



**GALENA FIRE DEPARTMENT**

**INCIDENT COMMAND PROCEDURE MANUAL**

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## INCIDENT COMMAND PROCEDURE MANUAL

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## **INTRODUCTION**

The application of sound management principles to any undertaking that requires the coordination of various resources is paramount to the success of that undertaking. This concept is applied to our personal and professional lives every day. We manage our personal budgets, our time, and many other aspects of our own lives. Professionally we also manage our staffing and apparatus, the activities of our organization, our budget, our rules, and our goals and objectives. We do this by applying the basic textbook management principles of planning, directing, organizing, coordinating, communicating, delegating, and evaluating.

The same principles should apply to emergency operations. The major difference between routine, day-to-day management and emergency management is the timeframe for gaining control of the situation. Emergency operations require the management of resources, goals and objectives, and activities in order to ensure a satisfactory outcome. In other words, emergency operations still require planning, directing, organizing, coordinating, communicating, delegating, and evaluating, while allowing less time for review and consultation. Therefore, the same management process applied to our routine everyday operations can, and should, be applied to emergency operations, with an emphasis on consistency.

This Incident Command Procedure Manual clearly spells out the incident scene management process. It adopts the management principles previously mentioned and, because of its modular concept, it can be applied to any incident regardless of the type or magnitude of that incident. As a function-specific tool rather than a rank-specific one, it is equally adaptable because anyone can fill any position assuming appropriate training for that position.

Galena Fire Department policy requires that all personnel are familiar with the content of this procedure and fully functional in any position which he/she might reasonably be expected to fill. To this end, this document will be reviewed for currency and content on an every-two year cycle.

## **PURPOSE AND SCOPE**

The Galena Fire Department responds to a wide range of emergency incidents. In order to effectively manage personnel and resources and to provide for the safety and welfare of personnel, we will always operate within the Incident Command System at the incident scene. This document identifies the procedure to be employed in establishing 'Command' and all the components of the Incident Command System (ICS).

This Incident Command Procedure (ICP) is designed to meet or exceed the requirements of the National Incident Management System (NIMS). We have incorporated provisions that allow the application of scaling span of control into Divisions, Groups and Branches. It is critical for a leader to understand and recognize the moment in an incident when it is time to create a new level in the organizational structure. This decision correlates with the art of leadership when determining that the situation requires more resources that can further enhance capabilities and ensure ultimate success on the fire ground.

## **COMMAND OVERVIEW**

**Incident Commanders have the authority and flexibility to modify both procedures and organizational structure as necessary to align with the operating characteristics of their specific jurisdiction or to accomplish the mission in the context of a particular hazard scenario.**

The Incident Commander should always integrate fire fighter and other emergency responder's health and safety considerations into the command process. This integration ensures that safety will always be considered and will not be reserved for unusual or high-risk situations when the Incident Commander is under a high degree of stress. An Incident Action Plan (IAP) that addresses responder safety should be a routine function of command.

Early evaluation enables the Incident Commander to consider current conditions in a standard manner and then predict the sequence of events that will follow. The consideration of responder safety should be incorporated into this evaluation and forecasting.

Effective communications are essential to ensure that the Incident Commander is able to receive and transmit information, to obtain reports to maintain an awareness of the situation, and to communicate with all component parts of the incident organization to provide effective supervision and control. Strategic decisions establish the basic positioning of resources and the types of functions they will be assigned to perform at the scene of a fire or an emergency incident. The level of risk to which members are exposed is driven by this strategy. While GFD accepts alternative and transitional modes of attack, as noted herein, an offensive strategy places members in interior positions where they are likely to have direct contact with the fire or hazard, while a defensive strategy removes members from interior positions and high-risk activities. The Incident Action Plan (IAP) is based on the overall strategy and drives the tactical assignments that are given to individual or Groups and of companies/crews highlighting the specific functions that they are expected to perform. Risk identification, evaluation, and management concepts should be incorporated into each stage of the command process.

Tactical-level management personnel are command agents and are able to both monitor companies/crews at the actual location where the work is being done (geographic) and to provide the necessary support (functional). The Incident Commander uses tactical-level management units as off-site (from the Command Post) operational/communications/safety managers-supervisors. The Incident Commander uses the incident organization along with communications to stay connected. As incidents escalate, the Incident Management System should be utilized to maintain an effective span of control ratio of 1:3 or 1:7. The Galena Fire Department (GFD) prefers to use a ratio of 1:5, with the understanding that specific tasks may require more or less as conditions dictate.

The Incident Commander should routinely evaluate and re-evaluate conditions and reports of progress or lack of progress in reaching objectives. This process will allow the Incident Commander to determine if the strategy and attack plans should be continued or revised. The failure to revise an inappropriate or outdated attack plan is likely to result in an elevated risk of death or injury to emergency responders.

Effective command and control should be maintained from the beginning to the end of operations, which is particularly important if command is transferred. Any lapse in the continuity of command and the transfer of information increases the risk to emergency responders.

The following procedures further expand on this overview. All personnel shall review the entire procedure and must demonstrate proficiency and competence before commanding an operation.

### **COMMAND PROCEDURES**

- Establish the responsibility for 'Command' on a certain individual through a standard identification system, depending on the arrival sequence of members, companies, and Command officers.
- Ensure that a strong, direct, and visible Command will be established from the onset of the incident according to the guidelines included herein.
- Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander and the other individuals operating within the Incident Command System.
- Establish measurable objectives to ensure fulfillment of incident management goals.
- Provide a system to process information to support incident management, planning, and decision making.
- Provide a system for the orderly transfer of Command to subsequent arriving officers.

### **RESPONSIBILITIES OF COMMAND**

The Incident Commander is responsible for developing a strategy and for the completion of the related tactical objectives and tasks. The primary tactical objectives (listed in order of priority) are:

- Provide for the safety, accountability, and welfare of personnel. This priority is on-going and subject to change throughout the incident.
- Remove endangered occupants and treat the injured.
- Stabilize the incident and provide for life safety.
- Conserve property.

The Incident Command System (ICS) is used to develop strategic objectives and to facilitate the completion of the tactical objectives. The Incident Commander is the person who drives the Incident Command system toward that end.

The Incident Commander is responsible for building a command structure that matches the organizational capabilities to the incident to achieve the completion of the tactical objectives for the incident. The function of 'Command' defines standard activities that are performed by the Incident Commander to achieve the tactical objectives.

### **FUNCTIONS OF COMMAND**

The seven immediate functions that must be addressed from the assumption of Command include:

- Assume and announce 'Command' and establish an effective operating position Command Post.
- Rapidly evaluate the situation (size-up)



- Initiate, maintain, and control the communications process.
- Identify the overall strategy, develop an Incident Management Plan, and assign units and personnel consistent with plans and standard operating procedures.
- Develop an effective Incident Command organization.
- Develop an Incident Action Plan (IAP).
- Ensure safety of on-scene personnel.

The continuation functions of 'Command' include:

- Review, evaluate, and revise the Incident Management Plan, as needed.
- Authorize and coordinate the release of information to all media resources.
- Coordinate activities of outside agencies.
- Provide for the continuity, transfer, and termination of 'Command'.

The Incident Commander is responsible for all of these functions. As 'Command' is transferred, so is the responsibility for these functions.

### **ESTABLISHING COMMAND**

The first GFD department member or unit to arrive at the scene of a multiple unit response shall assume 'Command' of the incident. The initial Incident Commander shall remain in command until 'Command' is properly transferred or the incident is stabilized and 'Command' is terminated.

Single (unit) responses that are not going to escalate beyond the commitment of one unit/company may not require a formal activation of the Incident Command System. However, an on-scene report will be provided with the assumption of Command. The first arriving unit or officer will be responsible for determining the extent of command structure necessary and for any required Command functions.

For multiple unit responses, the first arriving GFD member or unit initiates the command process by giving an initial radio report. This radio report shall include:

- Unit or radio designation of the unit arriving on the scene.
- Announce how many personnel are on scene.
- A brief description of the incident situation (i.e., building size, occupancy, exposures, hazmat release, multi-vehicle accident, etc.)
- Obvious conditions (working fire, hazmat spill or leak, multiple patients, etc.)
- Brief description of action taken.
- Declaration of strategy (for structure fires this would be declaring an offensive or defensive mode).
- Share any pertinent routing directions.
- Any obvious safety concerns.
- Assumption, identification and location of 'Command'.
- Announce which units (or services) you need to respond (Internal, External or MABAS).

Example:

For an offensive structure fire - "Unit 111 is on scene with six at a two story residential structure. Smoke and flames visible at a working fire on the second floor A-B corner. Unit 111 is laying a supply line and going

in with a hand line to the second floor for search and rescue operations. This is an offensive fire attack. Access is clear in both directions. Requesting 135 and 172 to respond. 102 has Oak Street working Command.”

For a defensive fire - “Unit 111 is on the scene with six at a medium size warehouse fully involved with exposures to the east. Possible hazardous materials involved. Unit 111 is laying a supply line and attacking the fire with a master stream and a hand line for the exposure. This is a defensive fire attack. Access for responding units is from Hwy 20. Requesting 172 and 135 to the scene and 113 to Level 1 staging one block north. 101 has Industrial Command”

For an EMS/Rescue incident - “Unit 113 is on scene with six at a multi-vehicle rollover accident with injuries on Hwy 20, one-half mile east of Mt Hope Road in the westbound lane. Engine fire in one unoccupied vehicle. Require additional EMS response with three ambulances. We’ll be checking on injuries and extinguishing fire. Roll 135 and 124. SO will be needed for traffic control. 104 has Mount Hope working Command.”

### **RADIO DESIGNATION**

The radio designation ‘Command’ will be used along with the geographical location of the incident (i.e., “Bench Street Command”, “McDonald’s Command”). This designation will not change throughout the duration of the incident. The designation of ‘Command’ will remain with the officer currently in Command of the incident throughout the event, until ‘Command’ is properly transferred

### **ELAPSED TIME-ON-SCENE (TOS) NOTIFICATION**

The Incident Commander shall be provided with reports of elapsed time-on-scene at emergency incidents in 15-minute intervals from the Communication Dispatch Center, or other reliable method, until these reports are terminated at the direction of the Incident Commander.

### **BRIEF PROGRESS REPORT**

A Brief Progress Report (BPR) is essential to any ongoing incident in that it keeps all concerned parties abreast of a dynamic situation. It is designed to provide information that:

- Communicates important and needs back to the station.
- Updates Officers that are responding to the scene.
- Updates the Public Information Officer (PIO).
- Permits and ensures continuous documentation of an ongoing incident via dispatch.
- Provides Dispatch with a snapshot in time of existing conditions in order to anticipate further response.

A BPR shall be required on all incidents and shall began at approximately fifteen (15) minutes after command is established. A BPR shall be transmitted in approximately 15 minute intervals after the initial BPR, unless determined otherwise by the Incident Commander. The BPR shall consist of the following information:

- Description of the current situation.
- Description of current tactical objectives
- Status of resource needs.
- Length of time holding units from first unit to the last unit.

Examples include:

Multiple units responding to a two-story dwelling fire.

“Dispatch from High Street Command”

- “We are in an offensive mode and bringing the situation under control.”
- “Primary search has been completed and an interior attack is underway.”
- “No need for additional resources is anticipated.”
- “All units will be committed for approximately 1 hour.”

Multiple units to a hazardous materials incident involving a motor transport vehicle.

“Dispatch from Stagecoach Command”

- “Extrication of one victim is progressing.”
- “A second ambulance will be needed for Rehabilitation.”
- “Diking is underway but some product has gotten in the stream.”
- “Spill confinement will take about ½ hour.”
- “Diking efforts are underway to limit the exposure.”
- “We are going to attempt to transfer remaining product to another vehicle.”
- “Notify DNR and DOE.”
- “All units will be committed for a minimum of 2 hours.”

Automobile accident with patients and fire involvement.

“Dispatch from Blackjack Command”

- “Fire is extinguished.”
- “All patients have been extricated and with EMS.”
- “Tow truck is needed.”
- “113 will be clearing shortly.”
- “135 will remain on scene.”
- “104 will be assuming ‘Command’.

## COMMAND OPTIONS

The first-in Company Officer or Acting Officer in the first-arriving unit is faced with the need to make proper and reasonable decisions under the immediate pressure of the emergency. A size-up system is a vital and necessary tool to have in this situation. This same system is also necessary for subsequent Incident Commanders as their need to make decisions varies with the dynamics of the incident. The following five-point size-up system shall be utilized when operating at an incident:

1. **FACTS** (facts that the situation presents).
  - Time of the incident
  - Location of the incident
  - Nature of the incident

- Life hazards
- Exposures
- Building, areas involved
- Weather

**2. PROBABILITIES** (predictions based upon the existing situation).

- Life hazards
- Extent of the incident
- Explosion potential
- Collapse potential
- Weather changes

**3. SITUATION** (resources and capabilities).

- Personnel and equipment on scene
- Availability of additional resources
- Available water supply
- Appropriate strategic mode
- Actions already taken

**4. DECISION** (resulting from your analysis of the above three items)

- Determine strategy
- Evaluate tactical options
- Select tactics

**5. PLAN OF OPERATION**

- Issue tactical assignments
- Coordinate activities
- Evaluate results
- Alter activities as necessary

The responsibility of the first arriving unit or member to assume 'Command' presents several options, depending on the situation.

- If a chief officer, member, or unit without tactical capabilities (i.e., staff vehicle, no equipment, etc.) initiates 'Command', the establishment of a Command Post should be a top priority.
- At most incidents the initial 'Command' will be the company officer/senior member.

