning activities.
- Develop and implement Traffic Plan.
- Support out-of-service resources.
- Notify Resources Unit of all status changes on support and transportation vehicles.
- Arrange for and activate fueling, maintenance, and repair of ground resources.
- Maintain inventory of support and transportation vehicles (ICS Form 218).
- Provide transportation services.
- Collect use information on rented equipment.
- Requisition maintenance and repair supplies (e.g., fuel, spare parts).
- Maintain incident roads.
- Submit reports to Support Branch Director as directed.

16.1.18. Equipment Manager

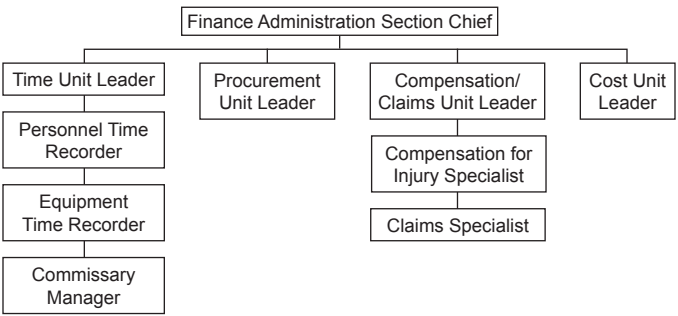
The Equipment Manager provides service, repair and fuel for all apparatus and equipment, provides transportation and support vehicle services, and maintains records of equipment use and service provided.

- Review Common Responsibilities (section 9).
- Obtain Incident Action Plan to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
- Obtain necessary equipment and supplies.
- Provide maintenance and fueling according to schedule.
- Prepare schedules to maximize use of available transportation.

- Provide transportation and support vehicles for incident use.
- Coordinate with Agency Representatives on service and repair policies as required.
- Inspect equipment condition and ensure coverage by equipment agreement.
- Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in efficient operating condition), and place orders with Supply Unit.
- Maintain Support Vehicle Inventory (ICS Form 218).
- Maintain equipment rental records.
- Maintain equipment service and use records.
- Check all service repair areas to ensure that all appropriate safety measures are being taken.

17. Finance / Administration Section

Organization Chart



Position Checklists

17.1.1. 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.

- Review Common Responsibilities (section 9).
- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/administration Section; fill supply and support needs.
- Determine need to set up and operate an incident commissary.
- Meet with Assisting and Cooperating Agency Representatives as needed.
- Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.
- Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- Provide financial input to demobilization planning.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- Maintain Unit/Activity Log (ICS Form 214).

17.1.2. Time Unit Leader

The Time Unit Leader is responsible for equipment and personnel time recording and for managing the commissary operations.

- Review Common Responsibilities (section 9).
- Determine incident requirements for time recording function.
- Contact appropriate agency personnel/representatives.

- Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
- Maintain separate logs for overtime hours.
- Establish commissary operation on larger or long-term incidents as needed.
- Submit cost estimate data forms to Cost Unit as required.
- Maintain records security.
- Ensure that all records are current and complete prior to demobilization.
- Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
- Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.

17.1.3. Equipment Time Recorder

Under supervision of the Procurement Unit Leader, the Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

- Review Common Responsibilities (section 9).
- Set up Equipment Time Recorder function in location designated by Time unit Leader.
- 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.
- Assist units in establishing a system for collecting equipment time reports.
- Post all equipment time tickets within four hours after the end of each operational period.
- Prepare a use and summary invoice for equipment (as required) within 12 hours after equipment arrival at incident.

- Submit data to Time Unit Leader for cost effectiveness analysis.
- Maintain current posting on all charges or credit for fuel, parts, services and commissary.
- Verify all time data and deductions with owner/operator of equipment.
- Complete all forms according to agency specifications.
- Close out forms prior to demobilization.
- Distribute copies per agency and incident policy.

17.1.4. 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.

- Review Common Responsibilities (section 9).
- Establish and maintain a file for employee time reports within the first operational period.
- Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
- Ensure that all employee identification information is verified to be correct on the time report.
- Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
- Post all commissary issues to personnel time documents.
- Ensure that time reports are signed.
- Close out time documents prior to personnel leaving the incident.
- Distribute all time documents according to agency policy.
- Maintain a log of excessive hours worked and give to Time Unit Leader daily.

17.1.5. Commissary Manager

Under the supervision of the Time Unit Leader, Commissary Manager is responsible for commissary operations and security.

- Review Common Responsibilities (section 9).
- Set up and provide commissary operation to meet incident needs.
- Establish and maintain adequate security for commissary.
- Request commissary stock through Supply Unit Leader.
- Maintain complete record of commissary stock including invoices for material received issuance records, transfer records and closing inventories.
- Maintain commissary issue record by crews and submit records to Time Recorder during or at the end of each operational period.
- Use proper agency forms for all record keeping. Complete forms according to agency specification.
- Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.

17.1.6. Procurement Unit Leader

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

- Review Common Responsibilities (section 9).
- Review incident needs and any special procedures with Unit Leaders, as needed.
- Coordinate with local jurisdiction on plans and supply sources.
- Obtain Incident Procurement Plan.
- Prepare and authorize contracts and land use agreements.
- Draft memoranda of understanding.

- Establish contracts and agreements with supply vendors.
- Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- Ensure that a system is in place which meets agency property management requirements. Ensure proper accounting for all new property.
- Interpret contracts and agreements; resolve disputes within delegated authority.
- Coordinate with Compensation/Claims Unit for processing claims.
- Coordinate use of impress funds as required.
- Complete final processing of contracts and send documents for payment.
- Coordinate cost data in contracts with Cost Unit Leader.
- Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.

17.1.7. Compensation / Claims Unit Leader

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 accident.

- Review Common Responsibilities (section 9).
- Establish contact with incident Safety Officer and Liaison Officer (or Agency Representatives if no Liaison Officer is assigned).
- Determine the need for Compensation for Injury and Claims Specialists and request personnel as needed.
- Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.

- Review Incident Medical Plan.
- Review procedures for handling claims with Procurement Unit.
- Periodically review logs and forms produced by Compensation/ Claims Specialists to ensure compliance with agency requirements and policies.
- 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.

17.1.8. 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.

- Review Common Responsibilities (section 9).
- Collate Compensation for Injury operations with those of the Medical Unit when possible.
- Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
- Obtain copy of Incident Medical Plan (ICS Form 206).
- Provide written authority for persons requiring medical treatment.
- Ensure that correct agency forms are being used.
- Provide correct billing forms for transmittal to doctor and/or hospital.
- Keep informed and report on status of hospitalized personnel.
- Obtain all witness statements from Safety Officer and/or Medical Unit and review for completeness.
- Maintain log of all injuries occurring on incident.

- Coordinate/handle all administrative paper work on serious injuries or fatalities.
- Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals prior to demobilization.

17.1.9. 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.

- Review Common Responsibilities (section 9).
- Develop and maintain a log of potential claims.
- Coordinate claims prevention plan with applicable incident functions.
- Initiate investigation on all claims other than personnel injury.
- Ensure that site and property involved in investigation are protected.
- Coordinate with investigation team as necessary.
- Obtain witness statements pertaining to claims other than personnel injury.
- Document any incomplete investigations.
- Document follow-up action needs by local agency.
- Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- Ensure use of correct agency forms.

17.1.10. Cost Unit Leader

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.

