E/L 0958

NIMS ICS All-Hazards Operations Section Chief Course

Student Manual

March 2025

Version 1.0

FEMA, state, and local officials at a Choctaw home site in Weir, Mississippi, in response to the deadly tornado of April 24, 2010.

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Table of Contents

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Unit 1: Course Introduction

STUDENT MANUAL

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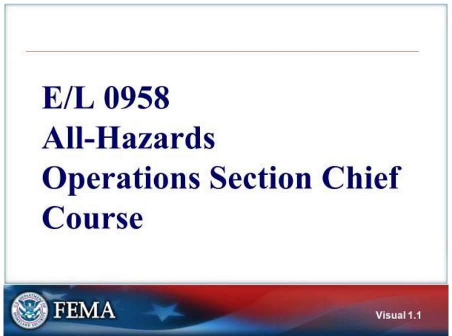
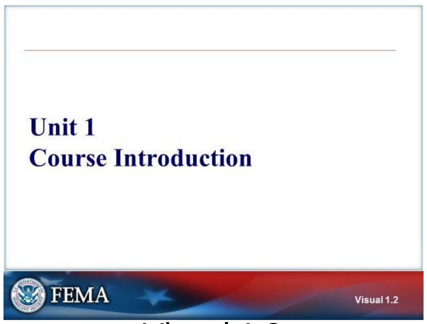


Visual 1.1

E/L 0958: ALL-HAZARDS OPERATIONS SECTION CHIEF COURSE



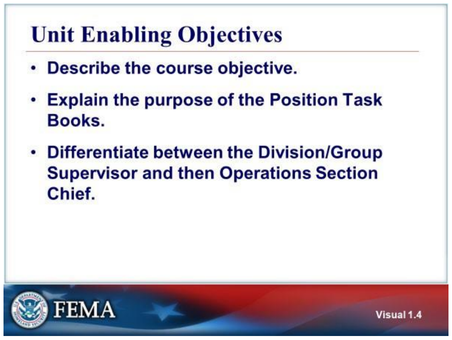
Visual 1.2

UNIT 1: COURSE INTRODUCTION

Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify course objectives and position-specific resource materials for the position of Operations Section Chief.

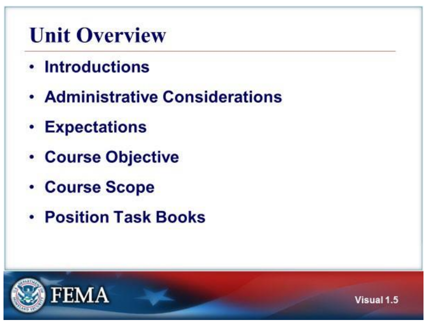


Visual 1.4

UNIT ENABLING OBJECTIVES

- Describe the course objective.
- Explain the purpose of Position Task Books.
- Differentiate between the Division/Group Supervisor and the Operations Section Chief.

The Pretest and Final Exam are based on the Enabling Objectives from Unit 2 – 9.

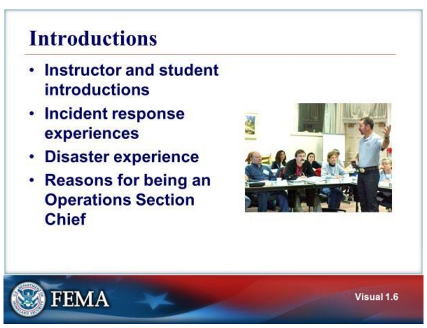


Visual 1.5

UNIT OVERVIEW

This visual provides a general overview of the topics to be covered in the unit.

Through this unit, students will learn the objectives of the course, be instructed on the use and purpose of Position Task Books and receive an OSC version of this resource.

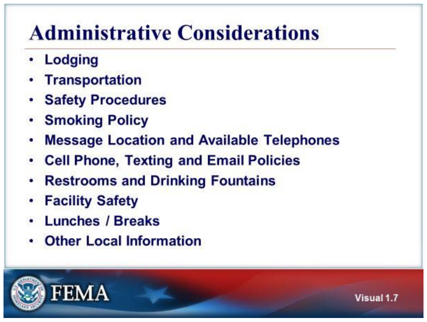


Visual 1.6

INTRODUCTIONS

The instructor gives an overview of their personal experience as an Operations Section Chief and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be an Operations Section Chief.



Visual 1.7

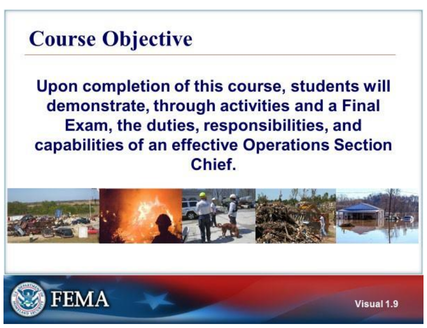
ADMINISTRATIVE CONCERNS

- Lodging
- Transportation
- Safety Procedures
- Smoking policy
- Message location and available telephones
- Cell phone, texting, and email policies
- Restrooms and drinking fountains
- Facility safety
- Lunches/Breaks
- **Other local information**

Visual 1.8

EXPECTATIONS

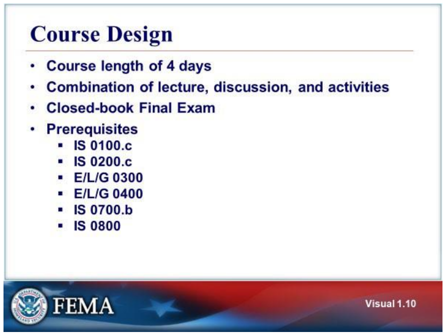
Share your expectations for the course.



Visual 1.9

COURSE OBJECTIVE

Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of an effective OSC.



Visual 1.10

COURSE DESIGN

The course is scheduled to be 4 days in length. Through a combination of lecture, discussion, and activites, you will be provided the knowledge to meet the objectives of the course. Your interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of IMT (in this course, Operations Section Chief) in an all-hazards context.

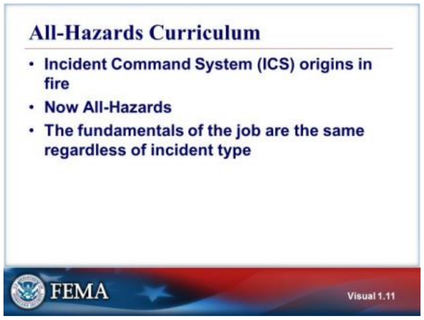
Prerequisites -

- IS 0100 An Introduction to the Incident Command System, ICS 100
- IS 0200 Basic Incident Command System for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400
- IS 0700 An Introduction to the National Incident Management System
- IS 0800 National Response Framework (NRF)

Recommended (not required) courses:

- E/L/G 0191 Emergency Operations Center/Incident Command System Interface
- O 305 Type 3 AHIMT Training Course (US Fire Administration)
- O 337 Command & General Staff Functions for Local Incident Management Team (National Fire Academy

Closed-Book Final Exam - To receive a certificate of completion for the course, you must obtain a 75% or higher on the Final Exam. The Final Exam will be a one-hour, closed-book with questions based on the Unit Enabling Objectives for Units 2 - 9. Unit 1 will not be tested in the Pretest nor the Final Exam.



Visual 1.11

ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position Specific training was born out of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001, and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for protection, prevention, mitigation, response, and recovery through an "all hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

This curriculum was validated by a varied cadre of course developers with Operations Section Chief backgrounds.

Given our personal incident experiences, each of us - instructors included– have a limited perspective (by no means All-Hazards).

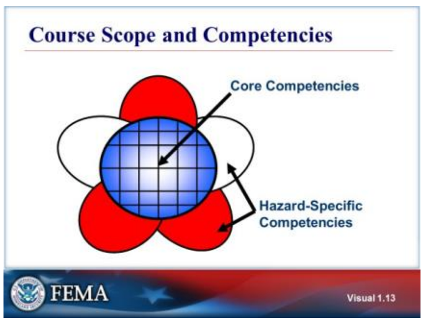
An Operations Section Chief needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Operations Section Chief is the same. All of the incidents require the OSC to evaluate the incident and risks, develop strategy and tactics, order and manage resources, participate in the Incident Action Planning Process, etc.

Therefore, students are not deterred if one "hazard" from the list is spoken to more than another. Students can still obtain critical insight to the position and should be encouraged to add examples from their own disciplines to the discussion.

Visual 1.12

DISCUSSION ACTIVITY

What resources will you need for this course's ICS position if you were planning to host five friends to watch a game?



Visual 1.13

COURSE SCOPE AND COMPETENCIES

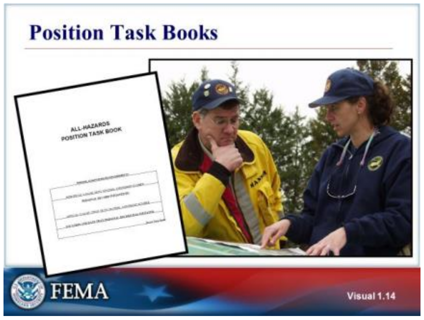
A broad description that groups core behaviors necessary to perform a specific function. The Flower Diagram illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

Key Points:

- Core competencies are the competencies required of an OSC regardless of discipline.
- Hazard-specific competencies are those required to perform in a particular discipline, such as law enforcement, fire, public health, HAZMAT, EMS, public works, etc.
- The center of the flower represents the core competencies of the position.
- The petals represent the hazard-specific competencies associated with specific disciplines.
- You cannot be competent as an OSC with only the center of the flower or only the petals—"The flower needs to be complete" to ensure qualification.

This course will help to establish core competencies (center of the flower) for the OSC position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the OSC Position Task Book, discussed on the next visual.

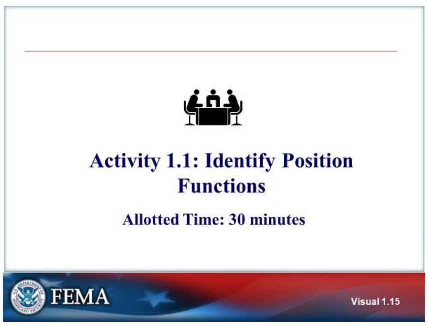
The OSC should also use subordinate positions, (e.g. Branch Directors, Division/Group Supervisors, Strike (Resource) Team and Task Force Leaders) and Technical Specialists that are specifically trained and experienced in the respective functional areas to manage hazard specific areas.



Visual 1.14

POSITION TASK BOOKS

PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.

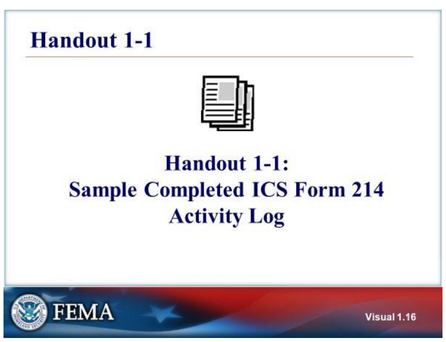


Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 60 minutes to complete the activity.

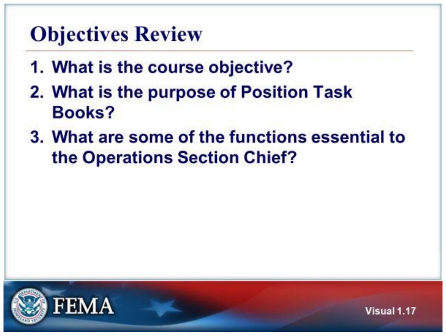


Visual 1.16

HANDOUT 1-1: SAMPLE COMPLETED ICS FORM 214 ACTIVITY LOG

The ICS Form 214 should document important factors, decisions, and elements such as the "three A's" – Actions, Agreements, and Accidents:

- **Actions** taken to prevent hazardous activities
- **Agreements** made with Supervisors or others to correct unsafe conditions
- **Accidents** that occurred at the incident site



Visual 1.17

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the course objective.
- Explain the purpose of Position Task Books.
- Differentiate between the Division/Group Supervisor and the Operations Section Chief.

Supplemental Materials

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Activity 1.1: Identify Position Functions

Activity 1.1
Overview—Unit 1

Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.
- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

References

FEMA's National Qualification System (NQS) PTBs identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is includes as a separate PDF file in the course materials. NQS PTBs can also be downloaded from https://www.fema.gov/national-qualification-system. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at https://www.ahimta.org/ptb. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at https://www.nwcg.gov/publications/position-taskbooks.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTB. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion and Documentation	15 minutes	Small groups
Debrief and Review	15 minutes	Classroom

Handout 1-1: Sample Completed ICS Form 214: Activity Log

Refer to EL_958_HO_1-1_ICS_Form_214.pdf

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Unit 2: Pre-Incident, Activation, and Information Gathering

STUDENT MANUAL

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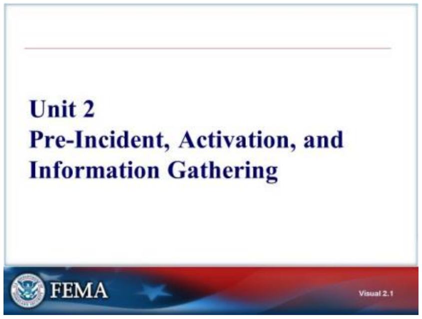
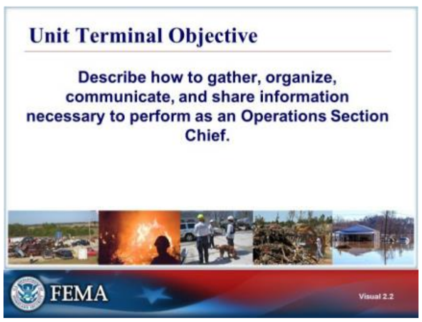


Visual 2.1

UNIT 2 PRE-INCIDENT, ACTIVATION, AND INFORMATION GATHERING

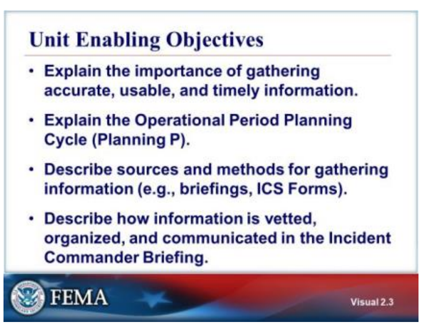
Through this unit, students will learn the pre-incident, activation, and information gathering responsibilities of the Operations Section Chief.



Visual 2.2

UNIT TERMINAL OBJECTIVE

Describe how to gather, organize, communicate, and share information necessary to perform as an Operations Section Chief.



Visual 2.3

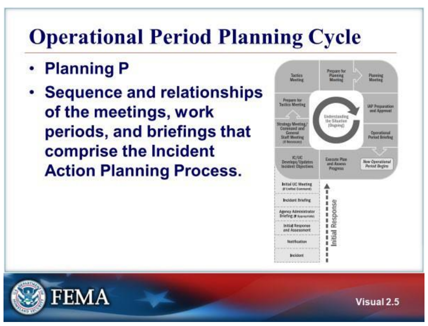
UNIT ENABLING OBJECTIVES

- Explain the importance of gathering accurate, usable, and timely information.
- Explain the Operational Period Planning Cycle (Planning P).
- Describe sources and methods for gathering information (e.g., briefings, ICS Forms).
- Describe how information is vetted, organized, and communicated in the Incident Commander Briefing.

Visual 2.4

OPERATIONS SECTION CHIEF

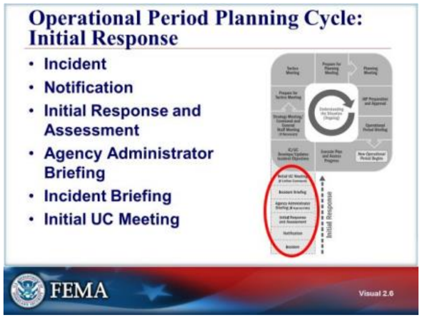
The Operations Section Chief must be a leader, manager, coordinator, communicator, and- most importantly- an excellent planner. The Operations Section Chief plays a crucial role throughout the operational period.



Visual 2.5

OPERATIONAL PERIOD PLANNING CYCLE

Other versions of the Planning P have been created by various organizations and may be used as training and operational aids as alternatives to the NIMS version of the Planning P.



Visual 2.6

OPERATIONAL PERIOD PLANNING CYCLE: INITIAL RESPONSE

THE INITIAL RESPONSE

The leg of the “P” describes six steps in the initial stages of an incident. The initial stages are meant to gain awareness of the situation and establish the organization for incident management.

The initial response is essential to situational awareness and it enables the Incident Commander to request additional resources and/or support, develop, and implement initial tactics.

The ICS Form 201 Incident Briefing provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.

INITIAL RESPONSE STEPS

1. Incident
2. Notification
3. Initial Response and Assessment
4. Agency Administrator Briefing (if appropriate)
5. Incident Briefing
6. Initial UC Meeting (if Unified Command)

INCIDENT MANAGEMENT

Incident personnel perform the steps in the leg of the “P” only one time. Once these steps are accomplished, incident management shifts to the top of the “P,” and begins a cycle of planning and operations.

Visual 2.7

OPERATIONAL PERIOD PLANNING CYCLE

INCIDENT COMMANDER/UNIFIED COMMAND OBJECTIVES MEETING

The Incident Commander or Unified Command establishes the incident objectives for the initial operational period. After the initial operational period, the Incident Commander or Unified Command reviews the incident objectives and may validate them, modify them, or develop new objectives.

STRATEGY MEETING/COMMAND AND GENERAL STAFF MEETING

After developing or revising the incident objectives, the Incident Commander or Unified Command typically meets with the Command and General Staff, and sometimes others, to discuss the incident objectives and provide direction. This meeting may be called the Strategy Meeting or the Command and General Staff Meeting and is held as needed to determine how best to meet the incident objectives.

The initial Strategy Meeting, which is held the first time through the planning cycle, is particularly important, because it allows team members to share information and jointly determine the initial approach to response operations. The initial Strategy Meeting may include the initial Incident Commander and a representative from the Agency Administrator.

Visual 2.8

OPERATIONAL PERIOD PLANNING CYCLE (CONT.)

PREPARING FOR AND CONDUCTING THE TACTICS MEETING

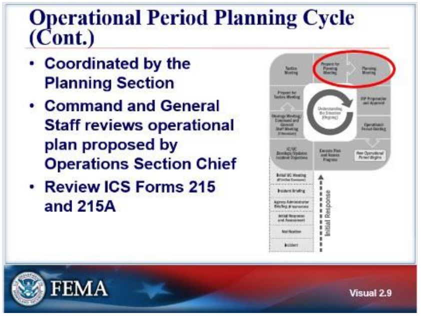
Once the approach to achieving the incident objectives is determined, the Operations Section Chief and staff prepare for the Tactics Meeting by developing tactics and determining the resources that will be applied during the operational period. The Operations Section Chief leads the Tactics Meeting.

The Tactics Meeting is a forum for key players to review the proposed tactics developed by the Operations Section staff and to conduct planning for resource assignments. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

Key participants include the Logistics Section Chief, Safety Officer, a representative from the Planning Section- typically the Resources Unit Leader- and other technical specialists or team members invited by the Operations Section Chief, Logistics Section Chief, or Safety Officer.

The ICS Forms 215 Operational Planning Worksheet and 215A Incident Action Safety Analysis are used to document the Tactics Meeting.



Visual 2.9

OPERATIONAL PERIOD PLANNING CYCLE (CONT.)

PREPARING FOR THE PLANNING MEETING

Following the Tactics Meeting, preparations are made for the Planning Meeting. Team members collaborate between the Tactics Meeting and the Planning Meeting to identify support needs and assign specific operational resources to accomplish the operational plan. The following actions are coordinated by the Planning Section:

- Review the ICS Form 215 Operational Planning Worksheet developed in the Tactics Meeting.
- Review the ICS Form 215A Incident Action Plan Safety Analysis (prepared by the Safety Officer) based on the information in the ICS Form 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.

PLANNING MEETING

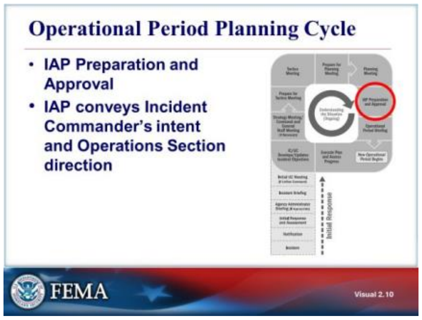
The Planning Meeting serves as a final review and approval of operational plans and resource assignments developed during and after the Tactics Meeting.

Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's "Resources Unit" will have to work with the Logistics Section to accommodate.

Ideally, the Planning Meeting involves no surprises and simply serves as a review of a plan that the Command and General Staff have collaboratively developed and agreed upon.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.



Visual 2.10

OPERATIONAL PERIOD PLANNING CYCLE (CONT.)

IAP PREPARATION AND APPROVAL

The next step in the Operational Period Planning Cycle is plan preparation and approval.

Based on concurrence from all elements at the end of the Planning Meeting, the Incident Commander or Unified Command approves the plan. After this final approval, the Planning Section staff assemble the plan and ensure that it is ready for use during the Operational Period Briefing.

The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period. The Incident Commander or Unified Command gives final approval of the written IAP before Planning Section staff reproduce and disseminate it. IAPs may be distributed electronically, in hard copy, or both.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting as highlighted above.

Certain conditions result in the need for the Incident Commander to engage a more formal process.

Visual 2.11

OPERATIONAL PERIOD PLANNING CYCLE (CONT.)

OPERATIONS PERIOD BRIEFING

The Operational Period Briefing may be referred to as the Operational Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

During this briefing, various members of the Command and General Staff present the incident objectives, review the current situation, and share information related to communications or safety.

Following the Operational Period Briefing, supervisors brief their assigned personnel on their respective assignments as documented in the IAP.

During longer operational periods, shift change briefings may be conducted within an operational period.

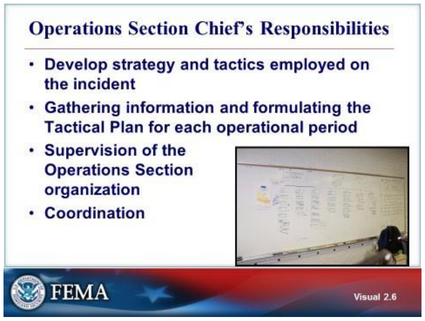
Visual 2.12

OPERATIONAL PERIOD PLANNING CYCLE (CONT.)

EXECUTE PLAN AND ASSESS PROGRESS

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met, and effectiveness is assured.

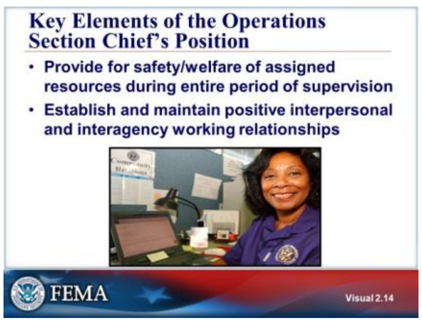


Visual 2.13

OPERATIONS SECTION CHIEF'S RESPONSIBILITIES

The Operations Section Chief's mission is to convert the Incident Commander's objectives into practical, on-the-ground strategies and tactics.

The Operations Section Chief is responsible for making tactical choices and is held accountable for the consequences that result from them.

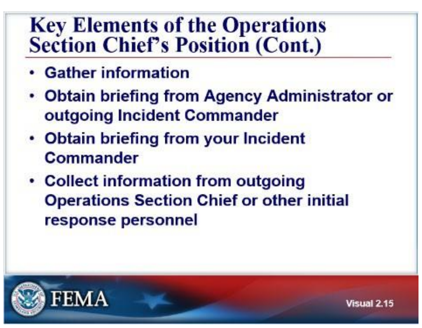


Visual 2.14

KEY ELEMENTS OF THE OPERATIONS SECTION CHIEF'S POSITION

Guidelines to follow to ensure the safety and welfare of assigned resources, including:

- Standard Operating Safety Guidelines (SOSG)
- Lookouts, Communications, Escape Routes, Safety Zones (LCES)
- Local Agency Policy
- Standard Firefighting Orders
- Watchout Situations
- Hazardous Materials reference materials
- Technical Specialist advice and guidance
- Initial and on-going hazard and risk analysis



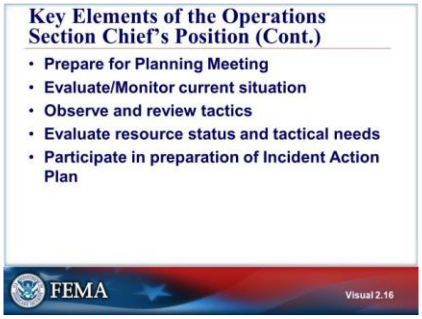
Visual 2.15

KEY ELEMENTS of the Operations section chief's Position (CONT.)

The Operations Section Chief has two management responsibilities:

(1) managing the tactical operations
(2) managing the Operations Section.

The visual contains key elements of the position



Visual 2.16

KEY ELEMENTS OF THE OPERATIONS SECTION CHIEF'S POSITION (CONT.)

The visual contains additional key elements of the Operations Section Chief position

Visual 2.17

INFORMATION GATHERING

It is important that the Operations Section Chief gather all available information. There are numerous sources of information available to assist the Operations Section Chief in developing a mental picture of an incident. Having the best information available will enable the Operations Section Chief to develop strategies and organize a successful Tactical Plan.

If the Operations Section Chief's job is to translate objectives into strategy and tactics, they need to predicate decision making on information. A major component of the Operations Section Chief's position is knowing where and how to seek out the necessary information, as well as synthesizing it into a comprehensive size-up, situational awareness and a shared situational picture (called a Common Operating Picture in some organizations).

Information on current incident conditions can come from the internet, media, and internal sources such as the AA/AE and local responders.

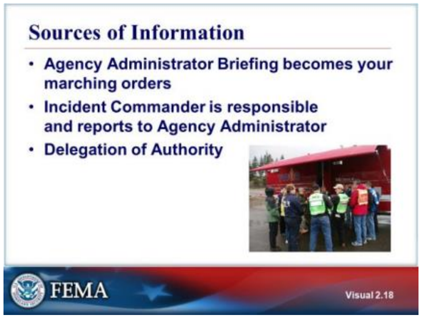
Maintain the information flow between you and your subordinates. This can be accomplished through briefings, debriefings, face-to-face meetings in the field, radio and cell phone updates, etc. If they interact with citizens, your subordinates will be the public face of the organization. If so, consider presenting information strategically.

Empower Division/Group Supervisors with the authority to complete their assignments and consider them a valuable source of information. Communicate the need to report back with updates. Ensure they are aware of critical reporting thresholds identified by the IC and your expectations regarding frequency and content of reports.

As an Operations Section Chief, you're responsible for sending Division/Group Supervisors (DIVS) into the field on assignment. Be sure to communicate your expectation that the DIVS: (1) return with useful information for a debriefing and (2) can vet information for relevance and accuracy.

If Safety Officers and/or medical personnel are assigned to functional groups or divisions, they can also be a valuable conduit of information through the Division/

Group Supervisor to you as the Operations Section Chief.



Visual 2.18

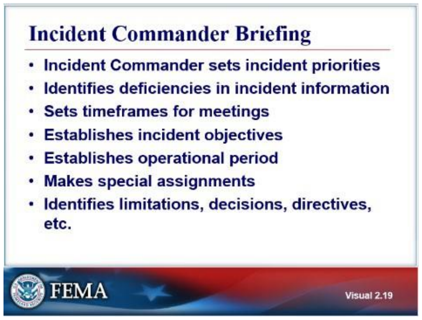
SOURCES OF INFORMATION

The Incident Commander is assigned by the Agency Administrator to manage the incident. The Agency Administrator therefore sets the overarching parameters and priorities.

The Incident Commander interfaces with the Agency Administrator directly. The AA can provide a sense of what is politically important or controversial. The Agency Administrator will share their jurisdictions/agencies' agenda/priorities as well as limitations/constraints and policies for the incident. It is important to consider all of these factors when the OSC develops the strategies and tactics for the incident.

The Agency Administrator Briefing will probably be a high-level discussion of overall incident priorities, policy issues, expectations, limitations, etc. Although most of the briefing will target the Incident Commander (not the Operations Section Chief), information about local conditions (such as ecological details in a HazMat cleanup or political pressures) will affect operations.

In some instances (usually when an IMT is brought in from outside of the area), the AA/AE will issue a Delegation of Authority (may be referred to as a Letter of Expectation, Letter of Intent, etc.) to the Incident Commander. This document will outline the AA/AE's priorities, policies, expectations, limitations/constraints, authorities extended to the IC, obtaining resources, reporting requirements, etc. Certain AA/AE priorities in the Delegation of Authority may drive operational activities (strategy and tactics) in a specific direction or timeframe. In some cases, the Delegation of Authority may constrain or eliminate certain strategies, place caps on costs, limit resource allocation, etc. that will have an impact on the strategies the OSC can utilize.



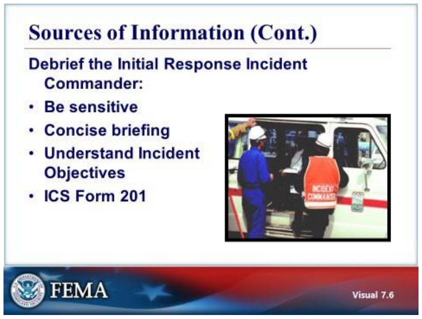
Visual 2.19

INCIDENT COMMANDER BRIEFING

During the Initial Strategy Meeting (formally the Command and General Staff Meeting), the Incident Commander or members of the Unified Command will present their priorities, objectives, limitations, directives, etc. to the Command and General Staff. This is very important to the OSC as the priorities and operational/control objectives will drive the strategy and tactics he/she selects.

Limitations and Constraints may also impact the OSC if they limit certain strategies, prohibit night operations, limit use of resources, etc. Decisions and directives such as critical reporting thresholds, posting pictures/comments on social media, who can order supplies, etc. must be conveyed to your Operations Section supervisors.

In setting the incident priorities, the Incident Commander may identify holes in information. You can fill them by: (1) asking out-going Operations Section Chiefs or Incident Commander/member of the Unified Command; (2) getting information from returning responders; or (3) getting information from other sources, such as Local Administrators or Technical Specialists.

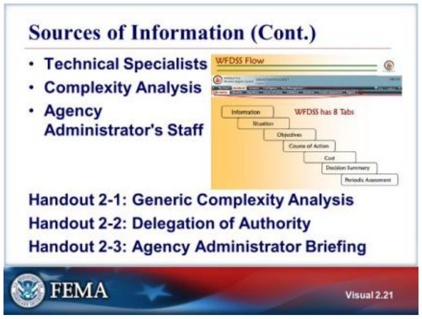


Visual 2.20

SOURCES OF INFORMATION (CONT.)

When debriefing of the Initial Response Incident Commander (IRIC) or the current team:

- Be aware of the situation. The IRIC/Team may be tired, rushed, or resentful.
- Treat them with respect and be sensitive to the situation and you will receive the full benefit of their knowledge and experience. If possible, retain some personnel from the original initial response/attack group or team for a few days to ensure there isn’t an information gap.
- Make the debriefing as concise as possible. Discuss the history of the incident.
- Get a good briefing and understanding of the current Incident Objectives, strategy, and tactics.
- The IRIC may provide the Operations Section Chief with a completed ICS Form 201.
- The ICS Form 201 Incident Briefing is a way to ensure that nothing is forgotten. It is a summary of current actions and a place to record oral orders, which is especially important when you are using local governmental resources. The Incident Briefing Form is also useful because the two segments (the inventory of the current situation and the resource ledger) can be pulled apart. The first part can go to the Planning Section for use by the Situation Unit. The second part can go to the Resource Unit.
- Be aware that written plans may be available for public scrutiny under the Freedom of Information Act (FOIA).



Visual 2.21

SOURCES OF INFORMATION (CONT.)

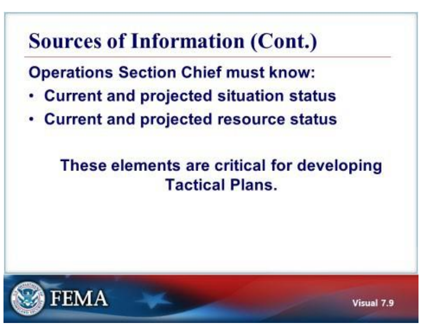
Technical Specialists are experts for a critical aspect of the incident, (e.g. hazardous materials, structural engineer, environmentalist, railroad, EOD, etc.) that can assist the OSC during the Incident Action Planning Process to make informed decisions for strategy and tactic selection.

There are a number of local plans, policies, and processes that the OSC must be familiar with if they are operating locally, or review and become familiar with if they are deployed to a new area. In many cases, the plans will provide primary and alternative strategies that address environmental, social, and political considerations, resource needs, incident costs, etc.

Examples include:

- Emergency Operations Plan Annexes for evacuation, shelters, setting up points of distribution (PODs), or civil unrest
- Nuclear power plant release response plans
- Area Contingency Plans (ACP) for oil spills
- Wildland Fire Decision Support System (WFDSS)
- Wildland Pre-Attack Plans, etc.
- Evacuation plans (Sheriff, city police, etc.)

Additional information and training on WFDSS is available at https://wfdss.usgs.gov/wfdss/WFDSS_Home.shtml

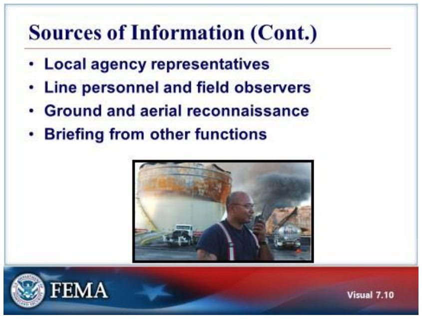


Visual 2.22

SOURCES OF INFORMATION (CONT.)

These elements of situation and resource status should become a mental checklist for Operations Section Chiefs:

- They will constantly use these elements in developing Tactical Plans for the IAP
- Operations Section Chiefs will find these elements very helpful when debriefing Branch Directors and Division/Group Supervisors or when gathering information for building future Tactical Plans



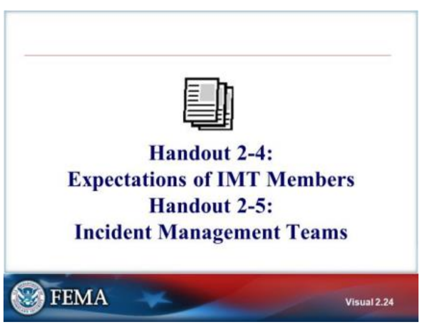
Visual 2.23

SOURCES OF INFORMATION

Other Sections within the IMT will provide valuable information as well:

- Logistics will advise if they can provide the resources, (e.g. personnel, equipment, supplies) to meet your tactical plan
- Planning will provide the weather, updates and progress reports from field observers, and your resource status
- Finance/Administration will tell you whether your strategy and/or tactics are advisable under reimbursement procedures
- Safety can provide the hazards/threats and assist with the risk assessment (hazards exposure and risk levels

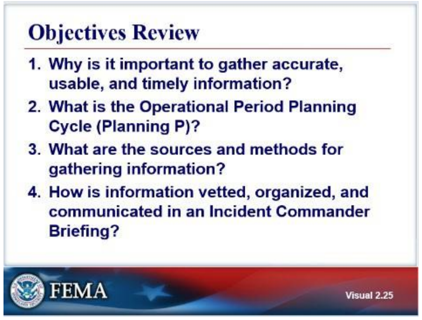
Incident size-up, evaluation, maintaining situational awareness, and a common shared situational picture is a critical and on-going process for the OSC. All of this information should shape the operational strategies, tactics, safety considerations, etc.