The following Command options define the Company Officer's direct involvement in tactical activities and the types of Command that may be utilized.

Nothing Showing—Investigative Mode:

These situations generally require investigation by the initial arriving company while other units remain in level 1 staging. The Company Officer should go with the company to investigate while utilizing a portable radio to control the incident.

### Fast Attack—Mobile Command Mode:

These are situations that require immediate action to stabilize, and that requires the Company Officer's assistance and direct involvement in the attack. In these situations the Company Officer goes with the crew to provide the appropriate level of supervision. Examples of these situations include:

- Offensive fire attacks (especially in marginal situations).
- Critical life safety situations (i.e. rescue) must be achieved in a compressed time.
- Any incident where the safety and welfare of fire fighters is a major concern.
- Obvious working incidents that require further investigation by the company officer.

Where fast intervention is critical, utilization of the portable radio will permit the Company Officer's involvement in the attack without neglecting 'Command' responsibilities. The Fast-Attack Mobile Command (Working Command) mode should not last more than a few minutes and will end with one of the following:

- Situation is stabilized.
- Situation is not stabilized and the company officer must withdraw to the exterior and establish a Command Post. At some point the Company Officer must decide whether or not to withdraw the remainder of the crew, based on the crew's capabilities and experience, existing or potential safety issues, and the ability to communicate with the crew. **No crew should remain in a hazardous area without radio communication capabilities.**
- 'Command' is transferred to another Company or Command Officer. When an Officer is assuming Command, he/she may opt to return the Company Officer to his/her crew, utilize the Company Officer as staff support, or assign him/her as a Divisions and Groups or Division Officer.

### Command Mode – Stationary Command Post

Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate strong, direct, overall Command. In such cases, the Company Officer will initially assume an exterior, safe, and effective Command position and maintain that position until relieved by a Chief Officer. The tactical worksheet (Incident Action Plan) shall be initiated and utilized to assist in managing these types of incidents and will be shared during the transferring of 'Command'.

If the Company Officer assumes a Command mode, the following options are available with regard to the assignment of the remaining crew members.

- The Officer may "move up" within the company and place the company into action with two or three members. One of the crew members will serve as the Acting Company Officer and must be provided with a portable radio. The collective and individual capabilities and experience of the crew will regulate this action.
- The Officer may assign the crew members to work under the supervision of another company officer. In such cases, the officer assuming Command must communicate with the Officer of the other company and indicate the assignment of those personnel.
- The Officer may elect to assign the crew members to perform staff functions to assist 'Command', such as information reconnaissance, assisting with staging or other Groups and or divisions, filling out the tactical worksheet, etc.

NOTE: IF APPLICABLE, THE AUTHORITY HAVING JURISDICTION AUTHORITY (AHJ) OVER THE INCIDENT DESIGNATES THE INDIVIDUAL AT THE SCENE RESPONSIBLE FOR ESTABLISHING COMMAND.

A Company Officer assuming Command has a choice of modes and degrees of personal involvement in the tactical activities, but he/she will continue to be fully responsible for Command functions. The initiative and judgment of this Officer are of great importance. The modes identified are guidelines to assist the officer in planning appropriate actions. All actions initiated should conform to one of the above mentioned modes of operation.

### **TRANSFER OF COMMAND**

The first GFD member arriving on the scene will automatically assume Command. This will normally be a Company Officer, but could be any fire department member up to and including the Fire Chief.

Command is transferred to improve the quality of the Command organization. When Command is transferred it should trigger upgrades in the Command structure. The following guidelines outline the Transfer of Command.

- The first arriving Company Officer will assume Command assuming an equal or higher ranking officer has not already assumed Command.
- The first arriving Chief Officer should assume 'Command' of the incident following Transfer of Command procedures.
- The second arriving Chief Officer should report to the Command Post, to assume the Support Officer position.
- The Assumption of Command is discretionary for senior officers of the department.
- In certain situations, it may be advantageous for the first arriving Incident Commander (i.e. Company Officer) to opt a "Working Command" status which implies that the transfer of Command will take place upon the arrival of the next Company Officer to arrive on scene. This is indicated when the initial commitment of the first arriving Company requires a full crew (i.e. immediate rescue situation) and another Company or Command Officer is en route to the scene.
- When a Chief Officer arrives at the scene at the same time as the initial arriving Company, the Chief Officer should assume Command of the incident.

"Passing Command" to a unit that is not on the scene creates a gap in the Command process and compromises incident management. To prevent this 'gap', COMMAND SHALL NOT BE TRANSFERRED TO AN OFFICER WHO IS NOT ON THE SCENE. It is preferable to have the initial arriving company officer continue to operate in the Fast Attack-Working Command mode until Command can be transferred to an arriving on-scene unit.

Should a situation occur where a later arriving Company or Command officer cannot locate or communicate with Command (after several radio attempts), he/she will assume "Command" and announce the assumption of Command and initiate whatever actions are necessary to confirm the safety of the on-scene crews.

Within the Chain of Command, the actual Transfer of Command will be regulated by the following procedure:

- The officer assuming Command will communicate with the person being relieved by radio or face-to-face which is the preferred method of transferring Command.
- The person being relieved will brief the officer assuming Command Officer indicating at least the following:
  - ❖ General situation status (IAP).
  - ❖ Incident conditions (fire location and extent, hazmat spill or release, number of patients, etc.).
  - ❖ Incident Management Plan.
  - ❖ Completion of the tactical objectives (IAP).
  - ❖ Safety considerations.
  - ❖ Inventory of units on scene and their location.
  - ❖ Deployment and assignments of operating companies and personnel.
  - ❖ Appraisals of need for additional resources.
  - ❖ Assignments (Safety Officer, PIO, Staging status etc.).
  - ❖ Additional information that is relevant to the situation.

The person being relieved of 'Command' should review the tactical worksheet with the officer assuming Command. This worksheet provides the most effective framework for 'Command' transfer as it outlines the location and status of personnel and resources in a standard form that should be well-known to all members.

**The arrival of a ranking officer on the incident scene does not mean that 'Command' has been automatically transferred to that officer.** 'Command' is only transferred when the Transfer of Command process, as outlined above, has been completed.

The person being relieved of 'Command' will be assigned to the best advantage of the situation by the officer assuming 'Command'.

A ranking Officer may elect to have a subordinate continue the role of Incident Commander in cases where an individual is effectively commanding an incident and satisfactory progress is being made to bring the incident under control. It may be desirable for that person to continue in an active command role. The ranking officer must determine that the Incident Commander is completely aware of the position and function of operating companies and the general and overall status of the situation. In these cases, the arriving ranking officer may assume a supportive role in the overall 'Command' functions. The ranking officer will assume responsibility for the incident by virtue of being involved in the Command process.

## **RULES OF ENGAGEMENT**

The Incident Management System starts with the arrival of the first responder. Risk management shall be integrated into the routine functions of Incident Command. The concept of risk management shall be utilized on the basis of the following principles:

- Activities that present a significant risk to personnel safety of personnel shall be limited to situations where there is a potential to save endangered lives.
- Activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of personnel.
- Actions shall be taken to reduce or avoid hazards and unnecessary risks.
- No risk to the safety of personnel shall be acceptable when there is no possibility to save lives or property.

The following RULES OF ENGAGEMENT are meant to apply to all professions and all hazards encountered in conjunction with emergency response:

- We may risk our lives a lot, in a calculated manner, for savable lives, or for preventable further injury or death.
- We will not risk lives at all, for property or lives that are already lost.
- We may risk lives only a little, in a calculated manner, for salvageable property, or preventable further damage or destruction.
- We will endeavor to consider the needs of the others in the vicinity.

#### ENGAGEMENT NEEDS ASSESSMENT

- We will assess the benefits of our planned actions.
- We will consider the likelihood of success of our actions.
- We will consider the benefits we could provide if we succeed.

#### ENGAGEMENT RISK ASSESSMENT

- We will assess the threats of injury and death to responders and those in their care.
- We will consider the likelihood of threats occurring and their severity.
- We will endeavor to consider threats of property damage or destruction.

#### HAZARDS

- Fire and explosion hazards
- Environmental hazards
- Criminal and terrorist threats

#### INCIDENT FACTORS

- Scene access and egress
- Environmental conditions
- Evidence
- Known or probable occupants
- Occupant survival assessment

#### RESPONDER CABILITIES

- Available resources
- Operational capabilities
- Operational limitations



- Training
- Experience
- Rest and rehabilitation

## **STAGING**

The purpose of Staging is to provide a standard system of resource placement prior to tactical assignments. Failure to use such a system will result in added confusion on the incident scene as well as units determining their own tactical assignments. An Incident Commander can lose track of their resources resulting in poorly applied resources; priorities being overlooked; the inability to oversee personnel safety; and a general lack of accountability. The following policy addresses two Staging requirements:

- Level I Staging - the initial response involving multiple units
  - Level II Staging - the response of multiple units beyond the initial response.
- ❖ Level I Staging is utilized by all responding units up to and including a full task force assignment regardless of the type of incident.

### **The first-arriving unit:**

- Shall report to the most appropriate position on scene to carry out the duties specified in Responsibilities of Command.
- If in a hydrant area and in lieu of orders to the contrary, the first-arriving engine company shall proceed to the most convenient hydrant and lay (or be prepared to lay) the appropriate size hoseline(s) should the type of incident necessitate water.
- If in a no hydrant area, and in lieu of orders to the contrary, the first-arriving engine company shall lay (or be prepared to lay) the appropriate size hoseline(s) to the incident scene in such a manner as to allow for the establishment of a continuous water supply to the incident should the type of incident necessitate water.
- If in a no hydrant area and in lieu of orders to the contrary, the first-arriving tanker shall prepare to initiate use of a folding tank to provide water to any lines laid by the first-arriving engine, should the type of incident necessitate water.
- In lieu of orders to the contrary, the first-arriving truck company shall report to the same location as the first-arriving engine company, as directed by 'Command'. If an obvious rescue situation exists at another location, the first-arriving truck company may proceed to that location while advising the Incident Commander of the situation.

### **All Other Units:**

- In lieu of orders to the contrary, all other units shall remain outside of the incident scene at a designated staging area capable of having both sufficient space for apparatus and good access and egress capability. Upon arrival at this location, the Company Officer shall transmit, "(Unit ID) is staged at (location)." This message will inform the Incident Commander that the unit is ready for assignment.
- No unit shall commit to any other area or operation without having received orders or approval from the Staging Supervisor, if applicable, or 'Command'.
- Company Officers shall not request assignments from the Staging Area. If a staged Company Officer feels that the BPR indicated a need for their unit and no orders have been received, that unit shall repeat the transmission "(Unit ID) is staged at (location)". If the second transmission is not acknowledged, the Company Officer shall report directly to the Incident Commander by walking to the Command Post.

### **❖ Level II Staging – utilized by all responding units beyond the 1st Alarm assignment.**

**Level II Staging** shall utilize an area suitable to park, organize, and coordinate the anticipated response of additional resources. This Staging Area requires adequate access and egress capability as well as suitable radio transmission capability.

- 'Command', upon requesting additional resources, shall inform Dispatch of the designated location of the Level II staging area.
- The first unit Company Officer arriving at the Level II Staging area and without orders to the contrary, shall assume 'Staging' Group Officer, (Radio ID "Staging".)
- Communications to and from the incident scene and the Level II Staging Supervisor shall be directly between the Incident Commander and the Staging Supervisor.
- Requests for assignment of units from staging shall be directed from the Incident Commander to the Staging Supervisor.
- No unit shall take any action except as directed by the Staging Supervisor.

### **❖ Duties of the Staging Group Supervisor:**

- Identify location by use of warning lights on one vehicle. All other units shall turn off emergency lights.

- Log in all responding resources and notify the Incident Commander of all available resources.
- Park apparatus in such a manner as to avoid congestion and facilitate access, egress and movement within the staging area.
- Dispatch resources as directed by 'Command'. Directions to staged resources should be verbal if possible so as not to tie up radio frequencies, or by using a tactical channel within the staging area, providing that ALL staged units are able to monitor the tactical channel.
- Maintain an adequate level of resources in the Staging Group as directed by the Incident Commander.
- Coordinate with EMS, police and other necessary entities to ensure understanding of the staging process and to coordinate access and security of the Staging Area.

#### **GENERAL INFORMATION**

The response and arrival of additional ranking Officers on the incident scene strengthens the overall Command function. As the incident escalates, the Incident Commander should use these Officers to fill Branch Director, Division/Groups, and Command Staff positions that will strengthen the Command structure. Additional Officers should be assigned to Accountability positions as needed.

When the first arriving unit is a Command Officer, efforts should be automatically directed toward establishing a Command Post and fulfilling necessary Command functions. A Command Post in a vehicle equipped for this purpose is a priority at all working incidents. A vehicle which provides appropriate work space for the Incident Commander and staff personnel, lighting, communications equipment, supplies, charts, reference items, and some isolation from outside distractions will make Incident Command much more effective. This vehicle will be identified on an emergency scene by a flashing green light.

Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, mass care, and evacuation. The Incident Commander will direct the identification and location of facilities based upon the requirements of the situation at hand. Typical predestinated facilities include incident command posts, bases, camps, staging areas, mass casualty triage areas, and others, as required.

Company Officers, Command Officers and all other radio users should eliminate unnecessary radio traffic while responding, unless such communications are required to ensure that Command functions are initiated and completed. This requires the initial Incident Commander to give a clear on-the-scene report and continue to give updated progress reports (BPR's) as needed.