- Review Common Responsibilities (section 9).
- Coordinate with agency headquarters on cost reporting procedures.
- Collect and record all cost data.
- Develop incident cost summaries.
- Prepare resources-use costs estimates for the Planning Section.
- Make cost-saving recommendations to the Finance/ Administration Section Chief.
- Complete all records prior to demobilization.

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18. Incident Commander – Initial Response

Primary All Clear & Fire Control

Challenge and verify:

- Burning: Contents? Structure? Exposures?
- Assign fire attack
- Survivability: Of fire area? Smoke? Fire?
- Protect savable lives – remove people from the fire and/or fire from the people
- Find the fire, cut the fire off, layers and voids, open up, vent, TI, exposures

Strategy and tactics and orders: offensive when the hazard is 'behaving'; go defensive when it isn't.

- Offensive attack (inside): control utilities; from unburned side with vent; open up layers and voids
- Primary search (inside): control utilities; vent
- Defensive attack (outside): control utilities; away from collapse zone; protect exposures

To do:

	Establish on deck: forward deploy, brief, recon (TI), improve egress, establish triage		Supply water to pumper: offensive lay in, or first tanker, direct connect
	Access & egress: open up new access & egress – ladders up & down		Secondary search/all clear: occupant, customer accountability, customer care
	Check for extension: all sides, voids, layers, find burned/ unburned line (TI)		Rehab: set up, connect w/ EMS
	Check for extension in exposures: layers/voids/loss control (TI)		Aggress loss control (with SCBA)
			Liaison with PIO & customer care

Loss Stopped

- Aggressive loss control: clean up, cover up, store (w/SCBA)
- Check for extension (TI)
- Monitor atmosphere

Incident Stabilized & Customer Cared For

Customer Care and/or Recovery Assistance to customer – connect!

Critical Factor	Discernable	Clearly Present	Serious Hazard	Extremely Severe	Fatal
Building Size/Area	Small	Medium	Large	Humongous	Ultra
Fire Stage	Incipient	Working	Extended	Deep Seated	Fully Involved
Heat	200 OK	400 Warm	600 Hot	800 Real Hot	1000 Fatal
Smoke	Faint	Light	Moderate	Heavy	Zero Visibility
Structural Stability	OK	Light	Shaky	Weak	Kaboom
Fire Load	Light	Light+	Moderate	Moderate +	Heavy
Occupancy Hazard	OK	Light	Moderate	Heavy	Ultra – Kaboom
Access In	OK	Moderate Barriers	Complex Entry	Heavy Security	Locked Out
Exit Out	OK	Complex	Detained	Stuck	Flat-ass Trapped
Interior Clutter	OK	Confused	Obstacle Course	Awful Maze	Grid Lock
Residential/Commercial	Sm-Med Res	Med-Lg Res	Sm-med Comm	Med-Lg Comm	Huge – Ultra Comm
% Involvement	10%	20%	30%	40%	50%
Penetration into Haz Zone	50' normal distance	80' small stretch	150' big stretch	250' too damn far	400' fatally far
Aggression	Coma	Moving		Moving Quick	Running
ICs Instinct Fire Location	OK Known	Uneasy	Nervous	Stressed	Oh Shit, Unknown
Building Shape Elevation	Known Known				Unknown Unknown
Sides & Layers	Known	Main Area	Layers	Unknown	

19. Mass Casualty Incidents

Benchmarks

All Patients Extricated & Triaged	Initial dispatch information for Hazmat cues Get smarter about incident (people, AQ monitoring, info) Hazmat cues: occupancy, containers, signage, papers, people Locate/designate transportation & treatment areas Locate patients – consider ejections & walk aways (homes) Stabilize vehicle/mechanism (cribbing/chokes, deflate tires, de-energize) Triage – give patient numbers (immediate & delayed) to treatment & transport Ask treatment for patient movement plan to treatment areas Extricate patients – roof, doors, dash roll Move patients to treatment areas
All patients in treatment (primary all clear)	Establish treatment areas (Immediate, Delayed, Minor, Morgue) Tell triage/extrication about patient movement plan Re-triage within treatment area (ABCs) Tell transport patient numbers (immediate & delayed) and ask about loading areas Move patients to loading areas
All patients transported	Tell treatment patients movement plan to loading areas Contact Medical Control with patient numbers (Immediate & Delayed); get destinations Record patients ID, transportation, and destination – LOAD/GO

Standard Triage Methods

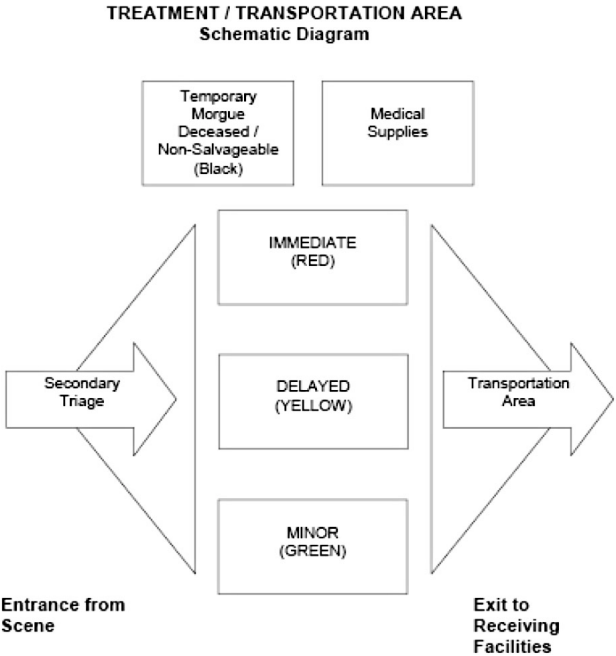
The method of initial field triage to be utilized is the START (Simple Triage and Rapid Treatment) method for. Ambulatory patients are initially directed to a designated treatment area where they will be assessed and further triaged as personnel become available. For all remaining patients, triage personnel quickly move from patient to patient, using START to assess and apply color-coded triage tags.

START -- Simple Triage and Rapid Treatment

Remember RPM (Respirations, Perfusion, Mental Status)

Source: Hoag Memorial Hospital

Mass Casualty Patient Flow



1.1.5. The Incident Scene

All victims are accounted for; trapped victims are rescued/extricated.

- Patients are accounted for and quickly triaged
- Triage tags are applied.

Ambulatory patients are directed to a medically supervised area. These patients shall be moved from the scene to a treatment area as soon as that area is identified.

Non-ambulatory patients are removed from the scene to the Treatment Area. Patients are decontaminated (as needed) prior to leaving the incident scene, preferably prior to arrival in the Treatment Area.

19.1.1. The Treatment Area

Patients arriving from the incident scene are prioritized for treatment using an in-depth assessment method (Secondary Triage) and a triage tag applied.

Patients are placed in the Treatment Area and definitive/stabilizing emergency medical care is provided on the basis of the triage priority.

- Separate areas are created in the Treatment Area for Immediate (Red), Delayed (Yellow), and Minor (Green) injured patients.
- A separate isolated area (Temporary Morgue) is created for victims who die in the Treatment Area.

Personnel and equipment resources are allocated to patients based on the triage priority.

Patients are continuously reevaluated (re-triage).

19.1.2. The Transportation Area

Hospitals are contacted (early in the incident) to obtain information to assist with the most appropriate patient distribution to medical facilities. The closest hospital ("Coordinating Hospital") will usually be contacted, which will then notify other hospitals. The "Coordinating Hospital" role may be handed off to another facility. Transportation resources are assigned based on triage priority.