Visual 2.24

HANDOUT 2-4: EXPECTATIONS OF IMT MEMBERS AND HANDOUT 2-5: INCIDENT MANAGEMENT TEAMS

Refer to Handout 2-4: Expectations of IMT Members and Handout 2-5: Incident Management Teams.



Visual 2.25

OBJECTIVES REVIEW

- Explain the importance of gathering accurate, usable, and timely information.
- Explain the Operational Period Planning Cycle (Planning P).
- Describe sources and methods for gathering information (e.g., briefings, ICS Forms).
- Describe how information is vetted, organized, and communicated in the Incident Commander Briefing.

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Supplemental Materials

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Handout 2-1: Generic Complexity Analysis

Complexity Analysis

This is a minimum complexity analysis. Any locally developed analysis will address these items as a minimum.

The complexity analysis should be reviewed periodically to determine the level of management required.

Safety

	YES	NO
Exposure of personnel to unusually hazardous conditions	____	___
Accidents have occurred	____	___
Multiple aircraft are involved or anticipated	____	___
Potential for public evacuations	____	___
Terrain adversely affects tactical capability/limits safety zones	____	___
Fire fighter performance affected by cumulative fatigue	____	___

External/Political Factors

Potential for numerous damage claims	____	___
More than one jurisdiction involved	____	___
Response policy is controversial	____	___
Sensitive public/media relationships	____	___
Lack of cohesive organizational structure	____	___

Threats

Structures	____	___

Cultural values ____ ___

Recreational developments ____ ___

Urban interface (wildland fire) ____ ___

Natural Resources ____ ___

Endangered Species ____ ___

Fire Behavior (wildland fire)

Current or predicted fire behavior dictates indirect strategy ____ ___

Fuels are extremely dry (90th percentile) ____ ___

Red Flag Warnings present or predicted ____ ___

Extreme fire behavior exhibited ____ ___

Current or predicted winds above 20 MPH ____ ___

Severe fire weather predicted for next two burning periods ____ ___

Personnel/Equipment

100 or more personnel assigned to incident ____ ___

Variety of special support personnel or equipment ____ ___

Responders unfamiliar with local conditions and accepted tactics ____ ___

Heavy commitment of local resources to logistical support ____ ___

Local initial responders nearly depleted ____ ___

Two operational periods worked with limited success ____ ___

Communication challenges are present ____ ___

Total number of elements checked: ____ ___

Complexity Analysis Rating:

1-3 YES - Current management sufficient. Type 3 organization should be considered.

4-6 - YES - Complexity level suggests a Type 3 team.

7-10 - YES Complexity level suggests a Type 2 or higher team. Additional analysis may be warranted.

Prepared by: ___________________________________ Date: _______ Time: _______

Reviewed by: __________________________________ Date: _______ Time: _______

Reviewed by: __________________________________ Date: _______ Time: _______

Remarks/Decision Rationale.

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Handout 2-2: Delegation of Authority

Delegation of Authority
For ________________ Incident

______________________ is assigned as Incident Commander. You have full authority and responsibility for managing the incident mitigation activities within the framework of laws, Agency policy, and direction provided in the Wildland Fire Situation Analysis (WFSA) and the Agency Administrator Briefing.

Your primary responsibility is to organize and direct your assigned resources for efficient and effective suppression of the fire. You are accountable to the Agency Administrator or the representatives designated below.

Specific directions for this incident, covering management and environmental concerns, are:

1. Protection of life and private property is your highest priority task.
2. Give special consideration to firefighter safety, especially with respect to aviation operations and working around dozers, snags, and entrapments. When in doubt, sacrifice acres not people in your strategic and tactical decisions.
3. You are authorized to utilize helicopters, chainsaws, and portable pumps in the _________________ wilderness. You are not authorized to use dozers within this area. The tactical application of these resources within the wilderness should be consistent with the enclosed “Guidelines for Mitigating the Effects of Fire Suppression.”
4. Manage the human resources assigned to the fire in a manner that promotes mutual respect and is consistent with the enclosed “Harassment-Free Workplace” Policy.
5. Be cost effective; final costs should be no more than 120% of the preferred WFSA alternative.
6. Manage equipment and supplies to ensure that losses are within the agency “Guidelines for Acceptable Fire Loss/Use Rates.”

You should take over management of the incident on or before _____________.

________________, District Ranger of the ______________ RD, or

________________, Fire Staff Officer, will represent me on any occasion that I am not immediately available.

____

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Handout 2-3: Agency Administrator Briefing

Incident Name ___________________Agency________________________

Date _______________________________ Team Assigned ______________

1. General
   a. Incident Name:
   b. Initial actions taken:
   c. Approximate area affected:
   d. Name of present Incident Commander:
   e. General weather conditions (present and predicted):
   f. Current incident status:
   g. ICP and incident base:
   h. Other agencies involved:
2. Delegation of authority and assignment of responsibility:
3. Cause of the incident:
   a. Investigation required:
   b. Name of investigator:
4. Ownership involved and coordination:
   a. Public
   b. Add Private
5. Name of resource advisor assigned to fire:
6. Local policy for mitigating incident:
7. Resource values at risk, e.g. life, environment, critical infrastructure, property:
8. Priorities:
9. Has this area experienced this type of incident before?
10. Financial limitations and constraints:
11. Legal considerations:
12. Pre-plans or contingency plans ___________ yes ____________ no
13. Media relations:

    Information organization:

    Report to Incident Commander: __________________

    Report to Agency Supervisor: ____________________
14. Known local safety hazards:

15. Local political considerations, attitudes of local residents:
16. Procurement Unit Leader assigned:
    - Pay rules peculiar to agency:
17. Other agencies involved with the incident:
    - Agency Representative:
18. Transportation routes:
19. Air operations:
    - Helicopters assigned:
20. Number of personnel assigned to the incident (general):
21. Amount of equipment assigned to the incident (general):
22. Logistical supply system to be used (local supply, cache, procedures):
23. Land status:
24. Physical condition of present resources:
25. Agency personnel available (condition):
26. Rehabilitation policies (anything the team may need to know about):
27. Estimated time when team will assume command:
28. Medical emergencies:
    a. Nearest hospital:
    b. Nearest burn center:
    c. Life Flight available:
    d. Procedures:
29. Law enforcement coordination:

Handout 2-4: Expectations of IMT Members

I. Incident Commander

A. Incident Commander’s expectations of all Command and General Staff members

1. Attend all meetings and briefings on time and fully prepared.
2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting.
3. Essential Elements of Information (EEI): Thorough, constant, and effective sharing of information as taught in the ICS 420 class.
4. No matter how bad things may be, maintain the Incident Action Planning Process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
5. Take every opportunity to promote NIMS and ICS and teach others how to use it.
6. Be an exemplary model of behavior and performance, and take decisive and immediate action when others in your functional area are not performing to expected standards.
7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
8. Take care of yourself; get adequate rest and nourishment.
9. Don’t let setbacks or failure get you down. You didn’t cause the incident; you are here to work with everyone else to bring order out of chaos, sometimes that takes a while.
10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

B. Incident Commander’s expectations of Safety Officer

1. Be fully engaged in the Incident Action Planning Process and provide appropriate and timely feedback.
2. Identify, manage, instruct and mitigate all hazards on the incident.
3. Keeps IC informed on trends/causes of accidents and illnesses.
4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP.

C. Incident Commander’s expectations of Public Information Officer

1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
2. Coordinate with Liaison Officer in relations with Stakeholders.
3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas.

4. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets.
5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.
6. Ensure that the IC is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.

D. Incident Commander's expectations of Liaison Officer

1. Address cooperating agency/stakeholder concerns and issues in a positive manner.
2. Track down, identify, and coordinate with all involved agencies and non-governmental organizations.
3. Provide a positive impression of incident to other agencies and stakeholders.
4. Exercise effective leadership and coordination of the Agency Representatives.
5. Coordinate with the PIO in relations with stakeholders.
6. Keep other IMT members constantly aware of issues of cooperating and assisting agencies.

E. Incident Commander's expectations of Logistics Section Chief

1. Manage the ordering process to ensure all incident needs are met.
2. Whenever possible, anticipate and maintain supplies ahead of the need.
3. Coordinate with supporting EOC to ensure effective and cordial relations.
4. Work closely with Operations to ensure complete logistical support and coordination with tactical operations.
5. Ensure the IC has the best facilities, equipment, and resources to manage the incident.
6. Do it all in a timely manner.

F. Incident Commander's expectations of Finance Section Chief

1. Advise and counsel all C&G Staff about fiscal, contract, and other administrative matters.
2. Be prepared to provide cost analysis if requested by IC or responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all staff members and cooperating agency representatives.
5. Possess good knowledge and ability to operate Finance Section effectively.
6. Coordinate with all responsible agencies to ensure their administrative requirements are met.

G. Incident Commander's expectations of Operations Section Chief

1. Recommend strategies to reach objectives.
2. Keep IC and other C&G Staff members informed on planned tactics to ensure timely input and support by entire IMT.
3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
4. Report unusual events, activities, as well as provide daily updates on the situation.
5. Insist that all known safety procedures be followed in all tactical planning and execution.
6. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration.

H. Incident Commander's expectations of Planning Section Chief

1. Exercise effective leadership and organization of all incident meetings and briefing.
2. Ensure that the entire organization follows the established Operational Period Planning Cycle, on time and accurately.
3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the Incident Action Planning Process.

II. Safety Officer

A. Safety Officer's expectations of Incident Commander

1. Emphasize safety in all communications and actions.
2. Support recommendations for changes in tactics for safety reasons.

B. Safety Officer's expectations of Public Information Officer

1. Be sensitive to any accidents or other safety problems on the incident.
2. Coordinate what is released to public, both media and locals.

C. Safety Officer's expectations of Liaison Officer

1. Provide specific information regarding problems with assisting and coordinating agencies.
2. Identify potential safety problems regarding above.

D. Safety Officer's expectations of Logistics Section Chief

1. Supply personnel and equipment needs.
2. Coordinate with Medical Unit.

E. Safety Officer’s expectations of Finance Section Chief

1. Process accident reports in a timely manner.
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
3. Coordinate accident and injury information from the Compensation/Claims Unit.

F. Safety Officer’s expectations of Operations Section Chief

1. Maintain a close working relationship in development of tactics.
2. Understand of possible hazards.
3. Be flexible enough to change tactics that cannot be mitigated.
4. Provide information on unusual hazards occurring in field.
5. No surprises.

G. Safety Officer’s expectations of Planning Section Chief

1. Be included in strategy and tactics meetings.
2. Provide briefings on situation, critical/sensitive areas, resource types, and status.
3. Be included in briefings.
4. Provide updates and feedback on safety responses.
5. Provide information on personnel and resources availability.

III. Public Information Officer

A. Public Information Officer’s expectations of IC

1. Approve press releases in a timely manner.
2. Cooperate with media requests.
3. Cooperate with public information meetings.
4. Provide direction on his or her media expectations.

B. Public Information Officer’s expectations of Safety Officer

1. Summarize safety issues.
2. Provide a daily report of any accidents and injuries.

C. Public Information Officer’s expectations of Liaison Officer

1. Identify key agencies, their roles, and any issues.
2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.

3. Help with communication strategy.

D. Public Information Officer's expectations of Logistics Section Chief

1. Review Communication Plan.
2. Provide transportation.
3. Provide facilities and communication equipment for information office, both at ICP and other locales.

E. Public Information Officer's expectations of Finance Section Chief

1. Provide current incident costs.
2. Provide press worthy items.

F. Public Information Officer's expectations of Operations Section Chief

1. Provide information on resources, special activities, status of incident.
2. Be open to allowing media access.
3. Provide press worthy items.

G. Public Information Officer's expectations of Planning Section Chief

1. Summarize development of incident.
2. Provide information on resource status.
3. Help with communication strategy.
4. Provide press worthy items.

IV. Liaison Officer

A. Liaison Officer's expectations of Incident Commander

1. Advise and counsel on issues presented by assisting and cooperating agencies.
2. Provide overall mission and direction.
3. Show willingness to engage with stakeholders when necessary.

B. Liaison Officer's expectations of Safety Officer

1. Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations.
2. Provide input on "safety readiness" of above.

C. Liaison Officer’s expectations of Public Information Officer

1. Mention cooperating and assisting agencies and organization in press releases.
2. Distribute information material so it can be given to above.
3. Provide coordination and notification of public meetings and press conferences.

D. Liaison Officer’s expectations of Logistics Section Chief

1. Provide transportation, facilities, and communication equipment.
2. Provide status of ordered resources.
3. Provide medical status of any personnel injured or ill from cooperating and assisting agencies.

E. Liaison Officer’s expectations of Finance Section Chief

1. Report excessive hours.
2. Report injuries and/or accidents to non-agency personnel.
3. Provide information on agency specific pay-offs.

F. Liaison Officer’s expectations of Operations Section Chief

1. Ensure safety and welfare of all personnel.
2. Share information and rationale on use of other agency personnel.
3. Establish availability of special resources that may be available from cooperators for Operations utilization.

G. Liaison Officer’s expectations of Planning Section Chief

1. Ensure that IAP accurately reflects all cooperating and assisting agencies and organizations.
2. Coordinate with status of above resources (e.g., planned demobilization).

V. Planning Section Chief

A. Planning Section Chief’s expectations of Incident Commander

1. Provide incident objectives.
2. Provide Planning Meeting schedules and operational periods.
3. Provide deadlines for IAP.
4. Review and approve IAP.

B. Planning Section Chief's expectations of Safety Officer

1. Participate in Strategy and Tactics Meetings and preparation of ICS Form 215A.
2. Continually update team on safety issues.
3. Participate in IAP (Safety message and ICS Form 204s).
4. Participate in Operational briefings.

C. Planning Section Chief's expectations of Public Information Officer

1. Provide times of press briefings.
2. Coordinate with information on ICS Form 209.
3. Review information in press releases for accuracy.

D. Planning Section Chief's expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy.
2. Provide information regarding any issues of above.

E. Planning Section Chief's expectations of Logistics Section Chief

1. Confirm status of all resource orders.
2. Provide feedback on resource availability.
3. Timely submit Communication, Medical, Facility and Transportation Plans.
4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.

F. Planning Section Chief's expectation of Finance Section Chief

1. Provide fiscal input to the Incident Action Plan.
2. Provide daily cost estimates.
3. Provide financial and cost-benefit analysis information.

G. Planning Section Chief's expectation of Operations Section Chief

1. Provide strategy and tactics.
2. Provide timely notification of resource needs.
3. Provide necessary info for maps, etc.
4. Provide information needed to complete ICS Form 204s.
5. Provide debriefing from field at end of shift.
6. Be on time and prepared for meetings.

VI. Logistics Section Chief

A. Logistics Section Chief's expectations of Incident Commander

1. Provide priorities for ordering personnel, supplies, and equipment.
2. Provide support for logistics activities.
3. Keep in loop for planned direction of incident.

B. Logistics Section Chief's expectations of Safety Officer

1. Coordinate and cooperate with Medical Unit.
2. Provide notification of hazards in facilities, transportation, etc.
3. Provide input to Medical Plan and medivac procedures.
4. Coordinate and cooperate with Security in accident investigation.

C. Logistics Section Chief's expectations of Public Information Officer

1. Order communication and facility needs in a timely manner.

D. Logistics Section Chief's expectations of Liaison Officer

1. Communicate assisting/cooperating agency personnel special needs.
2. Provide information as to ability of above to assist in Logistics.

E. Logistics Section Chief's expectations of Finance Section Chief

1. Provide written orders for resources or supplies.
2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
3. Provide information of time and/or procurement problems.
4. Provide cost saving information.

F. Logistics Section Chief's expectations of Operations Section Chief

1. Provide timely requests for all needs.
2. Provide timely notification of demobilization, pre-advisement of resources that may come available for use by Logistics (e.g., heavy equipment).
3. Provide coordination and information sharing up front.
4. Show an understanding for impossible time requests.

G. Logistics Section Chief's expectations of Planning Section Chief

1. Timely ordering of resources.
2. Close coordination on check in and demobilization of resources.
3. Information sharing as to planned direction of incident.
4. Accurate information as to number of resources on incident.

VII. Operations Section Chief

A. Operations Section Chief’s expectations of Incident Commander

1. Supply Objectives.
2. Point out any constraints on strategy and tactics. These may include environmental, political, and financial constraints.

B. Operations Section Chief’s expectations of Safety Officer

1. Have a close working relationship in development of tactics.
2. Provide notification of any hazards or safety problems.
3. Provide mitigations and ramifications for tactics.
4. Provide close scrutiny of operations in field.
5. Order enough resources to ensure safety in field.

C. Operations Section Chief’s expectations of Public Information Officer

1. Provide correct information to the public.
2. Request permission to bring media out to incident (away from ICP).
3. Ensure media are properly prepared (protective clothing, briefings) to go out to incident.

D. Operations Section Chief’s expectations of Liaison Officer

1. Provide information on special circumstances of other agency employees.
2. Coordination with other agency needs or problems and identification of resources available through cooperators.
3. Be the point of contact for above.

E. Operations Section Chief’s expectations of Logistics Section Chief

1. Provide adequate transportation.
2. Provide adequate, high-quality food.
3. Provide facilities for eating, sleeping, and OSC’s work.
4. Provide needed equipment and supplies to perform work.
5. Arrange for medical care and emergency transport and medical plan.
6. Demonstrate flexibility in changing requests.

F. Operations Section Chief’s expectations of Finance Section Chief

1. Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process.
2. Report excessive work hours.

3. Provide adequate commissary as necessary.
4. Keep Operations informed of any fiscal constraints that may influence tactics.

G. Operations Section Chief’s expectations of Planning Section Chief

1. Have a close working relationship in preparing the IAP.
2. Provide resources requested.
3. Provide input in strategy meeting.
4. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies).
5. Provide concise, accurate briefings.
6. Provide completed ICS Form 215s for Planning Meeting.

VIII. Finance Section Chief

A. Finance Section Chief’s expectations of Incident Commander

1. Provide general advice and counsel.
2. Provide financial and political constraints.
3. Provide feedback on performance and evaluation.
4. Provide approval of excess duty time.

B. Finance Section Chief’s expectations of Safety Officer

1. Be an advisor.
2. Provide information on accidents or injuries.
3. Coordinate with Compensation/Claims Unit Leader.
4. Ensure that all accident or injury reports are submitted to Finance in a timely manner.

C. Finance Section Chief’s expectations of Information Officer

1. Prepare initial information summary as soon as possible after arrival.
2. Ensure incident personnel are kept up to date on news and incident information.
3. Provide coordination in event of injury or death on incident.

D. Finance Section Chief’s expectations of Liaison Officer

1. Provide a contact for assisting/cooperating agency representatives.
2. Provide a single contact for private organizations.
3. Coordinate meetings to facilitate information exchange.

E. Finance Section Chief’s expectations of Logistics Section Chief

1. Ensure that hired equipment time records up to date.
2. Provide facilities for Finance Section.
3. Coordinate between Supply Unit and Procurement Unit.
4. Coordinate between Ground Support Unit and Procurement Unit.
5. Coordinate between Medical Unit and Compensation/Claims Unit Leader.
6. Provide property accountability.

F. Finance Section Chief’s expectations of Operations Section Chief

1. Verify time worked by crews and equipment on incident.
2. Conform to required work and rest cycles.
3. Provide information on property damage or equipment loss or damage in order to start a potential claims file.
4. Provide information on equipment on the incident, especially for the initial operational periods.

G. Finance Section Chief’s expectations of Planning Section Chief

1. Provide up-to-date information on resources assigned to the incident.
2. Provide daily and shift copies of the Incident Action Plan.
3. Provide current information on the incident particularly including any planned releases.
4. Provide estimated containment and control times.
5. Provide close coordination with demobilization.

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Handout 2-5: Incident Management Teams

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Introduction

CONGRATULATIONS! You have been selected to be a member of an Incident Management Team. This could be a new assignment, or you could be a seasoned veteran. Regardless, to be so selected you must have demonstrated that you have the knowledge, experience and leadership felt necessary to manage some of the most complex emergencies. For many, this will be considered the pinnacle of their fire service or resource management career.

What you probably were not told about this appointment was some unique associated roles coming your way. Simultaneously, during an actual emergency, you will be considered a hero and a villain, an emergency management expert and a great waste of taxpayer money, a savior to some and a dunderhead to others. You may also assume the positions of dictator, saint, reverend, executive, grand inquisitor, teacher, student, leader, follower, drill sergeant, politician, mother or father, as well as many others. Throw in very long work hours, more than just a little stress accompanied by too much caffeine, and it’s a wonder you don’t lock-up both mentally and physically. But you won’t. Besides, it’s not good for the image.

There are a couple of other things this appointment brings that probably were not explained either. There is an implied expectation that you will apply your training, knowledge, and experience to the best of your abilities while performing within the team setting. The other is never voiced but always expected; you will aid in the development of others encountered during a deployment so that one day they, too, can be expected to assume the responsibilities as you have. Give them an honest shot of your best and you will be personally surprised with the positive results.

There will be times when you will be blazing new trails in emergency management both for yourself and your team. There is also the chance it will be a new trial for your agency as a whole. Not much pressure, right?

Whenever an individual is faced with new and difficult challenges, some “experts” say we mentally revert to a past situation that comes close to mirroring our current problem and we base decisions and actions on that experience. It has been expressed in terms of each of us having a slide carousel in our brains with all past experiences cataloged as individual slides. When confronted with a new challenge, we mentally hurry through the carousel looking for a situation that comes close to what is in front of us and pull successful actions from the slide to rectify whatever we are facing. As you face new challenges while on your Incident Management Team assignments, you will be tapping into your private slide collection continually. Is it current and full?

One purpose of this essay is to hopefully add some slides to your carousel based on the experiences of past Incident Management Teams. It is doubtful that any “correct” answers will be provided; in fact, that won’t even be attempted. And for very good reason. Just as each emergency is different in demands it places upon you, your reaction to challenges presented during incidents will also be different. The fact something worked well for one but, quite possibly, will not for another is determined by each individual’s perception of a problem, finding a solution that meets his or her individual needs and different methods of actually applying resolution. Just as importantly, some situations do not have “correct” responses.

Mistakes or errors will happen to all of us. Hopefully, you will not have to make some of those accomplished during past deployments. There are more than enough new ones out there to stumble through that you should not plow old ground others have explored. One intention of this essay is to demonstrate some of those past experiences and their lasting impacts.

This material is presented only for your consideration when confronted with a new challenge. Some of the items detailed have successfully met the need on past incidents. Some are thoughts about what should have been applied.

None of the material presented is to be construed as policy, procedures or regulations condoned by any agency. Only thoughts on methods, processes and directions drawn from past experiences are offered for your consideration. If you happen to develop a few new slides for yourself along the way, so much the better.

Team Make-up and Procedures

Some basic procedures are needed to streamline and codify team operations during times of emergency stress. By identifying certain performance standards prior to the crunching of time during an actual incident, all members will be able to react with less confusion and in a more professional manner. Some of the areas to consider are:

Written operating procedures. Different Incident Commanders may expect different operations to be performed within a team setting. This is acceptable. However, team members scurrying around trying to figure out what and how to perform is not. Incident Commanders should take time to write out basic operating guidelines, so members know what is expected.

How an Incident Commander expects the team to work. This will include meeting schedules and acceptable timeframes (e.g., Planning Meetings lasting no more than 30 minutes requiring everyone to be ready for the meeting). Also included are acceptable get- away times for a dispatch, communication procedures while responding, which team member(s) go to the responsible Emergency Command Center and retrieve what information, as well as other basic information on what an Incident Commander feels is necessary for the most professional performance by the team. Detailed directions could easily become over-kill. Team specific guidelines should be developed and endorsed by all team members. Buy-in is paramount.

<u>Position specific expectations the Incident Commander has for all team members</u>. We all know what position training delineates for each role; this reinforces and places additional specific responsibilities on a position. These types of expectations, when stated, give a person clear direction to meet. These can be as detailed as felt is necessary by an Incident Commander so that he or she is comfortable all areas of concern are clearly assigned to specific team personnel. It would be helpful if position expectations also included the Incident Commander's own role so that all personnel understand what that person sees as the primary responsibilities of his or her command position. Position statements should also include direction to those personnel the Incident Commander expects/requires written summaries from for addition into the team's Narrative Report.

<u>Explanation and examples of Performance Rating that will be used by team members</u>. It is highly recommended that each Incident Commander mandate a rating process for all team members as well as personnel who become assigned to an incident. Specific responsibilities delineated in team guidelines should be individual rating factors for the specific position.

<u>Pre-Incident Communications</u>. Intra-team communications are key to a smooth operating group during an incident. Incident Commanders will find communications during incidents will flow smoother if members have routinely shared information prior to a deployment. An Incident Commander should take the lead in facilitating this flow. With the Internet electronic mail system, this could be as simple as messages to the team as information becomes available that could impact their performance during an incident. Developing a team phone list with all member's pertinent numbers including cell, pager and fax will greatly assist personnel with communicating. One thrust of these communications is to keep all members apprised of changes and news, but another is to develop the group into more than a collection of people. The word "team" comes to mind; the goal is best team interactions possible.

<u>Continuing personnel development</u>. Neither an Incident Commander nor the agencies can afford placement of personnel onto an Incident Management Team that are neither experienced enough or willing to perform at a high level during complex incidents. Reasons should be obvious. Therefore, it is incumbent upon all Incident Commanders to facilitate an environment within their respective teams that provides the best "hands-on" personnel development possible. After all, who is better suited to become the next major Incident Planning Section Chief than personnel who have repeatedly and

successfully worked a Unit-level position in a team setting within the Planning Section? Just being exposed to the dynamics of another position during an actual incident has to be some of the best training agencies can provide. This exposure should include development of selected personnel for the Incident Commander's own role. Some ideas to consider:

- Other qualifications; e.g., Situation Unit Leader also qualified as a Food Unit Leader or Finance Section Chief as a Safety officer with accident investigation experience.
- Keep all allocated trainee positions full for each deployment. Each team member should strive to make a trainee assignment as meaningful as possible for participants. Once a trainee has demonstrated knowledge and abilities to perform that person should become eligible for placement onto an Incident Management Team and another person afforded the trainee slot to develop their skills
- Ensure that currently assigned personnel have all necessary position training for their position. Require new assignees to meet these standards.
- Become proactive in recommending advanced position training for those team personnel who successfully perform their positions and demonstrate abilities for future roles.
- Members become much more valuable when cross-trained in multiple functions. Knowledge of the other jobs is required.
- Have a "Team Building" atmosphere. Encourage the command and general staff to delegate responsibilities and authorities where appropriate. This will require the Incident Commander to do the same.
- Encourage/require Functional Leaders to "step-back" as incidents allow so that subordinates may perform as a well supervised "lead person" (e.g., the Situation Unit Leader becomes the acting Planning Section Chief during stabilization or mop-up of an incident). Team members must consider "mentoring" as a key important role.
- Encourage team personnel involvement as instructors of training for those positions that they are qualified. A person naturally becomes more proficient when giving instructions than receiving them.
- Require performance ratings for all team members during activations. One theory of such ratings is to identify a person's preparedness for advancement as well as identification of areas requiring improvement.

<u>Post-incident critiques for team members only must be performed</u>. This should become a standard team process. Identification of areas that went really well and those requiring improvement, what material items are necessary for the next activation and additional

training requirements of members are but a few of the desired outcomes. Build towards an improved response for the next activation.

Professionalism. One goal all team members should strive to attain is bringing the highest level of professional management possible to an incident. This concept is difficult to define in that there are as many thoughts on what a "professional" management group is as there are people to ask. Clearly, your agency expects and has the right to accept nothing less than a group performing management tasks during an incident in a manner that will bring only the highest respect from all observing persons. Some items to consider for developing a professional atmosphere:

- Team members know their jobs, roles and required interactions. Obviously, this will entail all members to be position literate and also to understand what is needed to communicate and perform well within a team setting. Being literate of other functions will reinforce the timely and essential transfer of proper information. Written team guidelines further describe specific tasks, communications and relationships that are expected of them.

- Identification of team members. Any person around an incident, including those not attached but interested, should be able to easily identify the incident's management group by name and position. Rapid procurement of standard identification items (e.g., hats, name tags, vests) must be done as new members come onto a team.

- Punctuality in all actions. If a Planning Meeting is set and advertised for a specific place and time, the meeting must begin at that time and place, regardless of who is missing. This will aid in setting the "tone" for all observed actions conducted by a team. It clearly tells all: "this group means to approach the profession of complex incident management in a businesslike manner". All other actions must also be punctual and purposeful. Routinely, a person will only be late for one such meeting if there is a standard method of recognizing tardiness.

- Team members are approachable and open to input. This sounds fairly simple, but it is not an action always seen. The troops out on the lines have been there. Team members need to listen to what they have to say. One approach could be a directive announced during Operational Briefings that all persons assigned above a certain position (Division or Group Supervisor, as an example) must report to a designated location upon relief for debriefing. However, if this is announced, someone from the management group must be at the location until all debriefings are received.

- Incident Action Plans (IAPs) are available to all that need them. Is it correct for a management group to determine personnel below a certain level of the organization (Division or Group Supervisor, as an example) doesn't need one? Watch what happens when there is a serious accident and investigators ask survivors if they knew the overall plan of action or communications for the incident. If time or machines don't allow timely reproduction to meet this demand, posting copies of it allows anyone interested enough to review it.

- Timely and meaningful interaction with the responsible jurisdiction or agency: When invited, an Incident Management Team is a guest expected to perform a mission. By transferring information to the responsible jurisdiction throughout the incident, questions that always seem to arise after the fact should have been covered during the incident for those persons left with its aftermath. This communication will not be limited to the Incident Commander's position. Team members must consider themselves an "extension" of someone from the responsible jurisdiction; find out who this is and develop a rapport. This is the person(s) you want pleased at the end.

- Orderly and complete paperwork. Time records, documentation package, fiscal records, a team's Narrative Report are just a few written documents which will be available forever to tell history a team came, they conquered, and they left. Make sure you go down in history correctly! Addition of internal audits and/or settlement of a cost apportionment only adds to the possibility your historical documentation will be received by a vast number of people. Don't let an excellent job performed under adverse conditions be judged later by substandard documentation.

- Visual presentations are used. Posting the current Incident Action Plan as well as the next operational period (when available), news from the world outside the incident, meeting schedules and required attendees are but a few to consider. How about posting directions to drop points, Medical Plan, and updated Safety Message, vehicle parking directions, menu of the day, etc.? Think of visuals as a tool: a team does not have time to tell everyone on an incident everything, but everyone is expected and wants to know everything. Assume they can read!

Transitioning

What is involved when transitioning an emergency incident to an Incident Management Team? Actual definition of the transition should be: "a process to familiarize a group of persons to a situation in progress as well as setting agency strategic priorities for its control." For an Incident Management Team, this situation is routinely some major complex emergency incident and this familiarization is to give real-time knowledge of the incident along with local operating procedures for the team. Pretty straightforward, right?

Think about the act of transitioning an incident to a team. It hasn't been a good day with all control actions working splendidly or you wouldn't be there. Not only is the incident not going well but also there could be tremendous amounts of property loss, injuries or deaths associated with it by the time the team arrives. You normally will be dealing with an agency administrator who may or may not have been part of the decision to activate your team and has an unfathomable amount of details and/or possible political pressures to deal with while wanting only one thing from this group, all who might be strangers: MAKE IT BETTER! All an Incident Management Team wants is all necessary pertinent information, official authority to perform their mission and to go to work; the faster the better. Obviously, if a transition isn't done efficiently, something important could easily be lost. Missed items at this point will be detrimental to the incident, impacting a team's efforts and recovering them could be difficult. A rapid transition could well be the worst action taken on an incident.

To avoid "dropping the ball," transitions should be approached in a clear and systematic manner that transfers the most information possible. Documentation of this transfer is required for later reference. These documents will become the cornerstone to an Incident Management Team's actions and written history of the incident.

Teams should also view the transitioning process as an opportunity to make that lasting "first impression" upon the responsible agency. Don't miss this opportunity.

So, with all the hazards identified, how is a transition done to minimize adverse impacts? Some issues to consider:

<u>An Agency Administrator Briefing to Incident Management Team or a similar transition form provides a good basis to transfer items proven necessary on past deployments</u>. The form's questions also require a responsible agency to contemplate items that might otherwise go by the wayside. Yearly review of this form's make-up should be undertaken by team Incident Commanders to incorporate new information items that have surfaced as needed on recent incidents.

- Most federal agencies use an Agency Administrator Briefing to Incident Management Team form or a similar version. States and other departments may have a different version of the form or no form at all. When responding to an activation, the Incident Commander may want to call the responsible agency to see if they use a transition form. If no transition form is used by the responsible incident jurisdiction the Incident Commander may suggest they consider using one and fax a copy, followed with confirmation it arrived. During these deployments, teams should expect the form to be incomplete and lacking a depth of information. It is not unusual for the Incident Commander/team and agency administrator to jointly fill out the form. This may require some education (for both parties) and negotiation. There could be instances where the form will not work at all. However, it can serve as a guide to develop some other mechanism of pertinent information transfer and documentation.

<u>A formal transition takes place at a specified time and location with the completed form</u>. Negotiation by an Incident Commander may be necessary on timing of this. A vast majority of team members need to be present for the transition. Travel times for some members could require transition to be delayed beyond a responsible agency's expectations. This will be especially true on incidents where agencies expect a team to assume command upon arrival of the first member. It will be incumbent upon the Incident Commander, with the agency administrator's assistance as necessary, to negotiate a realistic timeframe that allows proper personnel to arrive.

- The team should set a professional tone for the briefing by being punctual, identifiable, prepared and attentive.
- All team members should be in well-marked Personnel Protective Equipment (PPE) or their agency's work uniform with issued team identification clearly displayed.
- Team members should form a group close to the agency speaker, command and general staffs to the front, with notepaper and, hopefully, a copy of the completed transition form available. If a completed form is not available, a blank form can serve as a guide for team members to generate questions pertaining to their specific roles. It is not unusual to have many people other than the Incident Management Team and key agency personnel present. Determine who everyone is and their role.
- An agency administrator briefing should start with introductions of the key agency personnel by name, title and incident function. Teams should introduce themselves by name and position.
- Routinely, the agency administrator conducts the briefing with an overview of the incident's history, projections, resources status and conditions. However, a team should be prepared to assist this effort.
- After the agency administrator briefing, the Incident Commander should negotiate a question period for team members to retrieve necessary information that might have not been dispensed. It may be best for the Incident Commander or Planning Section Chief to facilitate this portion, going through team functions (e.g., "Resource Unit Leader, any further questions?"). Team members need to be prepared with questions restricted to pertinent issues only.
- Prior to the briefing, the agency administrator and Incident Commander should have set an actual time for team actions to begin on the incident. This should be a portion of the briefing. If not mentioned, this will be one of the questions to bring out.
- Collect any written materials or displays presented to the team by the agency administrator, regardless of their value.