Chief Officers and staff personnel should report directly to the Command Post to notify the Incident Commander of his/her availability to assume incident duties. These personnel should park their vehicles in a location that does not restrict access to the scene and report to the Command Post for assignment.

The Incident Commander is responsible for managing the incident. The City of Galena and the GFD empowers the Incident Commander with the authority to turn his/her decisions into actions, to formulate an Incident Action Plan (IAP) and assign personnel and companies as needed. Simply stated, the Incident Commander outranks everyone on, or responding to, the emergency scene.\* If a higher ranking Officer wants to affect a change in the command of an incident, he/she must first be on the scene of the incident and then utilize the transfer of Command procedure, as noted herein.

**\*Any person on scene can effect a change in incident management in extreme situations relating to safety by notifying the Incident Commander and initiating corrective action.**

## **BENCHMARKS**

The Tactical Priorities for structural fires/incidents are:

- Rescue
- Fire Control
- Property Conservation
- Customer Stabilization

Benchmarks are announcements that a particular activity or assignment has been completed. They serve four purposes:

- Benchmarks let the Incident Commander know that a specific responsibility or activity has been completed.
- Benchmarks lend an air of 'closure' to a Division and Group assignment. Time announcements or notations should be made to indicate when specific activities have been completed. If legal actions or questions concerning an incident arise, the incident time line can give a relatively true picture of the incident.
- Benchmarks are designed to give 'Command' a better understanding of the progress being made.
- Benchmarks allow 'Command' to keep firefighters and dispatchers current on fire ground operations, as well as providing critical documentation on key events.

Benchmarks provide a systematic 'checks-and-balance' system that permits the Incident Commander to determine what Division and Group officers believe to be happening is indeed happening. Benchmarks are brief and specific. The following benchmarks shall be used during structural firefighting operations:

- Commands Benchmark: "Under Control" is the benchmark given by the Incident Commander to Dispatch when conditions warrant. It indicates the following:
  - ❖ The fire is under control or the major portion of the incident is over.

- ❖ The need for additional equipment or mutual aid is no longer exists or has been substantially diminished. If other units or other departments are on standby during incidents, this benchmark could serve to let the standby units to stand down.
- Attack Group Benchmark: “The Fire is Knocked Down” indicates that the Attack Group has found and knocked down the main body of fire. ‘Attack’ gives this benchmark to the Incident Commander as soon as possible.
  - ❖ ‘Attack’ should immediately begin checking for extension.
  - ❖ ‘Attack’ should begin to overhaul the fire area when the Incident Commander directs them to do so. The Overhaul Group is responsible for putting out the last traces of the fire - no matter where it is, and for assisting in the determination of the area of fire origin.
  - ❖ The normal progression is for the Attack Group to go from Attack Group to Extension Group to Overhaul Group.
- Rescue Benchmark: “All Clear” indicates that a primary search has been conducted and that all savable victims have been removed from the structure.
  - ❖ Once the search has been completed and the “All Clear” has been given, ‘Command’ can assign a Search Group to start a secondary search, reassign Search to another sector, or bring the Group out of the structure.
  - ❖ “All Clear” means specifically that a search Group was assigned and that they entered the structure and had completed a primary search.
- Loss Control: “Loss Stopped” indicates that all damage has been stopped and all remaining property is protected.
- Backup Line Benchmark: “Backup line in place” is given by Attack 2 Group to indicate that the backup line has been pulled, stretched, and charged in the appropriate area in the structure. ‘Attack 2’ gives this benchmark to the Incident Commander immediately on placement of the backup line.
  - ❖ It is imperative that the Incident Commander be informed when the backup line has been positioned, not when it is being positioned. Command then knows that the backup Group (Attack 2) is ready to focus on the safety of interior Groups ad Divisions.
- Ventilation Benchmark: “Ventilation Complete” indicates that natural or mechanical ventilation has commenced or that an adequate ventilation hole has been opened on the roof or in another appropriate area.
  - ❖ It should be given as soon as the mechanism of ventilation is in operation.
  - ❖ This benchmark gives the Incident Commander an indication that conditions on the foreground may be changing.
- Exposure Benchmark: “Exposure Covered” indicates that protective lines have been placed and are in operation.

- ❖ Exposure Group will then, if necessary, enter the exposed building to determine whether fire has entered the structure. This fact should be relayed to the Incident Commander as soon as entry has been made.
  - ❖ Once the Incident Commander hears that a Group is looking out for the exposed structures, he/she can then look for other problems to solve.
- Extension Benchmark: “Extension Areas Checked” indicates that the area surrounding the fire has been checked.
    - ❖ Command now knows that the Extension Group checked above, around, and below the fire for extension.
    - ❖ Had the Extension Group found any extension of fire, he/she would have informed the Incident Commander of that fact, as well as of the location of the extension, so that the Incident Commander can determine how best to control the situation.
    - ❖ Normally, the Attack Group handles the extension of fire and extinguishes it while the Incident Commander either reassigns the Extension Groups or orders them to vacate the structure.
- Overhaul Benchmark: “Overhaul Complete” is given to the Incident Commander by the Group as soon as the area of origin has been determined and the last traces of the fire have been extinguished.
    - ❖ This benchmark should be given prior to removing the last line within the structure and after the Overhaul Group has taken their last walk through the structure to look for any traces of smoke or fire.
- Salvage Benchmark: “Salvage Complete” benchmark is given by the Salvage Group to Command after all savable property has been protected from the effects of the fire.
    - ❖ This benchmark does not mean that the ceiling has stopped dripping and the tarps can be removed. It means that the tarps have been spread and are keeping water off valuables.
- Rapid Intervention Team (RIT) Benchmarks: “Group (or Division) Located” and “Group (or Division) Outside” are given by the RIT to Command at the appropriate time.
    - ❖ “Group (or Division) Located” indicates that the lost or trapped members have been found. It says nothing about their condition.
    - ❖ “Group (or Division) Outside” is given when the members have been taken outside.
    - ❖ Remember that RIT Groups might choose to remove the crew by a route that may be out of view from the Command Post.

Benchmarks mean the end of incident confusion. Areas that needed to be visually checked by Command in the past now can be verbally “checked” by systematic, standardized statements.

Once Command is informed that an activity has been completed, the Incident Commander can reevaluate the scene and check these actions off of his/her list, and do one of the following:

- Give that Group (or Division) a new assignment

- Allow the Group (or Division) to rest
- Send the Group (or Division) to the Rehabilitation Divisions and Groups
- Have that Group (or Division) report to another Divisions and Groups under another Officer

Benchmarks give the IC choices and are critical in assisting the Incident Commander maintain total control of the incident.

## **COMMAND STAFF**

The Command Staff is responsible for the overall management of an incident. A single Incident Commander is designated for incidents that occur within a single jurisdiction with no functional agency overlap, or when all parties to a cross-jurisdictional or multifunctional response agree to a single Incident Commander.

The Incident Commander develops incident objectives upon which subsequent incident action planning will be based. The Incident Commander approves the Incident Action Plan and all requests pertaining to the ordering and releasing of incident resources.

The incident scene is often a dynamic and intense place. As the incident grows into and past the requirements of a first alarm assignment, the Incident Commander can be overloaded and overwhelmed with information management, assigning companies, filling out and updating the tactical worksheet, planning, forecasting, calling for additional resources, maintaining radio traffic, and fulfilling all the other functions of Command. The immediate need of 'Command' at this point in the incident is support. The Incident Commander may still be playing catch up with the functions of Command. The primary reason to assign an IC Support Officer to a Division and/or Group is the overall safety of fire personnel.

NOTE: The following positions are not mandatory to be filled. However, if the Incident Commander decides that they are necessary, based on specifics of the situation, the following roles and responsibilities shall be used. Roles and responsibilities of the Support Officer may include:

- Define, evaluate, and recommend changes to the response plan or action plan.
- Provide direction relating to tactical priorities, specific critical fire ground factors, and safety.
- Evaluate the need for additional resources.
- Assign logistics responsibilities.
- Assist with the tactical worksheet for control and accountability.
- Evaluate the fire ground organization and span of control.
- Review and evaluate the plan and initiate any needed changes.
- Provide on-going review of the overall incident (Big Picture – 'Balcony' View).
- Review the organizational structure, initiate change, or expand the operation to meet needs.
- Initiate Section and Branch functions as require.
- Provide a liaison with other city agencies and officials, outside agencies, property owner and tenants.
- Other duties as necessary.

In order to maintain continuity and overall effectiveness, the Support Officer must be in the Command Post with the Incident Commander.

### **COMMAND STRUCTURE OVERVIEW**

It is the responsibility of 'Command' to develop an organizational structure to effectively manage the incident scene. The development of the organizational structure should begin with deployment of the first arriving unit and continue through a number of phases, depending on the size and complexity of the incident. The Incident Command organization must develop at a pace which stays ahead of the tactical deployment of personnel and resources. In order for the Incident Commander to manage the incident, he/she must first be able to direct, control, and track the position and function of all operating companies. Building a command organization is the best support mechanism the Incident Commander can utilize to achieve the harmonious balance between managing personnel and incident needs. Simply put, this means:

- Large scale and complex incidents = Big Command organization
- Small scale and "simple" incidents = Small Command organization
- The Incident Commander should have more people working than Commanding.
- The basic configuration of Command includes three levels:
  - ❖ Strategic Level – overall direction of the incident.
  - ❖ Tactical Level – objectives assigned to Divisions and Groups.
  - ❖ Task Level – task objectives assigned to individual Companies (Units).

### **INCIDENT TYPES BASED ON FIVE LEVELS OF COMPLEXITY**

(Note: Numbers of personnel are guidelines only)

#### **TYPE 5**

- The incident can be handled with one or two resources, with up to six-ten personnel.
- With the exception of the IC, Command and staff-related positions are not activated.
- No written IAP is required.
- The incident is contained within the first operational period, often within 30 minutes to two hours after resources arrive on scene.
- Examples include a vehicle fire, outbuilding, medical response, or dumpster fire.

#### **TYPE 4**

- Command staff and general staff functions are activated only if needed.
- More resources are required to mitigate the incident, including additional units and ten to sixteen personnel.
- The incident is usually limited to one operational period in the control phase.
- The Incident Commander ensures the complexity analysis and delegation of authority is updated.
- No written IAP is required, but may be helpful, and a documented operational briefing will be noted for all incoming resources.
- The role of the Incident Commander involves operational plans, including objectives and tactical priorities.



### **TYPE 3**

- When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.
- More resources are required to mitigate the incident, including additional units and sixteen to thirty personnel.
- Some or all of the command and general staff positions may be activated, as well as Division and Group Supervisors and/or staff level positions.
- An Incident Management Team (IMT) or Incident Commander manages initial actions with a significant number of resources and an extended attack until containment/control is achieved, or an expanding incident is evident that moves the situation into Type 2 or Type 1 categories.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.

### **TYPE 2**

- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods with MABAS and other mutual aid partners.
- More resources are required to mitigate the incident, including additional units and thirty to one hundred personnel.
- This incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.
- Most or all of the command and general staff positions are filled.
- A written IAP is required for each operational period. Many of the functional units are needed and staffed.
- Branches and Administrative Section Officers may need to be established.
- The Fire Chief, or designee, is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

### **TYPE 1**

- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
- More resources are required to mitigate the incident, including additional units and one hundred to two hundred personnel.
- All command and general staff positions are activated. Operations personnel may exceed 200 per operational period and total personnel may exceed 500.
- This incident will require the response of select resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.
- Branches and a full contingent of Administrative Section Officers need to be established.
- The agency administrator will have regular briefings, and ensure that the complexity analysis and delegation of authority are constantly updated.
- Use of resource advisors at the incident base is recommended.

- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

The Strategic level involves the overall Command of the incident and decisions rendered in order to develop applicable tactical priorities. The IC and the Command Team are responsible for the strategic level of the Command structure. The Incident Action Plan (IAP) defines where and when resources will be assigned to the incident and control the situation. This plan is the basis for developing a Command organization, assigning all resources and establishing tactical objectives by priority. The Incident Action Plan provides a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities. The Strategic Level responsibilities include:

- Determining the appropriate strategy:
  - ❖ Defensive
  - ❖ Transitional Dynamic
  - ❖ Cautious Aggressive
  - ❖ Aggressive Offensive
- Establishing an overall strategic plan for the incident.
- Setting priorities
- Obtaining and allocating resources.
- Predicting outcomes and planning.
- Assigning specific objectives to tactical level units.
- Communicating all of the above information to those responsible for tactical considerations.

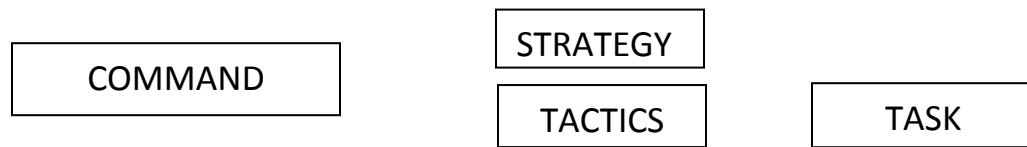
The Tactical Level directs activities toward specific objectives. Tactical level Officers include Division and Group Supervisors, who are in charge of Division and Group resources. Tactical level Officers are responsible for specific geographic areas or functions, and for supervising personnel assigned to the Divisions and Groups. A Division and Group assignment comes with the authority to make decisions and further assignments, within the boundaries of the overall plan and in consideration of safety conditions. The accumulated achievements of tactical objectives should accomplish the Strategic Level goals.