Patients are moved to the Transportation Area to the appropriate vehicle by Porters/Transport Loaders. Patients are transported to the most appropriate medical facility by the most appropriate means available. Emergency medical care is continued in route to the hospital.

Patient movements are documented.

First Unit on Scene Actions

First unit on scene gives visual size-up, assumes and announces command, and confirms incident location, then…the 5 S's: SAFETY, SIZE UP, SEND information, SETUP the scene, and START (triage).

Safety Assessment: Assess the scene observing for:	Electrical hazards Flammable liquids Hazardous materials Other life-threatening situations
Size Up the scene: how big and how bad is it? Survey incident scene for:	Type and/or cause of incident Approximate number of patients Severity level of injuries (major vs. minor) Area involved, including problems with scene access
Send information	Contact dispatch with your size-up information Request additional resources Contact closest hospital
Setup the scene for management of the casualties	Establish staging Identify access and egress routes Identify adequate work areas for Triage, Treatment, and Transportation
START (Simple Triage And Rapid Treatment)	Begin where you are Ask anyone who can walk to move to a designated area Use surveyor's tape to mark patients Move quickly from patient to patient Maintain patient count Provide only minimal treatment Keep moving!

20. Hazardous Materials Incidents

Common Benchmarks & Tactics

Primary All Clear and Hazard Confined: strategy is defensive at First Responder Operational (FRO) level	Identify product Hazard Behavior Prediction – NAERG and Chemical/Physical Properties (NIOSH Guide) Establish emergency decon Find responsible party Stay out of the product
Isolate	Deny access Monitor hazard & weather
Evacuate	PPE w/ SCBA Monitor hazard & weather
Decon/Hot Zone/Confine	Known product (NAERG) PPE w/ SCBA Monitor hazard & weather
Protect savable lives	Remove people from hazard and/or hazard from people
Find the Cold Zone and do defensive confinement (wind & slope)	Utilities/Ignition sources – control them Set up rehab Execute water supply plan
Establish on-deck or RICs	Forward deploy, brief, recon Improve egress Establish Triage/EMS Check for extension, all sides, voids, down slope, downwind, downstream Check for extension in exposures/layers/loss control Secondary all clear - occupant
Secondary All Clear	Occupant/Customer Accountability
Incident Stabilized	Customer care – connect with customer Recovery assistance

Possible Indicators of Use

20.1.1. Chemical/Biological

- Unusual dead or dying animals; lack of insects
- Unexplained Casualties: multiple victims, serious illness, nausea, disorientation, difficulty breathing or convulsions; definite casualty patterns.
- Unusual Liquid, Spray or Vapor: droplets, oily film, unexplained odor; low flying clouds unrelated to weather
- Suspicious Devices/Packages: unusual metal debris, abandoned spray devices, unexplained munitions

20.1.2. HAZMAT

- Vapor plume – low lying fog – cloud
- More than a single product mixing or potentially mixing
- Product is on fire or fire is impinging on container
- Product is reacting with air or water – looks like it is boiling or bubbling
- Victims are down and not responding
- Victims complaining of dizziness, nausea, difficulty breathing, burning/reddened skin, diminished level of consciousness.
- Dead animals or plants
- Fire with weird color flame or smoke
- Container severely damaged – large crack dents, exposed to direct flame contact
- Sound – rapid escape of gas or liquefied gas – loud roar, high pitch, crackling noise
- Container cooking off or ruptured containers in area
- Containers and equipment used to make illegal drugs (acetone, ammonia, lye, lithium, etc.)

Critical Factors for HAZMAT Materials

The following table presents the five considerations that need to be addressed in order to get a very good handle on the behavior of the hazard.

1	Is it a SOLID, LIQUID, or GAS?	SOLID – keep water off it! Otherwise, probably not a big deal. Cover it if it is blowing around. LIQUID – what is its vapor pressure? Over 20 mm Hg is significant; consider where the vapors are going and their effects. GAS – hard to control where it's going. Is it disbursing or hanging around?
2	What are the environmental or topographic conditions?	Temperature, wind, precipitation. All effect the hazard behavior; how depends on the product. Use NIOSH Pocket Guide. Stay upslope, upwind. Our atmosphere is a very dynamic, turbulent mixing chamber – even at ground level. If there is even the slightest breeze, a chemical with a Vapor Density (VP) > 1 can be found at dangerous concentrations well above the ground. ■ If VP > 1 but < 2: mixes well with air, generally found at waist level ■ If VP >2 but < 3: does not mix well with air, generally found at knee level ■ If VP > 3: does not mix with air, found low to the ground.
3	Will it BURN?	If an LEL/UEL is listed, it has the potential to burn. What is its flashpoint (FL P)? If it is less than ambient, it could flash.
4	Will it RISE or SINK?	LIQUIDS – solubility is % by weight that will mix with water. Miscible means completely soluble; if it is miscible, it will not separate. It will make a new solution. If it is not soluble, Specific Gravity will tell you if it will sink or float (water = 1, so if Specific Gravity <1, it will float; if Specific Gravity >1, it will sink). If it floats, there is a good chance it is flammable. GASES/VAPORS – use Molecular Weight (M.W.) The M.W. of air = 29; so if M.W. of gas < 29, it will rise and if M.W. is > 29, it will sink.

5	What is its concentration in air?	For approximate vapor concentration of a solid or liquid chemical in a contained space (e.g., building), multiply Vapor Pressure by 1300. Example: V.P. = 50 mm Hg Concentration = 50 mm Hg X 1300 = 65,000 ppm Compare 65,000 ppm to IDHL for a worst-case scenario

HAZMAT Emergency Decon Procedures

20.1.3. Firefighters with PPE and SCBA

- Step #1 - **Rinse all surfaces** w/diffused water stream, (watering wand), completely wet, about 1 minute
- Step #1a - **Spray soap solution** on all surfaces (pump spray can), no scrub/contact, completely cover with soap spray, about 2 minutes (use only for oily, immiscible products)
- Step #2 - **Rinse all surfaces** w/diffused water stream, (watering wand), completely rinse off all soap solution, about 2 minutes
- Step #3 - **Move** to undress area at end of decon area
- Step #4 - **Remove SCBA face piece last**, remove and bag PPE gear and clothing.
- Step #5 - **Put on clean Tyvek**™ suit
- Step #6 - Do EMS evaluation

20.1.4. Patients

- Step #1 - Rinse while they are removing clothing
- Step #2 - Remove clothing, leaving undergarments on person(bag)
- Step #3 - Rinse again after clothing is removed
- Step #4 - Put on clean Tyvek suit, go to EMS evaluation

HAZMAT Checklist – Site Safety Planning

1	**Incident Type**	❑ Chemical	❑ Fire	❑ Meth Lab
		❑ Casualty/EMS	❑ Terrorism	❑ Bomb
		❑ Other		
2	**Risk Management Assessment**	❑ Savable Life @ Risk	❑ Savable Property @ Risk	❑ No Risk
3	**Incident Location & Directions**			
4	**Hazards**	❑ Flammable	❑ Slip, Trip, Fall – Surfaces	❑ Corrosive
		❑ Explosive	❑ Reactive	❑ Topography
		❑ Toxic Inhalation Hazard (TIH)	❑ Lighting	❑ Out of sight – recon – go/no
		❑ Energized	❑ Other	
5	**Environment**	Current winds:	❑ Direction	❑ Speed
		Forecasted winds	❑ Direction	❑ Speed
		Current Temperature Range	❑ Hi:	❑ Lo:
		Current Precipitation	❑ YES	❑ NO
		Forecasted precip. & dew point	❑ YES	❑ NO
6	**Container**	❑ Flame impingement (fall back 1 mile)	Battle Damage	❑ No leak ❑ Leaking
7	**Chemical**	Chemical Name		
		UN Id No.		
		ERG Guide Number		
		NIOSH Guide, pp	Yr.	Color
		NFPA 704	❑ Fire ❑ Reactive	❑ Life ❑ Special