TIP! Team members should view the agency administrator briefing as the opportunity to make a lasting "first impression" on the requesting agency or jurisdiction. This could quite possibly be the first meeting the agency administrator has ever had with any member. As an old saying goes, "first impressions are lasting impressions." Take every opportunity to leave the impression that a first-rate professional management group is there to perform a required mission.

The Initial Attack Incident Commander (IAIC) will need to brief the team. The most current incident situation status should be available from this person and his or her staff. Many times, this briefing is conducted concurrently with the agency administrator briefing. This has pluses and minuses but is normally something a team cannot control. Expected outcomes should be:

- The team will need the best incident information available, e.g., what has happened, what has been attempted, and any projections of incident size, resource status, locations and serviceability. Situation maps, weather forecasts, traffic maps, and Incident Briefing Form, ICS Form 201, if available, should be obtained.

- The team will need direction on future involvement of agency personnel currently on the incident. Do they stay to be incorporated into the incident's structure or are they to be released and when? This is decided between the agency administrator and IAIC.

- Teams can leave a lasting positive impression if a request is made to have a "local" person assigned to them for the purpose of local knowledge availability. Routinely, they will want the IAIC to stay assigned and available to the team. This person had the agency's trust to manage to this point; an assumption must be made that he or she is the best available.

TIP! A word of caution: information from the IAIC could be less useful than one might believe. Some become withdrawn and "beat" because the incident escalated to the point of having to bring in a team. A lot of negativity could be present, and this could sway a team without them even seeing the situation.

<u>Team members must assemble as a unit for the purpose of affirming dispensed information and conduct a strategy meeting upon completion of the briefing</u>.

- Confirmation of received information and materials should be done so that all team members start on the same footing. Just as everyone seems to hear an item differently, group knowledge could be disjointed. Do we all have the same information and, if not, where do we get differences ironed out? Take some time to confirm that what information you have is the same information everyone else has.

- Based on known status at the time, a general strategy for the team must be set to facilitate actions. This could be as simple as all functions checking on actions to this point that will affect their roles or it could be setting a time for the first Planning Meeting should the team be assuming immediate command.

A signed copy of the Delineation of Roles and Authorities – Administrator's

<u>Instructions (Delegation of Authority) should also be given an Incident Management Team, along with the Agency Administrator Briefing form</u>. These documents clearly set team actions into motion. Roles and authorities become extremely important for team non-agency incidents as well as for non-wildland fire incidents (e.g., mobilization centers). Things to consider:

- When an Incident Management Team is requested immediate contact should be made by the team Incident Commander with the agency administrator to explain the transitioning process including the Delegation of Authority. Remember, some jurisdictions don't routinely transition incidents to teams and this could easily be the first such occurrence. Any expectations that our routine will be known and smoothly take place could be severely shaken.

- Special attention should be taken when a team activation is for an assignment other than assuming command of an incident. Team deployments that are intended to provide management for a part of an incident should trigger an alert to have very specific roles and authorities identified. As an example, during a major multi-county flooding incident, a team is deployed to manage the care and housing of evacuees only and will not participate in the overall management of response to the incident. A team would need their specific roles defined and a clear understanding of their authorities.

TIP! When response is to a non-wildland fire agency, an Incident Management Team will routinely find that requesting jurisdictions will not be familiar with the capabilities of what they have asked for. However, there is an expectation that a team will know all and the jurisdiction will normally be willing to participate in and provide anything the team suggests.

One of the best ways to demonstrate professional leadership during times of responses to other jurisdictions is to "walk" the jurisdiction through the Transition Briefing (with the form) and assist with the completion of the Delineation of Role and Authorities-Administrator's Instructions. Time taken at this first meeting will reap benefits throughout a deployment.

TIP! This is also the time to determine if all of the jurisdiction's key personnel are involved with delegation to a team. There is nothing worse than to discover later that someone forgot to tell the county sheriff that an Incident Management Team is being brought in to manage a flood within the county. Not only is a sheriff the highest elected peace officer in the county, but he or she might not necessarily ascribe to the notion that assistance is needed at all. More importantly, they are usually armed! Count the noses and ascertain if all key folks are involved.

TIP! This may be the first, last and only opportunity to gather information before the team assumes an incident. Go slow. Be thorough. Try not to let key players get away before you have gotten all of your questions answered.

That First Operational Period

That first operational period faced by an Incident Management Team is a kaleidoscope of efforts. Each team function is furiously gathering, exchanging, and disseminating information, formulating plans and structuring their specific jobs with needed staffing. Initial or extended attack troops need relief and retrofitting, new line folks need to go out under direction, incident facilities need development, long-range planning begins and an in-depth view of all safety aspects of the incident is required. These and many other tasks must be undertaken beneath the pressures of interagency coordination and the ever watchful eye of media. Not much happening, right?

The state of the Incident Management Team is also a composite of effects. Personnel are routinely working extended hours. They have hopefully gotten their direction and written authority after participating in a Transition Briefing. The incident's setting could be unfamiliar to them. Personnel currently working on the incident may have limited information. Resources and materials of all types are invariably still "en route". Mentally, the team knows what to do and desires to do it. Physically, frustration will set in when demands outdistance ability to supply.

Experience will assist in limiting this frustration. Once you've lived through a "first operational period," the next is taken in stride. Some details felt to be critical have proven to be less so. Shortages have been compensated for. Information lacks have become expected.

While it is not acceptable for a team to just throw their hands up in disgust, knowledge that an initial start-up of team operations could be a little rough should be learned. One of the strongest points of an experienced Incident Management Team is ability to recognize and adapt to situations thrown at them. Professionally bringing control to chaos during a start-up is one of the brightest attributes and lasting impressions a team can impose on an incident. Some tools to consider for coping with this "first operational period" are:

- <u>Recognize and expect shortages</u>. Not resources, but information of <u>all</u> types will be in short supply. ETAs of ordered resources/supplies, situation reports or maps with little useful information, announcements of important person visits, accurate reports of resources currently assigned, timely reports of past injuries, losses or costs will all be among the missing. EXPECT THEM! Develop a sense of adaptation to work around them.

<u>Team Guidelines can lessen chaos</u>. Directions to specific functional roles to gather the best available information PRIOR to arriving can attempt to shortstop the "it's lost in the system" syndrome. Consider if time and travel allow:

Directing a team Logistics person to routinely go to the responsible agency dispatch center. Their mission is to:

- ▸ Get copies of all agency documents utilized while gathering resources and supplies.

- ▸ Ascertain exact procedures and identification of contact person(s) for the continuation of ordering/confirmation with pertinent contact methods and numbers.

Directing a team Planning person to the responsible agency dispatch center. Their mission is to:

- Retrieve copies of any agency incident situation and resource status documentation developed from the start of the incident.
- Obtain copies of any news releases, incident cost calculations and weather forecasts/projections.
- Get any information available concerning past incidents within the general area of the current one.
- Determine exact procedures for situation updates and other dispatch contacts desired with contact person(s), methods and numbers.

Assign a team Operations person to personally recon the current situation. This may be done rather than attending the Transition Briefing as long as another Operations representative is present for the briefing. Hands-on review of current strategies, resources and projections will greatly enhance a team’s ability to produce a useful Incident Action Plan (IAP) when called upon to do so. Provide multiple briefings for “late” resources. If suppression resources are limited, continue to work on part of the incident where they will do the most good.

A pitfall all team members need to be aware of and recognize is the ease of working themselves beyond usefulness during the first operational period. Commonly members have been working at regular assignments when activated for a team response. Travel is conducted to the incident, a transition takes place, and the team goes to work. A team routinely assumes an incident in time to brief and get the second day’s operational period to the line. Work continues through day two to prepare facilities, accomplish planning and generally organize a large incident. Even if the incident does not enlarge significantly during day two, team members work all of that day to get their functions staffed and performing well.

Studies show that “burn out” occurs at about hour 11 when under stress. Efficiency, production, and safety become real concerns. Team functions require a mental state capable of simultaneously performing multiple tasks. Everyone has a point of diminishing return with regard to the ability to cope with demands placed upon them. Not only can a forgotten item become lost, personnel can be left in unsafe situations and needs go unmet. Team members can become exhausted without getting dirty. All members must recognize this fact.

Some items to consider for safeguarding against over-extension of team personnel:

- Team positions having a second person assigned will require a conscious division of workload. Team Incident Commanders may have to monitor this Division to ensure it is working. The person not “on” must attempt some rest in an effort to relieve his or her partner at the appropriate time.

- Use of twenty-four-hour operational periods has proven to ease compression of time for some functions (e.g., Logistics, Planning, and Operations). Not that the workload goes away, only more time is available in an operational period to accomplish it.

- Team guidelines can require certain sections to have deputy positions filled whenever the crunch of an incident is expected to exceed a certain operational period (beyond the team’s second).

Experience will teach to expect the unexpected. Being dependent on others will always leave the possibility of letdown. Ordering more assistance is not always an answer either. Availability, travel times or other incidents can severely impact accumulation of more staff. The best word of caution could be to have another plan available when chips don’t all fall together.

A common practice during that now famous “first operational period” is a tendency to overestimate production. While this happens less in the Operations, others do fall prey. Our system builds this (e.g., the kitchen’s ETA is 1100 hours and an unknown breakdown delays it until 1600 which impacts feeding of troops going out). Overestimation can fell any team member in their quest to accomplish their function.

Teams should consider the possibility of overestimating their own production, especially during that first operational period. Is it really possible to draw together a current IAP, be working on the next and correctly look at contingency planning? Can necessary facilities be developed, communications organized and drop points marked with available staff? Can each member realistically accomplish all required actions within that “first operational period”?

Some items to consider:

- While developing the ICS Form 202 Incident Objectives Form for that first operational period, an Incident Commander could list specific objectives and goals for non-Operations functions (e.g., Logistics develops a 2,000-person camp; Finance/Administration ensures all contracted equipment time is started). This prioritizes actions and accomplishments. It also implies recognition of limited resources. A posted visual display of this could be helpful.

- Individual function heads must prioritize specific work to be accomplished. Functional staffing is routinely still short and only so many “things” can be accomplished; what is most “important”? List them and get them done in that order. Should an individual’s priorities impact other team functions (and, THEY ALL WILL!) this must be shared with the other team members. A full team meeting four to five hours into that first operational period works excellent for this intra- team sharing of information about projected shortfalls and accomplishments.

- Recognize when the impossible just takes a little longer to accomplish. Most challenges faced by a team when organizing an incident can be successfully met in numerous ways. Be adaptive and creative while guarding against expending precious time on a scheme with marginal chances of success. A standard "book" answer is not always needed or required.

- Rely on past experiences (mental slides) to meet significant challenges. There is a depth of collective knowledge when an Incident Management Team is assembled. That first operational period team meeting could produce problem solving suggestions from a most unlikely source if members are made aware of a mate's difficulty and feel free to offer assistance. Use someone else's slide when necessary.

TIP! Learn to recognize the abilities of other team members. You could and should have cross-trained folks at your disposal. That information officer might also be an outstanding Logistics Section Chief. The strongest attribute of real good management teams is an openness to share ideas and work. Too many times a person's focus becomes so narrow chasing their individual challenging demons that they forget that there are a lot of folks on a team, all with the common goal of making the entire production work. Share your needs and ideas. Each incident will impact each team member differently. That information officer might not have a lot to do on this incident due to its extremely remote location and, therefore, could be of assistance to Logistics. At meetings have team members brain storm and prioritize what needs to be done. Encourage team members to help out where help is in short supply.

Communicating

During an Incident Management Team deployment, proficient communication becomes extremely important. This includes not only internal incident communications that utilize radios, phones and face-to-face to transmit information used towards control of an incident, but intra-team communications as well as off-incident transfer of information. Effectiveness of communications will directly impact a team's success and impression they leave behind.

Basically, communications can be broken down into three major categories:

- Intra-team
- Intra-incident
- External

Unsuccessful accomplishment of any category will impact a team and incident adversely. A variety of methods exist to avoid this.

<u>Intra-team communicating is the essence of team interaction and requires a conscious</u>

effort by all members. It is not that people are excessively introverted but, some do find it extremely difficult to share thoughts and ideas before a group. Some avenues to consider:

- Sincerely welcome new members to the team.

- Efforts must be expended to maintain an intra-team atmosphere that advocates smooth and healthy communications. This is easier said than done. Many obstacles can lead a member to be reluctant to participate.

    - Agency affiliation: Some team members may be hesitant to actively participate in open team communications until it becomes obvious their input is welcome and, yes, needed. Personal discussions with the Incident Commander or other team members could help; it may take repeated team interfacing for a person to loosen up enough to participate. All team members need to be aware of this situation and ready to rectify it.

    - Rank: Unfortunately, some folks will hesitate to participate because they are outranked. An Incident Commander should make it crystal clear that, in a team setting, all collar brass was checked at the door; every member is just that a member! Your only “rank” is that afforded to your team position. Again, this may take repeated demonstration by all team members to loosen up the rank consciousness.

    - Abilities: A person might be self-conscious of what they perceive as a lack of experience or knowledge compared to other team members, subscribing to the theory of not demonstrating this lack by opening their mouths. Again, the team atmosphere will need to recognize that there are as many different levels of experience as there are members and that’s OK. Besides, those with loads of experience had to start somewhere too.

- Team guidelines can describe and structure team operations in a manner that clearly requires and promotes communication’s importance to team intra-actions.

    - Team structure requires numerous meetings

      Transition Briefing
      Strategy Meeting
      Planning Meeting(s)
      Operational Briefing(s)
      Daily Team Meeting(s)
      Demobilization Planning
      Meeting Transition Out-Briefing
      Post Incident Team Meeting (critique)

    - It would be advantageous to discuss meeting processes in team guidelines. Expectations on length, contents, participants, and required interactions as well as need for documentation should be explained.

- Continually drive home the idea that gathering, exchanging and disseminating information is a shared responsibility of all team members. Ensure a clear process to accomplish this is understood and expected of and by all.

- Position specific expectations within team guidelines could list those types of information required by team members. This alerts members to the nature and detail each other member expects from them.

- Team Incident Commanders and Functional Section Chiefs should monitor conduct of meetings and member's participation to ensure an open working atmosphere is cultivated and maintained.

TIP! Meetings by team members coordinate a vast majority of team management efforts. They are required BUT, the abundance of them can become overwhelming for personnel attempting to accomplish something (such as managing an emergency). A watchful eye should track all meetings to eliminate unproductive or counterproductive time. Having a clear posted agenda with outcome expectation, along with member's knowledge of the expectation of their punctuality and preparedness, should maintain the businesslike team attitude. A team member assigned as the team's meeting facilitator (team guidelines) or "Sergeant-at-Arms" could also help. Leave the rabbits for after the incident. Every team meeting should start with, "the purpose of this meeting is _______".
The following people must be present ______, ______, ______, ______.

TIP! Teams should develop a standard procedure for documenting all meetings. Too many key decisions and directions develop during meetings that seem to require later review. Bring in a scribe or delegate this task via team guidelines.

Intra-Incident communications are obviously key to transferring information for the purpose of control. However, even as much as this type of communicating is performed by our troops day-to-day, there are areas for improvement during major incidents.

- Keep the incident's troops informed. We have all been on incidents where no one outside of the incident management's upper echelon had any idea what was going on or projected. Really makes you feel that there was a rudder on those ships, huh? Routinely updated bulletin boards and single page briefings within the base are but two of the ways to accomplish the task of informing the troops. Decide early how and by whom this will be accomplished, then make it happen. Utilize visual displays within the ICP as much as possible. If someone can locate their needed information without asking, a manager's time is not spent answering questions.

TIP! Each team should have some pre-developed “standard” documents available from personal word processing systems that can be used as needed. Motel policies, personnel standards of conduct, and release priorities are but a few of the documents consistently used incident-to-incident. Teams will develop more upon each activation. Availability will ensure use.

- An IAP that cannot be read is less than worthless. Its construction wasted a lot of valuable time and, except for meeting certain personal needs in a biological sense, it isn’t worth carrying. Recognize that IAPs must be reproduced; reproduction requires a clean original. At present, the cleanest way to develop an IAP worthy of reproducing is to employ the InciNet and other computer systems. <u>Get one and use</u> it! To meet the need prior to the system’s arrival, copies of this program are available for personal computers (laptops) which should be in every Planning Section Chief’s possession. If an IAP must be handwritten, find someone who can write legibly and produce the best IAP possible. IAP maps are also a problem to reproduce; the GIS mapping system cranks out great maps in 8-1/2 x 11 inch format that can be reproduced with outstanding results. Use it!

- As a communications plan develops, ensure all pertinent information is on each ICS Form 204 Assignment List of the IAP as well as the ICS Form 217 Communication Plan. Complex incidents require complex communication plans. The ICS Form 204 Assignment List reflects the Communications Plan specific only to the assignment of resources to that Division or Group. However, reassignment of personnel about the incident during an operational period affords everyone information needed to properly communicate. Likewise, LCES information developed should also be on each specific ICS Form 204 Assignment List for the same reasons. Build in flexibility while keeping troops informed.

- Each IAP should include a listing of staff cell phone numbers. Begin building a cell phone/pager directory early and update it with every new IAP. Teams should have one started in their portable word processor prior to an activation. In areas with adequate cell phone coverage (or made to have adequate coverage when you brought in that portable cell), radio traffic will be freed up for important operations-based communications. Use the radio for Operations messages so that others can eavesdrop.

- Operations Leaders (Chiefs, Directors, Supervisors, and Leaders) must be cognizant that certain communications should <u>NOT</u> be conducted via cell phone. It is entirely possible to isolate a large segment of an incident’s organization by not using common communications methods for information needed by many. For instance, if one Division had a blow-up condition and reported this via phone only, would adjacent Divisions (or anyone else on the incident) have all information necessary to them? Certain items need to be heard via common communication methods.

- Operations Leaders and incident dispatchers need to maintain radio discipline on the incident. Not only will this eliminate untimely use of congested airwaves, it should maintain a professional sounding incident for all those listening (like an agency administrator or the media).

TIP! In areas of highly concentrated cellular telephone coverage (heavily populated or with major transportation routes) cellular companies have portable cells as well as large numbers of portable phones available. FCC licensing for these high use areas normally contains a clause that requires companies to provide this service to responders without cost (including the cost of the calls made) during times of disasters. Check with your Logistics folks to ensure they know how to access this service when needed.

External communications are those made from the incident to the outside world. This will include, but not be limited to, briefing the agency administrator, working with the agency dispatch center, tracking down vendors for specialized items, or transmitting cost information to an appropriate source. These and many other communications will say volumes to legions about the team and its personnel. Therefore, team members need to be aware of the expectation that all communicating will be of the highest professional level. Some items to consider:

- The most off-incident reviewed and discussed document a team will produce during a deployment is the ICS Form 209 Incident Status Summary. Accept this fact. Completeness, accuracy and timeliness are paramount. There are deadlines for the ICS Form 209 that must be met as this document is used to allocate resources to your incident. It must be on time.

TIP! There are currently many documents required to be transmitted off an incident throughout its life. ICS Form 209s and cost estimates are but a couple. Ensure you know them all. Reconfirm early during the incident with the receiver a timetable and method to be used for each. Entirely too much time can be wasted by too many people tracking down late or incomplete documents.

- Agency administrator briefing times and methods will normally be set during the Transition Briefing. The Incident Commander or Deputy will routinely do these. Regardless who does them, reviewing the latest information just prior to the event will allow transmission of the best information while making a professional presentation. Agency administrators want the best “feel” for the incident that the experience of a team can give him or her. Being forthright and honest can ease the making of off-incident decisions.

TIP! Awareness of the importance that is to be given external communication by all team members will go a long way to having the team perceived as a structured and accomplished group who can meet deadlines in a professional manner while facing many difficult tasks.

TIP! Some have found that local Internet providers have been known to provide access for use of an incident free of charge. Check on it if this could be of value.

So, You're in Unified Command Now What?

It is common for significant incidents to involve more than a single jurisdiction. This is an accepted fact and management of these types of incidents has been addressed under the Incident Command System's provision of Unified Command. What impacts can an Incident Management Team expect under Unified Command? What are some of the pitfalls and what are some "tricks" to making it work?

When transitioning into an incident which is being managed under Unified Command, some immediate alert bells should loudly sound.

Is this legitimately a Unified Command Incident? Unified Command was designed to "allow all agencies with responsibility for the incident, either geographical or functional, to manage an incident." Do you have such an incident? If not clearly understood, ask your agency administrator for clarification. You need to know when an agency is including (or pacifying) a cooperator in Unified Command when in reality the cooperator has no jurisdiction or functional responsibility for the incident.

Has a single ordering point been established? The quickest and longest lasting way to adversely impact a Unified Command incident is to have involved agencies continue processing orders for additional resources/supplies through their normal channels. Incident personnel delegated as having overall incident responsibility for their agency (members of the Unified Command) must immediately agree what method (single point) will be used for such ordering, advise their respective agency, and ensure all incident personnel from their agency know of and abide by this decision.

Is this a cost share incident? This will be a tough topic to broach. However, it is one that needs an immediate answer. Some agencies do cost sharing as a matter of policy; others will not have a clue what this is about. With "...responsibility for the incident..." should come some expectation of financial support for that responsibility. Impasse on this subject must be referred to your agency administrator immediately. If there is to be a cost share of the incident, some tools are necessary:

- Have cost share technicians been ordered? Very seldom will personnel from the team's Finance/Administration Section have time or expertise required to produce an agreement necessary for cost sharing. Get the help you need. A technician should represent each agency involved.
- Do you have on-hand necessary maps accurately delineating each agency's area of responsibility? If not, get them. If you are not intimately familiar with the areas, have your agency administrator or a designee verify the map's accuracy. This is important!

OK, so all of the immediate bells went off and you got satisfactory answers to the first issues. Now what? To proceed smoothly, some preliminary actions, which are different from a single agency incident, are necessary.

- Establish Unified Command's objectives for the incident that meet all involved agencies' needs. This could be understood as necessary by your counterparts or it could be an entirely new concept. Availability of a blank ICS Form 202 Incident Objectives Form could aid in this effort. Keep the development clearly as objectives, not tactical actions. Good luck!

- Establish the management staff who will fill the Lead Section Chief and Officer roles. A team Incident Commander can be intimidating here as he or she just showed up with a whole fleet of highly regarded personnel who normally operate as a high-performance team. Should all agencies elect to use the Incident Management Team intact, this job is done. However, should another agency feel it is necessary to insert staff from their agency into the management structure, things can become a little more complicated, but there are a couple of avenues to consider:

- Keep the bulk of the Incident Management Team intact as "lead" person in each function while negotiating for a limited number of deputy roles for other team members. Normally emphasis will be for another agency's person in an Operations Section Chief role. Can your team function correctly if the team Operations Section Chief becomes a Deputy? This will be a question each team Incident Commander will have to answer for themselves and their team. Make sure your agency administrator reviews any negotiated staffing settlement.

- Should qualified personnel from another agency be available to fill all "lead" roles, your entire Incident Management Team could become deputies. This will need to be immediately reviewed with your agency administrator; he or she might not have brought you in with this in mind. The issue is thrown back to the administrators from all involved agencies for settlement. It's not the best avenue for a team, but it could be the only way to settle it.

- Establish information release procedures for the incident. All agencies on the incident will need to agree to a single source for development of information released. The Information Section may well have personnel from all involved agencies but released stories must all be the same. This can become the second leading source of problems within a Unified Command setting if left to chance.

- Agreement on incident facilities, location, purpose and size must be mutual.

The members of the Unified Command come out of their meeting and announce the outcome of their agreements. Now what? All team members need to consider some thoughts:

- Regardless if the Incident Management Team is to be the "lead" group or if the team is the only command structure present save the other agencies' members of the

Unified Command; team attitude will set an everlasting tone for the incident. There is a new player in the position of Leader; could there be several? Now what? Team intra-actions must continue as normal. React equally to all members of the Incident Command. This is easier said than done with some. There will be some agency specific needs which might have to be met by staff. While just what they need is more to do, these are the “little” things which could derail a Unified Command with the best intentions. Any questions concerning conflicts of direction should be immediately referred to the team for rectification. All team members must want the other members of the Unified Command to say after the incident that “the team took me in and accepted me as a full member.”

- Be open and honest with your counterparts. Whatever command structure agreed to will have to work and work well. The attitude and cooperation by the Incident Management Team cannot become a basis for problems.

- Realize that you may be training your counterpart in his or her functional role. Incident Management Teams have qualified and experienced personnel assigned; other agencies may find it hard to match up person-for-person. All team members should expect being relied on to pass along some of this hard earned experience. It can become a full time task. Remember, you may well be developing a future member of your team.

- Remain approachable and open to input. For many of the same reasons as providing on-scene training to counterparts, team members must demonstrate untiring desire for input and interaction. By setting an example of cooperation, a team will stimulate and maintain a desire in all to work together in a common cause.

- With minor exceptions, all management functions must be collocated. This includes the Incident Command Post (ICP). We have all been on incidents that clearly had multiple ICPs, yet were called “Unified Command.” Not True. Get it together and assist keeping it together.

A few hard earned thoughts which could make future Unified Command incidents easier for a team:

- Establish agency specific Finance/Administration personnel within this section. This may only need to be a Deputy to the Section Chief, but ensures proper procedures and documentation are followed for each agency.

- Establish agency specific time recorders within the incident’s Finance/Administration Section. These people work and report to the Finance/Administration Section Chief. However, specific time recording requirements of each agency will be met.

- Establish agency specific Compensation/Claims personnel within the

Finance/Administration Section. Depending on which agency's jurisdiction a claim might generate from, the process for submitting claims could be different. By having a person from that agency handle the claim from the start, settlement delays will be avoided. Again, these people would work for and report to the Finance/Administration Section Chief.

- Should you be involved in a cost share agreement, consider:
  - A Division-by-Division percentage split is required for each operational period of the incident. This assigning of percentages is done by the members of the Unified Command. Whenever they do this, it should be done in private with the cost share technicians only. Too much pressure is imposed on an Incident Commander if someone from his or her agency is present/observing; especially a superior.
  - Operations Section Chiefs have an important and pivotal role in cost share agreements. They will be required to verify, at the end of each operational period, where each resource was actually used during that operational period. This should be made known early so they may employ whatever means necessary to track resource use. Should there be air resources involved, air operation branch directors will be required to do the same. Tell them.

Some Other Things to Consider

Some issues have arisen over the course of past Incident Management Team deployments that warrant consideration, should there be a need for slide development by you. Something similar could surface again:

<u>Two agencies each have an Incident Management Team assigned to an incident</u>. Complicated? Yes. Impossible? Not necessarily. Think about:

- An incident is large enough geographically to require excessive travel times to encircle. While not specifically outlined in ICS, splitting a large incident into two separate areas/zones with clearly defined boundaries can work. <u>However, there can only be one set of incident objectives!</u> Objectives are negotiated between two zones, so all needs are met. Although workable, this is not an ideal situation to be in. This setup really calls for an Area Command to be established to coordinate two efforts and prioritize resource usage.
- Agency administrators jointly negotiate that one team will be primary or lead and the other will perform as deputies. Hopefully, team Incident Commanders would be consulted on workability of such an arrangement. This is the second-best alternative.
- One team works one operational period, the other works the following. This is not

good. There is too much loss of command continuity as well as too great of a chance for details to "fall through the cracks." Stay away from this if at all possible.

- One team is released from the incident at the direction of the agency administrators. This is the best solution and reduces a wasteful commitment of resources.

Your position on a statewide priority list during a time of multiple incidents is very low. Resources (especially those of a normally limited nature) are going to be very few and far between. Expect over-using the resources you do have and long delays on orders. Even items like the Incident Base will be limited at times. Plan accordingly. Your creativeness and flexibility will be tested. DO NOT resort to hedging reports of your situation should nothing current or predicted exist which could change your priority. These embellishments seldom work as you hope. Live through it and see how the team's collective imagination produces results. After all, some incident has to be on the bottom of the list; it's just your turn. Consider using non-traditional approaches such as large numbers of rental dozers, making local government engine crews into a fire crew, etc.

You have a significant incident near a major center which attracts a lot of attention. The team's Information Section is doing a good job, however, expect repeated requests to interview the Incident Commander. In today's world, the media eventually want and need to hear from "the person in-charge." Consider an organized news conference to fulfill this demand. Advertise a conference time which will meet a majority of deadlines of the media present, find an area of adequate size, get good visual aids, brief the presenter(s) on the latest status/possible question areas and do it. Reporters from most major media sources understand this format and process. However, the team's information officer should facilitate the conference by opening with an explanation that there will be a situation overview and a question-and-answer period; all to be accomplished within a set timeframe. The information officer should be ready to "rescue" the Incident Commander(s), if necessary.

You have an incident with a significant number of structures destroyed. Lucky you. While firefighters did their best, the incident "took" xxx number of structures. Now what? Consider:

- Specific instructions to the entire Information Section should be: their theme is to be; "firemen SAVED xxx (number) of structures, unfortunately, the fire DESTROYED xxx (number). . . Firemen DONOT lose structures; we save them!

- You will need to organize a triage group to rapidly count foundations. Media want a number and will harass the Information Section until given one or will develop their own from any talking source around the incident.

- Determine as soon as practical the identification of those structures destroyed. Addresses, assessors plot maps or anything else, which will positively locate the structures, will aid in this. Assuming the area has been evacuated and residents have not been allowed back due to on-going control activities, you can set in place some processes to ease this situation for the citizens involved.

- As soon as Operations can work around limited traffic, announce availability for firefighter-escorted trips during specified times for owners of known destroyed structures. Proof of residency should be required.

- Have agency vans or other suitably marked agency transportation available. Assign compassionate agency fire personnel in uniform with PPE to function as escorts. Outfit the affected citizens in well-marked PPE. Take them to their structure. Reason; too many experiences with this situation have shown that people, even though it is confirmed for them that their structure is destroyed, HAVE to visit the site for personal closure. When performed correctly, this service will generate rave reviews and leave a lasting impression.

- Discuss this sort of action with a local mental health department or other appropriate agency prior to implementation. They routinely have excellent suggestions and counselors available for this type of traumatic undertaking.

- Consider having Advanced Life Support available during such an operation. This has proven worth the effort as reaction to individual trauma can be overwhelming for some; plan for it.

- The media will want to record these returns for human interest. You cannot stop them unless they are considered a hazard to on-going operations (difficult to do if you are taking citizens in). Information could have them elect a representative to travel with the escorts/victims in your vans to get a story that they will share. Or, selected victims amenable to media attention could provide this coverage. Check on it. Also, check those that aren't and protect them.

- You have a need for damage assessment for structures destroyed. Place an order for this specialized resource when you have some idea of numbers. It could take a while to assemble the necessary staff to do the job correctly. Consider tapping the county assessor and/or building departments for resources necessary to perform assessments; they have methods we don't, familiarity with what is an inhabitable structure, and resources (e.g., plot maps) which could speed the process. Know what you want from damage assessment; count, photos, prevention information, etc.

You have to recommend evacuation of citizens from the incident. Alert bells should be loudly sounding now. Consider:

- We don't order evacuations; this is a law enforcement function and they have the responsibility. However, they don't have knowledge of incident spread that you do and will be relying on you to trigger the need.

- Get the highest ranking responsible law enforcement agency official you can. Install him or her into your command structure as a “branch director law enforcement” (put the name on the organization chart quickly). Responsibilities are evacuation, traffic control and security as well as their routine duties. Make this person feel a part of the incident’s organization by involvement throughout your planning process and IAP implementation. Make sure this person understands you consider him or her as the law enforcement head for the incident that is working within your structure.

- Bring in the county emergency services coordinator (or someone with these responsibilities; different titles exist). This person has (or should have) pre-planned evacuation centers located, contacts with appropriate social response organizations (e.g., Red Cross) and mass transportation contacts. Develop an appropriate level within your organization for this person and delegate necessary responsibilities. This will be fairly easy in those locations with an active disaster planning effort. It is likely an Emergency Operations Center (EOC) will be established.

- If evacuees are placed into incident generated shelters, have your Information Section place a team information officer into each shelter. Evacuees will need periodical updates of the current and projected situation. A uniformed person from your staff is best.

- Negotiate early with your law enforcement branch director procedures to be followed once your situation allows reoccupation of the area. Make sure all staff know how this will be announced and what preparatory steps are needed. Law enforcement makes the actual evacuation; they should announce and coordinate reentry.

- There can be pressure (even unvoiced pressure developed within the team) to get people back into their residences as soon as possible. Guard against inhibiting operation’s efforts and/or possibly needing to evacuate again (very bad)! Human nature will want to get folks back in quickly; just don’t make it too fast. By the same token don’t delay unnecessarily. The occupant can help the operation by being present.

<u>Community relations is a broad term for efforts to meet the need of local citizens and elected officials to be informed/involved with your emergency mitigation job</u>. This is an unexplained, but inherent mission each management group has and one the fire service as a whole has never done well. Consider the following:

- Your incident is burning or seriously threatening to burn (or flood, or...) within a community. Citizens have a right and expectation to be informed <u>BY THEIR FIREFIGHTERS</u> what is happening and being done versus getting this information from the media or word of mouth. One avenue is to organize public briefings within the affected community.

- Coordinate any of these efforts with local elected official (city council person or board of supervisors for the affected area). They need to be afforded the opportunity to be present and/or participate in these briefings.

- Depending on the incident's magnitude or "feel" for community concern, the first such briefing within specific areas might need to be done by the Incident Commander(s) with assistance from your Information Section. Repeat briefings at a location can be delegated to the Information Section if this is felt to be appropriate.

- Daily updated single page informational handouts developed by Information and dispersed from places of community gathering and with IAPs are generally well received. Announce in the last one to be published that future issues will not be done.

- Long-term or damaging incidents will generate a lot of interest by elected officials. You have a responsibility to brief them also. Consider the following:

  - Make sure firefighters themselves know the big picture and can provide accurate information to the public, the media, and officials.

  - Check with an appropriate source to determine if the entire group of community elected officials (city council/board of supervisors) would entertain a briefing during a public comment section of their organized agenda. This assumes their regular meeting day would be of benefit (incident is still active). Recommend the Incident Commander(s) make these presentations.

    - Visual displays will greatly assist in such presentations.

    - Don't get too technical. These are laypersons, not firefighters. They will be most interested in damages done, projections for control and problems encountered.

    - If you are unfortunate enough to have an incident that remains active through another scheduled meeting, see if they would like an update briefing.

- Invite the elected official(s) to attend your Planning Meetings and Operational Briefings. We do not operate in secrecy; invite them and assign a knowledgeable staff to escort them through the processes. If they do attend, announce their presence to the group so your folks know who is in the room.