### **COMMAND STRUCTURE – BASIC ORGANIZATION**

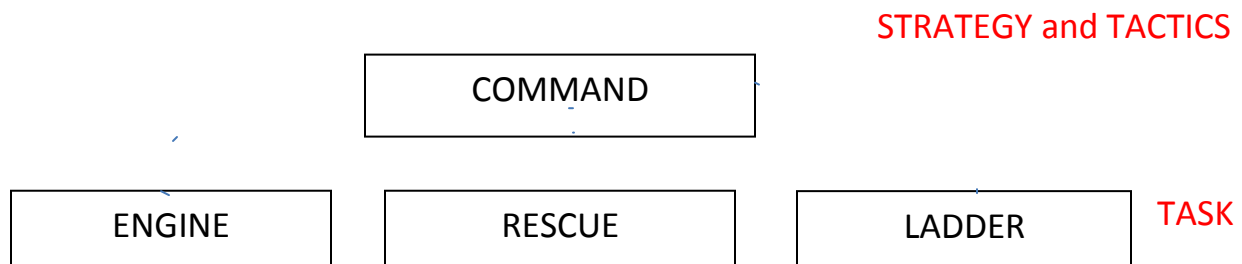
The Task level refers to those activities normally accomplished by individual companies or specific personnel. The Task level is where the work is actually done. Task level activities are routinely supervised by Company Officers. The accumulated achievement of task level activities should accomplish tactical objectives.

(NOTE: Under NIMS the term Sectors is not recognized. Resources assembled for geographical assignments are referred to as Divisions and resources assigned for a specific function are referred to as Groups. It is the responsibility of the Incident Commander to determine what term will be used for the specific incident. This Incident Command Procedure Manual omits the term 'Sector' and uses the term Division and Groups.)

Example: The most basic Command structure combines all three levels of the Command structure. The company officer on a single engine (unit) response to a dumpster fire determines the strategy and tactics and supervises the crew doing the task:



Example: The basic structure for a “routine” incident involving a small number of companies requires only two levels of the Command structure. The role of Command combines the strategic and tactical levels. Companies report directly to Command and operate at the Task Level.

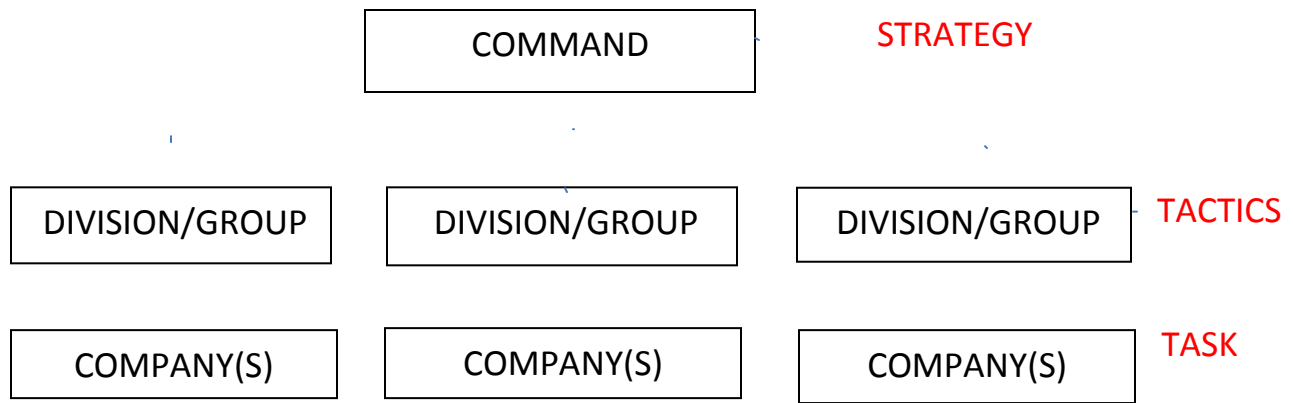


### DIVISIONS AND GROUPS

Complex emergency situations often exceed the capability of one officer to effectively manage the entire operation. The Incident Commander should assign companies (crews) into Divisions and Groups. Divisions and Groups reduce the span of control to more manageable smaller sized units. Divisions and Groups allow the Incident Commander to communicate principally with Division and Group Supervisors, rather than multiple, individual Company Officers, thus providing a more effective Command structure and incident scene organization.

Generally, Division and Group responsibilities should be assigned early in the incident, typically to the first company assigned to a geographic area (i.e. North Side Division) or function (i.e. Roof Group). This early establishment of Divisions and Groups provide an effective Incident Command organization framework on which the operation can be built and expanded.

As Divisions and Groups are implemented, ‘Command’ continues to operate at the strategic level determining the overall strategy to deal with the incident.



**COMMAND STRUCTURE – DIVISIONS AND GROUPS, BASIC OPERATIONAL APPROACH**

Normally, at this type of incident, a Company Officer can effectively supervise his/her own crew and direct and coordinate the efforts of one or two additional companies assigned to his/her Division and/or Group. As operations expand in complexity and size and as additional Chief Officers become available, the Incident Commander should assign them to relieve Company Officers and assume Division and Group responsibilities.

The use of Divisions and Groups in the command organization provides a standard system to divide the incident scene into smaller subordinate Command units or areas. Span of control is critical to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates, with five being optimal. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.

The number of Divisions and Groups that can be effectively managed by the incident commander varies. In fast moving complex operations, a span of control of no more than five Divisions and Groups is indicated. In slower moving less complex operations, the Incident Commander may effectively manage more Divisions and Groups.

Where the number of Divisions and Groups exceeds the span of control that the Incident Commander can effectively manage, the Incident Management System should be divided into Branches whereby each Branch will assume responsibility for several Division and Groups and should be assigned a separate radio channel.

It is possible that a certain number of resources can mathematically determine the appropriate division of labor into the appropriate levels whether they be divisions, groups, branches or sections. Whether through traditional mutual aid or through the use of MABAS, the information provided herein includes accurate descriptions of each of these levels as well as Chief Officers, Directors and Supervisors. MABAS is predetermined to identify a specific number of personnel resources. Also included are various types of incidents that will indicate when more resources are required.

By simply determining the total number of personnel resources that you are requesting, combined with GFD personnel on scene, you can determine approximately how many subsets you have. Assuming a span of control of five, the IC will be able to mathematically create a benchmark of needed Divisions, Groups, and Branches needed to accomplish the mission. When understood, drilled and implemented, this process of situational awareness will have a significant impact on your overall timeline, a factor that is limited on an emergency scene. This concept is integral to our ICS training as a core competency, allowing a much better chance for success.

As an example, if we strike a second or third alarm at a structure fire, we could end-up with 50-plus personnel on scene. Divided by 5, our determined span-of-control, the IC would have approximately ten groups under his/her control. This number is unmanageable and requires a split to two Branches for adequate span of control. This level of awareness applies to all situations as a means of accountability through scalability as endorsed by NIMS.

Division and Group procedures also provide an array of major functions which may be selectively implemented according to the needs of a particular situation. This places responsibility for the details and execution of each particular function on a Division and Group Supervisor.

When effective Groups and have been established, the Incident Commander can concentrate on overall strategy and resource allocation, allowing the Division and Group Supervisors to manage his/her assigned units. The Incident Commander determines strategic goals and assigns tactical objectives and resources to the Division and/or Groups. Each Division and/or Group Officer is responsible for the tactical deployment of the resources at his/her disposal in order to complete the tactical objectives assigned by the Incident Commander. Division and Group Supervisors are also responsible for communicating needs and progress to Command.

Divisions and Groups reduce the overall amount of radio communications. Most routine communications within a Division and Group should be conducted in a face-to-face manner between Company Officers and his/her Division and Group Supervisor. This process reduces unnecessary radio traffic and increases the ability to transmit critical radio communications.

The safety of firefighting personnel represents the major reason for establishing Divisions and Groups. Each Division and Group Supervisor must maintain communication with assigned companies to control both his/her position and function.

The Division and/or Group Supervisor must constantly monitor all hazardous situations and risks to personnel. The Division and Group Supervisor must take appropriate action to ensure that companies are operating in a safe and effective manner.

'Command' Should Begin to Assign Divisions and Groups based on the Following Factors:

- Situations which will eventually involve a number of companies or functions, beyond the capability of 'Command' to directly control. 'Command' should initially assign Divisions and/or Group

responsibilities to the first companies assigned to a geographic or functional area, respectively, until other Officers are available to serve as Division and/or Group Supervisors.

- When 'Command' can no longer effectively manage the number of companies currently involved in the operation.
- When companies are involved in complex operations (large interior or geographic area, hazardous materials, technical rescues, etc.).
- When companies are operating from tactical positions which 'Command' has little or no direct control over (i.e. out of sight).
- When the situation presents special hazards and close control is required over operating companies (i.e., unstable structural conditions, hazardous materials, heavy fire load, marginal offensive situations, etc.). In these situations Divisions and Groups will be identified and the following information will be shared as noted below.
  - ❖ Expected tactical objectives.
  - ❖ Unit designation (i.e. South Exposure [Division] or Defensive Attack with master stream [Group]).
  - ❖ The identity of resources assigned to the Divisions and Groups.

Divisions and Groups will be regulated by the following procedures:

- It will be the on-going responsibility of 'Command' to assign Divisions and Groups as required for effective emergency operations. This assignment will relate to both Divisions and Groups.
- 'Command' shall advise each Division and Group Supervisor of specific tactical objectives. The overall strategy and plan will also be provided (time permitting), so that the Division and/or Group Supervisor has knowledge of the situation and the goal, as well as how his/her assignment fits into the overall strategic and tactical objective.
- The number of companies assigned to a Division and/or Group will depend upon conditions within that Division and/or Group. 'Command' will maintain an awareness of the number of companies operating within a Division and/or Group, and the capability of that Division and/or Group Supervisor to effectively direct the required operations. If a Division and/or Group Supervisor cannot control the resources within the Division and/or Group, he/she should notify the Incident Commander so that Division and/or Group responsibilities can be split, or other corrective action taken. In most cases five companies represents the maximum span of control for the Division and Group Supervisor.
- Divisions and/or Groups assigned to specific operating areas will be designated by either direction or function (i.e. East Division or Ventilation Group). When incidents involve odd or not universally understood geographic boundaries it may be confusing to assign directional designations to a Division. An alternate use of Divisions in the form of 'A', 'B', 'C', or 'D' Division may be used. Division 'A' would be the front of the building and any other Divisions and would go clockwise around the building in alphabetical order.

In multi-story occupancies, Divisions and Groups and will usually be indicated by floor numbers (i.e. Division '4' indicates '4th floor'). In some cases the floor Division identification may be subdivided into geographic areas such as 'Division 4 East' or 'Division4 West' depending on stairwell and floor access.

Divisions and Groups will be commanded by a Division or Group Supervisor. Division and Group Supervisors can be Chief Officers, Company Officers, or any other GFD Member designated by 'Command'.

Division and Group Supervisors will use the Division or Group designation in radio communications (i.e. 'North Division to Command', or 'Ventilation Group to Command').

In many cases, the initial Division and Group responsibility will be given to the Company Officer who received the initial assignment to a basic tactical position or function (north, attack, roof, etc.).

'Command' may assign a Command Officer to assume Division and Group responsibilities as soon as reasonably possible and as needed.

Transfer of Command procedures will be followed in transferring Division and Group responsibility. In some cases, a Division or Group Supervisor may be assigned to an area/function initially to evaluate and report conditions and advise the Incident Commander of needed tasks and resources. The assigned Supervisor will proceed to the area, evaluate and report conditions to the Incident Commander and assume responsibility for directing resources and operations within his/her assigned area of responsibility.

The Division and/or Group Supervisor must be in a position to directly supervise and monitor operations. This will require the Division and/or Group Officer be equipped with the appropriate protective clothing and equipment for his/her area of responsibility. Division and/or Group Officers assigned to operate within the hazard zone must be accompanied by a partner.

Division and/or Group Officers will be responsible for, and in control of, all assigned functions within their sector. This requires each Division and Group Officer to:

- Complete objectives assigned by the Incident Commander.
- Account for all assigned personnel.
- Ensure that operations are conducted safely.
- Monitor work progress.
- Redirect activities as necessary.
- Coordinate actions with related activities and adjacent sectors.
- Monitor welfare of sector personnel.
- Request additional resources as needed.
- Provide 'Command' with essential and frequent progress reports.
- Re-allocate resources within the Division and/or Group.

The Division and/or Group Officer should be readily identifiable and maintain a visible position as much as possible.

The primary function of Company Officer working within a Division and/or Group is to direct the operations of their individual crews in performing assigned tasks.

Company Officers will advise his/her Division and Group Supervisor of work progress, preferably on a face-to-face basis. All requests for additional resources or assistance within a Division and Group must be directed to the Division and Group Supervisor.

Division and Group Supervisors will communicate with 'Command.' Each Division and Group Supervisor will keep 'Command' informed of conditions and progress in the Division or Group through regular progress reports. The Division and Group Supervisors must prioritize progress reports to essential information only. 'Command' must be advised immediately of significant changes, particularly those involving the ability or inability to complete an objective, hazardous conditions, injury, accidents, structural collapse, etc.

When a company is assigned from Staging to an operating Division and/or Group, the company will be told the designation of the new Division or Group, and to which Division or Group Supervisor he/she will report. The new Division or Group Supervisor will be informed regarding which particular companies or crews have been assigned by the Incident Commander. It is then the responsibility of the new Division and/or Group Supervisor to contact the assigned company to transmit any instructions relative to the specific action requested.