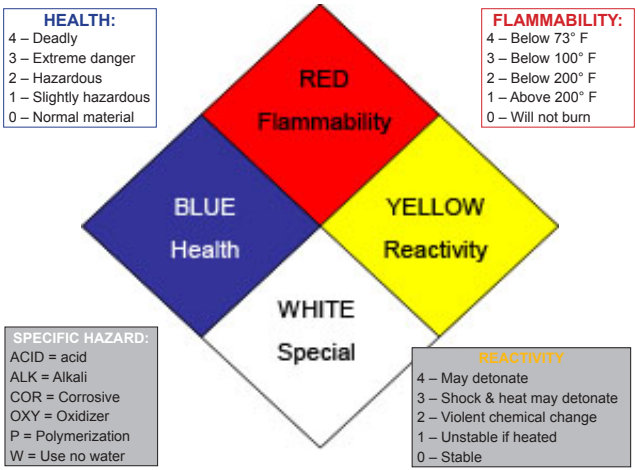
		Amount in container	Gallons/lbs.	
		Amount spilled	Gallons/lbs.	
		Continuous spill	❑ YES	❑ NO
		Estimated Rate of Leak	❑ Amount	❑ Per time
		Vaporizing/evaporating	❑ YES	❑ NO
		Spilled on ground	❑ YES	❑ NO
		Spilled on water	❑ YES	❑ NO
8	**Incident Command**	Incident Name		
		Incident Commander		
		IC, Organization		
		Safety Officer		
		HM Task Force Liaison		
		HM Task Force Leader		
		HM Tech Safety Officer		
		PIO Phone Number		
9	**Responsible Party for Release**	Name		
		Address		
		Insurance Company		
		Phone Number		
		Point of contact		
		On-scene liaison		
10	**Action Plan**	Handle locally with single jurisdiction resources?	❑ YES	❑ NO
		Deny access by isolating incident?	❑ YES	❑ NO
		Evacuation?	❑ YES	❑ NO
		Protect in place?	❑ YES	❑ NO
		Zones secured (consult NAERG): hot, warm, and cold	❑ YES	❑ NO

		Call for local mutual aid?	❑ YES	❑ NO
		Call for State Assistance?	❑ YES	❑ NO
		Emergency decon?	❑ YES	❑ NO
		Tech Level decon? Decon source document?	❑ YES	❑ NO
		Tech	❑ Recon actions?	❑ Entry actions
		Entry rescue?	❑ YES	❑ NO
		Stay back and allow to self-stabilize?	❑ YES	❑ NO
		Monitor spill and call for additional expertise?	❑ YES	❑ NO
		Confine spill to protect property and environment?	❑ YES	❑ NO
		Notifications and documented?	❑ YES	❑ NO
11	**Injuries & Fatalities**	Number injured @ scene:		
		Number exposed to release:		
		Number contaminated:		
		Number fatalities @ scene:		
		Hospital notified?	❑ YES	❑ NO
		Coroner notified?	❑ YES	❑ NO

12	**Personal Protective Equipment**	Equipment on site		
		Level A:	❑ YES	❑ NO
		Level B:	❑ YES	❑ NO
		Level C:	❑ YES	❑ NO
		F/F Turnouts	❑ YES	❑ NO
		Number SCBA	❑ YES	❑ NO
		Amount of Grade D air needed	❑ # tanks	❑ Psi
		Equipment needed on site		
		Level A	❑ YES	❑ NO
		Level B	❑ YES	❑ NO
		Level C	❑ YES	❑ NO
		SCBA	❑ YES	❑ NO
		F/F Turnouts	❑ YES	❑ NO
13	**On Deck – Rapid Intervention Plan**	Staffing needed		
		Level of protection		
		HM Cert Level needed		
		Staffed		
		Equipped		
		Training cert		
		Location		
		Decon plan for On Deck		
		Comm plan		
		Radio Procedures		
		Works for:		

HAZMAT Material Classifications

20.1.5. NFPA Classification for fixed facilities



The Blue, Red, and Yellow inter-diamonds specify what kind of hazards are present and how great those hazards can be on a scale of 0-4, where 4 represents a maximum hazard. The White area denotes special information that is usually written in words or symbols.

21. Bomb Incident Response

Bomb Threat Standoff Distances

Threat Description	Explosives Capacity (TNT equivalent)	Building Evacuation Distance	Outdoor Evacuation Distance
Pipe bomb	5 lbs.	70 ft.	850 ft.
Homicide belt	10 lbs.	90 ft.	1,080 ft.
Homicide vest	20 lbs.	110 ft.	1,360 ft.
Briefcase/suitcase bomb	50 lbs.	150 ft.	1,850 ft.
Compact car	500 lbs.	320 ft.	1,500 ft.
Sedan	1,000 lbs.	400 ft.	1,750 ft.
Passenger/cargo van	4,000 lbs.	640 ft.	2,750 ft.
Small moving van (single); delivery truck	10,000 lbs.	860 ft.	3,750 ft.
Moving van (tandem)	30,000 lbs.	1,240 ft.	6,500 ft.
Semi-trailer	60,000 lbs.	1,570 ft.	7,000 ft.

22. Confined Space Incident Response

Definitions

A confined space is large enough to physically enter, but is not designed for continuous employee occupancy, and has limited entry and egress. The acceptable entry conditions for confined spaces are:

- Oxygen between 19.5% and 22.5%
- Lower Explosive Level (LEL) less than 10% of the products LEL
- Toxicity is less than the IDLH
- Monitor the atmosphere continuously

Benchmarks

Phase I Size Up	
Primary Assessment	❑ Secure witness or competent person ❑ Identify immediate hazards ❑ Location, number, condition of patients ❑ Secure entry permit
Secondary Assessment	❑ What type of space ❑ Products in space or last in space ❑ Hazards: atmospheric, mechanical, electrical ❑ Diagram of space ❑ Structural stability of space ❑ Required personnel and equipment @ scene ❑ Additional resources necessary? ❑ Atmospheric monitoring; ventilation ❑ Strategy: offensive (rescue) or defensive (recovery)
Phase 2: Pre-Entry Operations	
	❑ Initiate Fire Department Confined Space Rescue Permit ❑ Make general area safe by establishing a perimeter, evacuating (if necessary), and traffic & crowd control ❑ Make rescue area safe by establishing/affirming accountability ❑ Secure hazards: lock-out, tag-out

23. Trench Incident Response

Definitions

Any trench 4 ft. deep or greater must have a means of egress within 25 ft. of any worker. A trench with a hazardous atmosphere or a potential hazardous atmosphere that is 4 ft. deep or greater must be monitored prior to employee entry.

An excavation 5 ft. deep or greater must have an approved protective system to protect employees from cave-ins. Protective systems shall be placed from the top working down and removed from the bottom working up so as to protect the employee during construction or removal.