- If you have a final package of incident maps, damage assessments, rehab plans, team narrative report and the like, have enough packages developed for presentation to the elected officials who have interfaced with you during the incident.

TIP! View the need to meet expectations of citizens and elected officials in the context of; these are your "customers." We have a responsibility to meet the expectations of our customers. DO IT! This might all seem to be a real waste of the team's valuable time, but we do have a responsibility to keep citizens/elected officials informed. The benefits of expanding this effort will be generally well rewarded. Agency folks left behind after a team mitigates the incident will enjoy an improved respect for the fire service.

Very Important Persons (VIPs) Visits. Incident visits by interested important people will happen. VIPs could be just about anyone; politicians, government department heads, etc. Be prepared for them! Some will be invited, some will appear unannounced. Regardless, teams should have internal procedures in-place and known by all members to deal with these important visitors (team guidelines?). Consider the following:

- A team function is designated as responsible for VIPs. Routinely, this falls to information. It really doesn't matter who, just so long as there is a function responsible and staffed to handle these folks. The goal is to brief the VIPs on the incident's history, what is projected and what problems exist. Visual aids in a briefing area will make this much easier. Dependent upon the visitor, members of the Unified Command may be expected to make this presentation.

- Tour incident developed facilities with VIPs. Without disturbing work being conducted, orientations to the Planning Section's efforts will usually amaze folks seeing this activity for the first time. The same is true with the Finance Section. Of course, a tour of facilities isn't complete without trying the kitchen.

- Requests for tours to the front lines can be expected. If practical, go with appropriately marked PPE and in agency marked vehicles. Expect and plan for over-flight requests; these are appropriate when correctly licensed aircraft are available and such movement does not interfere with operations.

- Upon their departure, ask if a follow-up personal briefing is of value for them. A simple phone number exchange will allow rapid transfer of information to them and could limit return visits.

Accountability is an often discussed and noble issue, but one which is difficult to see results with. In a team setting, accountability has to start with the team. Team guidelines have laid out specific expectations; did they get met? Your agency administrator laid out expectations (strategic goals and objectives) for the team; did they get met? Section Chiefs laid out expectations for their subordinates; did they get met? How do you know? We historically have done poorly when recording job performance with proper documentation. Be a part of a force to change this trend!

- Team members with written guidelines know what is expected of them. Performance ratings should have these expectations incorporated as rating factors. If met, say so. If not, explain why performance was less than adequate. Improvement for a next deployment is the goal.

- Routinely, agency administrators will be very satisfied with a team's performance when the incident is successfully controlled. Sometimes, to the point of embarrassment. However, do they really review your documentation, ask for final cost figures, demand reviews of accidents and injuries or feel free to discuss on-going political problems in an incident's aftermath? No, but these are the issues that administrators deal with. As a last professional gesture, what would an administrator do with a performance rating sheet listing these types of issues handed to him or her by an Incident Commander? It might be worth doing just that to watch their expression. If you get one honestly filled out, it will make a great learning tool for the entire team.

- Section heads must feel it's an obligation of their position to honestly rate subordinates. The team should decide early (in their guidelines) to what level of the organization performance ratings would be required. Once done, make the forms available and have a central location staffed for their collection. Distribute off the incident under direction of agency policy or the agency administrator.

Substandard or non-performance is not a frequent occurrence, but one that will need to be faced. If performance impacts the incident detrimentally; release and send them home. Follow with immediate contact to their home Supervisor advising of the situation and reason for early return. Follow it with written documentation. Include all pertinent facts. You had better be right as this is about the biggest action you can take against a professional and one that may take follow-up action after the incident. But hey, that's what you get the big money and title for.

TIP! Personnel problems must be referred to the Incident Commander immediately. Some tough decisions have to be made. Is the transgression or act sufficient to warrant future punitive action? If so, recommendation is that a specific investigator for the occurrence be requested. Current personnel assigned to the incident already have a job and/or might not have expertise to perform and document a needed investigation properly. Get specialized help when needed.

TIP! Teams should have Incident Base/camp rules of conduct available in their portable word processing. This will need to detail acceptable/unacceptable conduct and attire for personnel to adhere to. Post on bulletin boards and include in IAPs as deemed appropriate. Then BACK IT UP!

Your incident has numerous resources from the state's Mutual Aid System assigned. A common situation but one that does have implications associated with it.

- Require a conscious and periodical review by Operations on the effectiveness and value of these resources. On many occasions, we can look back and confidently say these resources were held too long. These have, at times, become a security blanket in case "something goes wrong". In many cases, their true value ended 24 hours previously. Monitor.

- Why do we continue to associate “structure protection” needs with Type I engines? In many locations, these monsters have limited applications. Nearly as many Type II and III engines are available through the system and these lend themselves better for many more applications. Think about it when ordering

- When you have enough advance knowledge of need, request those state-owned engines available through the system. They are cheaper and have adequate capabilities for most applications. Response times can normally be the limiting factor.

- Demobilizing a large collection of mutual aid resources can become a nightmare. Plan early and staff up. The vehicle safety inspection portion takes a while.

You have stabilized the incident and begin planning for demobilization. As the primary thrust to accumulate resources was driven by operation’s needs, this section has primary responsibility to generate information on their future needs and scale-back of the incident. One tool to assist in this “crystal ball” projecting is a matrix developed by Operations. The matrix lists different types of resources to be used, each operational period out for a minimum of three days and projected needs of each type of resource for each subsequent operational period. Operations should review this matrix often. With exception of the following operational period, numbers can be modified as each operational period completes their assignment and the needs change up or down. Armed with this type of information, the team can begin demobilization planning and proceed. Plan early, review often and demobilize resources that are not needed.

What’s Coming Your Way Next?

What is on the horizon for Incident Management Teams? Who knows? However, if recent deployments are an indicator of the future, things will be interesting. New challenges exist and possible assignments for situations yet unknown surely will test skills of current and future team members.

The adoption of the Standard Emergency Management System (SEMS) guidelines by the State of California could impact teams deployed to that state. Incident management and coordination have been given new emphasis. Availability of trained/experienced Incident Management Teams is becoming known by many jurisdictions that previously had very little knowledge of or exercise in emergency management. Most are attempting to train and learn a system that will routinely be exercised annually or when “the big one” hits. Many have already demonstrated and acknowledged limited ability to function proficiently due to a lack of continuous application of these skills. With these specialized skills available on demand, many jurisdictions will look to Incident Management Teams to fill their occasional needs. What will this entail?

New types of incidents will need to be managed. Large-scale HAZMAT, civil disturbances, earthquakes, floods and, yes, an occasional tsunami will all impact California and possibly other locations. Who knows what other calamity will jolt nature’s playground for disasters. However, all will require massive amounts of resources for mitigation. Will managing these effectively be that much different than a wildland fire? No, only the actual application of these resource's skills will be somewhat different. In other words, effectively dealing with large numbers is not any bigger deal than what we routinely do; only the application will differ. What can a team expect? Consider:

- Teams will not normally have knowledge or training in many areas needed; dealing with large numbers of displaced citizens (both short and long-term), addressing water and air pollution concerns on a large scale, restoring basics of life needed to survive like emergency drinking water systems and food as well as many other aspects. What to do?

- Get the most knowledgeable technical specialist for areas where the corporate knowledge of the team is lacking; just like on a wildland fire incident. Then listen to them!

- Develop interpersonal skills that will be necessary to coordinate and interact with personnel from many agencies and jurisdictions. This is not as easily accomplished as you might think. You will have inherent problems with some because of the "what do a bunch of wildland firefighters know" syndrome. Show them!

- You will not have that warm fuzzy feeling that you have done this particular type of incident a hundred times to fall back on. However, you will have tested emergency management skills exceeding those around you. Use them!

- Expenditure of dollars will be a nagging hindrance to feeling free to accomplish what is needed. "Where is all of this money coming from" will become a steady nightmare.

- Pressure to perform without a hitch will be ever present. This could be voiced or personally felt by individual team members. Effects might become overwhelming. Teams should discuss this and recognize its symptoms.

- Possible concerns for team member's personal property and family could surface. Were member's residences within an affected area? Deal with this straight away.

- Teams need awareness of, but avoid, intra and interagency political wars. Our presence at non-wildland fire incidents will incite some while soothing others. Regardless, you have a job to do; just do it and leave the infighting to the real wheels.

- With new types of incidents will come new types of assignments.

- You might not be in charge of the big picture; a portion or role could have been delegated (e.g., managing the receipt and distribution of relief supplies, restoration of water supplies).

- You could be working for another management organization (team) on a portion of the overall incident that may or may not be experienced/knowledgeable. Expect it.

With expansion of emergency response coordination and management under SEMS legislation comes the requirement for Emergency Operation Centers (EOCs) at various levels of government. Training continues for personnel for EOC staffing. A problem with this system is that a majority of the personnel will perform these EOC duties as an additional responsibility to their normal job. Many have only limited knowledge of performing in an emergency response mode. Fewer have actually performed on emergency incidents. Obviously, many agencies will look toward Incident Management Teams for assistance based on known capabilities and input from their counterparts throughout the states.

Many jurisdictions and various levels of government have already discovered the abilities and availability of Incident Management Teams. This knowledge is being shared and expanded within those circles. What will a team face while filling a request to function within an EOC?

- A clear delegation of roles and authorities will be required. This should be a must even if the team has to assist in developing them (and you should/will). You could be operating in an arena without benefit of legal backing; may not be legislated to do some of the roles as expected on wildland fires. Get your delegation right and in enough detail to cover you and the agencies you represent.

- A team could be delegated to act as the sole management representative of the responsible jurisdiction. Delegation would need to be very specific and complete. Ramifications from an indiscriminate delegation could become monumental. This could equate to being delegated responsibility for a fire emergency.

- A team could be requested to perform as “shadows” or deputies within an EOC with responsible jurisdiction personnel filling all “lead” roles. The easiest way to visualize this scenario is a team would be performing a “training” mission of walking the other personnel through the para-military organization of ICS and developing team building skills of the personnel. True delegation of authority would never leave the jurisdiction, but a team will need clear definition of their expected role.

- A team could be delegated portion(s) of large incidents to manage. Again, very specific delegations would need to be documented.

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Unit 3: Strategy and Tactics – Managing the Initial Phase

STUDENT MANUAL

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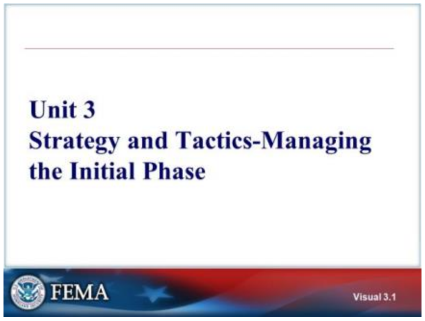


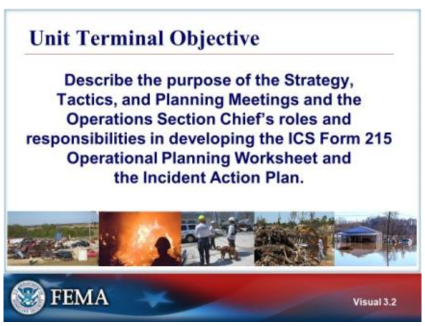
Visual 3.1

UNIT 3 STRATEGY AND TACTICS – MANAGING THE INITIAL PHASE

Through this unit, you will learn the purpose, timing, and structure of the Strategy, Tactics, and Planning Meetings and the responsibilities of the Operations Section Chief in preparing for and participating in each.

The Operational Period Planning Cycle (Planning P) will be reviewed to aid your understanding of when each meeting (and related tasks/events) takes place throughout the course of an operational period.

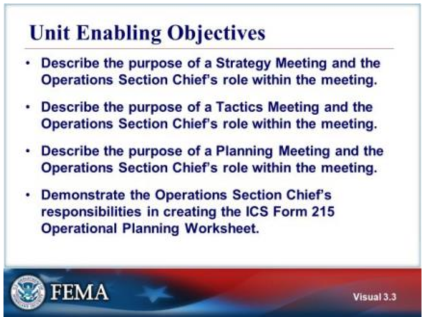
You will also learn the responsibilities of the Operations Section Chief as they relate to the development, finalization, and monitoring of the ICS Form 215 Operational Planning Worksheet, ICS Form 215A Incident Action Safety Analysis, and the Incident Action Plan.



Visual 3.2

UNIT TERMINAL OBJECTIVE

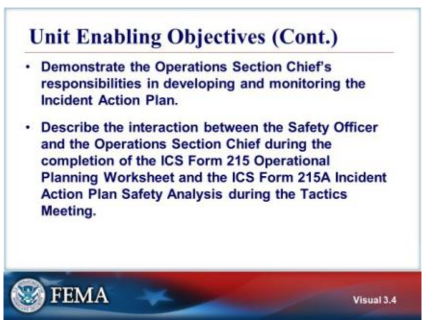
Describe the purpose of the Strategy, Tactics, and Planning Meetings and the Operations Section Chief’s roles and responsibilities in developing the ICS Form 215 Operational Planning Worksheet and the Incident Action Plan.



Visual 3.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of a Strategy Meeting and the Operations Section Chief's role within the meeting.
- Describe the purpose of a Tactics Meeting and the Operations Section Chief's role within the meeting.
- Describe the purpose of a Planning Meeting and the Operations Section Chief's role within the meeting.
- Demonstrate the Operations Section Chief's responsibilities in creating the ICS Form 215 Operational Planning Worksheet.

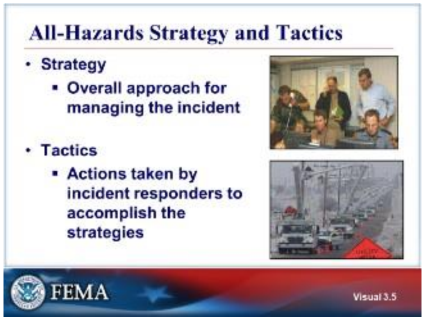


Visual 3.4

UNIT ENABLING OBJECTIVES (CONT.)

- Demonstrate the Operations Section Chief's responsibilities in developing and monitoring the Incident Action Plan.
- Describe the interaction between the Safety Officer and the Operations Section Chief during the completion of the ICS Form 215 Operational Planning Worksheet and the ICS Form 215A Incident Action Plan Safety Analysis during the Tactics Meeting.

The Final Exam questions are based on the Unit Enabling Objectives.



Visual 3.5

ALL-HAZARDS STRATEGY AND TACTICS

In an all-hazards environment, the OSC may be required to manage many different types of incidents:

- Natural disasters (e.g. tornados, floods, earthquake, hurricane, etc.)
- Man-made disasters (e.g. train derailments, hazardous materials releases, commercial aircraft crashes, fires, structural collapse, infrastructure failures, etc.)
- Criminal activities (e.g. terrorist attacks, hostage situations, civil unrest)
- Public health emergencies, (e.g. influenza, Ebola)
- Agricultural emergencies (e.g. de-population to limit the spread avian influenza)
- humanitarian aid (e.g. points of distribution [PODs] for ice, water, food, etc.)

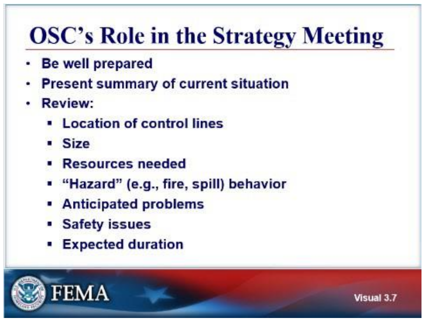
Each of these incidents will require:

- Different strategy and tactics
- Different disciplines/agencies
- Different types of resources

Visual 3.6

STRATEGY MEETING/COMMAND AND GENERAL STAFF MEETING

After developing or revising the incident objectives, the Incident Commander or Unified Command typically meets with the Command and General Staff, and sometimes others, to discuss the incident objectives and provide direction. This meeting may be called the Strategy Meeting or the Command and General Staff Meeting and is held as needed to determine how best to meet the incident objectives.



Visual 3.7

OCS's ROLE IN THE STRATEGY MEETING

The Operations Section Chief's role in the Initial Strategy Meeting is to listen to the IC/UC's priorities, incident objectives, limitations and constraints, decisions and directives and determine how it impacts/affects the Operations Section. The IC/UC may identify certain strategies that are not available to the OSC due to limitations by the AA/AE, safety concerns, etc.

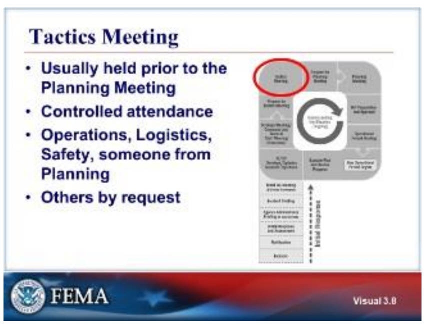
PACE:

P – Primary

A – Alternate

C – Contingency

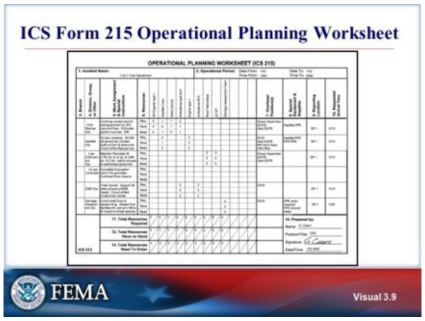
E – Emergency



Visual 3.8

TACTICS MEETING

The purpose of the Tactics Meeting is to give the OSC an opportunity to develop the strategies and tactics for the next operational period. The Logistic Section determines if they can support the plan logistically. The Safety Officer determines if the risks can be mitigated to a level that provides for safe tactical operations. The Resources Unit or Planning Section Chief is involved to advise the Operations Section Chief on available personnel and resources.



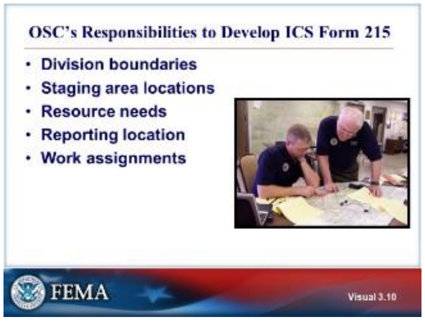
Visual 3.9

ICS FORM 215 OPERATIONAL PLANNING WORKSHEET

Refer to Handout 3-2: Completed ICS Form 215.

The Operational Planning Worksheet must be prepared ahead of time to allow the Planning Section to identify needed resources. As the Operations Section Chief, you have the ability to change the written plan during the Operational Briefing as incident conditions require. However, any changes to the IAP must be documented for incident documentation purposes.

ICS Form 215 is a plan for the next operational period—it's not a hard-and-fast description of future events. In theory, problems should have been raised and addressed during the Tactics Meeting, so this worksheet should describe a realistic scenario.

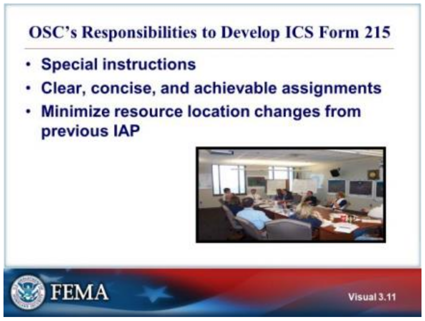


Visual 3.10

OSC'S RESPONSIBILITIES TO DEVELOP ICS FORM 215

Responsibilities of the Operations Section Chief for the development of ICS Form 215.

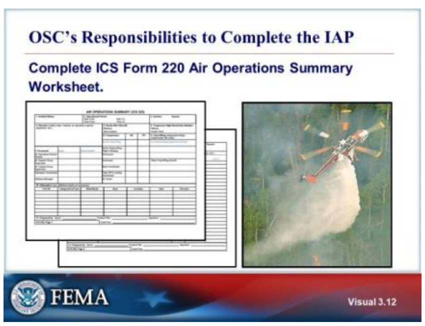
- Develop Operations Section organization (e.g. divisions, functional groups, branches)
- Determine division boundaries– actually on an incident map
- Identify Staging area locations
- Determine what resource you currently have and what resource needs for each division, group, branch for the next operational period
- Reporting location
- Work assignments – It is important for the OSC to provide clear, detailed work assignments and expectations that the subordinate supervisors will understand. Try not to be so prescriptive that the division/group supervisors do not have any options or flexibility in how the tactics and tasks are actually accomplished
  - As an example, the work assignment may be "Conduct primary search and rescue operations of all damaged buildings on 14th Avenue between A Street and L Street.



Visual 3.11

OSC'S RESPONSIBILITIES TO DEVELOP ICS FORM 215

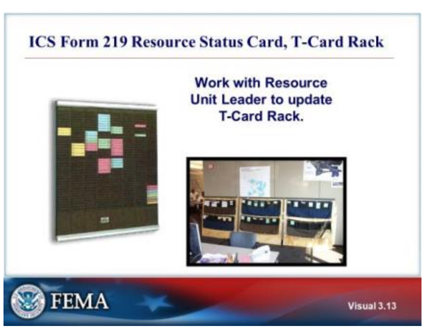
- Special instructions.
- Clear, concise, and achievable assignments.
- Keep resource location changes from the previous IAP to a minimum. This gives personnel an opportunity to become familiar with their response area, work assignments, terrain, hazards, etc.
- The ICS Form 215 Operational Planning Worksheet is a worksheet and not included in the IAP. The information from the ICS Form 215 is included on the ICS Form 204s and included in the IAP.
- Ensure that the ICS Form 215A or 215A/R developed by the Safety Officer reflect/mimic's the Divisions and functional Groups, etc.



Visual 3.12

OSC'S RESPONSIBILITIES TO COMPLETE THE IAP

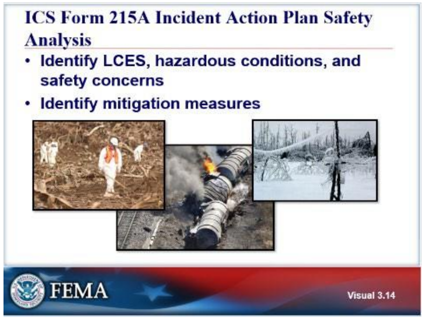
The ICS-220 is used to track/account for air assets, document the kind and type of aircraft, identify their tactical or mission assignments, list radio frequencies, identify temporary flight restrictions (TFR), etc.



Visual 3.13

ICS FORM 219 RESOURCE STATUS CARD, "T-CARD" RACK

A T-card rack is a set of ICS Form 219 Resource Status Cards (T-Cards) that represents the structure of the incident response, e.g. branches, divisions/groups, etc. Different color cards represent different types of personnel, supplies, vehicles, apparatuses, and so forth. The cards are grouped on a metal or cloth rack in the Incident Command Post.

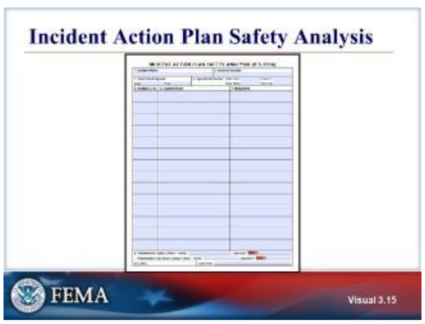


Visual 3.14

ICS FORM 215A INCIDENT ACTION PLAN SAFETY ANALYSIS

Explain during or after the development of ICS Form 215, the Safety Officer will identify safety threats and risks, and then develop safety mitigations. The most basic are LCES- Lookouts, Communications, Escape Routes, and Safety Zones.

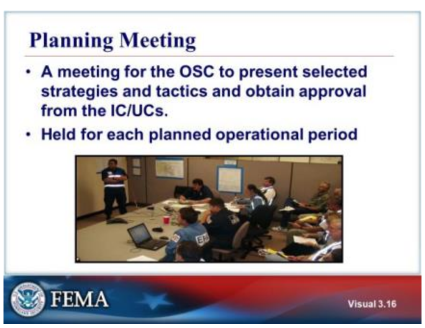
Once mitigations are identified, they're put on ICS Form 215A. Eventually, they become special instructions on ICS Form 204.



Visual 3.15

INCIDENT ACTION PLAN SAFETY ANALYSIS

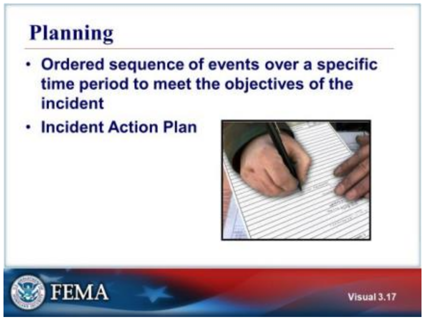
The ICS Form 215A is completed by the Safety Officer during the Tactics Meeting while the OSC completes the ICS Form 215.



Visual 3.16

PLANNING MEETING

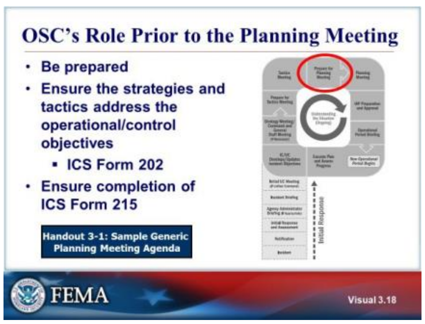
- A meeting for the OSC to present selected specific strategies and tactics for incident control operations for the IC/UCs approval
- Held for each planned operational period



Visual 3.17

PLANNING

- An ordered sequence of events over a specific time period to meet the objectives of the incident
- Incident Action Plan

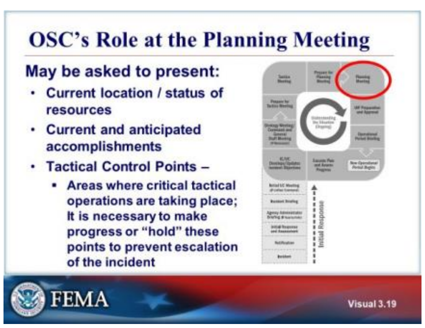


Visual 3.18

OSC'S ROLE PRIOR TO THE PLANNING MEETING

The Operations Section Chief's role prior to the Planning Meeting is to complete ICS Form 215. The OSC should ensure that an incident map and other supporting documents are available for the Planning Meeting as well.

Refer to Handout 3-1: Sample Generic Planning Meeting Agenda.

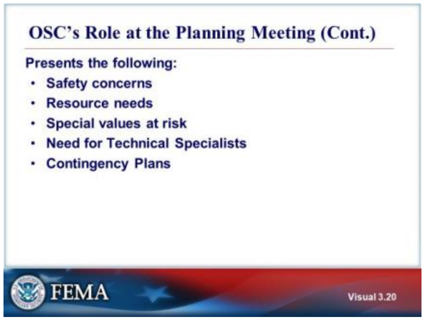


Visual 3.19

OSC'S ROLE AT THE PLANNING MEETING

The Operations Section Chief may be asked to present:

- Current location/status of resources
- Current and anticipated accomplishments
- Tactical Control Points– Areas where critical tactical operations are taking place.
- Present the strategies and tactical plan for the next operational period

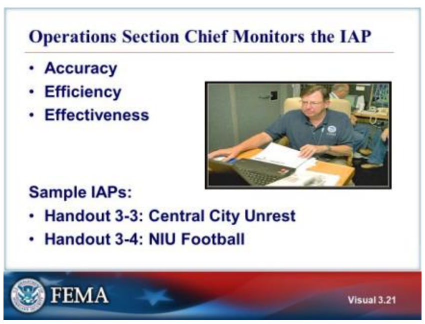


Visual 3.20

OSC'S ROLE AT THE PLANNING MEETING (CONT.)

The Operations Section Chief may be asked to present:

- Safety concerns – Should be addressed by the Safety Officer with input from the Operations Section Chief as necessary
- Resource needs – Especially "critical resources" that are in demand and difficult to obtain
- Special values at risk
- Need for Technical Specialists
- Contingency Plans
- Alternate or Contingency Plans



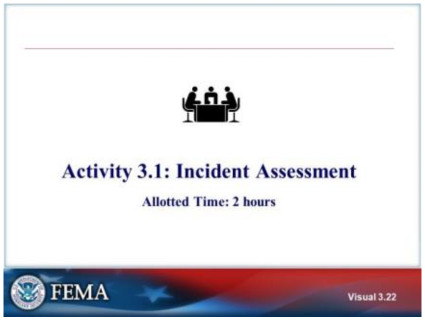
Visual 3.21

OPERATIONS SECTION CHIEF MONITORS THE IAP

Refer to Handout 3-3: Sample IAP (Central City Unrest) and Handout 3-4: Sample IAP (NIU Football).

The Operations Section Chief should double-check the IAP prior to the Operational Briefing to ensure that it matches what was discussed at the Tactics Meetings and the Planning Meeting.

- Review IAP and safety points and highlight any changes
- Interact and coordinate with all team members and functions
- Supervise and adjust Operations organization and tactics as necessary based on changes in incident situation and resource status
- Develop Contingency Plan
- Coordinate with other Section Chiefs for operational period changes and relief

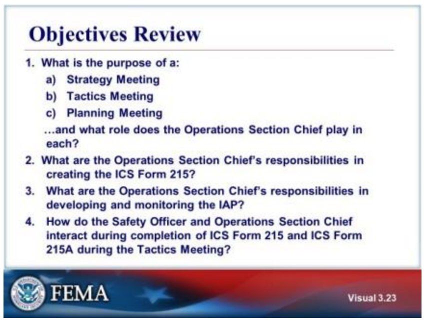


Visual 3.22

ACTIVITY 3.1: INCIDENT ASSESSMENT

The instructor will explain Activity 3.1.

You will have up to 2 hours to complete this activity.



Visual 3.23

OBJECTIVES REVIEW

- Describe the purpose of a Strategy Meeting and the Operations Section Chief’s role within the meeting.
- Describe the purpose of a Tactics Meeting and the Operations Section Chief’s role within the meeting.
- Describe the purpose of a Planning Meeting and the Operations Section Chief’s role within the meeting.
- Demonstrate the Operations Section Chief’s responsibilities in creating the ICS Form 215 Operational Planning Worksheet.
- Demonstrate the Operations Section Chief’s responsibilities in developing and monitoring the Incident Action Plan.
- Describe the interaction between the Safety Officer and the Operations Section Chief during the completion of the ICS Form 215 Operational Planning Worksheet and the ICS Form 215A Incident Action Plan Safety Analysis during the Tactics Meeting.

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Supplemental Materials

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Handout 3-1: Sample Generic Planning Meeting Agenda

California Interagency National Incident Management Team 1

Sample Planning Meeting Agenda

Current Situation	OSC
Incident Objectives	PSC
Weather Forecast	IMET
Ground Operations	OSC
Safety Plan	SOFR
Air Ops Plan	AOBD
Information Plan	IOFR

TEAM CONSENSUS

Logistics

Communications

Medical

Finance

Human Resources Specialist

Training Specialist

Cooperating Agencies (Law Enforcement/S.O./Red Cross, etc.)