Division and/or Group Supervisors will monitor the condition of the crews operating in their Division and/or Group. Relief crews will be requested and deployed in a manner to safeguard the safety of personnel and to maintain progress toward the objective.

Division and/or Group Supervisors will ensure an orderly and thorough reassignment of crews to Rehabilitation Group (Rehab). Crews must report to Rehab intact to facilitate accountability. Specific Rehabilitation information can be found in GFD Standard Operating Guideline #26.

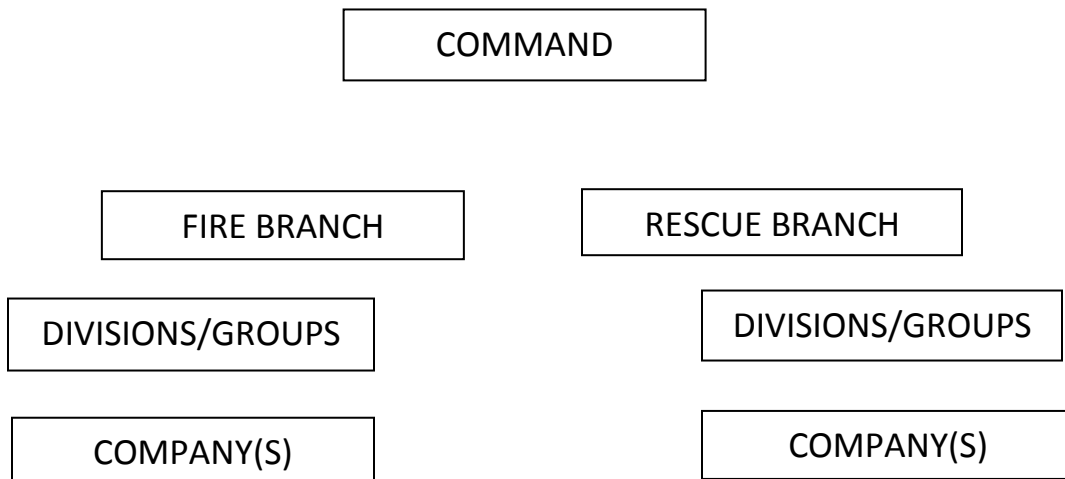
### **COMMAND AND STRUCTURE – EXPANDING THE ORGANIZATION WITH BRANCH OFFICERS**

As the incident organization grows in complexity and the span of control with Groups and Divisions is maximized, the Incident Commander may implement an additional intermediate level with the Command Organization. The Branch level of the organization is designed to provide COORDINATION between the Division/Groups and 'Command'. Branch Directors supervise and manage a number of Division and Group Supervisors and report to the Incident Commander.

- Strategic Level – Incident Commander
- Coordination Level – Branch Directors
- Tactical Level – Division and Group Supervisors
- Task Level – Companies (Crews)

Branch Directors should be utilized at incidents where the span of control with Divisions and Groups is maximized, incidents involving two or more distinctly different major management components (i.e. a large fire with a major evacuation, a large fire with a large number of patients, Main Street fire with Bench Street extension). The Incident Commander may elect to assign Branch Directors as forward positions to coordinate the activities between Divisions and Groups.





The intent of the Branch level of the Command structure is to split an incident into manageable components and reduce the span of control. Branch Directors will normally be utilized at very large scale incidents that involve two or more major components. The following types of incidents are examples where Branch Directors should be utilized.

- A hazmat incident that requires a major evacuation.
- A large scale incident spread over a wide geographic area.
- An incident with mass casualties and significant hazard (i.e., fire, hazmat, plane/train crash, floods, etc.).
- Any incident where the number of Divisions and/or Groups exceed the span of control that can be effectively managed by the Incident Commander.

Branch Directors manage and direct activities of Division and/or Group Officers. Branch Directors should operate on separate radio channels if possible, and if not at the Command Post, should monitor the main fire ground channel. The radio designation of Branch Directors should reflect the geographic or functional areas of the Branch (i.e., Fire Control Branch, Medical Branch, Hazmat Branch, West Branch, etc.). When 'Command' implements Branch Directors, the Division and/or Group Supervisors should be notified by 'Command' of their new Director. This information should include:

- The name of the Branch to which the Division and/or Group is now assigned.
- The radio channel upon which the Branch (and the Division and/or Group) is operating.

A Branch Director should be assigned to a Chief Officer whenever possible. Depending on the situation, Branch Directors may be located at the Command Post or at a remote location. When located at the Command Post, a Branch Director can communicate on a face-to-face basis with the Incident Commander and/or the Operations Officer. When an incident encompasses a large geographic area it may be more effective to have the Branch Director in a forward operating positions. When a Branch Director is sent to a forward position, they should utilize a Command Officer's vehicle as a forward Branch Command Post (when feasible). In these situations, 'Command' must assign Officers in the Command Post to monitor each Branch radio channel.

'Command' may occasionally be faced with a situation where he/she has very little control over operational Divisions and/or Groups. This would include Divisions and/or Groups in conflicting positions (i.e. opposing hose streams, interior crews with changing ventilation conditions, multiple Divisions and Groups spilling into each other, defensive fire operations in one area and offensive operations in the adjoining fire area.) 'Command' should utilize a Branch Director in these types of situations to go to a forward position and coordinate the activities of these Divisions and/or Groups.

Branch Officers are not limited to Operations. Any Officer may also implement Branches within their individual areas as needed, provided that the Incident Commander is aware of any change to the overall command structure and that all safety measures, including radio designation is addressed.

### **COMMAND STRUCTURE – EXPANSION TO MAJOR OPERATIONS AND UNIFIED COMMAND SECTIONS**

As a small incident escalates into a major incident additional organizational support will be required. As additional ranking Officers arrive on the scene, the Command Post organization may be expanded through the involvement of Command Officers and staff personnel to fill Section positions. Section Officers assist the Incident Command Staff with the overall management of the incident scene and operate at the Strategic Level. The Incident Commander implements Section Officers as needed, depending on the situation and priority of needs (one incident may only require a Logistics Section while another incident may require all the sections to be implemented).

In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Unified Command works best when the participating members of the Unified Command co-locate at the incident Command Post and observe the following practices:

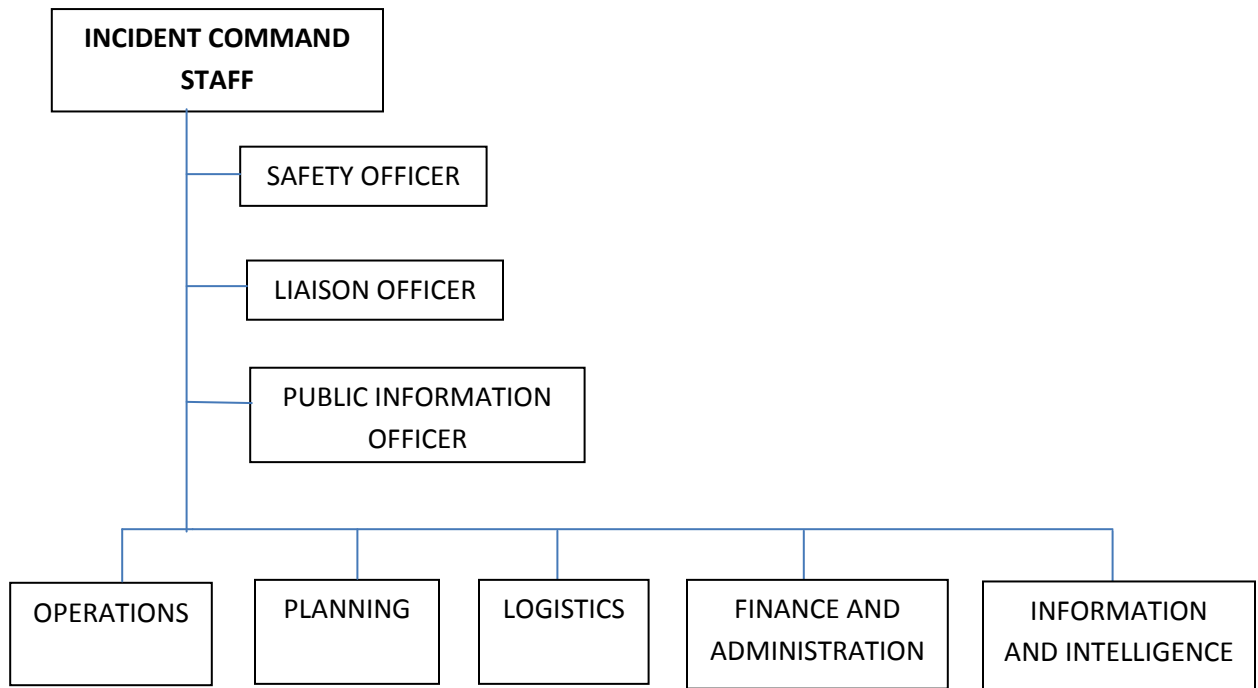
- Select an Operations Section Chief for each operational period.
- Keep each other informed of specific requirements.
- Develop a consolidated and written Incident Action Plan that is evaluated and updated at regular intervals.
- Establish procedures for joint decision making and documentation.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident, and those able to provide specific resource support participates in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; jointly planning tactical activities; integrating tactical operations; approving, committing, and making optimum use of all assigned resources.

Where the communications system permits, Section Officers should operate on separate radio channels and utilize the radio designation that identifies their Section (planning, logistics, etc.). During the initial phases of the incident the initial Incident Commander and his/her staff normally carry out these four

section functions. GFD's involvement and needs at the incident scene can be divided into sections. They are:

- INCIDENT COMMANDER – COMMAND STAFF
  - ❖ SAFETY OFFICER
  - ❖ LIAISON OFFICER
  - ❖ PUBLIC INFORMATION OFFICER
  
- GENERAL STAFF
  - ❖ OPERATION SECTION
  - ❖ PLANNING SECTION
  - ❖ LOGISTICS SECTION
  - ❖ FINANCE/ADMINISTRATIVE SECTION
  - ❖ INFORMATION AND INTELLIGENCE SECTION



## ASSIGNED TITLES

The following table depicts the distinctive title assigned to each element of the ICS organization at each corresponding level, as well as the leadership title corresponding to each individual element.

ORGANIZATIONAL ELEMENT	LEADERSHIP POSITION
INCIDENT COMMAND	INCIDENT COMMANDER (IC)
COMMAND STAFF	OFFICER
SECTION	SECTION CHIEF
BRANCH	BRANCH DIRECTOR
DIVISION AND GROUP*	DIVISION AND GROUP SUPERVISOR
STRIKE TEAM / TASK FORCE	LEADER
UNIT**	UNIT LEADER
SINGLE RESOURCE	BOSS

\* The hierarchical term 'supervisor' is only used in the Operations Section.

\*\* The Unit Leader designations apply to the sub-units of the Operations, Planning, Logistics, and Finance/Administration Sections.

## COMMON RESPONSIBILITIES

The following is a checklist applicable to all personnel in an Incident Command System organization.

- Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
  - ❖ Check-in - All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - ❖ Incident Action Plan - Response operations must be directed and coordinated as outlined in the Incident Action Plan.
  - ❖ Unity of Command - Each individual involved in incident operations will be assigned to only one supervisor.
  - ❖ Span of Control - Those responsible within his/her respective assignment must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - ❖ Resource Tracking. Those responsible within his/her respective assignment must record and report resource status changed as they occur.
  
- Receipt of assignment from your organization, including:
  - ❖ Job assignment (e.g., Strike Team designation, position, etc.)
  - ❖ Resource order number and request number.
  - ❖ Reporting location.
  - ❖ Reporting time.
  - ❖ Travel instructions.
  - ❖ Any special communications instructions (e.g., travel, radio frequency).

- Upon arrival at the incident, check-in at the designated check-in location. Check-in may be found at any of the following locations:
  - ❖ Incident Command Post (ICP).
  - ❖ Base or camps
  - ❖ Staging areas

NOTE: If you are instructed to report directly to a line assignment, check-in with the Division or Group Supervisor.

- Receive briefing from immediate supervisor.
- Agency Representatives from assisting or cooperating agencies report to the Liaison Officer (LO) at the ICP after check-in.
- Acquire work materials.

Supervisors shall maintain accountability for their assigned personnel with regard to exact location and personal safety and welfare at all times, especially when working in or around incident operations.

Supervisors will:

- Organize and brief subordinates.
- Assign radio frequency(s) for your area of responsibility and ensure that communication equipment is operating properly.
- Use clear text and NIMS terminology (**no codes**) in all radio communications. All radio communications to the Incident Communications Center will be addressed: “(Incident Name) Communications”.
- Complete forms and reports required of the assigned position and send through the Supervisor to the Documentation Unit.
- Respond to demobilization orders and brief subordinates regarding demobilization.

### **Unit Leader Responsibilities**

In the Incident Management System, a number of the Unit Leader responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists in subsequent duty positions.

- Review common responsibilities.
- Upon check-in receive briefing from the Incident Commander, Section Chief, or Branch Director as appropriate.
- Participate in incident planning meetings, as required.
- Determine current status of unit activities.
- Determine and request additional Unit staff, as needed.
- Determine and request resource needs.
- Confirm with dispatch the estimated time of arrival of staff and supplies.
- Assign specific duties, and 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).