Many Fire Departments consider all soils to be "Type C" and protective systems and practices shall be used accordingly. Timber shoring should be designed by a state-licensed engineer.

Benchmarks

Phase I Size Up	
Primary Assessment	❑ Secure witness or competent person ❑ Identify immediate hazards ❑ Location, number, condition of patients
Secondary Assessment	❑ Trench collapse: YES NO ❑ Proper equipment & personnel on scene: YES NO ❑ Additional resources necessary: ventilation, shoring, retrieval system
Phase 2: Pre-Entry Operations	
	❑ Traffic control ❑ Crowd control ❑ Heavy equipment shut down ❑ Establish zones: Hot (< 50'); Warm (50-150'); Cold (150' out to 300') ❑ Make rescue area safe ❑ Establish accountability and lobby control ❑ Secure hazards: gas, electric, utilities ❑ Place ground pads ❑ De-water trench from outside trench

	❑ Monitor trench from outside trench ❑ Ventilate from outside trench
Phase 3: Rescue Operations	
	❑ Make trench lip safe: assess spoil pike and approach from ends ❑ Place/affirm ground pads

24. USAR Building Marking System – Engineering Reference

General

A uniform building marking system has been developed by the FEMA National US&R Response System. There are 4 categories of structural markings:

- Structure Identification Marking
- Structure/ Hazards Evaluation Marking
- Victim Location Marking
- Search Assessment Marking

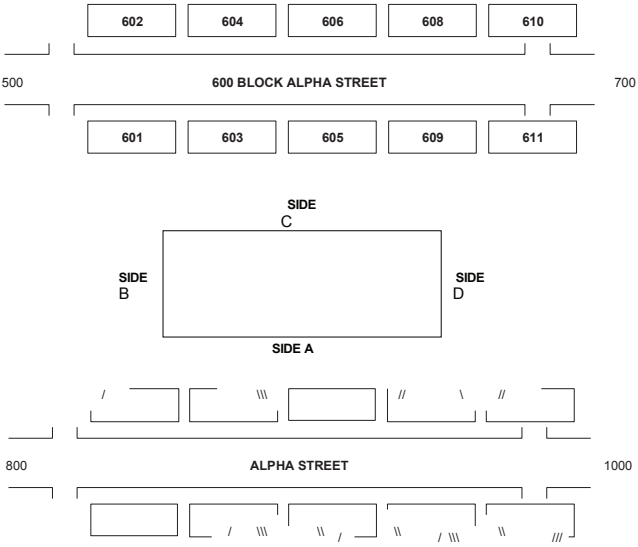
The building marking system was established to ensure:

- Differentiation of structures within a geographic area
- Communicate the structural condition and status of US&R operations within the structure
- Identification markings on structures may be made with International Orange spray paint (or crayon) and placed on the building surface. In the case of a severe incident where many structures are involved, a system using a “Stick-on” Label should be used. Markings should be placed on the normal address side of the structure.

Structure Identification Marking

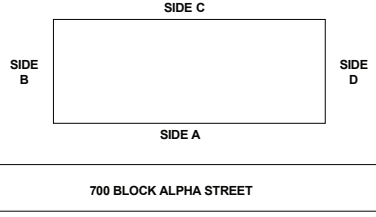
If at all possible, the existing street name and building number will be used. If some previously existing numbers are obliterated, an attempt should be made to reestablish the numbering system based on nearby structures.

If no numbers are identifiable on the given block, then US&R personnel will assign and identify the street name and numbers based on other structures in proximity. The Structures shall then be numbered to differentiate them (using paint or crayon).

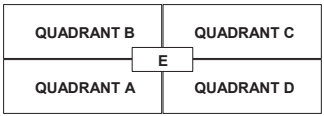


It is also important to identify locations within a single structure.

The address side of the structure shall be defined as SIDE A. Other sides of the structure shall be assigned alphabetically in a clockwise manner from SIDE A.



The interior of the structure will be divided into QUADRANTS. The quadrants shall be identified ALPHABETICALLY in a clockwise manner starting from where the side A and side B perimeters meet. The center core, where all four quadrants meet, will be identified as Quadrant E (i.e., central core lobby, etc.).



700 BLOCK ALPHA STREET

Multi-story buildings must have each floor clearly identified. If not clearly discernable, the floors should be numbered as referenced from the exterior. The grade level floor would be designated floor 1 and, moving upward the second floor would be floor 2, etc. Conversely, the first floor below grade level would be B-1, the second B-2, etc.

If a structure contains a grid of structural columns, they should be marked with 2' high, orange letters/numbers and used to further identify enclosed areas. If plans are available, use the existing numbering system. If plans are not available, number the columns across side one starting from the left, and letter the columns from side one to side four, starting with "A" at side one. The story level should be added to each marked column, and be placed below the column location mark. Example: "FL-2" = Floor 2.

Structural & Hazards Evaluation Marking

The Structural Specialist (or other Task Force member as appropriate) will outline a 2' X 2' square box at any entrance accessible for entry into the structure. The box will be made with international orange spray paint.

It is important that an effort is made to mark all normal access points to ensure that approaching task force personnel can identify that it has been evaluated and discern its condition.

Specific markings will be made inside the box to indicate the condition of the structure and any hazards AT THE TIME OF THIS ASSESSMENT.

An arrow will be placed next to the box indicating the direction of the safe entrance, if the markings must be made somewhat remote from the safe entrance.

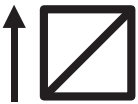
	Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.
	Structure is significantly damaged. Some areas are relatively safe, but other areas may need shoring, bracing, or removal of falling and collapse hazards. The structure may be completely pan caked.
	Structure is not safe for search and rescue operations and 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.
	Arrow located next to a marking box indicates the direction to the safe entrance to the structure, should the marking box need to be made remote from the indicated entrance.
HM	Indicates that a Hazardous Material (Haz Mat) condition exists in or adjacent to the structure. Personnel may be in jeopardy. Consideration for operations should be made in conjunction with the Hazardous Materials Specialist. Type of hazard may also be noted.

The following information; TIME, DATE, and SPECIALIST ID, will also be noted outside the box at the upper right-hand side. This information will be made with pieces of carpenter's chalk or lumber crayon. An optional method may be to apply duct tape to the exterior of the structure and the detailed information written on the tape with a grease pencil or black magic marker.

All task force personnel must be aware of other Structure/Hazards Evaluation markings made on the interior of the building. As each subsequent assessment is performed throughout the course of the

mission, a new TIME, DATE, and SPECIALIST ID entry will be made (with carpenters chalk or lumber crayon) below the previous entry, or a completely new marking box made if the original information is now incorrect.

The following illustration shows the various components of the Structure/Hazards Evaluation marking system:



8/16/05 1310 hrs.
HM - natural gas
OR-TF S

The depiction above indicates that a safe point of entry exists above the marking (possibly a window, or upper floor, etc.). The single slash across the box indicates the structure may require some shoring or bracing before continuing operations. The assessment was made on August 16th, 2005, at 1:10 PM. There is an apparent indication of natural gas in the structure. This evaluation was made by the South Task Force out of the State of Oregon. It should be understood that this building would not be entered until the Hazmat (natural gas) had been mitigated. When performed, the marking should be altered by placing a line through the "HM", and adding the time and task force who performed the mitigation. An entirely new mark could also be added when the mitigation is done, or after any change in conditions such as an aftershock.