CONCERNS

IAP Components Due

Next Briefing and Planning Meeting

Closing Comments

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Handout 3-2: Completed ICS Form 215

Refer to EL_958_HO_3-2_ICS_Form_215.pdf

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Handout 3-2a: Completed ICS Form 215 or 215A/R

Incident Action Plan Safety Analysis 215R														Incident: Saddle				
Identification of Hazards and Risk Assessment														Mission Objective(s): Safety of Incident Responders and Public				
Pre-mitigation				Divisions										Mitigation(s), Warnings and Remedies	Post-mitigation			
Hazards And Risk	Likelihood	Severity	Risk Level	D/G	K	M	P	R	PV Structure	Nights		Camp/ICP			Likelihood	Severity	Residual Risk Level	Acceptable Yes/No
Aviation (Crew Shuttle, buckets)	Frequent	Catastrophic	HIGH		X	X	X							Mission Critical operations, right type for task, carded pilots, aircraft for missions. Helitack -marshalling	Frequent	Catastrophic	HIGH	YES
Unmanned aircraft/Drones	Occasional	Critical	HIGH	X	X	X	X	X	X					Maintain Situational Awareness. Report to Division Supervisor- Team will contact Region. NO Flying!	Occasional	Critical	HIGH	NO
Potential for extreme fire behavior/ Spotting	Probable	Critical	HIGH	X	X	X	X	X	X					Know where your fire is at all times. Establish look-outs. Ensure communications and identify and flag escape routes to known safety zones. Watch for frequent spotting across all fire lines. Look up, Look down, Look all around.	Occasional	Critical	Medium	YES
Steep Terrain	Frequent	Critical	HIGH	X	X	X	X		X	X				Utilizes proper type of crews for the terrain. Communication on hazard, scout, identify gullies/chimneys, post lookouts- issue warnings and communicate, watch footing, maintain spacing and be on the lookout for rolling debris.	Probable	Marginal	Medium	YES
Firing Operations	Occasional	Critical	HIGH		X	X	X	X						Adequate Holding (air & ground) LCES, Qualified Overhead & Resources, PPE, Medical, Spot weather forecast. Follow PSD/Heli-torch Risk Assessment	Remote	Critical	Medium	Yes
Dehydration	Occasional	Critical	HIGH	X	X	X	X	X	X	X		X		Drink sufficient liquids; ensure personnel are replacing electrolytes as well as water	Remote	Marginal	Medium	YES
Transportation/ Roads	Frequent	Critical	HIGH	X	X	X	X	X	X	X		X		Practice attentive and defensive driving. Utilize a spotter or a look before you back-up. Ensure drivers and other support personnel have PPE, shelter training and park in appropriate areas. Watch out for livestock and wildlife on roads. Use extreme caution exiting & entering Highway I-15.	Probable	Critical	Medium	YES

Aerial Hazards	Frequent	Critical	HIGH	X	X	X	X	X	X				Refer: IRPG pg. 20 Avoidance, mark and flag, Qualified sawyers to fell- scout- communicate; monitor wind; go - no go assessment prior to felling. Wear proper PPE.	Probable	Marginal	Medium	YES
Bucket Drops/Retardant	Occasional	Critical	Medium	X	X	X	X	X	X				Ensure clear air to ground commo. Stay out of drop zone. Watch out for rotor wash, air turbulence and potentially erratic fire behavior.	Remote	Marginal	Medium	YES
Snakes, Bees, Wasps, and Ticks.	Remote	Critical	Medium	X	X	X	X	X	X	X		X	Situational awareness to biological hazards and identify specific issues. Flag hazards and avoid. Identify and report all known allergies to your supervisor. Ticks, check for lime disease by bringing in a specimen if found embedded.	Remote	Marginal	Medium	YES
OHV use	Occasional	Critical	Medium	X	X	X	X	X	X			X	Ensure qualified operators. Ensure ALL PPE. Use proper equipment and procedures when loading and unloading. When carrying equipment, equalize the load to maintain balance, stability and center of gravity.	Occasional	Marginal	Low	YES
Downhill, Indirect, Mid Slope lines, and Anchor Points	Occasional	Critical	Medium	X	X	X	X	X	X				Refer IRPG pg 8. Post lookouts. Identify escape routes and safety zones. Post lookouts. LCES.	Occasional	Marginal	Medium	YES
Personal Hygiene	Remote	Critical	Medium	X	X	X	X	X	X	X		X	Wash Hands often. Eat healthy meals. Shower and change clothes often.	Remote	Marginal	Medium	YES
Heavy equipment use	Occasional	Critical	Medium	X		X	X	X	X	X			Qualified supervision, communications, good briefings, trained/experienced operators, ensure traffic control, repair road hazards when feasible.	Occasional	Critical	Medium	YES
Operations	Evans Kuo, Trevor Pollock John Giller, Clint Coates			Date: 6/27/16									Safety Officer	Ron Bertsch, Tom Johnston Gregg Christensen, Jeff Hammes Matt Castellon	Date: 6/27/16		

Severity/Consequence

Likelihood/Probability		Negligible	Marginal	Critical	Catastrophic
	Frequent				High
	Probable				
	Occasional		Medium		
	Remote				
	Improbable	Low			

Severity Scale Definitions

Catastrophic	Results in fatality/fatalities and/or loss of the system
Critical	Severe injury and/or major system damage
Marginal	Minor injury and/or minor system damage
Negligible	Less than minor injury/or less than minor system damage

Likelihood/Probability Scale Definitions

Frequent	Individual	Likely to occur often
	All Resources	Continually Experienced
Probable	Individual	Will occur several times
	All Resources	Will occur often
Occasional	Individual	Likely to occur sometimes
	All Resources	Will occur several times
Remote	Individual	Unlikely to occur, but possible
	All Resources	Unlikely, but can reasonably be expected to occur
Improbable	Individual	So unlikely, it can be assumed it will not occur
	All Resources	Unlikely to occur, but possible

Handout 3-3: Sample IAP (Central City Civil Unrest)

Refer to EL_958_HO_3-3_ICS_Form_204_1_of_7.pdf

Refer to EL_958_HO_3-3_ICS_Form_204_2_of_7.pdf

Refer to EL_958_HO_3-3_ICS_Form_204_3_of_7.pdf

Refer to EL_958_HO_3-3_ICS_Form_204_4_of_7.pdf

Refer to EL_958_HO_3-3_ICS_Form_204_5_of_7.pdf

Refer to EL_958_HO_3-3_ICS_Form_204_6_of_7.pdf

Refer to EL_958_HO_3-3_ICS_Form_204_7_of_7.pdf

Refer to EL_958_HO_3-3_ICS_Form_205.pdf

Refer to EL_958_HO_3-3_ICS_Form_206.pdf

Refer to EL_958_HO_3-3_ICS_Form_208.pdf

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Handout 3-4: Sample IAP (NIU Football)

De KALB FIRE DEPT ILLINOIS

DeKalb Fire Department
Incident Action Plan
for

NIU Football

NIU HUSKIES

Incident Name:	NIU vs Ohio State
Incident Type:	Football
Incident Location:	Huskie Stadium
Incident Commander/On Call Chief:	Jim Zarek/Bruce Harrison
Operational Period Begin:	9/9/06 0700
Operational Period End	9/10/06 0700

Refer to EL_958_HO_3-4_ICS_Form_202.pdf

Refer to EL_958_HO_3-4_ICS_Form_203.pdf

Refer to EL_958_HO_3-4_ICS_Form_204_1_of_4.pdf

Refer to EL_958_HO_3-4_ICS_Form_204_2_of_4.pdf

Refer to EL_958_HO_3-4_ICS_Form_204_3_of_4.pdf

Refer to EL_958_HO_3-4_ICS_Form_204_4_of_4.pdf

Refer to EL_958_HO_3-4_ICS_Form_205.pdf

Refer to EL_958_HO_3-4_ICS_Form_206.pdf

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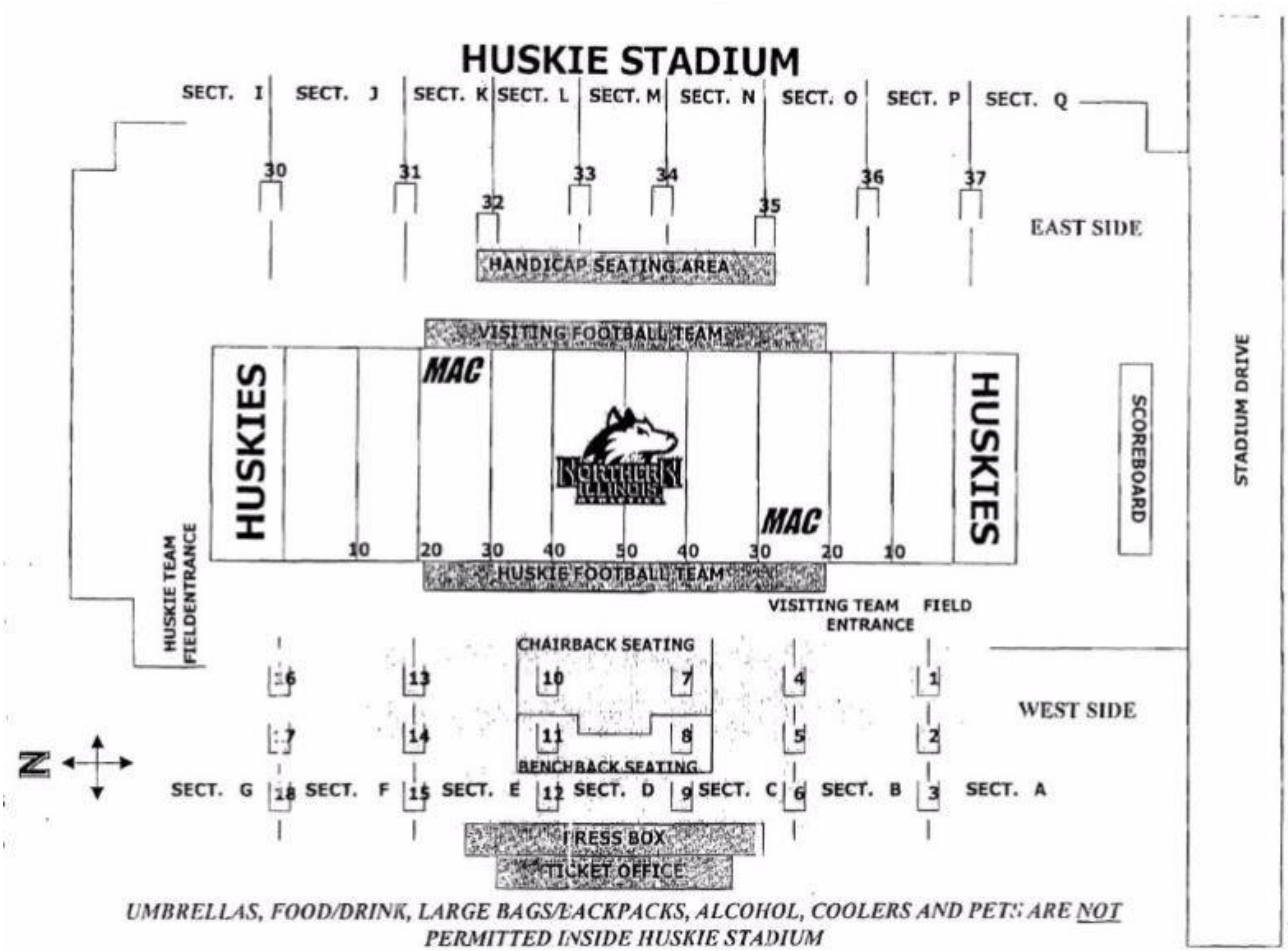
HUSKIE STADIUM
SECT. I
SECT. J
SECT. K
SECT. L
SECT. M
SECT. N
SECT. O
SECT. P
SECT. Q
30
31
32
33
34
35
36
37
EAST SIDE
HANDICAP SEATING AREA
VISITING FOOTBALL TEAM
HUSKIES
MAC
NORTHERN ILLINOIS
MAC
HUSKIES
10 20 30 40 50 40 30 20 10
SCOREBOARD
STADIUM DRIVE
HUSKIE FOOTBALL TEAM
HUSKIE TEAM FIELDENTRANCE
VISITING TEAM FIELD ENTRANCE
CHAIRBACK SEATING
BENCHBACK SEATING
16
13
10
7
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17
14
11
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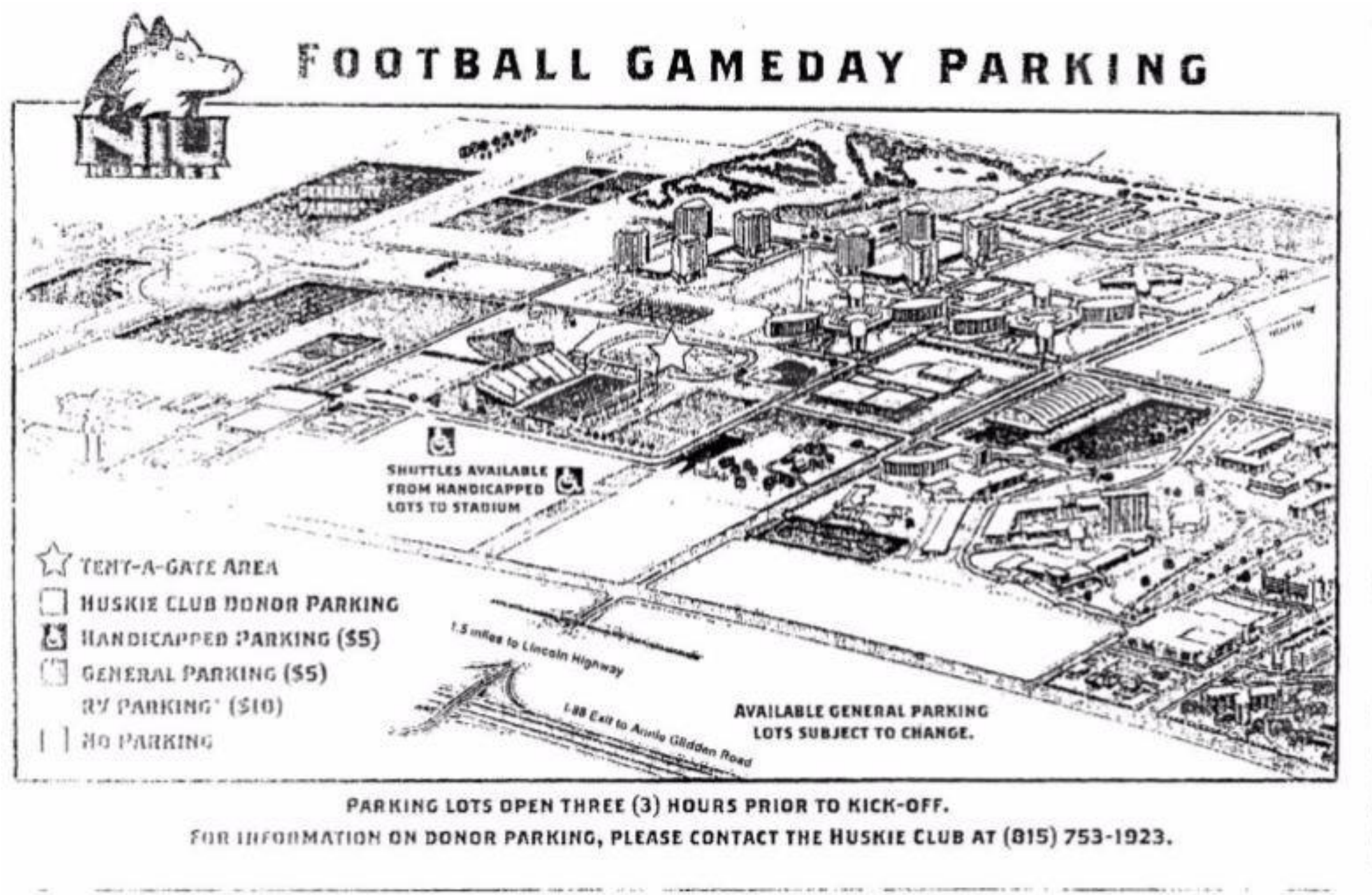
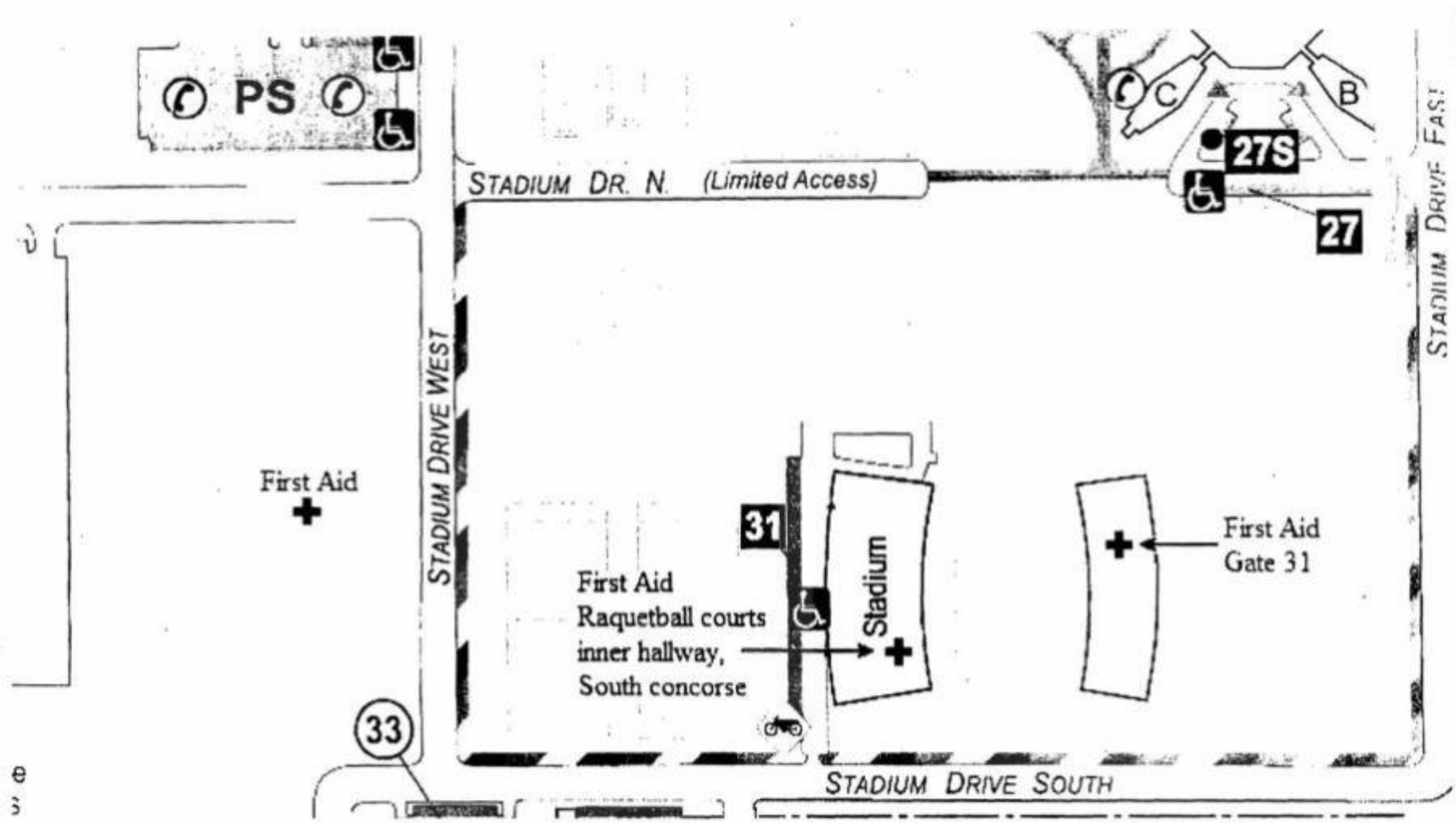
5
2
WEST SIDE
N
SECT. G
18
SECT. F
15
SECT. E
12
SECT. D
9
SECT. C
6
SECT. B
3
SECT. A
PRESS BOX
TICKET OFFICE
UMBRELLAS, FOOD/DRINK, LARGE BAGS/BACKPACKS, ALCOHOL, COOLERS AND PETS ARE NOT PERMITTED INSIDE HUSKIE STADIUM


FOOTBALL GAMEDAY PARKING
NIU
SHUTTLES AVAILABLE FROM HANDICAPPED LOTS TO STADIUM
TENT-A-GATE AREA
HUSKIE CLUB DONOR PARKING
HANDICAPPED PARKING ($5)
GENERAL PARKING ($5)
RV PARKING* ($10)
NO PARKING
1.5 miles to Lincoln Highway
I-88 Exit to Annie Glidden Road
AVAILABLE GENERAL PARKING LOTS SUBJECT TO CHANGE.
PARKING LOTS OPEN THREE (3) HOURS PRIOR TO KICK-OFF.
FOR INFORMATION ON DONOR PARKING, PLEASE CONTACT THE HUSKIE CLUB AT (815) 753-1923.


PS
C
B
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27
STADIUM DR. N.
(Limited Access)
STADIUM DRIVE EAST
STADIUM DRIVE WEST
First Aid
31
Stadium
First Aid
Raquetball courts
inner hallway,
South concorse
First Aid
Gate 31
33
STADIUM DRIVE SOUTH

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Unit 3: Activity 3.1

Purpose

The purpose of this activity is to provide students with an opportunity to practice the role and responsibilities of an Operations Section Chief in a controlled tabletop environment. The focus will be on incident assessment and Operations Section organization and resource deployment skills.

Objectives

Students will:

- Assess the complexity and severity of hazards in a major incident.
- Identify trends (increase/decrease) in incident complexity and severity.
- Distinguish between essential and nonessential information.
- Prioritize response needs.
- Identify necessary response components (e.g., public works, law enforcement).
- Determine best allocation of resources.

Activity Structure

This scenario-based activity is scheduled to last between 1.5 and 2 hours, including small group discussion and presentation of each group's approach and answers. Students will review a scenario and then develop their approach and solution. Students will then present their approach/solution to the rest of the class.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Each group will assume the role of Operations Section Chief.

Players respond to the situation based on their knowledge of response procedures, current plans in place in their community, and insights derived from training. Players will also complete appropriate documentation as called for in the activity. The following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the information provided, information in the scenario, and the supporting information in the model community materials.
3. Conduct a Tactics Meeting, including information gathering, assimilation, and projection to:
   - Develop a tactical plan.
   - Develop a tactical organization.
   - Develop projected resource needs.
4. Complete an ICS Form 215 Operational Planning Worksheet. Refer to EL_958_ACT_3.1_ICS_Form_215.pdf
5. Complete at least two Division ICS Form 204 Assignment Lists. Refer to EL_958_ACT_3.1_ICS_Form_204_1_of_2.pdf and refer to EL_958_ACT_3.1_ICS_Form_204_2_of_2.pdf

6. Develop a Tactical Operations Briefing map (using easel pad paper) showing your branches, divisions, groups, etc. and facilities, including drop point and staging areas.
7. Develop an organizational chart for the Operations Section (using easel pad paper).

Instructors provide situation updates and moderate discussions, answer questions and provide additional information as required, and demonstrate Tactics Meeting and Operational Briefing using selected student approach/solution.

Activity Assumptions and Artificialities

In any activity, assumptions and artificialities may be necessary to complete play in the time allotted.
During the activity, the following apply:

- The scenario is plausible, and events occur as they are presented.
- The scenario includes no hidden agendas or trick questions.
- All players receive information at the same time.

Local players should concentrate on local responses and assume that Federal and State responders are initiating plans, procedures, and protocols appropriate to their authority.

Activity 3.1 Schedule

Activity Introduction and Overview	15 minutes	Classroom
Discussion/Documentation	60 minutes	Small groups
Debrief/Review	30 minutes	Classroom
Instructor Demonstration Tactics Meeting and Operational Briefing Using Student Approach	10 minutes	Classroom

Activity 3.1 Scenario Introduction

Situation

Sunday between 1950 hours and 2026 hours, an F3 tornado rips a path of severe damage through Liberty County, Columbia. The storm touches down on the western edge of Central City, moves due east through the city, eventually hits the northwest corner of Harvest Junction, and then turns due south and hits the western edge of Kingston before lifting up south of Kingston near the Roaring River. Central Dispatch receives the first report at 1952 hours and connects the caller to Central City Dispatch. Within minutes, Central City Dispatch is flooded with calls. The tornado moves due east at an average ground speed of approximately 30 mph and hits Harvest Junction at approximately 2012 hours. It then takes a hard turn south and hits Kingston at approximately 2023 hours. The damage path is estimated at about ¾ of a mile wide and 19 miles long.

General Conditions

There was a strong storm system that swept east into the State of Columbia. A line of severe thunderstorms from that system spawned several tornadoes on Saturday evening and early Sunday morning.

NOTE: According to the weather service, the system spawned a total of 5 (plus 1 unconfirmed) tornadoes over a period of 9 hours and 25 minutes. The strongest (F3) hit the Central City area with an estimated maximum wind speed of 200 mph along with a second confirmed tornado.

The F3 tornado touched down 1 mile south/southwest of Central City in Liberty County, Columbia and moved east across the city. It continued eastward, striking the Northwest section of Harvest Junction before taking a sharp turn southward and striking Kingston.

Tornado warnings were in effect at the time and issued about 30 minutes before the tornado hit; however, the warning sirens for Harvest Junction and Kingston sounded only about 10 minutes before it hit. Power lines are down throughout the affected areas, and most of the areas surrounding the tornado’s path are without electricity. More than 25,000 homes in Central City, Harvest Junction, and Kingston are without power.

The local IMT has delegated authority for the entire area affected by the tornado.

Incident Objectives

Initial incident objectives:

- Maintain civil order throughout the impacted area in order to protect lives and property.
- Secure the perimeter of the impacted area to prevent looting and protect property.
- Complete search and rescue operations within the impacted area.
- Provide medical care and transport all patients.
- Protect exposure and extinguish all fires in the impacted areas.
- Control the release of hazardous materials and minimize the environmental impact.
- Complete preliminary damage assessment on the impacted areas
- Clear debris from main arteries in the impacted areas to facilitate response operations.
- Provide initial response and emergency medical services to the unaffected areas.

The local response agencies (Police, EMS, Fire, Public Works, etc.) from Central City, Harvest Junction, and Kingston have been responding to 911 calls in an initial response fashion and each incident has been handled separately. As such, no Operations organization or structure (branches, divisions, and groups) has been established yet. The vast majority of all resources in all three jurisdictions have been committed to the initial response. The initial response units will continue in this mode until the next operational period. The OSC is tasked with conducting the Tactics Meeting, developing the operations organization (groups, divisions, and branches), tactical assignments, and necessary resources for the next operational period beginning at 0800 hours and continuing till 2000 hours.

Activity 3.1 Scenarios

Single Family Residential Area, A to O Street and 24th to 27th Streets, West Central City

Sixty-four (64) square block area. 1 and 2 story single family dwellings and 3-story garden apartment buildings. The area contains more than 300 occupied homes and suffers extensive damage from the tornado, with many homes demolished. There is debris throughout the area. (NOTE: During the assessment in light of day, it would be noted that over 100 units were totally destroyed.)

Situation Report:

Many residents remain in the area. There are numerous reports of victims trapped in damaged homes and apartment buildings. A few homes are burning and there are multiple natural gas leaks in the area. Debris is blocking access to streets approaching the area. There is no power and there are cries for help from a variety of areas from people trapped under debris; there are many “walking wounded”; there are those uninjured who are wandering about and seeking direction of what to do and where to go. The main Central City Pumping and Treatment Station, located at Q and 22nd Street, is directly in the tornado’s path and suffers severe damage. As a result of the damage, the city faces three additional concerns: (1) diminished water pressure for medical facilities receiving tornado victims, (2) diminished water pressure for fire suppression, and (3) increased risk of water contamination through backfill.

Current Resources:

8 - Police cruisers (2 officers each)

2 - Inflatable boats (2 SWR technicians each)

1 - Type 1 ALS units

2 - Type 3 BLS units

6 - Type 1 engine companies

1 - Type 1 truck companies

1 - Heavy rescue

2 - Front end loaders

2 - Dump trucks

Type 2 helicopter

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Flash Flooding Along Riverfront Area and Tornado, River to DD Street, Central City

The heavy rains and high winds caused by the storm have resulted in flash flooding along sections of the Roaring River. Because the ground was saturated from previous rains, it could not absorb the water.

The flooding is the worst along P, Q, R, and S Streets between 18th and 28th Streets. Water in certain areas is up to 3 feet deep and appears to be rising.

Fifty-two square (52) block area. 2 - 4 story buildings with businesses, boutiques, professional offices, and restaurants located on the ground and second floors. Apartments and condominiums are located above many of the businesses. Water is approximately 3-feet deep. An additional twenty-four (24) square blocks in this area were damaged by the tornado.

Situation Report:

The majority of the area has been evacuated, but no search of the area has been completed. There is a report of widespread looting. Fights are occurring between groups of looters and there have been reports of gunfire and injuries. The looters have started fires in several commercial buildings. Numerous trees and power poles have blown over and are limiting vehicle access to the area.

Current Resources:

12 - Police cruisers (2 officers each)

1 - 20-person mobile field force (civil unrest)

3 - Inflatable boats (2 SWR technicians each)

1 – Type-3 US&R Team

2 - Type 1 ALS units

2 - Type 3 BLS units

4 - Type 1 engine companies

2 - Type 1 truck companies

2 - Front end loaders

2 - Dump trucks

1- Type 3 helicopter

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Commercial/Mixed Use, EE to SS Street and 24 to 27 Street, East Central City

Sixty (60) square block suburban area. Mixed residential (single family dwellings, townhouses, and 3 - 4 story garden apartments), commercial (large strip shopping center, convenience stores, professional buildings, gas stations), and public assembly (Several churches, large middle school, elementary school, public library.).

Situation Report:

An F-3 tornado has torn a destructive path through the area. Many residential and commercial buildings have suffered damage, some reported as severe. The roof on a Target Store has collapsed and there is a report of a large number of shoppers trapped and injured. A large church school has collapsed. Multiple cars have been blown into buildings and overturned in the street. There are multiple injuries and fatalities throughout the area. There are multiple gas leaks and arching from downed wires. Heavy rain is still falling. Debris, downed trees and power poles are strewn throughout the area and are limiting vehicle access to the area. A windshield survey has been completed for the area. Approximately 30% of the area has been searched. Looters are beginning to steal merchandise from the damaged commercial buildings. The Great Atlantic and Pacific Railroad system received extensive damage.

Current Resources:

10 - Police cruisers (2 officers each)

1 - Inflatable boats (2 SWR technicians each)

4 - Type 1 ALS units

2 - Type 3 BLS units

6 - Type 1 engine companies

2 - Type 1 truck companies

1 - Heavy rescue

1 - Type 2 Technical Rescue Team

3 - Front end loaders

2 - Dump trucks

2 - Type 3 helicopter - air ambulances

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Harvest Junction – Suburban Area

Forty (40) square block area. 1 and 2 story single family dwellings and 2-story garden apartment buildings. The area contains more than 150 occupied homes and suffers extensive damage from the tornado, with many homes demolished. There is debris throughout the area. (NOTE: During the assessment in light of day, it would be noted that over 50 units were totally destroyed.)

Situation Report:

There are reports of victims trapped in damaged homes and apartment buildings. There are multiple natural gas leaks and power lines down in the area. Debris is blocking access to streets approaching the area. There is no power and there are cries for help from several of the areas from people trapped under debris; there are many “walking wounded.” The Great Atlantic and Pacific Railroad system received extensive damage.

Current Resources:

4 - Police cruisers (2 officers each)

1 - Type 1 ALS units

2 - Type 3 BLS units

3 - Type 1 engine companies

1 - Type 2 rescue company

2 - Front end loaders

2 - Dump trucks

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Kingston – Rural Area

Twenty-five (25) square block area. 1 and 2 story single family dwellings and isolated farms. The area contains more than 100 occupied homes and suffers moderate damage from the tornado, with a few homes demolished. There is debris throughout the area.

Situation Report:

There are several propane gas leaks and power lines down in the area. Debris is blocking access to streets approaching the area. Approximately 30 residents have been injured by the tornado. The damaged area has not been searched or assessed well.

Current Resources:

2 – State Police cruisers (2 officers each)

2 - Type 3 BLS units

2 - Type 2 engine companies

1 - Front end loaders

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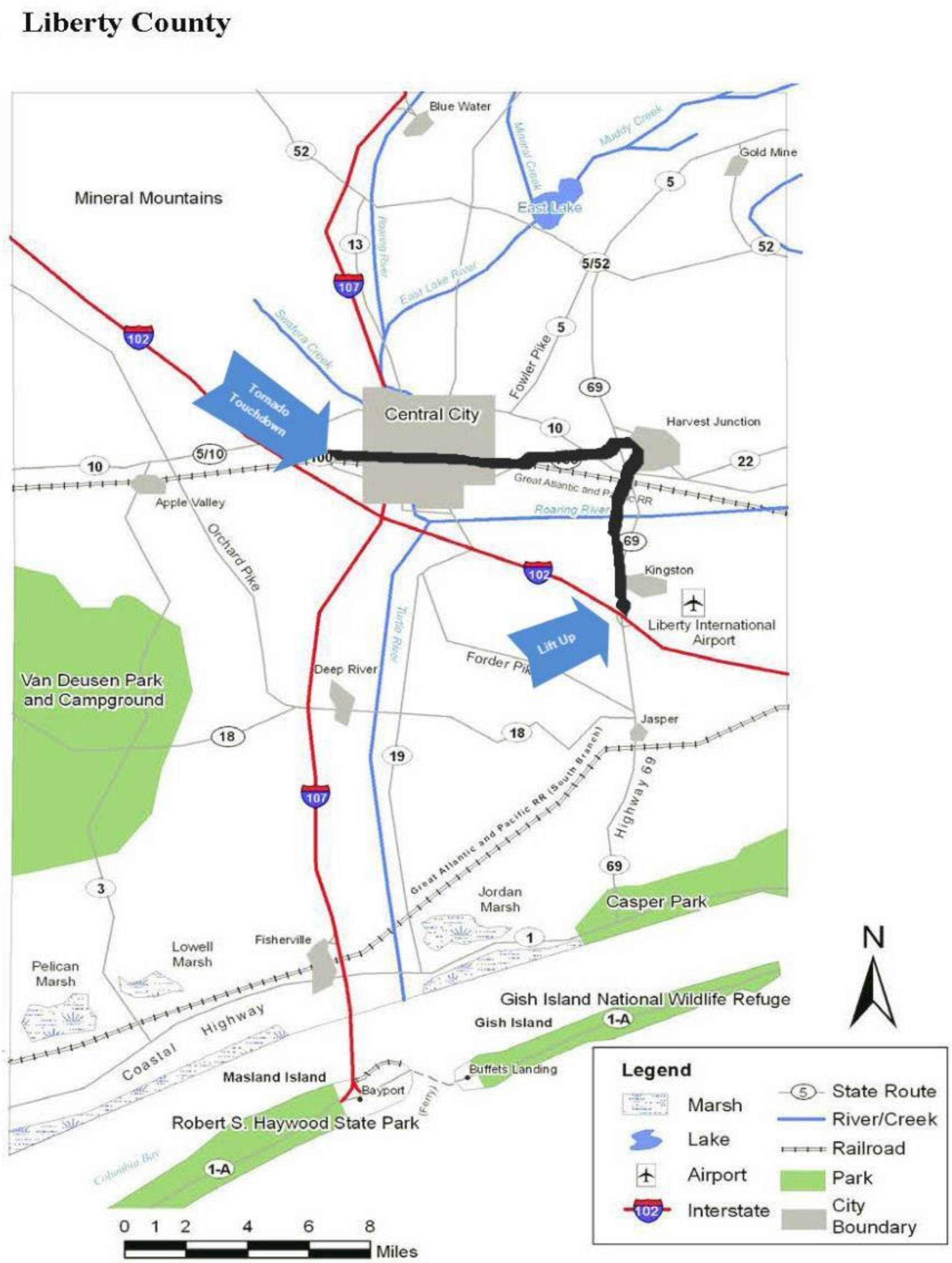
Activity 3.1
Map of Tornado's Path



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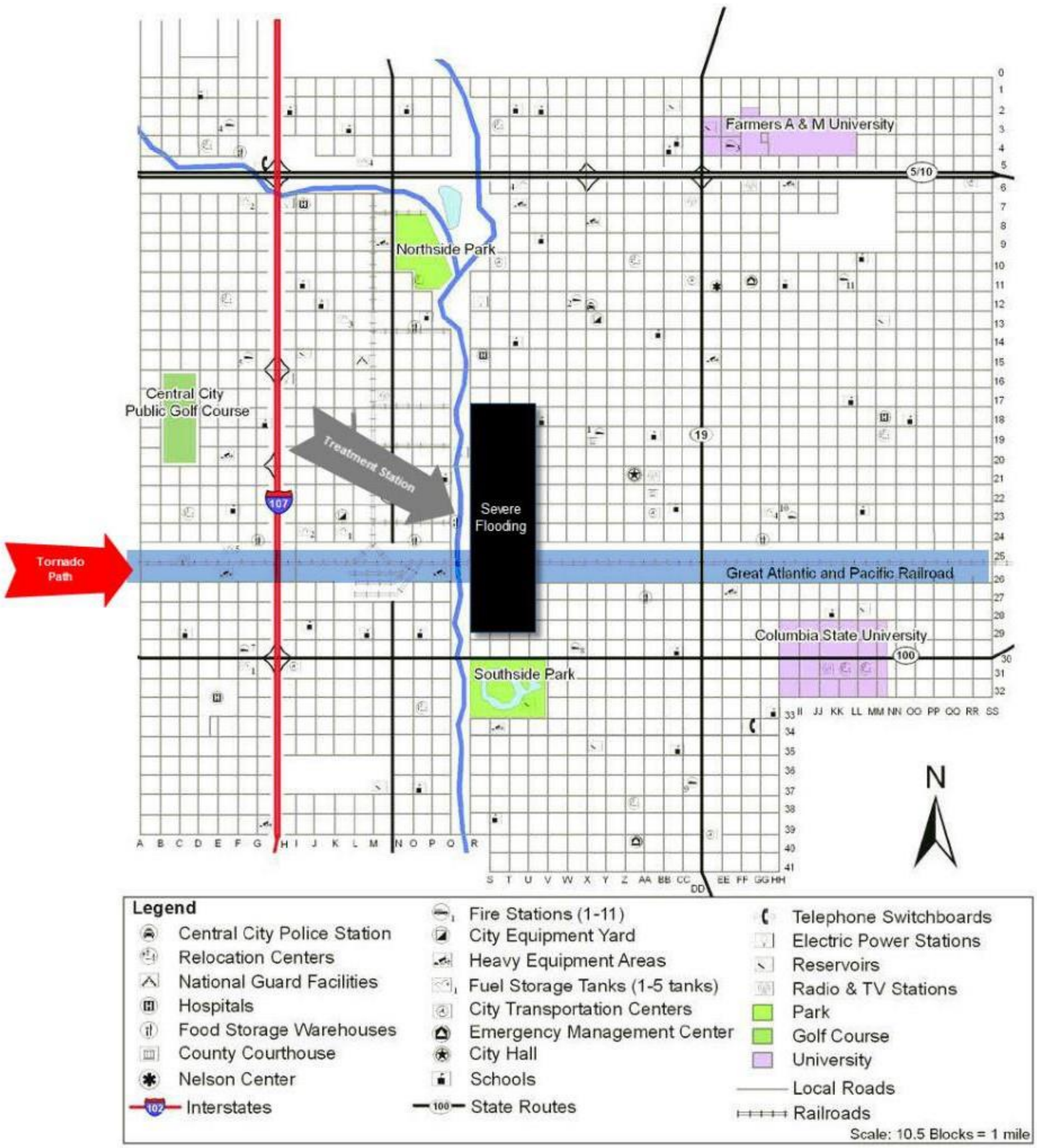
Central City



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Unit 4: Supervision and Communication

STUDENT MANUAL

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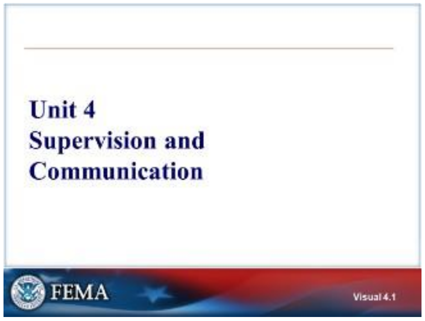
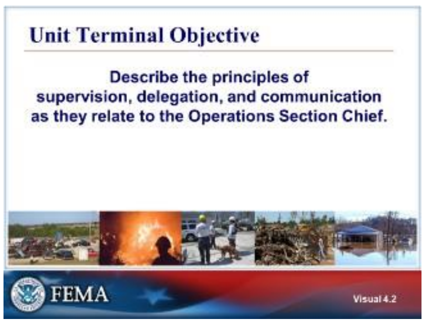


Visual 4.1

UNIT 4 SUPERVISION AND COMMUNICATION

Through this unit, you will learn the fundamental principles of effective delegation, communication, and supervision as they relate to the position of the Operations Section Chief within the ICS system.