## **COMMAND STAFF POSITIONS**

The Command Staff must continually interact and share vital information and estimate the current and future situation, as well as develop a recommended course of action for consideration and approval by the Incident Commander. Members of the Command Staff are typically identified in ICS as Safety Officer, Liaison Officer, and Public Information Officer. Additional positions may be required, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific requirements established by the Incident Commander. Command Staff members report directly to the Incident Commander.

### **Safety Officer (SO)**

The Safety Officer (SO) function is to develop and recommend measures for assuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. The SO monitors incident operations and advises the Incident Commander on all matters relating to operational safety. The SO is responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, implementation of measures to promote emergency responder safety, and the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. Only one Incident SO is designated (even under Unified Command). The SO, Operations Section Chief, and Planning Section Chief coordinate closely regarding operational safety and emergency responder health and safety issues. The SO coordinates safety management functions and issues across jurisdiction, across functional agencies, and with private-sector and nongovernmental organizations.

The SO may have assistants, as needed, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities, such as air operations, hazardous materials, etc. The major responsibilities of the Safety Officer are:

- Review common responsibilities.
- Participate in planning meetings.
- Identify hazardous situations associated with the incident.
- Review the Incident Action 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 and rehabilitation plan.
- Develop the Site Safety Plan and publish Site Safety Plan Summary (ICS form 208) as required.
- Maintain Unit/Activity Log (ICS Form 214).

### **Liaison Officer (LO)**

The Liaison Officer is the point of contact for representatives of other government agencies, non-governmental organizations, and/or private entities in either a single or Unified Command structure. Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the LO position on the Command Staff. Agency and organizational representatives have the authority to speak for their respective agencies on all matters, following appropriate consultations with their agency leadership.

Only one LO will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The LO may have assistants as needed, and the assistants may also represent assisting agencies or jurisdictions. The LO assigned to the incident is the contact for assisting and/or cooperating Agency Representatives. The major responsibilities of the Liaison Officer are:

- Review common responsibilities
- Serve as a contact point for Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives.
- Monitor check-in sheets daily to ensure that all Agency Representatives are identified.
- Assist in establishing and coordinating interagency contacts.
- Keep supporting agencies aware of the incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- Coordinate response resource needs for incident investigation activities with the Operation Section.
- Ensure that all required agency forms, reports and documents are completed prior to demobilization.
- Have debriefing session with the Incident Commander prior to departure.
- Maintain Unit/Activity Log (ICS Form 214).
- Coordinate activities of visiting dignitaries.

### **Public Information Officer (PIO)**

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. Whether the command structure is single or unified, only one incident PIO should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information.

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

One of the mechanisms available to the PIO on large incidents is to establish a **Joint Information System (JIS)**. The JIS provides an organized, integrated, and coordinated mechanism for ensuring decision makers and the public are fully informed throughout a domestic incident or other emergency. It includes plans, protocols, and structures used to provide information to the public during an emergency. Key elements of the JIS include interagency coordination and integration, developing and delivering coordinated messages, and support decision makers. The major responsibilities of the Public Information Officer are:

- Provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis.
- A separate JIS plan is used to provide information to the public during incident operations that is maintained by personnel trained to perform the duties of Public Information Officer.

- Encompass all public information operations related to an incident, including all Federal, State, local, tribal, and private organization PIOs, staff, and JICs established to support an incident.
- Perform interagency coordination and integration.
- Develop and deliver coordinated messages.
- Provide support for decision makers
- Be flexible, modular, and adaptable.

One way to ensure that public information is coordinated in an efficient manner is to establish a **Joint Information Center (JIC)**. The JIC becomes a central, physical location from which information can be coordinated across various jurisdictions and agencies as well as between governmental partners, the private sector, and nongovernmental agencies, incident commanders and multiagency coordination entities, working with the PIO, establish and oversee JICs and the process for coordinating and clearing public communications. The level of government at which the JIC is established will vary depending on the incident and local preferences and procedures. A single JIC location is preferable, but the JIS should be flexible enough to accommodate multiple JICs should the situation dictate that. Regardless of local preferences, JICs have the following common characteristics:

- The JIC includes representatives of all players in managing the response. This may include jurisdictions, agencies, private entities, and nongovernmental organizations.
- Each JIC must have procedures and protocols for communicating and coordinating effectively with other JICs within the appropriate components of the ICS organization.
- Representatives of each jurisdiction, agency, private sector organization, and nongovernmental organizations are involved in incident management activities.
- Multiple JIC locations may be required based on the conditions of an incident.
- Each JIC can communicate and coordinate with other JICs and other appropriate components of the ICS organization.

Agencies have different policies and procedures relative to the handling of public information. The following are the major functional responsibilities of the PIO, which would generally apply on any incident, are as follows:

- Review common responsibilities.
- Develop and/or review a media contact information list specific to the incident.
- Determine from the Incident Commander if there are any limits on information release.
- Develop material for use in media briefings.
- Obtain approval of the Incident Commander for all 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 the status of the incident to assigned personnel
- Maintain Unit/Activity Log (ICS Form 214).



## GENERAL STAFF

General Staff must continually interact and share vital information and estimated of the current and future situation and develop recommended courses of action for consideration by the Incident Commander.

The **Logistics Section** is the support mechanism for the organization. Logistics provides services and support systems to all the organizational components involved in the incident. The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required. The Logistics Section is also responsible for the accountability of all personnel working in the hazard zone of the incident. Command may assign the Logistics Section its own radio channel. The Logistic Section officer may establish Divisions, Groups or Branches for his/her Section as needed.

Roles and Responsibilities include:

- Manage rehabilitation.
- Manage personnel accountability within the hazard zone.
- Manage staging.
- Provide and manage any needed supplies or equipment.
- Forecast and obtain future resource needs (coordinate with the Planning Section).
- Provide needed communications equipment.
- Provide fuel and needed repairs for equipment.
- Obtain specialized equipment or expertise per 'Command'.
- Provide food and associated supplies.
- Secure any needed fixed or portable facilities.
- Coordinate immediate Critical Incident Stress Debriefing.
- Provide any other logistical needs as requested by 'Command'.
- Supervise assigned personnel.

The **Planning Section** is responsible for the collection, evaluation, dissemination and use of incident situation information and intelligence to the Incident Commander or Unified Command and incident management personnel about the development of the incident and the status of resources. Information and intelligence is needed in order to:

- Understand the current situation,
- Predict the probable course of incident events
- Prepare alternative strategies for the incident.

The Planning Section Chief prepares status reports, displays situation information, and maintains status of resources assigned to the incident. The Planning Section Chief also develops and documents the Incident Action Plan based on guidance from the Incident Commander or Unified Command. He/she also gathers and disseminates information and intelligence critical to the incident, unless the IC places this function elsewhere.

Roles and Responsibilities include:

- Review common responsibilities.
- Collect and process situation information about the incident.
- Supervise preparation of the Incident Action Plan (IAP) which will be approved by the Unified Command, prior to activation).
- Provide input to the Incident Commander and Operations Unit Leaders in preparing the incident action plan.
- Coordinate and Chair planning meetings and participate in other meetings as required.
- 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 the need for any specialized resources in support of the incident.
- If requested, assemble and disassemble Strike teams and Task Forces not assigned to Operations.
- Establish special information collection activities as necessary (e.g., weather, environmental, toxics, etc.).
- Assemble information on alternative strategies and provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation and implementation of the 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).

The Planning Section Chief can assign the following duties as necessary:

- Resources Unit Leader
- Check-In/Status Recorder
- Volunteer Coordinator
- Situation Unit Leader
- Display Processor
- Field Observer
- Documentation Unit Leader
- Demobilization Unit Leader
- Environmental Unit Leader
- Technical Specialists
- Weather observer
- Hazardous Materials Specialist
- Environmental specialist
- Training specialist
- Chaplain emergency response technical specialist
- Critical incident stress management
- Family assistance coordinator
- Human resources specialist
- Salvage & Engineering Technical Specialist

- Geographic information system (GIS) specialist
- Public health technical specialist
- Legal specialist

## PLANNING PROCESS

### Overview

Sound, timely planning provides the foundation for effective domestic incident management. The NIMS planning process described below represents a template for strategic, operational, and tactical planning that includes all steps an IC and other members of the Command and General Staffs should take to develop and disseminate an **Incident Action Plan (IAP)**. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to developing a written IAP. While an IAP is a valuable tool during any situation in which an IC is required, an IAP is essential when an incident will effectively span several operational periods; when changes in shifts of personnel and/or equipment are required; and when there is a need to document actions and/or decisions.

A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:

- Current information that accurately describes the incident situation and resource status.
- Predictions of the probable course of events.
- Alternative strategies to attain critical incident objectives.
- Accurate, realistic, IAP for the next operational period.

The Galena Fire Department IAP format is consistent with this Incident Command Procedure.

The following items represent a checklist of mandatory objectives of the Incident Action Plan:

- Includes overall incident objectives and strategies established by the IC/UC
- Addresses the mission and policy needs of each jurisdictional agency in the case of UC
- Addresses tactical objectives and support activities required for each operational period, generally defined as 12 to 24 hour increments
- Contains provisions for continuous incorporation of 'lessons learned' as incident management activities progress

Five primary phases must be followed, in sequence, to ensure a comprehensive IAP. These phases are designed to enable the accomplishment of incident objectives within a specified time. The IAP must provide clear strategic direction and include a comprehensive listing of the tactical objectives, resources, reserves, and support required to accomplish each overarching incident objective. The comprehensive IAP will state the sequence of events in a coordinated way for achieving multiple incident objectives.

The primary phases of the planning process are essentially the same for the IC who develops the initial plan, for the IC and Operations Section Chief revising the initial plan for extended operations, and for the Incident Management Team developing a formal IAP, each following a similar process. During the initial

stages of incident management, planners must develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead-time, staff, information systems, and technologies enable more detailed planning and cataloging of events and "lessons learned."

The five primary phases in the planning process are:

- **Understand the Situation.** This first phase includes gathering, recording, analyzing, and displaying situation and resource information in a manner that will ensure 1) a clear picture of the magnitude, complexity, and potential impact of the incident; and 2) the ability to determine which resources are required to develop and implement an effective IAP.
- **Establish Incident Objectives and Strategy.** The second phase includes formulating and prioritizing incident objectives and identifying an appropriate strategy. The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies. Reasonable alternative strategies that will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand. Evaluation criteria may include public health and safety factors; estimated costs; and various environmental, legal, and political considerations.
- **Develop the Plan.** The third phase involves determining the tactical direction and the specific resource, reserves, and support requirements for implementing the selected strategy for one operational period. This phase is usually the responsibility of the IC, who bases decisions on resources allocated to enable a sustained response. After determining the availability of resources, the IC develops a plan that makes the best use of these resources.  
Prior to the formal planning meetings, each member of the Command Staff and each functional Section Chief are responsible for gathering certain information to support these decisions. During the Planning Meeting, the Section Chiefs develop the plan collectively.
- **Prepare and Disseminate the Plan.** The fourth phase involves preparing the plan in a format that is appropriate for the level of complexity of the incident. For the initial response, the format is a well-prepared outline for an oral briefing. For most incidents that will span multiple operational periods, the plan will be developed in writing according to ICS procedures.
- **Evaluate and Revise the Plan.** The fifth phase addresses the planning process and includes the requirement to evaluate planned events and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should consistently compare planned progress with actual progress. When deviations occur and/or when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational period.

### **Responsibilities and Specific Planning Activities**

General Responsibilities -The following is a checklist of planning responsibilities and specific planning activities:

- General Responsibilities
  - ❖ The general responsibilities associated with the Planning Meeting and the development of the IAP is described below. The Planning Section Chief should review these with the General Staff prior to the planning meeting.

- The Planning Section Chief.
  - ❖ Conduct the Planning Meeting and coordinate preparation of the IAP
- Incident Commander.
  - ❖ Provide overall control objectives and strategy.
  - ❖ Establish procedures for off-incident resource ordering.
  - ❖ Establish procedures for resource activation, mobilization, and employment.
  - ❖ Approve completed IAP plan by signature.
- Finance Section Chief.
  - ❖ Provide cost implications of control objectives, as required.
  - ❖ Evaluate facilities being used to determine if any special arrangements are needed.
  - ❖ Ensure that the IAP is within the financial limits established by the IC.
- Operations Section Chief
  - ❖ Determine division work assignments and resource requirements.
- Logistics Section Chief
  - ❖ Ensure that incident facilities are adequate.
  - ❖ Ensure that the resource ordering procedure is made known to dispatch center.
  - ❖ Develop a transportation system to support operational needs.
  - ❖ Ensure that the section can logistically support the IAP.
  - ❖ Place order(s) for resources.

**Pre-Planning Steps - Understanding the Problem and Establishing Objectives and Strategy.**

The Planning Section Chief should take the following actions prior to the initial Planning Meeting (if possible, obtaining a completed Incident Briefing Form ICS 201).

- Evaluate the current situation and decide whether the current planning is adequate for the remainder of the operational period (i.e., until next plan takes effect).
- Advise the IC and the Operations Section Chief of any suggested revisions to the current plan, as necessary.
- Establish a planning cycle for the IC.
- Determine planning meeting attendees in consultation with the IC. For major incidents, attendees should include.
  - ❖ Incident Commander.
  - ❖ Command Staff members.
  - ❖ General Staff members.
  - ❖ Resources Unit Leader.
  - ❖ Situation Unit Leader.
  - ❖ Air Operations Branch Director (if established).
  - ❖ Communications Unit Leader.
  - ❖ Technical and/or Specialists (as required).