Victim Location Marking System

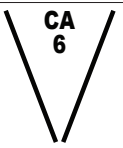
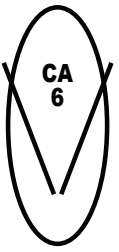
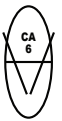
During the search function it is necessary to identify the location of potential and known victims. The amount and type of debris in the area may completely cover or obstruct the location of any victim.

The victim location marks are made by the search team or others aiding the search and rescue operations whenever a known or potential victim is located and not immediately removed.

The victim location marking symbols should be made with orange spray paint (using line marking or "downward" spray cans) or orange crayon.

The victim location marking symbols and numbers of victims, if known, must be kept on the developing site map during the search of the structure or area.

The following illustrates the marking symbols:

A large (approx. 2ft) “v” is painted near the location of the known or potential victim. An arrow may need to be added next to the “V” pointing towards the victim’s location if not clearly visible or is not immediately nearby where it is practical to paint the “v”. Paint the US&R Task Force identifier in the top part of the “V”.	
Paint a circle around the “V” when the location of a potential victim has been **confirmed** either visually, vocally, or be hearing sounds that would indicate a high probability of a victim. Confirmation may be done when the victim is initially located or after partial debris removal. Confirmation may be done with use of specialized search equipment such as video or fiber optic cameras. A canine alert will normally be considered an unconfirmed victim location, even if the alert is confirmed by a second canine. However, such a confirming canine alert should be interpreted as a highly probable victim location.	
Paint a horizontal line through the approximate middle of the “V” when the victim is **confirmed** to be deceased.	
Paint an “X” through the **confirmed** victim symbol after all victims have been removed from the specific location by the marking. Paint new victim symbols next to additional victims that are later located near where the original victim(s) were removed (assuming original symbol has been “X”ed out).	

Search Assessment Marking

A separate and distinct marking system is necessary to denote information relating to the victim location determinations in the areas searched. This separate Search Assessment marking system is designed to be used in conjunction with the Structure/Hazards Evaluation marking system. The Canine Search Specialists, Technical Search Specialists, and/or Search Team Manager (or any other task force member performing the search function) will draw an “X” that is 2’ X 2’ in size with International Orange color spray paint. This X will be constructed in two operations - one slash drawn upon entry into the structure (or room, hallway, etc.) and a second crossing slash drawn upon exit.

	Single slash drawn upon entry to a structure or area indicates search operations are currently in progress.
	Crossing slash personnel exit from the structure or area.
	LEFT QUADRANT - FEMA US&R Task Force identifier
	TOP QUADRANT - Time and date that the Task Force personnel left the structure.
	RIGHT QUADRANT - Personal hazards.
	BOTTOM QUADRANT - Number of live and dead victims still inside the structure. [“0” = no victims]

25. Collapse Incident Response

Phase I Size Up		
Primary Assessment	❑ Stay away from damaged buildings! ❑ Secure witnesses or responsible person(s) ❑ Determine location, number and conditions of patients/victims ❑ Determine intact access to patients, possibility to improve ❑ Is there a way out for responders? ❑ Can you make more? ❑ Determine location and number of buildings involved	
Secondary Assessment	❑ Type of building ❑ Building construction type ❑ Assess hazards: secondary collapse, gas, electric, water ❑ Assess needs for additional personnel: search dogs, ARC, structural engineer ❑ Assess need for additional equipment: 100 ton cranes, heavy equipment ❑ Assess transportation conditions: establish transportation corridor	
Subdivide incident organization	❑ Safety ❑ Building triage ❑ Search ❑ Air Ops ❑ HAZMAT ❑ Staging	❑ Accountability ❑ Extrication (tech rescue) ❑ Medical – MCI plan ❑ Information ❑ LE Liaison ❑ PIO

Phase 2: Rescue Operations

- ❑ Remove surface patients
- ❑ Make general area safe (traffic, etc.)
- ❑ Make rescue area safe – secure utilities
- ❑ Establish perimeter – deny access
- ❑ Establish transportation corridor
- ❑ Establish Treatment & Transport areas and morgue – patient accountability
- ❑ Remove non-essentials from rescue area
- ❑ Establish building triage teams

❑ Establish planning process for building search teams and rescue teams ❑ Transfer patients to treatment ❑ Selective debris removal to support rescues
Action Plan for Specific Building
❑ Determine structure type ❑ Interview neighbors, survivors to determine how many potential victims and points last seen ❑ Obtain building plan or draw crude plan ❑ Probably location of voids ❑ Best access ❑ Multiple, hardened exits for responders ❑ Basements ❑ Move info to supervisor and to planning function ❑ Use call out – listen search techniques

26. Interface Fire Incident Response

Benchmarks

Primary All Clear and Fire Control		
Challenge & Verify	❑ LCES: right here, right now – SZs first, communications, Lookouts, escape routes ❑ Survivability of structures & people = FFs ability to meet LCES, right there, right now ❑ Protect savable lives – remove people from the fire and/or fire from the people, CFs ❑ Fire behavior prediction for the site: find the fire, cut the fire off, TI, exposures ❑ Where is smoke going? Fire will follow; people are notified of the hazard	
Strategy & Tactics & Orders	Offensive when FFs are in LCES and the hazard is behaving. Go defensive when FFs cannot do LCES or fire isn't behaving.	
Notify of Evac Order	Defend the Structure	Attack the Fire
LCES & predict FBx	LCES & predict FBx	LCES & predict FBx
Customer accountability	Triage LCES by structure	Pick fight that favors FFs
Deny access	Primary Search - mitigate	Protect exposures

TO DO	
❑ Establish RIT/On Deck: forward deploy, brief, recon (TI), improve egress, establish Triage	❑ Supply water to pumper: offensive – lay in or first tanker, direct connect
❑ Access & Egress: open up new access & egress; access in and out, mark routes	❑ Secondary search/All Clear: occupant/customer accountability; customer care
❑ Check for extension: all sides, spotting, downwind, upslope, burned/ unburned line	❑ Rehab: set up, connect w/ EMS
❑ Check for extension in exposures: layers/voids/loss control (TI)	❑ Aggressive loss control ❑ Assign liaison to PIO and customer care

27. Wildland Fire Incident

Wildland Fire Behavior & Weather Interpretations

Winds	Major factor in spread of fire, spotting. A breeze is of concern if fire is in light fuels, such as grass. Wind over 15 mph can cause fire in dry 1000 hour fuels to run
Aspect	The direction a slope faces. Major factor in intensity. Southwest: lots of afternoon solar pre-heat, will burn hard & fast
Slope	The steeper the slope, the harder and faster a fire will burn.
Temperatures	Maximum @ 85 F or above is noteworthy
1000 hour fuels	% fuel moisture in 3" and bigger fuels 12%or less is critical; % fuel moisture in fuels < ¼" (grass, brush) < 7% is critical fire behavior indicator
Burning Index	Temps and winds; rate of fire spread; 60+ is noteworthy
Energy Release Component	How hot will the fuels burn? 50+ is noteworthy
Haines Index	Probability of extreme fire behavior; 5 or 6 rating out of max. of 6 is critical
Humidity Recovery	Especially in light fuels (grass); 40% or less indicates active burning, active patrol

Triage Factors for Structure Protection in the Interface

Positive factors:

- A structure on a ridge with the roadway or driveway on the opposite side from the approaching fire
- A structure with 100 feet or more of clearance and no ornament vegetation near the weak points of the structure
- A structure where safety zones are obvious (large green areas or natural barriers)
- Fire Approaching from a higher elevation than the structure you're protecting, with little or no wind
- A backing fire (fire burning against the wind toward your location)

- A north or east aspect. Because of lower fuel temperatures, & higher fuel moisture, structures on these aspects are generally safer to protect provided wind speed is low (less than 15 mph)
- An available source of water, such as a hydrant, private water tank, swimming pool, spa, or garden hose supply. We recommend connecting to a hydrant if one is available and you plan on staying.