Proper facilitation, preparation, and effective presentation of the Operational Period Briefing will be discussed in this unit.



Visual 4.2

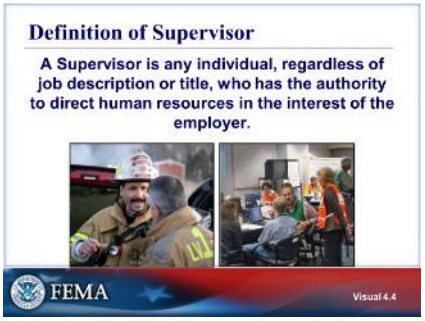
UNIT TERMINAL OBJECTIVE

Describe the principles of supervision, delegation, and communication as they relate to the position of the Operations Section Chief.

Visual 4.3

UNIT ENABLING OBJECTIVES

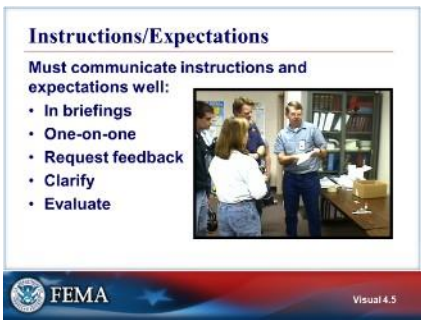
- Define a Supervisor's role and responsibilities within the ICS system.
- Describe techniques for communicating instructions and expectations.
- Describe techniques for effective delegation.
- Describe the Operations Section Chief's duties in preparing for and executing the Operational Period Briefing.
- Describe the appropriate timing and content of Operations Sub-briefings.



Visual 4.4

DEFINITION OF SUPERVISOR

A Supervisor is any individual, regardless of job description or title, who has the authority to direct human resources in the interest of the employer.



Visual 4.5

INSTRUCTIONS/EXPECTATIONS

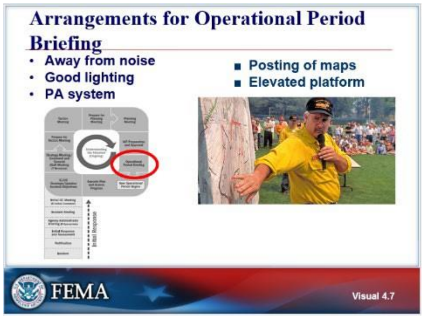
Operations Section Chiefs have several avenues for communicating instructions to the people who they supervise:

- Operational Briefing
- Formally and in writing through ICS Form 204
- Verbally (radio or cell phone), which is the best way to clarify field questions and ensure that subordinates get the message
- Face to face meetings during the operational period

Visual 4.6

EFFECTIVE DELEGATION

- Listen to and use your people
- Solicit feedback (part of Crew Resource Management and control methods)
- Assign personnel according to their ICS qualifications, experience, skills, and ability
- Provide clear direction and expectations
- Be a coach/mentor without micromanaging
- Follow-up
- Trust but verify

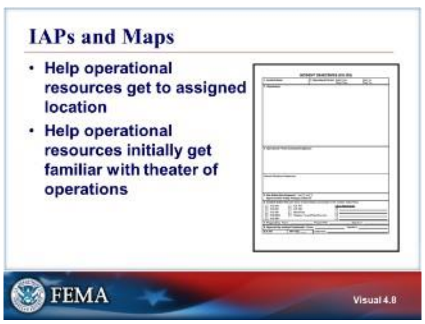


Visual 4.7

ARRANGEMENTS FOR OPERATIONAL PERIOD BRIEFING

The Logistics Sections provides the facilities and location set-up.

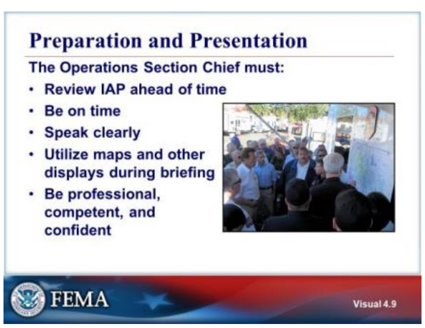
- Away from noise such as generators and traffic
- Plenty of light for people to see the IAP, maps, and presenters
- Public address system that can easily be heard by all
- Space to post maps where everyone can see them
- Elevated platform so the speaker can be seen from the back rows



Visual 4.8

IAPS AND MAPS

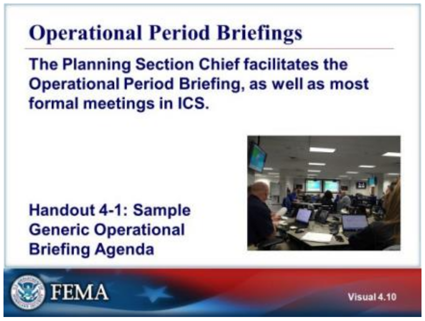
For Operations Section Chiefs, the purpose and importance of the maps is to get their operational resources familiar enough with the theater of operations that they can get to their assigned location and start to function, until they get a more detailed understanding of their assignment by viewing it first-hand.



Visual 4.9

PREPARATION AND PRESENTATION

Many OSCs conduct a short meeting with their branch directors and division/group supervisors before the Operations Briefing. The purpose is to review any changes that have occurred since the IAP was printed, assign any unassigned personnel/units, and clarify any questions/issues with the supervisors. This can also serve as a short “walk through” of the Operational Period Briefing agenda prior to the actual briefing. This discretionary meeting does not appear on the Operational Period Planning Cycle (Planning P).

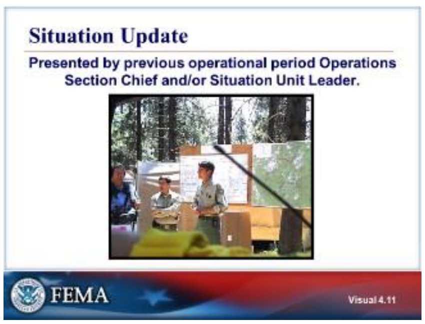


Visual 4.10

OPERATIONAL PERIOD BRIEFINGS

The Planning Section Chief (PSC) facilitates the Operational Briefing, as well as most formal meetings in ICS. The exception is the Tactics Meeting, which may be facilitated by the Operations Section Chief. The PSC or Resource Unit Leader may facilitate the Tactics Meeting to ensure an effective, efficient, and productive meeting.

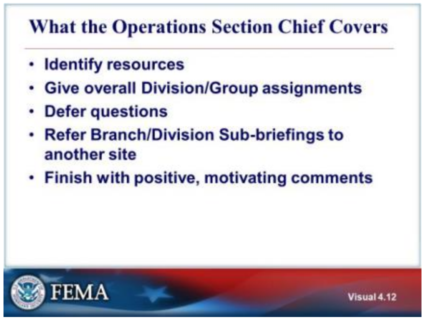
Refer to Handout 4-1: Sample Generic Operational Briefing Agenda.



Visual 4.11

SITUATION UPDATE

The Operations Section Chief going off duty or the Situation Unit Leader should provide an update of what happened and what progress was made during the previous shift. It helps to orient resources coming on duty for the current operational period.



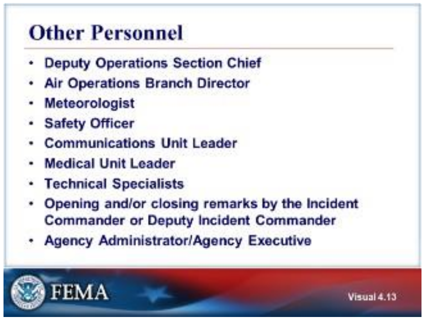
Visual 4.12

WHAT THE OPERATIONS SECTION CHIEF COVERS

The Operations Briefing should be conducted in a concise manner highlighting and emphasizing appropriate assignments. It is not intended to be comprehensive or detailed. The individual division and/or group sub briefings after the Operations Briefing will provide more detail.

- Have Division/Group Supervisors and other resources identify themselves when called upon
- Give general overall assignments by the Division/Group
- Defer questions
- Designate sites for more specific branch/division sub-briefings after the Operational Briefing
- Finish with positive, motivating comments

After the Operations Briefing, the Operations Section Chief should remain and be available to Branch Directors or Division/Group Supervisor who have questions.



Visual 4.13

OTHER PERSONNEL

Personnel who might speak during the Operations Briefing:

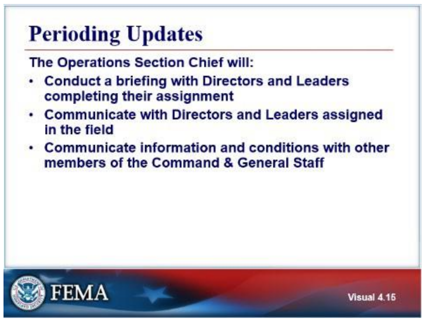
- Deputy Operations Section Chief
- Air Operations Branch Director (AOBD)

  The Operations Section Chief is responsible for providing a briefing on any air operations if no AOBD has been assigned.
- Meteorologist, to provide the weather
- Safety Officer, to highlight safety and the Safety Message
- Communications Unit Leader, to highlight the communications plan
- Medical Unit Leader, to highlight the medical plan
- Technical Specialists
- Opening and/or closing remarks by the Incident Commander or Deputy Incident Commander
- Agency Administrator/Agency Executive

Visual 4.14

OTHER BRIEFINGS

The Operations Section Chief will communicate with the section throughout the Operational Period. This will include communication with each Branch and/or Division/Group during each Operational Period.



Visual 4.15

PERIODIC UPDATES

Throughout the operational period, the OSC will contact the branch directors and division/group supervisors to exchange information.

Remember that in NIMS “intelligence” refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

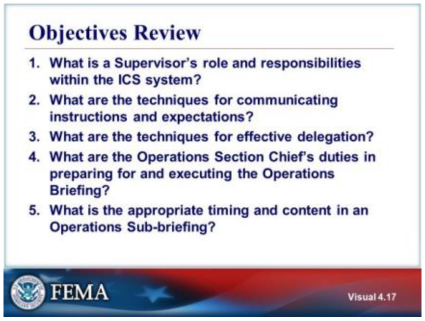
Timely updates are intended to provide new incident information to all assigned resources. The updated information and data may come from various sources such as the previous Operational Period debriefings, updated projections, reconnaissance flights, and other sources of information. This updated information may result in a need to alter or change the current strategy, tactics, or priorities.

Visual 4.16

ACTIVITY 4.1: INCIDENT BRIEFINGS

The instructor will explain Activity 4.1.

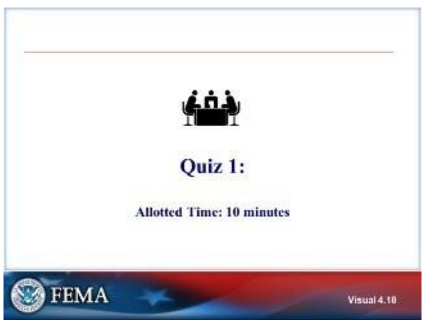
You will have 40 minutes to complete the activity.



Visual 4.17

OBJECTIVES REVIEW

- Define a Supervisor's role and responsibilities within the ICS system.
- Describe techniques for communicating instructions and expectations.
- Describe techniques for effective delegation.
- Describe the Operations Section Chief's duties in preparing for and executing the Operational Period Briefing.
- Describe the appropriate timing and content of Operations Sub-briefings.



Visual 4.18

QUIZ 1

The instructor will distribute Quiz 1, which includes questions related to Units 2 - 4.

You will have 10 minutes to take this short quiz.

Supplemental Materials

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Handout 4-1: Sample Generic Operational Briefing Agenda

California Interagency National Incident Management Team 1

Operational Briefing Agenda

Current Situational Update	SITL or OSC
Incident Objectives	PSC
Weather Forecast	IMET
Ground Ops Assignments	OSC
Air Ops Assignments	AOBD
Safety Briefing	SOFR
Communications Plan Information	COML
Medical Plan Briefing	MEDL
Logistical Concerns	LSC
Financial Concerns	FSC
Information Plan & Updates	PIO
Human Resources Information	HRSP
Training Specialist Information	TNSP
Closing Comments	IC

Team members with responsibilities to address the personnel at the Briefing need to contact the Planning Section Chief prior to the Briefing to discuss whether or not they have any comments for that day. Members that will be speaking need to be directly on the side of the stage to avoid wasting time

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Activity 4.1: Briefings: The Good, The Bad, and The Ugly

Briefings: The Good, The Bad, and The Ugly
Activity 4.1—Unit 4

Purpose

The purpose of this activity is to highlight the characteristics of good and poor incident briefings.

Objectives

Students will:

- Identify the characteristics of good and poor incident briefings based on their experience.

Activity Structure

This is a small group activity in which each participant will contribute to the group's list of characteristics of good and poor incident briefings. See the activity schedule for additional information about the structure of the activity.

Rules, Roles, and Responsibilities

Participants will be divided into groups of 4–6.

- Players will identify the characteristics of good and poor incident briefings. The following are the specific activities/instructions for your participation in the activity:
  a. Individually, complete the attached worksheet.
  b. As a group, on an easel pad, develop a comprehensive list of characteristics of good and poor incident briefings.
  c. Select a group spokesperson.
  d. Present your lists to the rest of the class.
- Facilitators answer questions and provide additional information as required. Facilitate the debriefing.

Activity 4.1 Schedule

Activity Introduction and Overview	5 minutes	Classroom
Individual documentation of the characteristics of good and poor incident briefings	10 minutes	Individually in small groups
Group discussion and documentation of the characteristics of good and poor incident briefings	10 minutes	Small groups
Debrief/Review	15 minutes	Classroom

Activity 4.1 Worksheet

- Individually, think of an example of a poor incident briefing that you participated in. Why was it a poor incident briefing? Factors to consider include:

  Substantive content (e.g., on point, logical, related to other sections/functions)

  Presentation style (e.g., command presence, speaking ability, use of audio/visual tools)

  In the space below, list the characteristics that made it a poor incident briefing:

- Individually, think of an example of a good incident briefing that you participated in. Why was it a good incident briefing? Factors to consider include:

  Substantive content (e.g., on point, logical, related to other sections/functions)

  Presentation style (e.g., command presence, speaking ability, use of audio/visual tools)

  In the space below, list the characteristics that made it a good incident briefing:

- As a group, develop comprehensive lists of the characteristics of good and poor incident briefings. Present your lists to the rest of the class.

Additional space to answer Activity 3.1questions:

Unit 5: Managing and Adjusting the Operations Section

STUDENT MANUAL

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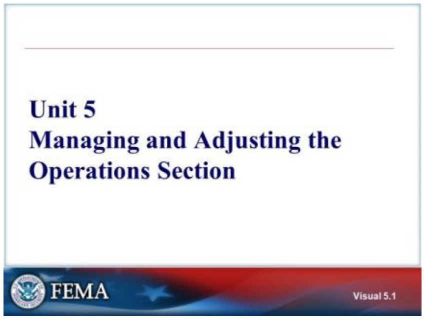


Visual 5.1

UNIT 5 MANAGING AND ADJUSTING THE OPERATIONS SECTION

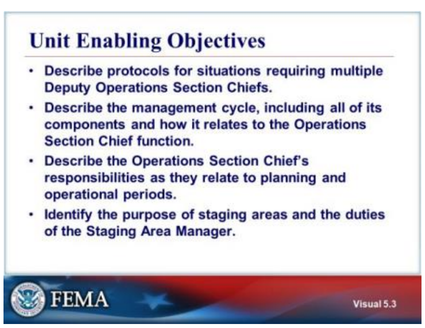
Through this unit, you will learn the key strategies for managing and adjusting the Operations Section. Organizational options for using two or three deputy Operations Section Chiefs, additional planning tips, and the purpose of staging areas will be discussed in this unit.

In addition, you will gain an understanding of the purpose, structure, and purview of the Air Operations Branch, the reasons for adjusting tactics, and strategies for the effective implementation of these adjustments.

Visual 5.2

UNIT TERMINAL OBJECTIVE

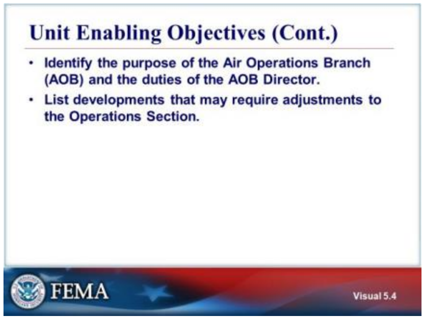
Identify key strategies for managing and adjusting the Operations Section



Visual 5.3

UNIT ENABLING OBJECTIVES

- Describe protocols for situations requiring Deputy Operations Section Chiefs.
- Describe the management cycle, including all of its components, and how it relates to the Operations Section Chief function.
- Describe the Operations Section Chief's responsibilities as they relate to planning and operational periods.
- Identify the purpose of staging areas and the duties of the Staging Area Manager.

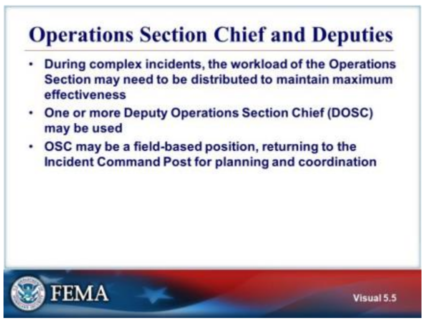


Visual 5.4

UNIT ENABLING OBJECTIVES (Cont.)

- Identify the purpose of the Air Operations Branch (AOB) and the duties of the AOB Director.
- List developments that may require adjustments to the Operations Section.

The Final Exam questions are based on the Unit Enabling Objectives.



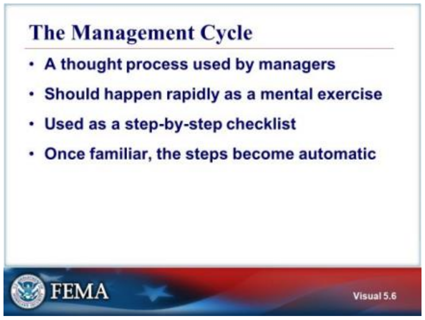
Visual 5.5

OPERATIONS SECTION CHIEF AND DEPUTIES

Deputies may be used to provide closer oversight, general assistance, or assigned specific areas to balance the workload of the Section Chief/Branch Director.

Common uses of the Deputy Operations Section Chief include:

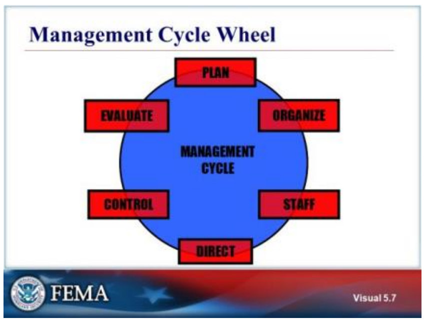
- Development and preparation of the ICS Form 215 Operational Planning Worksheet and working with the Planning Section (known as a Deputy Operations for Planning or “Planning Operations”)
- Alternative strategy or plan development
- Long-range strategic operational plans or transitioning into recovery operations.
- Incident within an Incident
- Supervision of highly technical Divisions/Groups/Branches where closer supervision is required



Visual 5.6

THE MANAGEMENT CYCLE

The Management Cycle is a thought process model used by managers; it should not be confused with the Operational Period Planning Cycle.

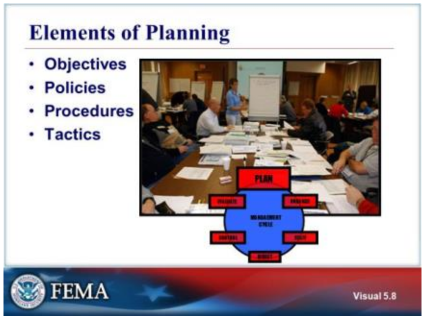


Visual 5.7

MANAGEMENT CYCLE WHEEL

The difference between the Management Cycle Wheel and the Planning P is the tactical level at which each model describes the management and planning functions of the Operations Section Chief. The Planning P describes the functions in more concrete terms, detailing the timeline of the functions from the beginning of the event and cycling through the meetings, briefings, and the execution of the plans.

The Management Cycle Wheel, on the other hand, is a way to describe the conceptual aspects of the management process. Be sure to make the distinction between the Management Cycle Wheel and Planning P clear to the class before moving forward.

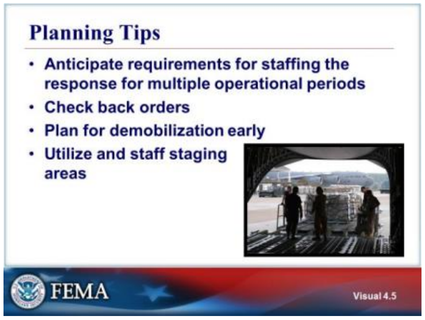


Visual 5.8

ELEMENTS OF PLANNING

The Operations Section Chief must be aware of the "operating environment" he/she must function in. These are primarily external factors that influence or impact the incident. Examples include:

- Politically sensitive issues
- Socially sensitive issues
- Public expectations
- Environmental impacts
- Media/social media
- Economic impact
- Legal or litigation issues
- Limited funding and resources
- Regulations
- Critical infrastructure impacts
- Labor agreements/contracts.

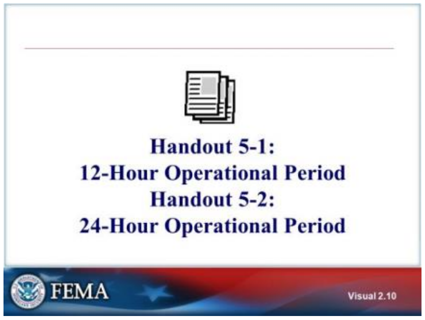


Visual 5.9

PLANNING TIPS

At the Tactics Meeting, you are planning for resources for the next Operational Period.

- When ordering, remember to order what you need for the next operational period, not what you currently have. This may require additional, similar, or less resources than you currently are utilizing. Staff those divisions and groups being implemented for the next Operational Period.
- Check on back orders for resources, etc.
- Consider and staff resource needs to execute contingency plans.
- Determine if you are responsible for providing “initial attack or response” duties in your area of responsibility. This will require additional resources that need to be ordered for each operational period.
- Check outstanding resource orders to avoid resources being delivered that are no longer needed.
- You will have cycles in the incident, including ebbs and troughs, that vary in severity; you’ll have to accommodate for this while planning for future operations periods and demobilization.



Visual 5.10

OPERATIONAL PERIOD

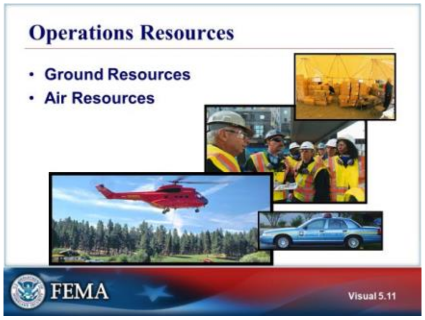
Refer to Handout 5-1: 12-hour Operational Period.

Refer to Handout 5-2: 24-hour Operational Period

Operational periods are usually 12 hours, but they vary by hazard (e.g., wildfire operational shifts may be longer, structural fires will be shorter). While operational periods can be 24-hours long, it’s usually only for a good reason. For example, operational periods may be 24 hours if the travel time to the incident response site is significant. During very stable incidents, e.g. recovery, the operational period may be 36 – 48 hours.

You can mix 12- and 24-hour operational periods in an incident. If shifts are mixed in this way, take steps to mitigate safety concerns during the transition. The Operations “change of guard” is a high-risk period.

To avoid burnout, fatigue and the potential for accidents and near misses, consider the 2-1 ratio of work hours to rest hours. Remember that working 16 hours doesn’t really give personnel 8 hours of rest. They still have to eat, shower, re-stock supplies, and other activities.



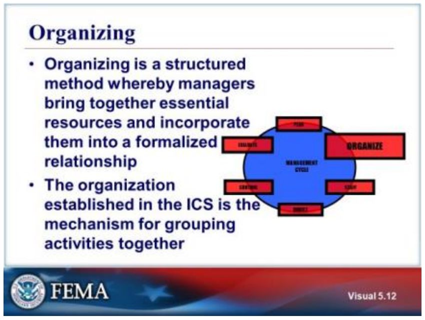
Visual 5.11

OPERATIONS RESOURCES

NIMS defines “Kinds” of resources as a broad characterization, such as personnel, teams, facilities, equipment and supplies

The following are planning considerations for resources commonly managed by the Operations Section:

- Operations Section manages personnel, teams and equipment
- Organized as a Strike Team (Resource Team), Task Force, crew, specialized team (e.g. HazMat, US&R, Mobile Field Force) or single-resource
- Air resources under Air Ops Branch- unless the incident is small, air resources will be directed by an Air Operations Branch Director



Visual 5.12

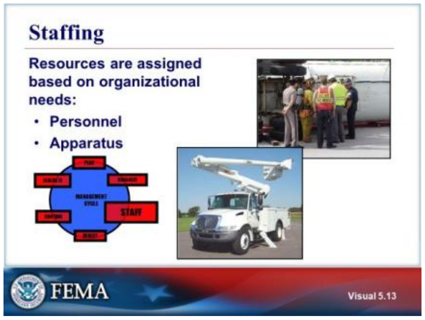
ORGANIZING

One of the most important responsibilities of the OSC is to develop the Operations Section organization. The organization must be developed properly, so that it is operationally effective, safe, within an acceptable span of control, provides for communications within the Operations chain of command, and complies with NIMS doctrine.

The Operations organization is incident specific and may include: branches, divisions, groups, staging areas, and single resources based on the following:

- Type of incident
- Complexity or severity of the incident
- Geographical area impacted
- Functional activities required
- Number of resources

Note that the Operations Section Chief usually uses ICS Form 203 Organizational Assignment List for documenting grouping activities, e.g. divisions, groups. ICS Form 203 is a planning tool and is a component of the Operations Section Chief’s tactical plan (IAP).



Visual 5.13

STAFFING

A major part of an Operations Section Chief's responsibilities is applying the resources that you have to get the job done.

When considering how to assign personnel resources, think about:

- The number of people necessary to accomplish the job.
- The experience and skill level of your personnel.
- The training that your people have received.
- The necessary tools, equipment, and vehicles to accomplish the mission.

Both the vehicle and crew are considered apparatuses. As an Operations Section Chief, if you don't need operators. Otherwise, they will automatically be sent when you request an apparatus.

- Apparatuses are the basic functional units used to identify tasks in emergency operations.
- Some examples are engines, hand crews, police cruisers, helicopters, ambulances, USAR, water craft, SWAT team, sampling team, confined space equipment, skimming crews, vacuum trucks, and heavy equipment, e.g. frontend loaders, dump trucks.
- Apparatuses should be evaluated by the capabilities of the crew and the apparatuses to accomplish the assigned task, not the experience of the Crew Leader.

For the most part, NIMS has adopted and expanded the existing ICS typing system. To be NIMS-compliant, you need to be able to reference resources by typing.

Visual 5.14

DIRECTING

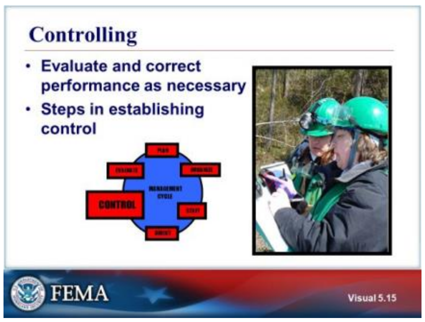
Leadership is the ability to influence, inspire, and motivate others to achieve a desired end state (incident objective) or result. Leadership is "half science and half art." You must adapt/adjust your leadership style and techniques based on the people involved and the specific situation you encounter. Your ability to provide leadership to the Operations Section personnel is based on applying the following skills, qualities, and attributes at the proper time and in the proper amount:

- The ability to develop and clearly articulate your expectations for the Section.
- The ability to establish and maintain a culture within the Operations Section that reflects the team's core values and priorities, interpersonal relationships, teamwork, respect for others and their opinions, and operational safety and discipline.
- Encourage "shared leadership" at all levels of the Operations Section.
- Interact with Operations Section supervisors and members on a regular basis. Encourage participation and communications - be open to suggestions, feedback, and dissenting opinions. Avoid "group think" and encourage "crew resource management."
- Demonstrate passion and commitment for your mission and pride in your Section.
- The ability to inspire, positively influence, and motivate others.
- The ability to coach, mentor, and develop your personnel.
- Empower and trust your personnel but monitor/verify and support their efforts.
- To embrace and "live" the team's core values… set the example
- The ability to develop strong working relationships with your Section staff, external cooperators and stakeholders.

- The ability to be approachable, listen with understanding, and communicate openly and honestly.
- The ability to develop trust with team members/co-workers, stakeholders, and the public.
- Communicate often to maintain situational awareness and a shared situational picture for all team members.
- Maintain strong moral and ethical standards. “Character matters 24/7” for personal and professional integrity. Do the “right thing.”
- The ability to demonstrate a “command presence” (professional, confident, calming, organized) at all times. Know when it is appropriate to be highly visible and have a strong presence and when it is more appropriate to be humble and discreet.
- The ability to be understanding, empathetic, and supportive.
- Never exhibit hubris or be condescending to Operations Section personnel, team members or stakeholders.
- The ability to apply critical thinking and analytical skills to fully evaluate complex problems that do not have simple, technical, or absolute answers/solutions.
- The ability to be flexible and adapt to changing environments. Demonstrate “adaptive leadership” based on the environmental factors and challenges, (e.g. public perception and expectations, political pressure, fiscal constraints, legal challenges, economic impacts, media pressure, stakeholder and special interest group demands, etc.) involved. During complex incidents and decisions, there are many more “shades of grey” than absolute black and white answers/solutions.
- The ability to work collaboratively and develop consensus solutions with stakeholders.
- The ability to “stay strategic” and forecast future opportunities and risks/challenges.

- Know when to take warranted and calculated risks when necessary and appropriate and when to be cautious and protect your personnel from unsafe conditions and inappropriate risks.
- The ability to be decisive and make decisions after evaluating all relevant factors.

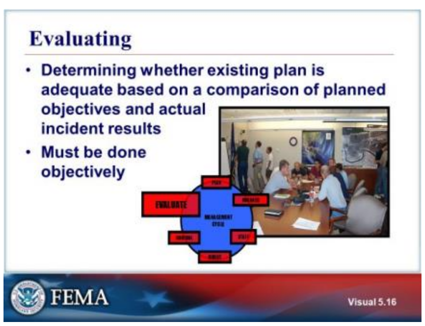
Remember, we **LEAD people** and **manage things.**



Visual 5.15

CONTROLLING

- Establish standards of performance, generally based on accepted norms
- Compare the actual results with the established standards
- Make adjustments as necessary

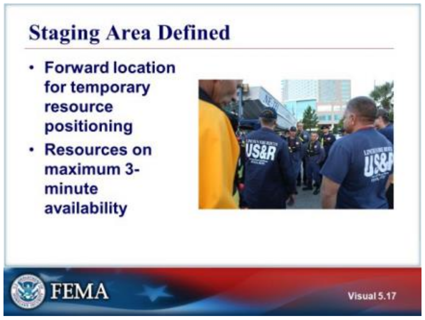


Visual 5.16

EVALUATING

Evaluating means continually seeking out and listening to information and changing your strategies and/or tactics accordingly. The best source of information is your frontline personnel.

- The evaluation must be done objectively
- Evaluations should always judge the effectiveness of the current plan's objectives, whether it is the Fire Protection Plan, the Police Protection Plan, or the Emergency Medical Plan
- Evaluation should use currently accepted standards
- Heroics should be considered the exception and not the rule in emergencies

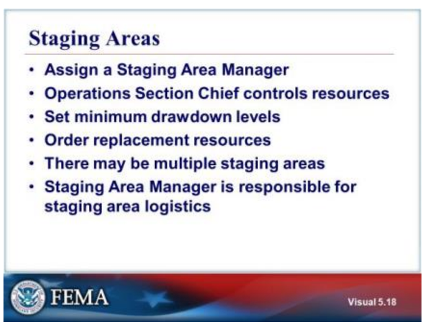


Visual 5.17

STAGING AREA DEFINED

Staging areas are locations for gathering resources that maintain the ability to respond within three minutes. In an incident, you may use staged resources as part of a Contingency Plan that can be used to address initial response on new incidents, to relieve assigned resources, or assigned as additional resources.

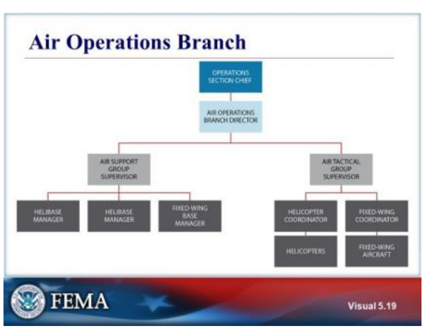
The staging area is for both tactical reserves and strategic reserves. If you have specific tactical assignments, e.g. initial response, rapid reaction or response forces, contingency plans, etc. they should be identified and resourced on your tactical plan (ICS Form 215 and ICS Form 204's) and not pulled from the staging area.