- ❖ Agency representatives (as required).
- ❖ Establish the location and time for the Planning Meeting.
- ❖ Ensure that planning boards and forms are available.
- ❖ Notify necessary support staff about the meeting and respective assignments.
- ❖ Ensure that a current situation and resource briefing will be available for the meeting.
- ❖ Obtain an estimate of regional resource availability from carrier or dispatch for use in planning for the next operational period.
- ❖ Obtain necessary policies, legal documents or considerations, and/or fiscal availability or constraint for use in the Planning Meeting.

### **Conducting the Planning Meeting**

The Planning Meeting is generally conducted by the Planning Section Chief. The checklist that follows is intended to provide a basic sequence of steps to aid the Planning Section Chief in developing the IAP. The planning checklist is used with the ICS Planning Matrix Board and/or ICS Form 215—Operational Planning Worksheet. The worksheet is laid out in the same manner as the Planning Matrix Board. Every incident must have an action plan, although not all incidents require written plans. The need for written plans and attachments is based on the requirements of the incident and the decision of the IC.

The Planning Meeting checklist is as follows:

- Provide briefing on situation and resource status (Planning Section)
- Establish control objectives (IC)
- Determine and plot control lines and division boundaries (Operations Section)
- Specify tactics for Divisions and Groups (Operations Section)
- Specify resources needed by Divisions and Groups (Operations Section, Planning Section)
- Specify facilities and reporting locations plot on map (Operations Section, Planning Section, and Logistics Section)
- Place resource and overhead personnel order (Logistics Section)
- Consider communications, medical, and traffic plan requirements (Planning Section, Logistics Section)
- Finalize, approve, and implement IAP (IC, Planning Section, and Operation Section)

### **Provide Briefing on Situation and Resource Status**

The Planning Section Chief and/or Resources and Situation Unit Leaders should provide an up-to-date briefing on the situation. Information for this briefing may come from any or all of the following sources:

Initial Incident Commander  
 Current Incident Commander  
 Carrier Person-in-Charge  
 Property Owner  
 Incident Briefing Form (ICS 201)  
 Field observations  
 Operations reports

### **Set Control Objectives**

This step is accomplished by the IC. The control objectives are not limited to any single operational period but will encompass the total incident situation. The IC will establish the general strategy to be used and will affirm any major policy, legal consideration, fiscal availability, or constraints on accomplishing the objectives, and will offer appropriate contingency considerations.

### **Plot Control Lines and Division Boundaries on Map**

This step is normally accomplished by the Operations Section Chief (for the next operational period) in conjunction with the Planning Section Chief who will determine control line locations, establish division and branch boundaries for geographical divisions, as well as determine the need for functional Divisions and Groups assignments for the next operational period. These will be plotted on the map.

### **Establishment of Specific Tactics for Each Division**

After determining Division geographical assignments, the Operations Section Chief will establish the specific work assignments to be used for each Division and Group for the next operational period. Tactics (work assignments/tasks) must be specific and must be within the boundaries set by the IC's general control objectives (strategies). These work assignments should be recorded on the planning matrix.

The IC, Operations Section Chief, and Logistics Section Chief should also at this time consider the need for any alternative strategies or tactics and ensure that these are properly noted on the planning matrix.

### **Specify Resource-Need by Division**

After specifying tactics for each Division and Group, the Operations Section Chief, in conjunction with the Planning Section Chief, will determine the resource needs by Division and Group to accomplish the work assignments. Resource needs will be recorded on the planning matrix. Resource needs should be considered on basis of the type of resources required to accomplish the assignment.

### **Specify Operations Facilities and Reporting Locations and Plot on Map**

The Operations Section Chief, in conjunction with the Planning and Logistics Section Chiefs, should designate and make available the facilities and reporting locations required to accomplish Operations Section work assignments. The Operations Section Chief should also at this time indicate the reporting time requirements for the resources and any special resource assignments.

### **Resource and Personnel Request Update**

At this time, the Planning Section Chief should assess resource needs using the information indicated by the Operations Section Chief as well as resources data available from the Planning Section's Resources Unit. The planning matrix, when properly completed, will show resource requirements and the resources available to meet those requirements. Subtracting the resources available from those required will indicate any additional resource needs. From this assessment, a new resource order can be developed and provided to the IC for approval and then placed through appropriate channels by the Logistics Section.

## Communications, Medical, and Traffic Plan Requirements

The IAP will normally consist of the Incident Objectives (ICS 202), Organization Chart (ICS 203), Division Assignment List (ICS 204), and a map of the incident area. Larger incidents may require additional supporting attachments, such as a separate Communications Plan (ICS 205), a Medical Plan (ICS 206), and possibly a Traffic Plan. The Planning Section Chief must determine the need for these attachments and ensure that the appropriate units prepare such attachments. For major incidents, the IAP and attachments will normally include the items:

### The IAP and Typical Attachments

<u>Components</u>	<u>Normally Prepared By</u>
Incident Objectives (ICS 202)	Incident Commander
Organization List or Chart (ICS 203)	Resources Unit
Assignment List (ICS 204)	Resources Unit
Communications Plan (ICS 205)	Communications Unit
Logistics Plan	Logistics Unit
Responder Medical Plan (ICS 206)	Medical Unit
Incident Map	Situation Unit
Health and Safety Plan	Safety Officer

### Other Potential Components

(Scenario dependent)

Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization Plan	Demobilization Unit
Operational Medical Plan Technical	Specialist
Evacuation Plan	Technical Specialist
Site Security Plan	Law Enforcement Specialist
Investigative Plan	Law Enforcement Specialist
Evidence Recovery Plan	Law Enforcement Specialist
Other	As Required

Prior to the completion of the plan, the Planning Section Chief should review the Division and Group tactical work assignments for any changes due to lack of resource availability. The Resource Unit may then transfer Division and Group assignment information, including alternatives, from the planning matrix board or form (ICS 215) onto the Division Assignment Lists (ICS 204).

### Finalize, Approve, and Implement the Incident Action Plan

The Planning Section is responsible for seeing that the IAP is completed, reviewed, and distributed. The following is the sequence of steps for accomplishing this:

- Establish a deadline for completing IAP attachments.
- Obtain plan attachments and review them for completeness and approval.
- Determine the number of IAP's required.



- Arrange with the Documentation Unit to reproduce the IAP.
- Review the IAP to ensure it is accurate, up to date and complete prior to the operations briefing and plan distribution.
- Provide the IAP briefing plan, as required, and distribute the plan prior to beginning of the new operational period.

### ICS Forms Related to the Planning Process

Number	Purpose
ICS-201 (p.1)	Incident Briefing
ICS-201 (p.2)	Summary of Current Actions
ICS-201 (p.3)	Current Organization
ICS-201 (p.4)	Resources Summary
ICS-202	Incident Objectives
ICS-203	Organization Assignment List
ICS-204	Assignment List
ICS-205	Incident Radio Communications Plan
ICS-206	Medical Plan
ICS-207	Organizational Chart
ICS-209	Incident Status Summary, with Instructions
ICS-210	Status Change Card
ICS-211	Check-In-List
ICS-213	General Message
ICS 215	Operational Planning Worksheet

### The Operations Section Chief

The Operations Section Chief (OPS) is a member of the General Staff and is responsible for the management of all operations directly applicable to the primary mission. The Operations Section Chief will establish tactical objectives for each operational period, with other section chiefs and unit leaders establishing their own supporting objectives. The Operations Section Chief may have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multijurisdictional incidents. An Operations Section Chief should be designated for each operational period and should have direct involvement in the preparation of the Incident Action Plan for the corresponding period of responsibility. When Unified Command is activated, all participants agree on the designation of the Operations Section Chief.

The Operations Section Chief activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The Operations Section Chief reports to the Incident Commander. Major responsibilities and duties include:

- Directs the preparation of unit operational plans.
- Requests or releases resources makes expedient changes to the IAP, as necessary.
- Reviews common responsibilities.
- Develops operations portion of IAP.
- Briefs and assigns Operations Section personnel in accordance with the IAP.

- Supervises Operations Section.
- Determines the need and request additional resources.
- Reviews suggested list of resources to be released and initiate recommendation for release of resources.
- Assembles and disassembles strike teams assigned to the Operations Section.
- Report information about special activities, events, and unanticipated or unplanned occurrences to the IC.
- Directs the tactical implementation of the Incident Action Plan.
- Maintains Unit/Activity Log (ICS Form 214).

### **Branch Director**

Branches are established when the number of Divisions or Groups exceeds the recommended span of control for the Operations Section Chief. The Branch Directors when activated, and under the direction of the Operations and are responsible for the implementation of the portion of the IAP appropriate to the Branches. The major responsibilities of the Branch Director are:

- Review Common Responsibilities.
- Develop with subordinates alternatives for Branch control operation.
- Attend planning meetings at the request of the Operations Section Chief.
- Review Division and Group Assignments lists (ICS Form 204) for Divisions and Groups within the Branch.
- Modify lists based on effectiveness of current operations.
- Assign specific work tasks to Division and Group Supervisors.
- Supervise Branch operations.
- Resolve logistic problems reported by subordinates.
- Report to OPS in the following circumstances:
  - ❖ When the IAP is to be modified based on situational changes.
  - ❖ When additional resources become available or are depleted for any reason.
  - ❖ When any hazardous situation or significant event occur.
- Approve accident and medical reports originating within the Branch.
- Maintain Unit/Activity Log (ICS Form 214).

### **Division and Group Supervisor**

Divisions and Groups and are established when the number of resources exceeds the manageable span of control of the Incident Commander and the Operations Section Chief. Divisions are established to divide an incident into physical or geographical areas of operation. Groups and are established to divide the incident into functional areas of operation. For certain types of incidents, for example, the Incident Commander may assign intelligence-related activities to a functional Groups in the Operations Section. There also may be additional levels of supervision below the Division and Group level.

The Division and Group Supervisor reports to the Operations Section Chief (or Branch Director when applicable). The Supervisor is responsible for the implementation of the assigned portion of the IAP, assignment of resources within the Division and Group, and reporting on the progress of control operations

and status of resources within the Division and Group. The major responsibilities of the Division and Group Supervisor are:

- Review Common Responsibilities.
- Implement IAP for Division and/or Group.
- Provide the IAP to Strike Team Leaders, when available.
- Identify increments assigned to the Division and/or Group.
- Review Division and/or Group assignments and incident activities with subordinates and assign tasks.
- Ensure that the IC and/or Resource Unit are advised of all changes in the status of resources assigned to the Division and/or Group.
- Coordinate activities with adjacent Divisions and/or Groups.
- Determine need for assistance on assigned tasks.
- Submit situation and resources status information to the Branch Director or the OPS.
- Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness, discovery of unanticipated sensitive resources) to the 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 and/or Group.
- Participate in the development of Branch plans for the next operational period.
- Maintain Unit/Activity Log (ICS form 214)

**Resources** refer to the combination of personnel and equipment required to enable incident management operations. Resources may be organized and managed in three different ways, depending on the requirements of the incident

- Task Force
- Strike Team
- Single Resource

### **Strike Team/Task Force Leader**

The Strike Team/Task Force leader reports to a Division and/or 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 Divisions and/or Group Supervisor, and maintains work records on assigned personnel.

### **Task Force**

A Task Force is any combination of resources put together to accomplish a specific mission. Task Forces have a designated leader and operate with common communications. Combining resources into Task Forces allows several key resource elements to be managed under one individual's supervision, thus aiding in span of control.

## **Strike Team**

A Strike Team consists of a set number of resources of the same kind and type operating under a designated leader with common communications between them. Strike Teams represent known capability and are highly effective management units.

The major responsibilities of the Strike Team/Task Force Leader are:

- Review common responsibilities
- Review common Unit Leader responsibilities
- Review assignment with team members 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 and/or Group Supervisor
- Maintain Unit/Activity Log (ICS Form 214)

NOTE: The use of Strike Teams and Task Forces is encouraged, wherever possible, to optimize the use of resources, reduce the span of control over a large number of single resources, and reduce the complexity of incident management coordination and communications.

## **Single Resource**

A Single Resource may be deployed on an individual basis. The person in charge of a single tactical resource is the Single Resource Boss. This is typically the case in the context of the initial response to the incident. During sustained operations, situations will typically arise that call for the use of a single helicopter, specialized vehicle, mobile equipment, etc.

The major responsibilities of the Single Resource Boss are:

- Review common responsibilities
- Review assignments
- Obtain necessary equipment and supplies
- Review weather/environmental conditions for assigned 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 current and relief personnel to 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
- Maintain Unit/Activity Log (ICS Form 214)

## **Staging Area Supervisor**

The Staging Area Supervisor is responsible for managing all activities within a Staging Area. The major responsibilities of the Staging Area Supervisor are:

- Review common responsibilities.
- Proceed to Staging Area.
- Establish Staging Area layout.
- Determine access and egress routes.
- 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 requests for resource assignments (Note: This may be direct from the Operations Chief or via the Incident Communications Center.).
- Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.
- Determine the required resource levels from the Operations Chief.
- Advise the Operations Chief when reserve levels reach minimums.
- Maintain and provide status of all resources in Staging Area to Resource Unit.
- Maintain Staging Area in an orderly condition.
- Demobilize Staging Area in accordance with the Incident Demobilization Plan.
- Maintain Unit/Activity Log (ICS Form 214).