Negative factors:

- Any structure on a slope (mid-slope structure) with the fire approaching from below
- A structure that is in a draw (the terrain in an in-turn), or in a saddle
- A structure that is w/o defensible space, or in a saddle
- A structure that will require locating your engine between the structure and the fire without adequate defensible space
- A structure that has considerable vegetation (ornamental or native) impinging on it
- A structure that has an LPG tank that is impacted or exposed with brush or other combustibles
- A structure or road that has trees surrounding it, or branches entwined from tree to tree, giving the structure or road the appearance of being in a tunnel or cave
- A steep slope below the structure
- Heavy fuel below your location
- A structure that looks like a junkyard with considerable flammable, easily ignitable material, such as old construction wood, piles of brush or leaves
- A south, southwest, or west aspect (the direction the slope faces). These aspects are the most hazardous on which to defend a structure & will require additional defensible space.
- Time of day which should be considered as a unit with aspect. We highly recommend Campbell's Fire Prediction System class to improve your size-up or triage ability

- Fuel type and height. Sagebrush will burn much faster than the heavier fuels, especially if they have grasses as a component of their fuel bed. These are considered light, flashy fuels.
- No water source or limited water source. Remember, don't bet crew member lives, or apparatus, on water supply or a hose line
- A wood-sided structure or one with a wood shingle roof

Section IV: Glossary/Acronyms

GLOSSARY

Agency – A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Administrator or Executive – The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions and providing direction to the management organization for an incident.

Agency Dispatch – the agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative – A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in consultation with the leadership of that agency.

Air Operations Branch – The Operations Section Chief may establish an Air Operations Branch to meet mission requirements dependent on the nature of the incident and the availability of air assets.

Air Operations Branch Director – The person primarily responsible for preparing and implementing and supporting the air operations portion of the Incident Action Plan.

All-Hazards – Any incident, natural or manmade that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Area Command – An organization established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged.

ARMER – Allied Radio Matrix for Emergency Response is the name for the Statewide Interoperable Public Safety Communication System

Assessment – The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assigned Resources – Resources that have been checked in and assigned work tasks on an incident.

Assignments – Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant – Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency – An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Automatic Aid – Written agreement between two or more agencies to automatically dispatch predetermined resources to any fire or other emergency reported in the geographic area covered by the agreement. These areas are generally where the boundaries between jurisdictions meet or where jurisdictional "islands" exist.

Available Resources – Resources assigned to an incident, checked in, and available for a mission assignment.

Base – The location at which primary Logistics functions for an incident are coordinated and administered.

Branch – Organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section.

Cache – A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp – A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Chain of Command – A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In – The process through which resources first report to an incident.

Chief – The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/ Administration, and Intelligence/Investigation (if established as a separate section).

Command – The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff – Consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander.

Communications Unit – An organizational unit in the Logistics Section responsible for providing communication services at an incident of an EOC.

Complex – Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

Contingency Plan – The portion of an IAP or other plan that identifies possible but unlikely events and the contingency resources needed to mitigate those events.

Control Zones – The geographical areas within the control lines set up at a HAZMAT incident. The tree zones most commonly used are the Exclusion Zone, Contamination Reduction Zone, and Support Zone.

Cooperating Agency – An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate – To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

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 an authorized agency and 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.

Critical Infrastructure – Systems and assets, whether physical or virtual, so vital to the United states or a community that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.

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 – The orderly, safe, and efficient return of an incident resource to its original location and status.

Demobilization Unit – Functional Unit within the Planning Section responsible for ensuring orderly, safe, and efficient demobilization of incident resources.

Deputy – A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can 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 ordered movement of a resource or resources to an assigned operation mission or an administrative move from one location to another.

Division – The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Documentation Unit – Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Emergency Management Assistance Compact (EMAC) – A congressionally ratified organization that provides form and structure to interstate mutual aid. Offers state-to-state assistance during Governor declared state of emergencies. Once the terms between states have been set, the terms constitute a legally binding contractual agreement that make affected states responsible for reimbursement. Responding states can rest assured that sending aid will not be a financial or legal burden and personnel sent are protected under workers compensation and liability provisions.

Emergency Operations Center – The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally take place.

Emergency Public Information – Situational and directive information that is disseminated to the public in anticipation of or during an emergency.

Emergency Support Functions (ESF) – Annexes that describe the mission, concept of operations and responsibilities of the primary and support agencies involved in the implementation of the specific response functions. The ESF Annexes have been categorized according to the National Incident Management System.

Evacuation – Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event – A planned, non-emergency activity (e.g., sporting events, concerts, parades, etc.).

Expanded Ordering – An organization that is authorized to set up outside of the ICP to assist the Logistics Section with ordering supplies, services and resources to support the incident.

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.

Finance/Administration Section – The section responsible for all administrative and financial considerations surrounding an incident.

Field Operating Guide (FOG) or Handbook – A durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

Food Unit – Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Function – Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/ Administration. A sixth function, Intelligence/Investigation, may be established, if required, to meet incident management needs.

FTAC – Fire Tactical - Statewide interoperability fire tactical talk group on the Statewide 800 MHz trunked radio system

General Staff – A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/ Administration Section Chief.

Geographic Information System (GIS) – An electronic information system, which provides a geo-referenced database to support management decision-making.

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 – Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard – Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazardous Material – A substance or material, that has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated (see 49 CFR 171.8).

Hazard/Risk Worksheet – A worksheet displaying the risks and hazards on an incident, and the mitigations recommended to reduce the exposure to personnel, equipment and the public. This worksheet is prepared by the OSC and SO.

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 loading.

Identification and Authentication – Individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports), must be properly authenticated and certified for security purposes.

Incident – An occurrence or event, natural or manmade that requires a response to protect life or property.

Incident Action Plan – An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base – Location at the incident where the primary logistics functions are coordinated and administered. The ICP may be co-located with the base. There is only one base per incident.

Incident Commander – The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post – The field location where the primary command functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS) – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination

of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

Incident Communications – Incident Command manages communications at an incident, using a common communications plan and an incident-based communications center established solely for use by the command, tactical, and support resources assigned to the incident. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

Incident Management – The broad spectrum of activities and organizations providing effective and efficient operations, coordination and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident regardless of cause, size, or complexity.

Incident Management Team – An IC and the appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives – Statements of guidance and direction necessary for selecting 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 strategic and tactical alternatives.

Intelligence Officer – The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities.

Initial Action – The actions taken by those responders first to arrive at an incident site.

Initial Response – Resources initially committed to an incident.

Intelligence/Investigations – Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to the determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Job Aid – A checklist or other aid that is useful in performing or training for a job.

Joint Information Center – A facility established to coordinate all incident-related public information activities. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System – Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during a crisis or incident operations.

Jurisdiction – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal and local boundary lines) or functional (e.g., law enforcement, public health).

Liaison – A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer – A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Logistics – Providing resources and other services to support incident management.

Logistics Section – The section responsible for providing facilities, services, and material support for the incident.