Visual 5.18

STAGING AREAS

Staging areas need to be staffed by a Staging Area Manager, who keeps an inventory of the staging area, acts as a point of contact with the Resources Unit in the Incident Command Post (ICP), and reports directly to the Operations Section Chief. Staging areas are a good intermediary position between being operationally employed and being on the demobilization wait list.

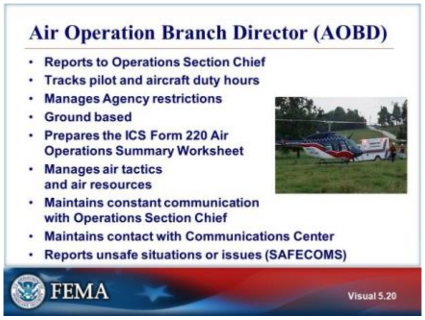


Visual 5.19

AIR OPERATIONS BRANCH ORGANIZATION

Key positions in the Air Operation Branch are:

- Air Operations Branch Director (AOBD)
- Air Tactical Group Supervisor
- Air Tanker/Fixed-Wing Coordinator
- Helicopter Coordinator
- Air Support Group Supervisor
- Helibase Manager



Visual 5.20

AIR OPERATION BRANCH DIRECTOR (AOBD)

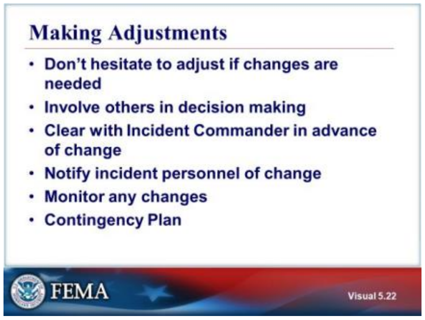
Air operations during a complex incident can be very challenging and demanding. This is a highly technical area and there is potential for significant risk. The OSC needs to ensure that the AOBD is staffed by a qualified and competent individual.

The Air Operations Branch Director has authority over all (even non-incident) aircraft and air operations. The Air Operations Branch Director can request that the FAA establish a Temporary Flight Restriction (TFR) within a certain air space. All aircraft are required to comply with the applicable restrictions of a TFR established under 14CFR91. The media or other aircraft may not become aware of a TFR if a flight plan is not filed. If a member of the Incident/Unified Command notes an unauthorized aircraft within the TFR, the AOBD can report this indiscretion to the FAA for enforcement.

Visual 5.21

NEED FOR ADJUSTMENTS

Incidents are very dynamic, and an Operation Section Chief must continually make adjustments throughout the operational period. In essence, they have two major responsibilities. Managing and adjusting the current operational period and planning and subsequently having to manage any changes in the next operational period they are responsible to plan for.



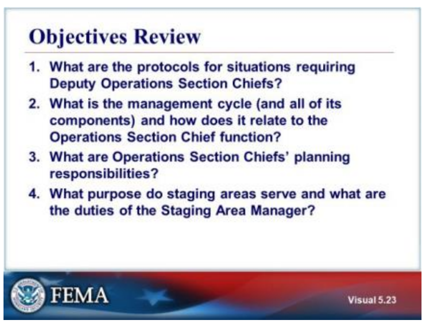
Visual 5.22

MAKING ADJUSTMENTS

Operations Section Chief's role in recognizing and making tactical adjustments.

- Involve others in the decision-making process.
- Communicate and gain approval for recommended changes to the strategies with the Incident Commander in advance.
- Make sure that all incident personnel are notified of the change.
- Monitor the changes that were made.

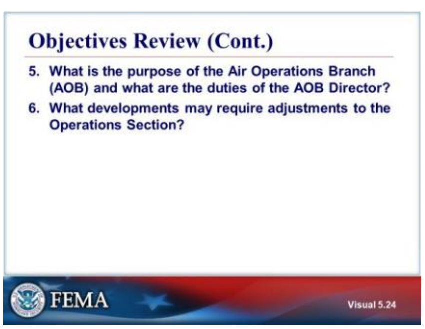
Always have an alternate or contingency plan.



Visual 5.23

OBJECTIVES REVIEW

- Describe protocols for situations requiring Deputy Operations Section Chiefs.
- Describe the management cycle, including all of its components, and how it relates to the Operations Section Chief function.
- Describe the Operations Section Chief's responsibilities as they relate to planning and operational periods.
- Identify the purpose of staging areas and the duties of the Staging Area Manager.



Visual 5.24

OBJECTIVES REVIEW (CONT.)

- Identify the purpose of the Air Operations Branch (AOB) and the duties of the AOB Director.
- List developments that may require adjustments to the Operations Section.

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Supplemental Materials

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Handout 5-1: 12-Hour Operational Shift

12-HOUR OPERATIONAL SHIFT

Each Operations Section Chief will have his or her own daily schedule that will be based on personal preference, the incident situation, and team dynamics. Managing your own time will be critical to your successful performance. What follows is an example of how an Operations Section Chief might schedule his or her day. This should not be interpreted as being the only way to do business. This reflects a fire incident with one Operations Section Chief per operational period for a 0700 – 1900 operational period.

0500 Daytime Operations Section Chief (OSC) comes on duty.
Nighttime Ops briefs daytime OSC.
Review Incident Action Plan (IAP).

0600 Distribute IAP and conduct Operations Briefing.

0600–0700 Division Supervisors debrief Division Supervisors going off-duty.
Manage operational period change.

0700–0800 Aerial recon of incident with Incident Commander and others as required.

Prepare draft ICS Form 215 based on input from Division Supervisors and other Operations Section personnel.

0800–0900 Tactics Meeting for nighttime operational period with SOFR, LSC, RESL.

Air tankers over fire.

1000–1100 Planning meeting for nighttime operational period.

1300–1600 Supervision: Recon incident by ground and/or air.
Team coordination and review of performance of Operations Section personnel.

1600–1700 Update and adjust IAP for Briefing.

1700-1730 Debrief with on-coming Night OSC.

1800–0600 Cycle repeats for nighttime operational period.

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Handout 5-2: 24-Hour Operational Shift

24-HOUR OPERATIONAL SHIFT

The information, ideas, and concepts below have been under development since 1990 and have been used with great success. We must remember that this is but one option for an operational shift, which would depend on the type of incident, the operational limitations, and where you are in the progression of the incident.

1. The 24-hour shift does not require incident personnel to work constantly for 24 hours. Each worker is expected to average around 18 hours of work, with 6 hours of rest.
2. There are fewer operational accidents and injuries because personnel are rested and are not as inclined to undertake hazardous activities. Line personnel can go for weeks on this type of shift because they are getting adequate rest and rehabilitation under the 24 hours on/24 hours off cycle.
3. Production rates may be higher. This is a key point and should be given much consideration. Line personnel are on the line during peak burning periods and late afternoon when the time is right to do burnouts or use other control methods, not doing shift changes. Crews that are well rested work harder and longer.
4. Operations Section Chiefs have more time to be on the line because they have half as many meetings to attend. This is also true for other Command and General Staff personnel.
5. Engine companies and fire crews have more time to do preventative maintenance and fix problems without giving up their sleep time. This also makes for a safer and more productive operation.
6. Crews and engine companies are able to sleep in the dark, which affords them better rest.
7. There is half the vehicle movement going to and coming from the line. This reduces the risk of a vehicle accident significantly.
8. Crews on a 24-hour shift are familiar with their section of the line after dark. This is a good reason to do a shift change in the morning and not at night.
9. Crews and engine companies take greater pride of ownership in their piece of the line that they worked all day to secure. Consequently, they'll work on it at night to ensure that it stays secure.

10. Travel distances to the line from the Incident Base and back are no longer an issue. This also allows you to put the Incident Base at a better location, nearer to utilities and services.

11. Dozers and water tenders can be shifted at 12-hour or 24-hour intervals, depending on need.

12. Not all Branches or Divisions need to be on the 24-hour shift. As the fire starts to wind down and some areas are in the mopping up stage, they can work 12-hour days with just a patrol at night.

13. Command and General Staff personnel, plus their subordinate positions, work 12-hour shifts. Operations Section personnel, from the Branch Director on down, would be the only exceptions. They would still work the same shift as line personnel.

14. The Planning Section is under less pressure because there is only one Planning Meeting, one Briefing, and one IAP to produce.

15. The 24-hour shift may cause some pay concerns with some agencies. Administrative issues must be reconciled with- but should not dictate- operational requirements.

    a. Shifts in excess of 10 hours for Federal Wildland Fire Agencies will require a letter of justification signed by the Incident Commander.

16. A simple one-page explanation of the 24-hour shift and how it works should be added to the IAP to avoid problems.

17. Once the fire is contained, the Operations Section will work toward a single day shift, with only a patrol at night. This would be a true 12-hour day, with 12 hours of rest at night.

Unit 6: Personnel Interaction

STUDENT MANUAL

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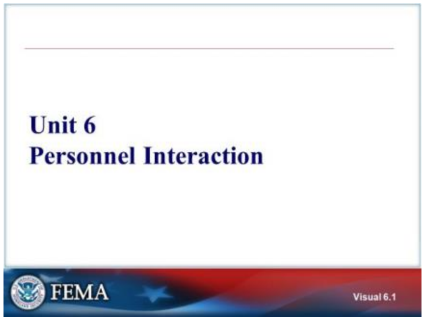


Visual 6.1

UNIT 6 PERSONNEL INTERACTION

Through this unit, you will learn the importance of proper and effective internal and external communication. Students will gain an understanding of the Operations Section Chief's interaction and cooperation with other functions and positions (especially the Incident Commander) on an incident and entities outside of the Incident Management Team (e.g., local residents, local law enforcement).

In addition, you will learn the basics of media management and the importance of coordination with the Agency Administrator or his/her representative.

Visual 6.2

UNIT TERMINAL OBJECTIVE

Describe the Operations Section Chief's role in developing and maintaining relations with people internal and external to the IMT Team.

Visual 6.3

UNIT ENABLING OBJECTIVES

- Identify key players that the Operations Section Chief supports, delegates to, and communicates with.
- Describe significant events that may require special communications (e.g., with the Incident Commander).
- List external players that are possible partners or resources for the Operations Section Chief.
- List guidelines for dealing with the media.

Visual 6.4

INTERNAL COOPERATION

The Incident Commander doesn't want any surprises. As such, communications on a regular basis is critical. This should occur during the formal meetings and briefings in the Operational Period Planning Cycle as well as informal communications such as having coffee or lunch together to discuss progress, projections, issues, etc. Notify the Incident Commander if the incident objectives require modification based on the incident. The Incident Commander will typically identify "critical reporting thresholds" that he/she wants to be notified about immediately. Examples that may be at critical reporting thresholds:

The Incident Commander usually interfaces with the Agency Administrator/Agency Executive directly. The AA/AE can give you a sense of what is politically important or controversial. The Agency Administrator will share their jurisdictions/agencies' agenda/priorities as well as limitations/constraints and policies for the incident. It is important to consider all of these factors as the OSC develops the strategies and tactics for the incident.

Visual 6.5

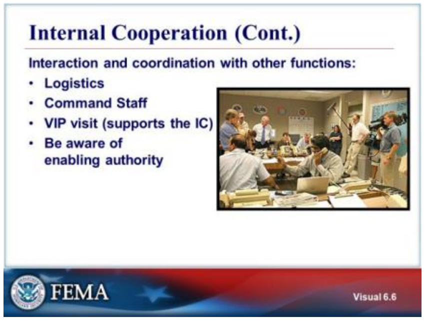
INTERNAL COOPERATION (CONT.)

Branch Directors and Division/Group supervisors will receive their assignments on the ICS Form 204s in the IAP. The OSC must communicate and obtain updates and progress reports on a regular basis.

Establish air operation priorities, including water drops, supply drops, equipment transport, and personnel transport with your Air Operations Branch Director.

The OSC interacts and works closely with the Planning Section Chief throughout the Incident Action Planning Process. Additionally, the OSC interacts with several unit leaders in the Planning Section as well. The Resources Unit tracks and accounts for all personnel assigned to the incident. The OSC work with the Resources Unit during the tactics meeting and to assign units to the ICS Form 204s as the IAP is developed. The Situation Unit documents the current status of the incident. Field observers assigned to the unit are deployed in the field to determine progress of operations. GIS specialist provide mapping and projections to assist the OSC. An Incident Meteorologist will provide vital information on weather and predicted weather. For wildland fire incidents, a Fire Behavior Analyst will provide information on critical fire behavior.

Finance will tell you how much money you are spending against the allocated budget and whether money is being spent on items that aren’t authorized by the budget. When you are approaching your spending ceiling, let the Finance/Administration Section Chief know; then the Incident Commander can request increases or negotiate funding priorities. Help Finance by clearly communicating spending authorities and limits.



Visual 6.6

INTERNAL COOPERATION (CONT.)

Operations Section Chief works closely with Logistics. Complex incidents and response activities require you to work closely with the Logistics Section Chief. This is especially true if the event involves air support, remote support, or specialized resources.

The OSC interacts with the remaining members of the Command Staff as well. The OSC works intimately with the Safety Officer during the Incident Action Planning Process and throughout the operational period. Both individuals are constantly evaluating incident conditions, weather, operations, etc. to ensure the safety of field personnel.

When PIOs develop media releases, they will publicly describe what you and your team are doing.

The Liaison Officer “runs interference” with the agency representatives from the assisting and cooperating agencies and impacted stakeholders. The LOFR attempts to address and de-conflict issues that could distract the OSC and take valuable time.

Authority is usually articulated in a Delegation of Authority, Letter of Expectation, EMAC REQ-A, etc. The Incident Commander will share this information as they develop their priorities, incident objectives, limitations and constraints, incident policies, etc.

Visual 6.7

EXTERNAL COOPERATION

local residents are the best source for information on of the lay of the land: geographically, culturally, and more.

Local law enforcement officers can identify dangerous areas, resources, sources of supplies, and other valuable local knowledge.

Visual 6.8

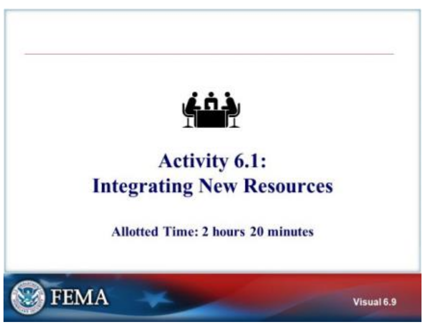
EXTERNAL COOPERATION (CONT.)

Sensitivity: You should attempt to minimize any adverse impact to the community from your operations.

Media: If members of the media show up unescorted, they are your responsibility. Find the PIO or Assistant PIO to answer their questions and/or escort them around the incident area. The general rule in Incident Command is that no one should address the media without permission from the Incident Commander.

AA Rep: Remember that your team works for the jurisdictional agency. How you interact with agency personnel affects how the Agency Administrator evaluates your team.

Technical Specialists: You can consult with technical specialists that are not directly assigned to the Incident Command. Resource specialists, fishery biologists, soil scientists, public health, public works, EMS, HAZMAT, seismologists, and hydrologists.

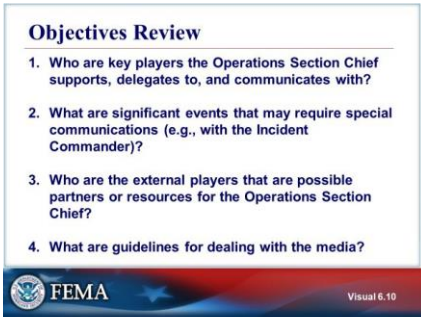


Visual 6.9

ACTIVITY 6.1: INTEGRATING NEW RESOURCES

The instructor will explain Activity 6.1.

You will have 2 hours to complete the activity, with a 20 minute debrief.



Visual 6.10

OBJECTIVES REVIEW

- Identify key players that the Operations Section Chief supports, delegates to, and communicates with.
- Describe significant events that may require special communications (e.g., with the Incident Commander).
- List external players that are possible partners or resources for the Operations Section Chief.
- List guidelines for dealing with the media.

Supplemental Materials

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Activity 6.1: Integrating New Resources

Activity 6.1
Unit 6

Purpose

The purpose of this activity is to provide students with an opportunity to practice the role and responsibilities of an Operations Section Chief in a controlled tabletop environment. The focus will be on planning for new operational period within an incident, adapt to changing incident conditions, integrating new resources into existing operations, and planning for demobilization.

Objectives

Students will:

- Plan for a new operational period within an existing incident.
- Adapt resource deployment to changing conditions.
- Integrate new resources into existing operations.
- Plan for demobilization.

Activity Structure

This scenario-based activity is a continuation of Activity 3.1 and consists of two parts (Parts I and II). In Part I your ICS Form 215 from Activity 3.1 is the current ICS Form 215. You will conduct planning for the next operational period based on this ICS Form 215, prepare the ICS Form 215 for the next period, and present the Operations Section Chief portion of an Operational Briefing for assigned resources.

In Part II, you will prepare a demobilization outline based on the ICS Form 215 that you prepared in Part I. Using easel paper, you will then present your demobilization outline to the rest of the class and explain how you reached the conclusions in your outline.

This activity is scheduled to last approximately 2 hours, including small group discussion and presentation of each group’s approach and answers. See the activity schedule for additional information about the structure of the activity.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Each group will assume the role of Operations Section Chief.

- Players respond to the situation based on their knowledge of response procedures, current plans in place in their community, and insights derived from training. The following are the specific activities/instructions for your participation in the activity:
    1. Within your work group, review each scenario and answer the questions.
    2. Appoint a group spokesperson.
    3. Work the scenario and follow the directions in “Your Job in Part I of the Activity” below.
    4. Present your answers to the rest of the class.
- **Instructors** answer questions and provide additional information as required.

Activity Assumptions and Artificialities

In any activity, assumptions and artificialities may be necessary to complete play in the time allotted. During the activity, the following apply:

- The scenario is plausible, and events occur as they are presented.
- The scenario includes no “hidden agendas” or trick questions.
- All players receive information at the same time.

Activity 6.1 Schedule

Activity Introduction and Overview	5 minutes	Classroom
Part I: Review scenario and attachments, prepare ICS Form 215, and prepare for the Operations Section Chief portion of the Operational Briefing	75 minutes	Small groups
Debrief and review	15 minutes	Classroom
Part II: Review scenario, prepare demobilization outline	30 minutes	Small groups
Debrief and review	15 minutes	Classroom

Activity 6.1 Scenario
Part I

Situation Update at Beginning of Planning for Next Operational Period

It is 1200 hours and you are now planning for your next operational period from 2000 hours to 0800 hours. The temperature is a muggy 84 degrees and the forecast is for additional severe weather to move through Liberty County and Central City over the next several hours. Dark clouds are building to the west. The National Weather Service has issued a Tornado watch effective from 1700 hours until 2300 hours tonight. Below is the current situation report:

Tornado Impact Areas:

- Crews report that primary SAR operations in the area affected by the tornado nearly complete.
- Current casualty figures include 37 deaths, 335 hospitalized with injuries, and another 587 treated and released.
- Some looting reported and gawkers driving into the area to view the damage. Because the affected area is large, police are able to control access to only the most severely damaged areas.
- Red Cross and other social services are on hand to support affected residents.

Flash flooding along Riverfront area has subsided.

- Water rose to 4 feet in some areas before subsiding.
- Gawkers and local residents and business owners are trying to make their way into the affected area to see what the river has done, and to determine what, if anything, is salvageable from homes and businesses.
- Police continue to maintain roadblocks to try to keep people away from the area due to the threat of rain and potential re-flooding.
- There have been reports of significant looting at businesses on S and T Streets between 17th and 20th.

Pumping and Treatment Station at Q and 22nd street is still off-line.

- Storm and flood damage are more extensive than initially thought, and there is no word yet on how long this situation will last. Central City Public Works crews are still trying to assess the extent of the damage.
- Water pressure city-wide is low, and drinking water and water for other uses may become difficult to obtain. The city is going to need a safe supply of drinking water until the station can be brought back online, and the system flushed and cleaned. Hospitals are discussing water treatment options with State officials. The Agency Administrator/Agency Executive has directed the Incident

Commander to develop points of distribution (PODs) to disseminate water to the residents.

DuPont Chemical release reported contained.

- Although the chemical release was serious, it was not as bad as originally feared, and was contained within a couple of hours by DuPont crews.
- A block by block search by rescue crews following the “all clear” has revealed no major medical situations beyond a handful of local residents who reported respiratory distress and were taken to local hospitals for testing and observation.

New Events Within the Past Hour

Gas Leak and Explosion. A half hour ago, a four-person crew from the Great Atlantic and Pacific Railroad (GA&P) were inspecting and repairing tracks along the tornado path in Central City. As they were beginning a metal cutting and welding repair job on tracks at the intersection of DD and 24th Streets, they were unaware that the regulator station connecting two high-pressure natural gas pipelines had been damaged in the tornado and that gas was leaking.

The resulting explosion was devastating and deadly, killing the GA&P crew and setting fire to a row of structures across the street from the regulator station. The fire is spreading quickly and is threatening the entire block. Immediately catty-corner from the stricken block are several large bulk fuel storage tanks at FF and 23rd (block bounded by EE and FF and 23rd and 22nd).

Central City Gas Company (CCGC) emergency crews have been called to shut off the gas. Exhausted Central City fire crews have been dispatched to the scene to fight the fire. Debris from the tornado is blocking many local roads around the fire scene, hampering fire crew access to the scene. There is, effectively, only one access route into the area capable of supporting large emergency equipment.

Looting Downtown. Although not technically a riot, there are news reports that an unknown number of armed thugs appear to be intimidating residents and business owners, and breaking into storefronts to steal appliances. Unarmed bystanders, apparently emboldened by the brazen thefts, have joined in the activity. Police are responding, but the situation is fluid and could easily get out of hand.

New Resources Scheduled to Arrive

The mayor of Central City has appealed for additional resources and support from the State and adjacent counties to augment local resources. It is anticipated that resources will be available at the beginning of the next operational period at 2000 hours. These resources include:

- Three engine strike teams (2 from Paradise County and 1 from Kane County)
- Two trucks (1 from Paradise County and 1 from Mineral County)
- Five law enforcement resource teams (law enforcement may use the term resource team to indicate a law enforcement strike team); 2 from Stramford

County (immediately west of Liberty County), 1 from Paradise county (immediately east of Liberty County), and 2 State Patrol squads

- Five public works debris removal task forces (10-person crew, 2-frontend loaders, 2-dump trucks each) (3 from Stramford County and 2 from Paradise County)

Your Job in Part I of the Activity

- Conduct a Tactics Meeting and prepare an ICS Form 215 for the next operational period accounting for the incident status (and existing resources as identified from your previous ICS Form 215) and new resources as described in the scenario. Consider integration of new resources.

  Refer to EL_958_ACT_6.1_ICS_Form_215 for a blank ICS Form 215
- Complete at least 2 Division Assignment Lists (ICS Form 204). Refer to EL_958_ACT_6.1_ICS_Form_204_1_of_2.pdf and refer to EL_958_ACT_6.1_ICS_Form_204_2_of_2.pdf
- Using easel paper, identify the potential problems or issues you need to consider when integrating resources that are from outside your local jurisdiction. How do you plan to address these potential problems or issues?
- Using easel paper, develop a Tactical Operations Briefing map showing your branches, divisions, groups, and facilities including drop points and staging areas.
- Using easel paper, develop an organization chart for the Operations Section. Given your existing organization from Activity 8.1, do you need to make any changes? If yes, what are they?
- Using easel paper, summarize what you plan to say to the Incident Commander about the Tornado incident.
- Participate as an Operations Section Chief in developing the ICS Form 204's for the IAP.
- Conduct the Operations Section Chief portion of an Operational Briefing for assigned resources.

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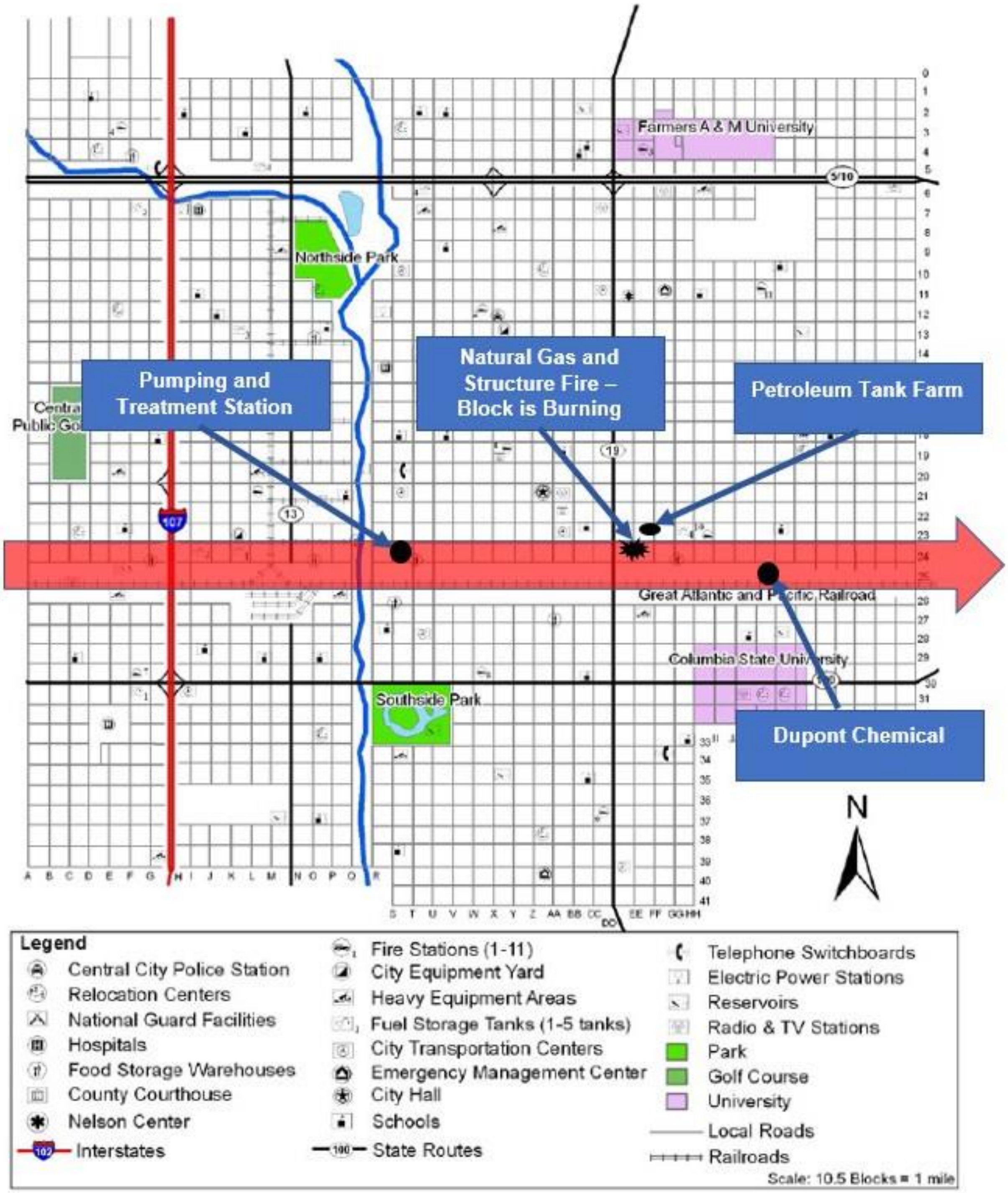
Central City



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Activity 6.1 Scenario
Part II

Current Situation in Liberty County

It is now the middle of third operational period. Based on reports from your Operations staff in the field and your observations from various locations in the affected area, here is the current situation:

- Weather is improving and the forecast for the next several days is sunny and mild.
- Flood risk is down as Roaring River has gone back to below flood stage and no rain is forecast for the next several days.
- Electricity is coming back online across the County and is expected to be fully restored within 2 more days.
- Pumping and Treatment station is back online but flushing and cleaning the system will require several days more.
- All storm and civil disturbance related fires are out. Although the block across from the natural gas regulator station was reduced to ashes, the fire did not spread to the petroleum storage tanks at XX. However, the block continues to smolder.
- Clean up and debris removal is continuing.

Your Job in Part II of the Activity

In Part II, you will prepare a list of resources that you would demobilize for the next operational period based on the new situation report and the ICS Form 215 that you prepared in Part I, above. Using easel paper, you will then present your demobilization outline to the rest of the class and explain how you reached the conclusions in your outline.

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Unit 7: Risk Assessment and Safety Management

STUDENT MANUAL

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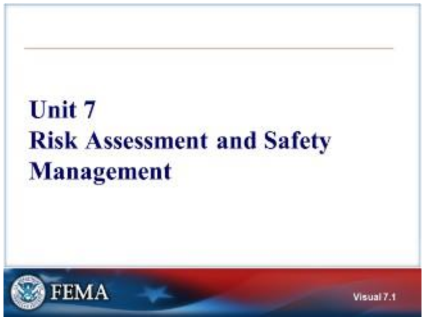


Visual 7.1

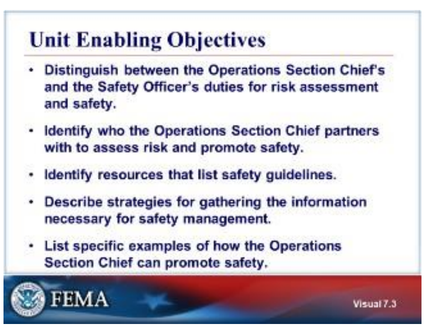
UNIT 7 RISK ASSESSMENT AND SAFETY MANAGEMENT

Through this unit, you will learn the principles of risk assessment and safety management as they apply to the role of the Operations Section Chief. This unit affirms one of the highest priorities of the Operations Section Chief- ensuring safety- through discussion of safety guidelines, the Operations Section Chief's safety commitment, and safety examples.

Visual 7.2

UNIT TERMINAL OBJECTIVE

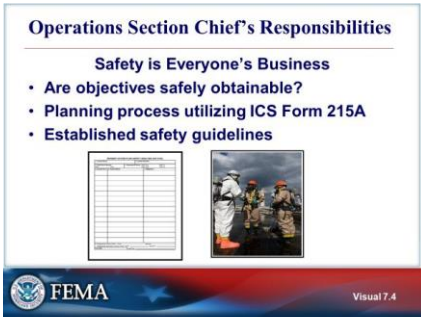
Describe the Operations Section Chief's roles and responsibilities for risk assessment and safety management.



Visual 7.3

UNIT ENABLING OBJECTIVES

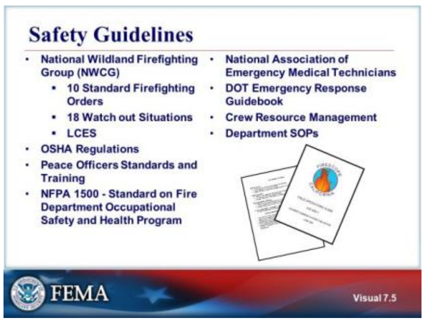
- Distinguish between the Operations Section Chief's and the Safety Officer's duties for risk assessment and safety.
- Identify who the Operations Section Chief partners with to assess risk and promote safety.
- Identify resources that list safety guidelines.
- Describe strategies for gathering the information necessary for safety management.
- List specific examples of how the Operations Section Chief can promote safety.



Visual 7.4

OPERATIONS SECTION CHIEF'S RESPONSIBILITIES

You are the person who is primarily responsible for your own safety, as well as the safety of those you supervise. This is one of the fundamental tenets of ICS. As an Operations Section Chief, your primary responsibility is to ensure that everyone who showed up for work leaves in the same shape that they came in.



Visual 7.5

SAFETY GUIDELINES

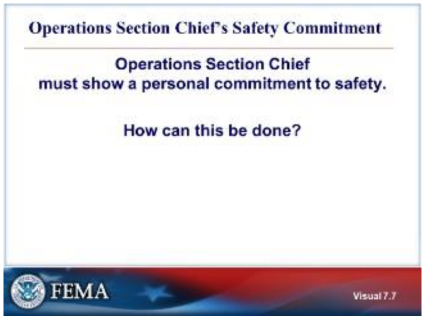
There are a number of general and discipline specific safety guidelines that the OSC must be familiar with. The OSC will not be familiar with each discipline; however, he/she can obtain input and guidance from the Safety Officer, discipline specific assistant safety officers, (e.g. HazMat, SWAT), division/group supervisors, technical specialists, etc.

If you are deployed out of State, you'll need to know whether the State that you are working in is a State-OSHA State or a Federal-OSHA State. Lawyers will hold you accountable for established safety standards whether or not you're aware of them. Make sure that you are!

Visual 7.6

USE OTHERS TO ASSESS RISK AND SAFETY

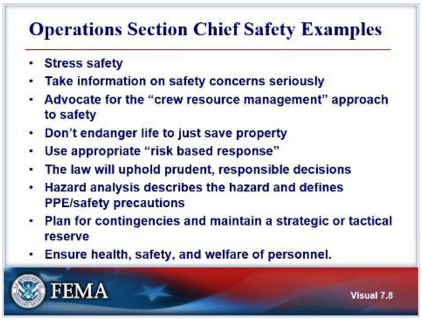
In addition to Safety Officers, discipline specific Assistant Safety Officers, (e.g. HazMat, SWAT, US&R), Branch Directors and Division/Group Supervisors are also sources because they have a frontline perspective on potential/developing safety issues. Don't override their judgment if it doesn't match your tactical plan; instead, listen to it and consider modifying your plan. After all, Branch Directors and Division/Group Supervisors are out there because you trust them, and they have more immediate and in-depth knowledge than you do.



Visual 7.7

OPERATIONS SECTION CHIEF'S SAFETY COMMITMENT

How do you demonstrate a personal commitment to safety?



Visual 7.8

OPERATIONS SECTION CHIEF SAFETY EXAMPLES

- Do more than repeatedly say "Be safe out there!" Responders at briefings will tune it out. Instead, listen actively, take the information on safety concerns from your subordinates seriously, and demonstrate your seriousness to others by setting a personal example.
- Be an advocate for the "crew resource management" approach where the entire crew is looking and listening for dangerous situations and sharing the information with supervisors. The supervisors must respect, consider, and evaluate the input from the remainder of the crew or unit and determine if a change is necessary.
- Know what is at stake. Do not endanger your life or the lives of others if you're just saving property. Be aware of responders who take chances and needlessly endanger themselves and their team.
- The strategies, tactics, and actions must be commensurate with values at risk and a thorough risk/benefit assessment. This should lead to an appropriate "risk-based response" for the incident.
- The law will uphold your decisions, even in the absence of supporting regulations, if your decisions are similar to the way that a prudent, responsible person would act in the same situation.
- A Risk Management Plan should have a hazard analysis that describes the hazard and defines the necessary PPE and safety precautions.
- Expect the unexpected by having contingencies and a strategic or tactical reserve in the staging area.
- Make sure that you attend to health, safety, and welfare needs of the Operations Section personnel. If people are tired, hungry, angry, frustrated, or psychologically shaken, they'll be more likely to take shortcuts, make improper decisions, or execute poorly.