#### **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. Some incidents may require one specific function (i.e. Cost analysis). In this case this service may be provided by a technical specialist in the Planning Section. The major responsibilities of the Finance/Administration Section Chief are:

- Review common responsibilities.
- Attend planning meetings as required.
- Manage all financial and cost analysis information as requested.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section.
- Approve and fulfill supply and support needs.
- Determine the need to set up and operate an incident commissary.
- Meet with Assisting and Cooperating Agency Representatives as needed.
- Maintain regular and daily contact with 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 the incident.
- Maintain Unit/Activity Log (ICS Form 214).

Within the Finance/Administration Section, the Chief may assign any or all of the following positions within his/her section, as necessary.

- Equipment Time Recorder
- Personnel Time Recorder
- Commissary Manager
- Procurement Unit Leader
- Compensation/Claims Unit Leader
- Compensation For Injury Specialist
- Claims Specialist
- Cost Unit Leader

### **Time Unit Leader**

The Time Unit Leader is responsible for personnel and equipment time recording and for managing the commissary operations. The major responsibilities of the Time Unit Leader are:

- Review common responsibilities.
- Review Unit Leader Responsibilities.
- Determine incident requirements for time recording function.
- Determine resource needs.
- Contact appropriate agency personnel/representatives.
- Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
- Establish time-unit objectives.
- Maintain separate logs for overtime hours.
- Establish commissary operation on larger or long-term incidents as needed.
- Submit cost estimate data forms to the Cost Unit, as required.
- Maintain security of records.
- Ensure that all records are current and complete prior to demobilization.
- Release time reports from assisting agency personnel to the respective representatives prior to demobilization.
- Brief the Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- Maintain Unit/Activity Log (ICS Form 214).

### **Information and Intelligence Section**

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information, but also other operational information such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data that may come from a variety of different sources.

Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be

appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a “need-to-know” to ensure that they support decision-making.

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

- Within the Command Staff - This option may be appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.
- As a unit within the Planning Section - This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.
- As a Branch within the Operations Section - This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
- As a separate General Staff Section - This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a “need-to-know” to ensure that they support decision-making.

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

## **AREA COMMAND**

Area Command is activated only if necessary, and depends on the complexity of the incident and the incident management span-of-control considerations. An Area Command is established either to oversee the management of multiple incidents that are being handled by a separate ICS organization, or to oversee the management of a very large incident that involves multiple ICS organizations.

Area Command is established, when necessary, to:

- Oversee the management of multiple incidents that are each being handled by a separate ICS organization

- Oversee the management of a very large incident that involves multiple ICS organizations
- Manage a number of incidents in the same area and of the same type

Incidents that are not site specific or are geographically dispersed, or evolve over a long period of time such as a biological event may require the use of area command. Acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between federal, state, local, private-sector and nongovernmental organizations. Area Command is also used when the area a large number of incidents in the same area and of the same type. These represent incidents that may compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and are coordinated through the Emergency Operations Center (EOC).

If the incidents under the authority of area command are multi-jurisdictional, then a Unified Area Command should be established. Area Command should not be confused with the functions performed by an EOC. An Area Command oversees management of incident(s), while the EOC coordinates supports functions and provided resources support.

It is important to note that Area Command does not have operational responsibilities. For incidents under its authority, the Area Command:

- Sets overall agency incident-related priorities.
- Allocates critical resources according to established priorities.
- Ensures that incidents are managed properly.
- Ensures effective communications.
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifies critical resource needs and reports them to Emergency Operation Centers.
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
- Provides for personnel accountability and a safe operating environment.

### **EMERGENCY OPERATIONS CENTER**

Emergency Operations Centers (EOCs) may be permanent organizations and facilities or may be established to meet temporary, short-term needs. The physical size, staffing, and equipping of an EOC will depend of the size of the jurisdiction, resources available and anticipated incident management workload. EOCs may be organized and staffed in a variety of ways.

Regardless of the specific organizational structure used, EOCs should include the following core functions:

- Coordination
- Communications
- Resource dispatch and tracking
- Information collection, analysis, and dissemination



## **MULTI-AGENCY COORDINATION ENTITIES**

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

- Ensure each agency involved in incident management activities is providing appropriate situational awareness and resource status information.
- Establish priorities between incidents and/or Area Commands in concert with the IC or UC(s) involved.
- Acquire and allocate resources required by incident management personnel in concert with the priorities established by the IC or UC.
- Anticipate and identify future resources requirements.
- Coordinate and resolve policy issues arising from the incident(s).
- Provide strategic coordination as required.
- Ensure improvements in plans, procedures, communications, staffing, and other capabilities are acted upon, following the incident(s).
- Ensure necessary improvements are coordinated with appropriate preparedness organizations following the incident(s).

## **GLOSSARY OF KEY TERMS**

### **Agency**

An agency is 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 Representative**

A person assigned by a primary, assisting, or cooperating 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 incident management activities following appropriate consultation with the leadership of that agency.

### **Area Command (Unified Area Command)**

An organization established to oversee the management of multiple incidents that are each being handled by an ICS organization or to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

### **Assessment**

Assessment refers to the evaluation and interpretation of measurements and other information to provide a basis for decision-making.

### **Assignments**

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

### **Assistant**

The 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. See also Supporting Agency.

### **Authority Having Jurisdiction**

A person who has the delegated authority to determine, mandate, and enforce code requirements established by jurisdictional governing bodies.

**Available Resources**

Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch**

The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the section and the Division/Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of numerals, the alphabet, or by functional area.

**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. Check-in locations include the Incident Command Post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief**

The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (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**

In an incident management organization, the Command Staff consists of the Incident Commander 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. They may have an assistant or assistants, as needed.

**Common Operating Picture**

A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit**

An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**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.

**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.

**Dispatch**

The ordered movement of a resource or resources to an assigned operational 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. (See 'Group')

**Emergency**

Absent a Governor or Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Operations Center (EOC)**

The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan**

The plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information**

Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

## **Emergency Response Provider**

Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

## **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. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

## **Federal**

Of or pertaining to the Federal Government of the United States of America.

## **Fire Doctrine**

The four main principles that determine whether we begin an aggressive offensive fire attack.

- Firefighters are committed to interior offensive firefighting only if absolutely necessary.
- Not acting presents a compelling risk.
- We must have and apply an overwhelming force to engage and prevail over the fire.
- We must have an exit strategy within all areas of the fire ground for firefighters.

## **Fire Modes of Attack**

The ***defensive attack mode*** encourages firefighters to consider an exterior attack and to cautiously consider the potential for flashover, collapse, injury and death, by evaluating smoke conditions, building construction, fire load, duration of fire, and rescue necessity, and should consciously base their decisions on a risk/benefit. We should consider aggressive action carefully and based on a high probability of success in savable property and savable lives.

The ***transitional dynamic attack mode*** includes an aggressive attack incorporating exterior water application as quickly as possible instead of running headlong into the interior for extinguishment. This mode involves a solid size-up or 360° survey of the structure, and the information gathered at this point is most critical in determining whether we can cut loose for aggressive actions.

The ***cautious aggressive attack mode*** should exist throughout the entire fire attack. This requires a thorough 360 degree size-up and consideration of a transitional posture until we actually cross into the IDLH plane into zero visibility. Once we move from the transitional posture to a cautious aggressive posture, we finally commit to either defensive or offensive fire attack. We must also remember that many times, our success in saving lives and property can combine the defensive and offensive postures— but only separately, not simultaneously. Consider a cautious posture, which can be offensively or defensively aggressive.

The ***aggressive fire attack mode*** is the cornerstone of firefighting, and also is mentioned far too often in reports of line-of-duty injuries and death. Because of aggressive activities in such a fast-paced, dynamic, and unpredictable environment, we often move into harm's way because of insufficient risk assessment at structural fires. We can still be aggressive and perform quick actions by recognizing and creating more proactive actions. A more accurate sense of our risk vs. reward capabilities on arrival allows us a more intelligent, quick-thinking decision making process in such a fast-paced, dangerous environment, justifying our aggressive action.

### **Function**

Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

### **Galena Fire Department**

Professional volunteer department in NW Illinois dedicated to serving Galena and surrounding rural areas with a commitment to our mission of enhancing the quality of life and unique character of Galena by providing excellent fire and rescue services with well-trained personnel.

### **General Staff**

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.

### **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.

### **Homeland Security Presidential Directive (HSPD-5)**

HSPD-5 required the Secretary of Homeland Security to establish a mechanism for ensuring the ongoing management and maintenance of NIMS. The Secretary established the National Integration Center (NIC) to serve as an asset for government agencies, the private sector, and nongovernmental organizations that are implementing NIMS.

### **Immediately Dangerous to Life or Health (IDLH)**

Defined by the US National Institute for Occupational Safety and Health (NIOSH) as exposure to airborne contaminants that is likely to cause death or immediate or delayed permanent adverse health effects or prevent escape from such an environment.

**Incident**

An occurrence or event (natural or human-generated) that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP)**

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 Command Post (ICP)**

The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**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. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC)**

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 Management Team (IMT)**

The IC and 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.

**Initial Action**

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

**Initial Response**

Resources initially committed to an incident.

**Intelligence Officer**

The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Joint Information Center (JIC)**

A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS)**

Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**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., city, county, tribal, State, or Federal 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 (LO)**

A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local Government**

A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or



instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

### **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.

### **Major Disaster**

As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

### **Management by Objective**

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

### **Mitigation**

The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

### **Mobilization**

The process and procedures used by all organizations (state, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

### **Multiagency Coordination Entity**

A multi-agency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

### **Multiagency Coordination Systems**

Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

### **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 will be managed under Unified Command.

### **Mutual-Aid Agreement**

Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

### **Mutual Aid Box Alarm System (MABAS)**

MABAS, in partnership with IEMA (Illinois Emergency Management Agency) is established as a statewide (Illinois), non-discriminatory mutual aid response system for fire, EMS and specialized incident operational teams. This system operates at the local level as well as defines a resource response plan to any location within the state when the Governor orders a Declaration of Disaster.

### **National**

Of a nationwide character, including the state, local, and tribal aspects of governance and policy.

### **National Disaster Medical System (NDMS)**

A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

### **National Incident Management System (NIMS)**

A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems

for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

### **National Response Plan**

A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

### **Nongovernmental Organization**

An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but 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 American Red Cross.

### **Operational Period**

The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

### **Operations Section**

The section responsible for all tactical incident operations. In ICS, it normally includes subordinate Branches, Divisions, and Groups.

### **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.

### **Planning Meeting**

A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

### **Planning 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**

The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing

guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

### **Preparedness Organizations**

Groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning Groups and , and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

### **Prevention**

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

### **Private Sector**

Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

### **Processes**

Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

### **Public Information Officer**

A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

### **Publications Management**

The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

### **Qualification and Certification**

This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

### **Reception Area**

This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

### **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.

### **Recovery Plan**

A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

### **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.

### **Resource Management**

Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

### **Resources Unit**

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

### **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. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

### **Safety Officer (SO)**

A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

### **Section**

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

### **Span of Control**

The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.) GFD uses a ratio of 1:5 span of control, subject to existing circumstances.

### **Staging Area**

Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

### **State**

When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

### **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 decisions, policy development, and the application of measures of performance or effectiveness.

### **Strike Team**

A set number of resources of the same kind and type that have an established minimum number of personnel.

### **Strategy**

The general direction selected to accomplish incident objectives set by the Incident Commander.

**Supporting Technologies**

Any technology that may be used to support the NIMS is included in this subsystem. These technologies include photo mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**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, local, and tribal 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 and hazardous material assessments).

**Terrorism**

Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat**

An indication of possible violence, harm, or danger.

**Tools**

Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal**

Any Indian tribe, band, nation, or other organized groups or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type**

A classification of resources in the ICS 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 Area Command**

A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command.)

**Unified Command (UC)**

An application of ICS used when there is more than one agency with 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 having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command**

The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**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. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.



## Rules of Engagement for Firefighter Survival

Size-up your tactical area of operation.

Determine the occupant survival profile.

**DO NOT** risk your life for lives or property that cannot be saved.

Extend limited risk to protect savable property.

Extend vigilant and measured risk to protect and rescue savable Lives.

Go in together, stay together, exit together.

Maintain continuous awareness of your air supply, situation, location, and fire conditions.

Constantly monitor fire ground communications for critical radio reports.

You are required to report unsafe practices or conditions that can harm you.

Stop, evaluate and decide.

You are required to abandon your position and retreat before deteriorating conditions can harm you.

Declare a **MAYDAY** as soon as you **THINK** you are in danger.

GFD \_\_\_\_\_  \_\_\_\_\_ EGH

## The Incident Commanders Rules of Engagement for Firefighter Safety

Rapidly conduct, or obtain, a 360-degree size-up of the incident.

Determine the occupant survival profile.

Conduct an initial risk assessment and implement a safe action plan.

If you do not have the resources to safely support and protect firefighters, seriously consider a defensive strategy.

DO NOT risk firefighter lives for lives or property that cannot be saved.

Extend limited risk to protect savable property.

Extend vigilant and measured risk to protect and rescue savable lives.

Act upon reported unsafe practices and conditions that can harm firefighters.

Stop, evaluate and decide.

Maintain frequent two-way communications and keep interior crews informed of changing conditions.

Obtain frequent progress reports and revise the action plan.

Ensure accurate accountability of all firefighters' location and status.

If, after completing the primary search, little or no progress toward fire control has been achieved - seriously consider a defensive strategy.

Always have a rapid intervention team in place at all working fires.

Always have firefighter rehab services in place at all working fires.

GFD \_\_\_\_\_  \_\_\_\_\_ EGH