Management by Objective – A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers – Individuals within ICS organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Medical Unit – Functional unit within the Service Branch of the Logistics Section responsible for the development of the Incident medical Plan, and for providing emergency medical treatment of incident personnel and as required establish rest and rehabilitation for incident personnel.

Message Center – Part of the Communications Center (co-located with or adjacent to it). It receives, records, and routes information about resources reporting to the incident and resource status, and handles administration and tactical traffic.

Mitigation – Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mobilization – The process and procedures used by all organizations – Federal, State, tribal, and local – for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination (MAC) – Typically, administrators/ executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the System. It can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-Agency Coordination System – Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOCs and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multi-Jurisdictional Incident – An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents may be managed under UC.

Mutual Aid – The voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate.

National Incident Management System (NIMS) – Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

Nongovernmental Organization (NGO) – An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the America Red Cross.

Officers – The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period – The time scheduled for executing a given set of operation actions, as specified by the IAP. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section – The section responsible for all tactical incident operations and implementation of the IAP. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Operations Section Chief – The Operations Section Chief directly manages all incident tactical activities and implements the IAP.

Out-Of-Service Resources – Resources assigned to an incident, but that are unable to respond for mechanical, rest, or personnel reasons.

Overhead Personnel – Personnel who are assigned to supervisory positions that includes: Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

Personnel Accountability – The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Personal Protective Equipment – That equipment and clothing required to shield or isolate personnel from hazards that may be encountered.

Plain Language – The use of plain English in radio communications transmission. Neither 10 Codes nor agency-specific codes are used when using Plain Language.

Planning Meeting – A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning.

Planning Section – The section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness – A continuous cycle of planning, organizing, training, equipping, exercising, evaluation, and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

Prevention – Actions to avoid an incident or to intervene to stop an incident from occurring while protecting lives and property.

Processes – Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently.

Procurement Unit – Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer (PIO) – A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery – The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Reimbursement – Provides a mechanism to recoup funds expended for incident-specific activities.

Reporting Location – A facility/location where incident assigned resources may check-in. Usually at a (n): Incident Command Post-Resources Unit, Base, Staging Area, Helibase, or Division/Group Supervisors (for direct line assignments). Check-in occurs at one location only.

Resource Identification and Ordering – Resource managers use standardized processes and methodologies to order, identify, mobilize, dispatch, and track the resources required to support incident management activities.

Resources – Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resources Unit – Functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. It also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Responder Rehabilitation – Also known as “rehab,” a treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

Response – Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

STAC – Statewide Tactical - Statewide interoperability tactical talk group on the Statewide 800 MHz trunked radio system

Safety Officer – A member of the Command Staff responsible for monitoring incident operations and advising the IC on all matters relating to operational safety including the health and safety of emergency responder personnel.

Section – The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigation (if established). The section is organizationally situated between the branch and the Incident Command.

Single Resource – Individual personnel, supplies and equipment items, and the operators associated with them.

Site Safety and Health Plan (SSHP) – Site-specific document required by State and Federal Occupational (OSHA) regulations and specified in the Area Contingency Plan. The SSHP, at minimum, addresses, includes, or contains the following elements: Health and safety hazard analysis for each site task or operation, comprehensive operations work plan, personnel training requirements, PPE selection criteria, site-specific occupational medical monitoring requirements, air monitoring plan, site control measures, confined space entry procedures (if needed), pre-entry briefings (tailgate meetings, initial and as needed), pre-operations commencement health and safety briefing for all incident participants, and quality assurance of SSHP effectiveness.

Situation Assessment – The evaluation and interpretation of information gathered from a variety of sources (including weather information and forecasts, computerized models, GIS data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision makers, can provide a basis for incident management decision making.

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.

Span of Control – The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.

Staging Area – Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Stakeholders – Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation.

Strategic – Strategic elements of incident management are characterized by continuous long-term, high level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decision, policy development, and the application of measures of performance or effectiveness.

Strategic National Stockpile (SNS) – A federal supply of medicine and medical supplies to protect the American public if there is a public health emergency (e.g., terrorist attack, flu outbreak, earthquake, etc.) severe enough to cause local supplies to run out. Once Federal and local authorities agree that the SNS is needed, medicines will be delivered to any State in 12 hours. Each State has plans to receive and distribute SNS medicine and medical supplies to local communities as quickly as possible.

Strategy – The general plan or direction selected to accomplish incident objectives.

Strategic Plan – A plan that addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.

Strike Team – A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor – The ICS title for an individual responsible for 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.

Tactical Direction – Directions given by the OSC that 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 – Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance – Support provided to State, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

Technical Specialists – Personnel with special skills that can be used anywhere within the ICS organization.

Time Unit – Functional Unit within the Finance/Administration Section responsible for recording time for incident personnel and hired resources.

Triage – A process for sorting injured people into groups based on their need for or likely benefit from immediate medical treatment.

Type – An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Unified Command (UC) – An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit – The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unit Leader – The individual in charge of managing Units within an ICS Functional Section.

Unity of Command – Each individual involved in incident operations will be assigned to only one supervisor.

Volunteer – For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed.

ACRONYMS

AC	Area Command
ACP	Area Command Post
AOBD	Air Operations Branch Director
AOR	Area of Responsibility
ARC	American Red Cross
AREP	Agency Representative
ARMER	Allied Radio Matrix for Emergency Response
ASG	Air Support Group
ASPC	Assistant State Plan Coordinator
ATC	Air Traffic Control
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
ATSDR	Agency for Toxic Substance Disease Registry
CBIRF	Chemical/Biological Incident Response Force
CBRNE	Chemical, Biological, Radiological, Nuclear
CDC	Centers for Disease Control and Prevention
CFR	Code of Federal Regulations
CISM	Critical Incident Stress Management
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DOD	Department of Defense

DOE	Department of Energy
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ERFOG	Emergency Responder Field Operating Guide
ESF	Emergency Support Function
ETA	Estimated Time of Arrival
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FOG	Field Operating Guide
FSC	Finance/Administration Section Chief
GIS	Geographic Information System
GSUL	Ground Support Unit Leader
HAZMAT	Hazardous Material
HHS	Department of Health & Human Services
HMRU	HAZMAT Response Unit
IAP	Incident Action Plan
IAW	In Accordance With
IC	Incident Commander
IC or UC	Incident Command or Unified Command
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
ITS	Information Technology Specialist
JIC	Joint Information Center

JIS	Joint Information System
LAN	Local Area Network
LNO	Liaison Officer
LSC	Logistics Section Chief
MAC	Multi-agency Coordination
MACS	Multi-agency Coordination System
MA	Mutual Aid
MIMAP	Minnesota Intrastate Mutual Aid Plan
MOU	Memorandum of Understanding
NG	National Guard
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
NWCG	National Wildfire Coordinating Group
OPSEC	Operations Security
OPSUM	Operational Summary
OSC	Operations Section Chief
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
PPE	Personal Protective Equipment
OSC	Planning Section Chief
RFI	Request for Information
RPC	Regional Plan Coordinator
SAR	Search and Rescue
STAC	Statewide Interoperability Tactical Talk Group
SPC	State Plan Coordinator
SM	Security Manager
SITREP	Situation Report
SNS	Strategic National Stockpile

SO Safety Officer

TES Threatened and Sensitive Species

TFL Task Force Leader

TFR Temporary Flight Restriction

UC Unified Command

VIP Very Important Person