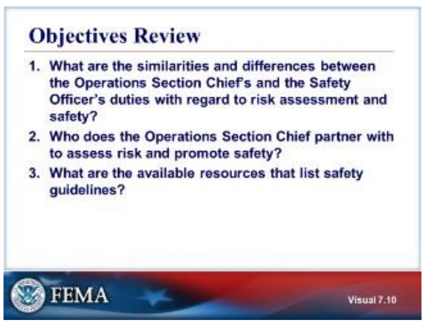
Visual 7.9

ACTIVITY 7.1: RISK ASSESSMENT AND MITIGATION

INTRODUCE

The instructor will explain Activity 7.1.

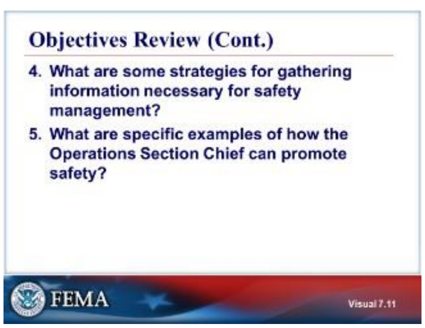
You will have 55 minutes to complete this activity.



Visual 7.10

OBJECTIVES REVIEW

- Distinguish between the Operations Section Chief's and the Safety Officer's duties for risk assessment and safety.
- Identify who the Operations Section Chief partners with to assess risk and promote safety.
- Identify resources that list safety guidelines.



Visual 7.11

OBJECTIVES REVIEW (CONT.)

- Describe strategies for gathering the information necessary for safety management.
- List specific examples of how the Operations Section Chief can promote safety.

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Supplemental Materials

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Activity 7.1: Risk Assessment and Mitigation

Unit 7 Activity 7.1: Risk Assessment and Mitigation

Purpose

The purpose of this activity is to provide students with an opportunity to practice the roles and responsibilities of an Operations Section Chief in a controlled tabletop environment. The focus will be on incident risk assessment, operational implications, and Operations Section response to mitigate.

Objectives

Students will:

- Apply risk and safety mitigation measures in their capacity as Operations Section Chiefs.

Activity Structure

This is a scenario activity that will last 1 hour, including small group discussion and presentation of each group's approach and answers. See the activity schedule for additional information about the structure of the activity.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Each group will assume the role of Operations Section Chief.

- Players respond to the situation based on their knowledge of response procedures, current plans in place in their community, and insights derived from training. Players will also complete appropriate documentation and perform briefings as called for in the activity. The following are the specific activities/instructions for your participation in the activity:
    1. Within your work group, read the scenario and answer the questions.
    2. Write your answers on an easel pad.
    3. Select a spokesperson and be prepared to discuss your answers with the rest of the class.
- Instructors moderate discussions, as well as answer questions and provide additional information as required.

Activity Assumptions and Artificialities

In any activity, assumptions and artificialities may be necessary to complete play in the time allotted. During the activity, the following apply:

- The scenario is plausible, and events occur as they are presented.
- The scenario includes no hidden agendas or trick questions.
- All players receive information at the same time.

Activity 7.1 Schedule

Activity Introduction and Overview	5 minutes	Classroom
Read scenario and answer questions	30 minutes	Small groups
Debrief and discuss	20 minutes	Classroom

Activity 7.1 Scenario

You are the Operations Section Chief for an all-hazards Incident Management Team assigned to a Truck/Train derailment with a chemical release. It is currently 1800 hours, and the incident occurred at approximately 0500 this morning. You are just starting the second 12-hour operational period. State Police have been on site since shortly after the incident was reported. EMS personnel treated the truck driver and train engineer for injuries at the site and transported them to Deaconess Hospital, a 200-bed hospital about 10 miles from the incident. A residential area about 300 yards away was evacuated during the morning when the rail car tank rupture was discovered. Some people have evaded police lines and detours, and have found their way back to their homes, but most people are continuing to comply with the evacuation order. The other nearest facility is a small strip mall and service station about a mile from the incident site.

Although the original spill and fire have been contained, some of the wreckage is still smoldering. Railroad crews are still working to untangle the mess but predict that wreckage will be removed, and the tracks fixed within the next 48–72 hours. According to Great Atlantic & Pacific, the owner of the train involved in the accident, the chemical released from the bulk rail car was parathion. The parathion was only stored in one bulk rail car and was dissolved in xylene at a 5:1 ratio of parathion to xylene. The weather forecast for your operational period is for thunderstorms, high winds, and heavy rain as a weather front is moving slowly through the region. There is some possibility of short-term localized flooding near the incident site.

The terrain in which the incident occurred is relatively flat but is generally sloping down to a small wetland that feeds into the Red River. This river is a source of water to downstream communities, with an approximate total population of 100,000 people. The leading edge of the chemical spill is about 50 yards from the wetland and about 150 yards from the river. Moreover, the chemical continues to evaporate even as it is soaking into the ground at the spill site.

Your priority is to maintain containment of the chemical at the spill site given the likelihood of heavy rain in the next 12 hours. Your plan is to construct a dike around the spill site, direct water around it, and cover it. You have spoken with the Division A Supervisor and he says that he is moving quickly into place to help support construction of the makeshift containment. A bulldozer is scheduled to arrive within the next hour. You also spoke with Logistics to arrange for equipment and personnel, including appropriate PPE.

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Activity 7.1 Questions

1. List the risks associated with this situation and their operational implications.

2. How will you, as the Operations Section Chief, handle this situation? What specific actions will you take?

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Unit 8: Contingency Planning

STUDENT MANUAL

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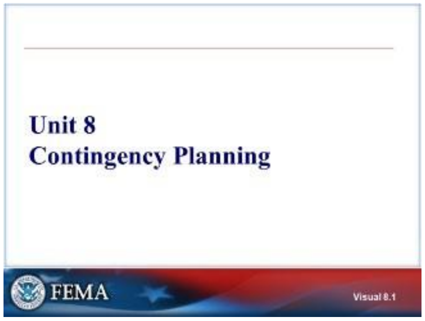


Visual 8.1

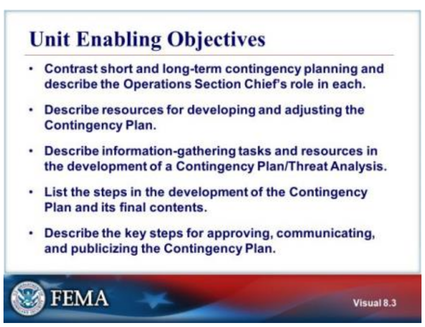
UNIT 8 CONTINGENCY PLANNING

Through this unit, you will learn the need for and the uses of Contingency Plans (both long term and short term).

Visual 8.2

UNIT TERMINAL OBJECTIVE

Describe the need and process for contingency planning for an all-hazards incident.

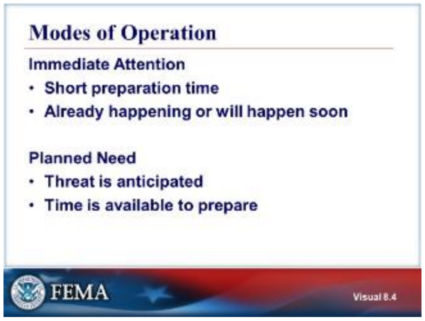


Visual 8.3

UNIT ENABLING OBJECTIVES

- Contrast short- and long-term contingency planning and describe the Operations Section Chief’s role in each.
- Describe resources for developing and adjusting the Contingency Plan.
- Describe information-gathering tasks and resources in the development of a Contingency Plan/Threat Analysis.
- List the steps in the development of the Contingency Plan and its final contents.
- Describe the key steps for approving, communicating, and publicizing the Contingency Plan.

The Final Exam questions are based on the Unit Enabling Objectives.



Visual 8.4

MODES OF OPERATION

Immediate attention means that the plan you are using clearly isn't working well and you need an alternative quickly.

- As an example, a tactical position is overrun and compromised during a civil unrest incident, or a diesel fuel release gets past containment efforts and enters the river. The response agencies must quickly implement contingency plans to develop a new reinforced control like to hold protestors, or deploy booms on the river to contain the product and secure downstream water intakes.

Planned need means that a threat is anticipated, and you have one or more operational periods to prepare for its impact. These plans may be categorized as short-term or long-term contingency plans although there is no formal definition or standard of the time for two terms.

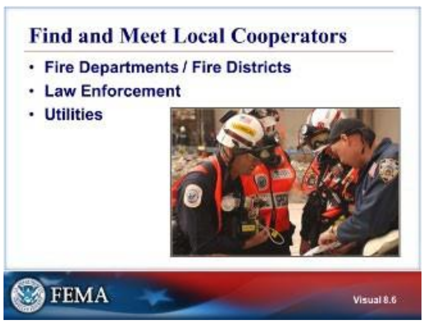
- An example of a *short-term* contingency plan may include: the strategy and tactics for a train derailment leaking a toxic gas may be to shelter the residents in place and attempt to have the HazMat team control the leak based on wind direction and the rate of release of the product. However, if the release increases significantly, or the wind shifts, the contingency plan may be to evacuate the residents, transition to defensive operations, and allow the product to release and dissipate.
- An example of a *long-term* contingency plan may include preparations for a second hurricane that may arrive in five days. The Operations Section Chief has to determine if all operations will cease and personnel and equipment will be evacuated and when. If Operations Section personnel remain, what will be the trigger point for ceasing operations, e.g. sustained winds that exceed 40-mph, where personnel will shelter, how they will be accounted for, when can they resume operations, what will they do when the storm passes, e.g. windshield surveys, etc.

Visual 8.5

CONTINGENCY PLANNING OPERATION

There is a need for contingency planning because a small incident may evolve into a larger and/or more complex incident.

If an Operations Section Chief foresees an incident getting worse, he/she can assign a Deputy Operations Section Chief to be in charge of planning for contingencies.

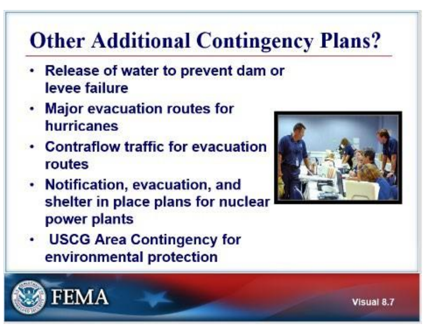


Visual 8.6

FIND AND MEET LOCAL COOPERATORS

With regard to cooperation with agencies, Operations Section Chiefs should check whether local administrators have a plan in place regarding cooperation with agencies.

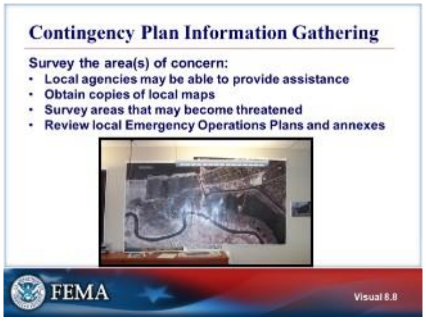
Law enforcement may be key sources of information and intelligence). Law enforcement may be in charge, be part of unified command, or an assisting agency.



Visual 8.7

OTHER ADDITIONAL CONTINGENCY PLANS?

The Operations Section Chief must be aware of local, state, Federal, and private sector contingency plans that are already established and may be used or triggered as part of the incident response.



Visual 8.8

CONTINGENCY PLAN INFORMATION GATHERING

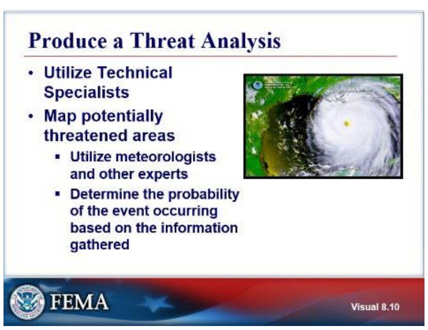
Local agencies may be able to: (1) make you aware of pre-existing plans/resources; and (2) provide you with a guide to terrain, roads, assets, shelters, resources, and so forth.

Visual 8.9

CONTINGENCY PLAN INFORMATION GATHERING (CONT.)

Areas of particular interest:

- High life safety risk
- Environmentally sensitive areas
- Critical infrastructure
- Major economic drivers
- Availability of critical resources, e.g. aircraft, specialized teams
- Political and/or social impacts



Visual 8.10

PRODUCE A THREAT ANALYSIS

- Utilize Technical Specialists, the Planning Operations Chief, a meteorologist, and local experts, if available
- Map potentially threatened areas based on your survey and the anticipated weather

Visual 8.11

PRODUCE A THREAT ANALYSIS (CONT.)

Threat Analysis:

- Develop Contingency Plans
- Determine the threshold point for initiating action

Threshold point is determined by:

- Worsening situation that increases threat
- The amount of resources needed
- Time needed to obtain them
- Time needed to get them into position
- Ability/option to shift some resources from a different Division or Branch on a short-term basis to meet the threat?

Visual 8.12

PRODUCE A THREAT ANALYSIS (CONT.)

Required resources:

- Review the amount of available resources required to protect the values at risk.
- Plan for additional needs such as staging, water supply, and relief personnel.

Visual 8.13

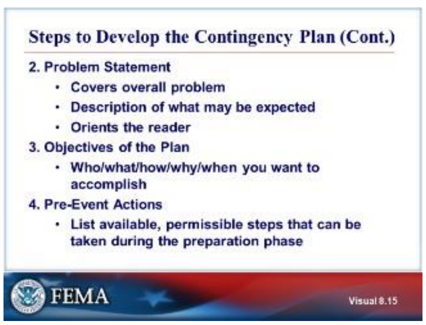
DEVELOP THE CONTINGENCY PLAN

The Contingency Plan should include a Problem Statement, the objectives of the plan, pre-event actions, tactics, and more. Appendices will include maps, triage guides, a search marking system, safe refuge areas, and so forth.

- Develop an Operations organization for management and span of control.
- Use ICS Form 215 to break into manageable Divisions or Groups.

Visual 8.14

STEPS TO DEVELOP THE CONTINGENCY PLAN



Visual 8.15

STEPS TO DEVELOP THE CONTINGENCY PLAN (CONT.)

Visual 8.16

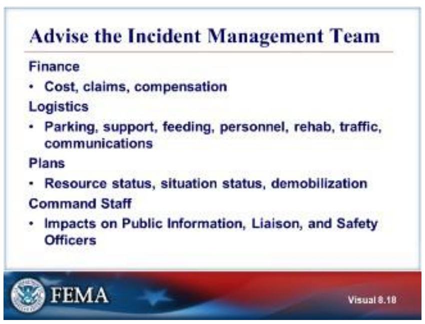
STEPS TO DEVELOP THE CONTINGENCY PLAN (CONT.)

Visual 8.17

OBTAIN IC APPROVAL ON FORM AND CONTENT

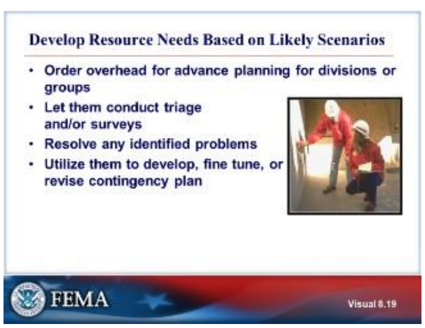
It is important to involve other Incident Management Team (IMT) members in the development of the Contingency Plan because:

- They may have valuable insights and contributions (e.g., whether or not the tactics are acceptable from a logistical, safety, or financial standpoint).
- They may end up playing a large role in executing the plan.
- Their buy-in and ownership is important.



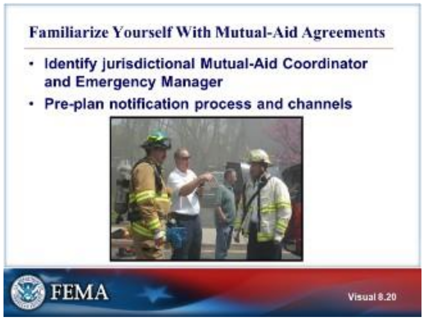
Visual 8.18

ADVISE THE INCIDENT MANAGEMENT TEAM



Visual 8.19

DEVELOP RESOURCE NEEDS Based ON LIKELY SCENARIOS



Visual 8.20

FAMILIARIZE YOURSELF WITH MUTUAL-AID AGREEMENTS

Know who the jurisdictional Mutual-Aid Coordinator and Emergency Manager is:

- Work with him/her on scenarios.
- Ask for feedback on the capabilities of the system.
- Determine the response time of local, regional, statewide, EMAC, or Federal resources and their limitations.
- Agree on thresholds for initiating mutual aid.
- Consider the impact of the targeted threat on mutual aid agencies.

Research and pre-script the notification process and channels for requesting additional resources:

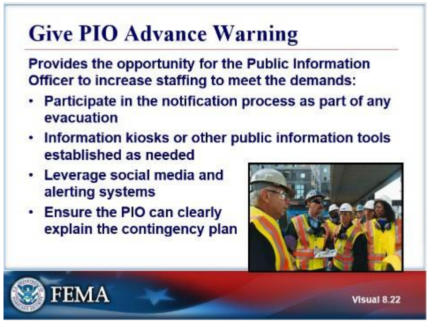
- Who, what, when, where, why, and how?
- Review with the involved Communication Centers.
- Long response times would indicate that early notification of the Mutual-Aid Coordinator or function should be planned.

Visual 8.21

COORDINATE WITH THE PUBLIC INFORMATION OFFICER

The “increasing threat” condition will make your incident a top priority for news media coverage. Expect to be deluged with:

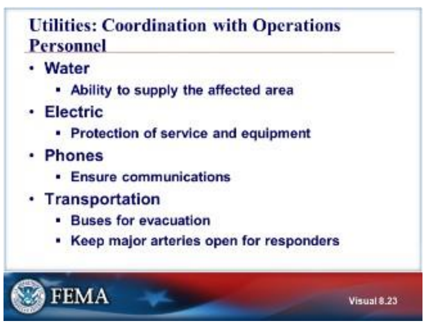
- Media personnel and equipment
- Parking congestion
- Media personnel seeking access to all portions of your incident
    - Work with the Public Information Officer and Safety Officer to consider escorts, minimize the exposure, and keep them as safe as possible.
- Media helicopters that may violate incident air space if you have TFRs in place.



Visual 8.22

GIVE PIO ADVANCE WARNING

Ensure the PIO has adequate information to clearly explain why the contingency plan is necessary, what the thresholds or trigger points are, and what the potential impacts may be.

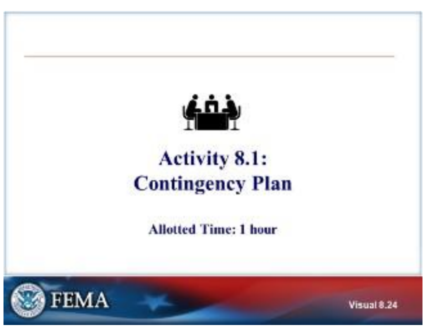


Visual 8.23

UTILITIES: COORDINATION WITH OPERATIONS PERSONNEL

coordination with utilities:

- Water: Ability to supply the affected area
- Electric: Protection of service and equipment
- Phones: Ensure communications
- Transportation

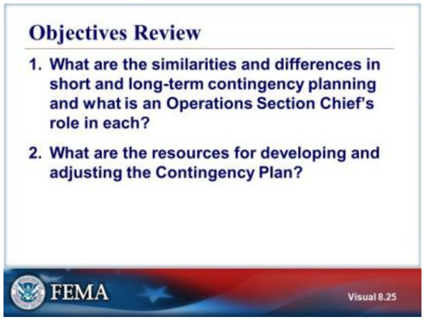


Visual 8.24

ACTIVITY 8.1: Contingency Plan

The instructor will explain Activity 8.1.

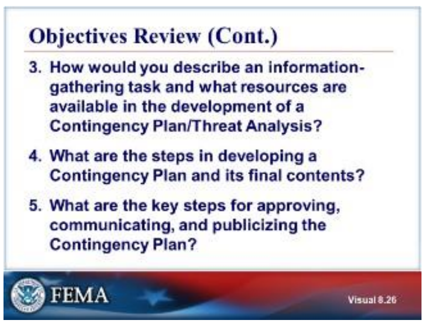
You will have 1 hour to complete the activity.



Visual 8.25

OBJECTIVES REVIEW

- Contrast short- and long-term contingency planning and describe the Operations Section Chief's role in each.
- Describe resources for developing and adjusting the Contingency Plan.



Visual 8.26

OBJECTIVES REVIEW (CONT.)

- Describe information-gathering tasks and resources in the development of a Contingency Plan/Threat Analysis.
- List the steps in the development of the Contingency Plan and its final contents.
- Describe the key steps for approving, communicating, and publicizing the Contingency Plan.

Supplemental Materials

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Activity 8.1: Contingency Plan

Unit 8 Activity 8.1: Contingency Plan

Purpose

The ability to identify potential problems related to the incident to which you are assigned is essential to effectively perform as an Operations Section Chief. The scenarios provided in this activity will give students the opportunity to develop the skills needed to create Contingency Plans.

Objectives

Students will:

- Conduct a threat analysis for the simulated incident to determine the threat and potential adverse impacts.
- Develop a draft contingency plan for a simulated incident utilizing the 4-step process outlined in Unit 5:
    - Problem Statement
    - Objectives
    - Pre-Event Actions
    - Tactics
- Identify the threshold or trigger point for activation

Activity Structure

This scenario-based activity will last 1 hour, including small group discussion and presentation of each group’s list of questions. Students will review a scenario and then develop a draft contingency plan utilizing the four-step process outlined in Unit 6. Students will then present their draft plans to the rest of the class.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Each group will assume the role of Operations Section Chief.

Each group should choose one of the following scenarios:

1. You are working as an Operations Section Chief on an oil spill in a river. You have booms in place across the river, but you receive information that there is an anticipated change in the weather: Strong winds are forecasted that could potentially compromise the integrity of your booms, sending oil farther downstream.
2. You are working as an Operations Section Chief, managing two biological contamination incidents in a commercial area. You receive information that there is a threat of a third incident within a five-block area.
3. You are working as an Operations Section Chief for the response to an F-3 tornado that significantly impacted a community. A severe weather watch has been issued for your incident area from 1300 to 2100 hours. There is a potential for severe thunderstorms, lightening, large hail, several inches of rain, and tornados.
4. You are working as an Operations Section Chief during a period of civil unrest in your City due to a controversial trial. The protests have been going on for several days and the responders are fatigued. There have been large, vocal crowds, and limited property damage, but no real violence or significant damage. A verdict is scheduled for late this afternoon.

Each group, for their chosen scenario, should develop a list of questions that would need to be answered in order to create a Contingency Plan to deal with the change in conditions.

Unit 9: Demobilization

STUDENT MANUAL

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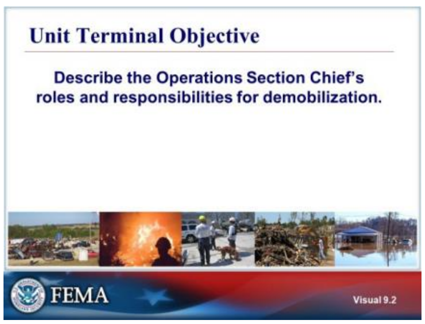
Visual 9.1

UNIT 9 DEMOBILIZATION

Announce the unit.

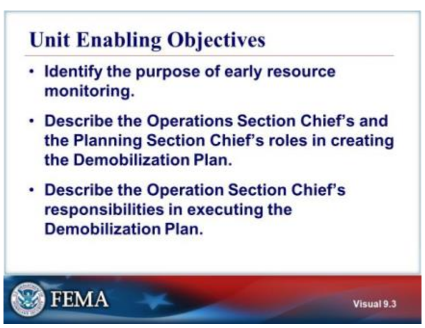
Through this unit, you will learn the demobilization responsibilities of the Operations Section Chief to include an understanding of the purpose and use of the Demobilization Plan and the Glide Path, and how these resources are used to assist the Operations Section Chief in executing his/her demobilization duties.



Visual 9.2

UNIT TERMINAL OBJECTIVE

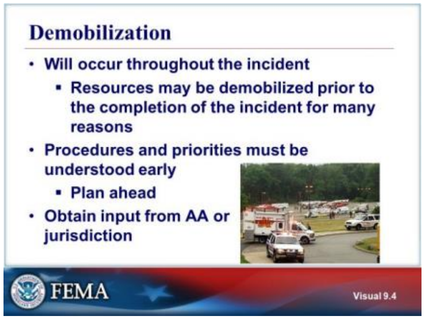
Describe the Operations Section Chief's roles and responsibilities for demobilization.



Visual 9.3

UNIT ENABLING OBJECTIVES

- Identify the purpose of early resource monitoring.
- Describe the Operations Section Chief's and the Planning Section Chief's roles in creating the Demobilization Plan.
- Describe the Operation Section Chief's responsibilities in executing the Demobilization Plan.

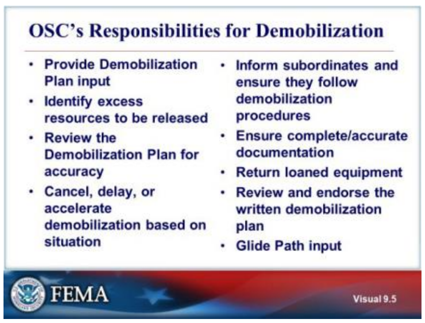


Visual 9.4

DEMOBILIZATION

A Demobilization Plan is like a Contingency Plan in that it involves thinking ahead. The Operations Section Chief directs and utilizes most of the incident resources. The Operations Section Chief does not have the authority to release resources (the Incident Commander does) but can designate resources as being excess to the Operations.

The OSC is responsible for the safety and welfare of the demobilized resource up to the time the resource arrives at its home agency.



Visual 9.5

OSC'S RESPONSIBILITIES FOR DEMOBILIZATION

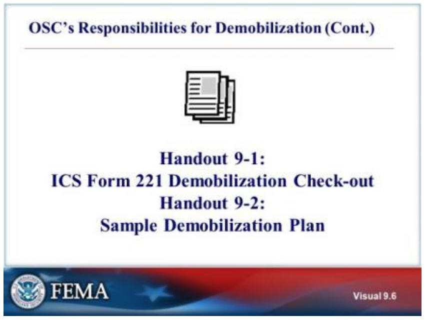
The Planning Section under the supervision of the Planning Section Chief is responsible for the development of the Demobilization Plan. A number of positions on the IMT have responsibilities to implement the plan.

The Operations Section Chief provides input for the Demobilization Plan and advises the Planning Section of excess resources to be released. Optimally, releases should be identified at least one operational period in advance.

Glide Path Input

The intent of the Glide Path is to accurately forecast incident resource needs. It would be most commonly used for an incident where resources would be replaced during the course of the incident with like resources.

The Glide Path provides a systemic approach to ensuring adequate staffing is provided as some personnel demobilize off the incident in a staggered manner. The system also provides for time to debrief before the transition occurs.

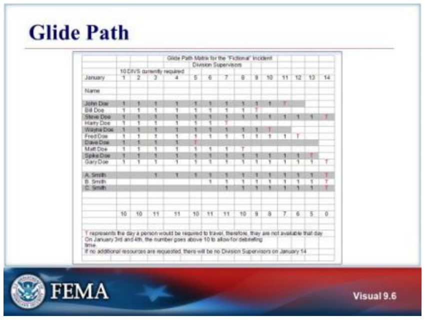


Visual 9.6

OSCS RESPONSIBILITIES FOR DEMOBILIZATION (CONT.)

Handout 9-1: ICS Form 221 Demobilization Check-out

Handout 9-2: Sample Demobilization Plan



Visual 9.7

GLIDE PATH

The Glide Path is set up as follows:

- The left-hand column has the type of resource or the names of the individual with the targeted qualification (i.e. HazMat unit, or qualified Division Supervisor)
- The top row represents the days of the month
- The bottom row represents the total number of targeted resource or personnel available at the incident at any given time for the position being represented
  - For example, to continue with our need for 10 Division Supervisors, there should be 10 names (of the current DIVS) down the left column
- The bottom row should be 10, except where there are overlaps to provide for personnel exchanges
  - If the number at the bottom is less than 10, it signals a need to place a resource request

As an incident begins to wind down, the Operations Section Chief will forecast his/her needs for coming operational periods. If the future plan requires only eight Division Supervisors, then the Glide Path is amended to reflect the lesser number. As the incident nears complete mitigation, the numbers will continue a downward trend until it reaches zero.

A glide path generally is only used when an incident requires numerous resources for a significant length of time. It is helpful when resources are assigned on different dates and have different mandatory release dates.

Visual 9.8

DEMOB Planning CONSIDERATIONS

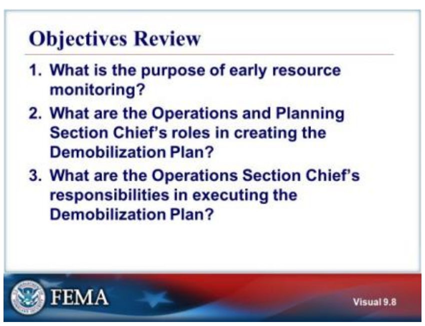
The Incident Commander will make the final decision as to what resources are demobilized. However, recommendations from the OSC regarding tactical resources will strongly influence that decision

Considerations involved in planning for demobilization:

- While the incident is de-escalating, but still "active," the OSC will want to ensure they maintain a "tactical reserve" as a contingency in case the incident or conditions change. However, the OSC must be realistic and not to "hoard" resources that should be released.
- Transitioning from one IMT to another may involve the communication of the Demobilization Plan.
- Demobilize most expensive and borrowed resources as soon as possible. Local governments may need them back quickly, and it serves the practical purpose of minimizing your confusion and costs. It's a good practice to release resources when they're no longer needed, even if this occurs before mitigation is complete.
- Critical or specialized resources, e.g. helicopters, HazMat and US&R teams, etc. that may be needed at other incidents should be demobilized as soon as possible once their specific mission is complete.
- Demobilizing resources from out of the area may require contract carriers for their transportation. This will save money in air carrier costs
- Demobilize the appropriate incident specific resource first.

- Obtain input from other agencies regarding release of their resources by Agency Representatives.
- "Banding" of resources means sending resources from the same geographic area at the same time (usually people flying to the incident).

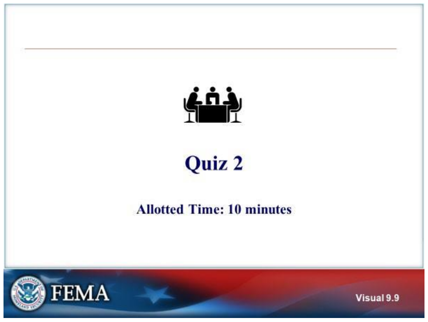
The Operations Section Chief must take actions to ensure that fatigued resources do not operate apparatus or vehicles. The Operations Section Chief will announce the guidelines at a briefing and the guidelines will be posted in front of the Demobilization Unit in the Planning Section. Direct Supervisors are responsible for determining whether someone has had enough sleep. If the individual is in your chain of command, you are responsible for ensuring that he/she gets enough sleep.



Visual 9.9

OBJECTIVES REVIEW

- Identify the purpose of early resource monitoring.
- Describe the Operations Section Chief's and the Planning Section Chief's roles in creating the Demobilization Plan.
- Describe the Operation Section Chief's responsibilities in executing the Demobilization Plan.



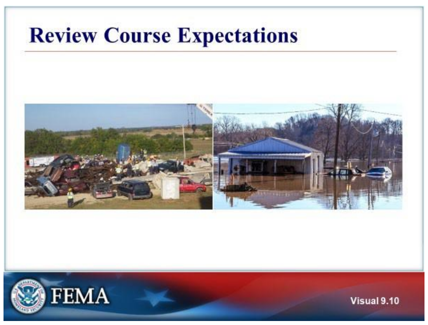
Visual 9.10

QUIZ 2

Administer

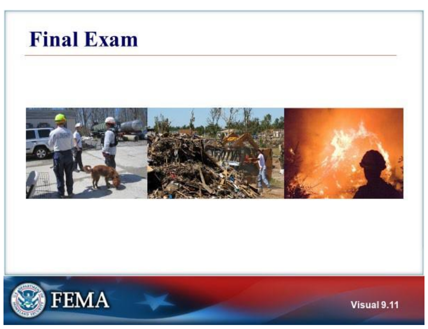
The instructor will explain Quiz 2, which includes questions related to Units 5 – 9.

You will have 10 minutes to take this short quiz.



Visual 9.11

REVIEW COURSE EXPECTATIONS



Visual 9.12

FINAL EXAM

END OF COURSE

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Supplemental Materials

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Handout 9-1: ICS Form 221 Demobilization Check-out

Refer to EL_958_HO_9-1_ICS_Form_221.pdf

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Handout 9-2: Sample Demobilization Plan

U.S. Environmental Protection Agency – Region 2

Regional Response Center

Hurricane Isabel

Demobilization Plan

Operational Period(s): Starting: 17 Sep 2003

Ending: 30 Sep 2003

USEPA – Region 2 Regional Response Center Demobilization Plan

I. **General Information:** This Demobilization Plan will be adjusted and implemented within the first operational/planning cycle of the incident. Guidelines contained within this plan will be used by the Resources Unit, Logistics Section, and Finance/Administrative Section in their efforts to properly provide people and resources to address the needs of the Area Command and the OSC/Incident Commander on-scene as well as the demobilization of the same. Staffing standards, watch criteria, work hours, overtime, and other personnel matters as well as the ingress and egress procedures for equipment and resources to support the response will be noted within this plan.

II. **Responsibilities:**

A. General.

1. All field deployed personnel and equipment can only be demobilized with the approval of the OSC/IC. Demobilization of critical resources are mentioned later.

2. No personnel or equipment will leave the incident until authorized to do so.

3. Demobilization will be accomplished in a cost effective manner.

4. Safety of personnel is paramount during demobilization.

5. All incident response personnel shall follow the guidelines put forth in this plan.

6. ICS Form 221 Demobilization Check-out will be used as stated within the plan.

7. All equipment checked out must be returned to the appropriate originator.

B. Area Commander. The role of Area Commander is to review and approve the incident Demobilization Plan, facilitate demobilization through normal operating procedures, and assure the demobilization priorities are consistent with geographic area and national guidelines. Area Command will approve the release of critical resources.

C. OSCs/Incident Commanders. OSC/ICs will follow normal procedures of developing and approving their Demobilization Plans and implementation procedures. They may use the Area Command Demobilization Plan if it meets their needs or develop a new plan that addresses these issues.

D. Area Planning Section Chief.

1. Shall ensure demobilization information is disseminated in sufficient time to ensure the orderly downsizing or reorganization of incident resources.

2. Submit proposed release of resources for the proper approvals. Ensure approved releases receive and comply with the ICS Form 221 Demobilization Check-Out Form.

E. Area Operations Section Chief.

1. Identify with field OSC/ICs and communicate excess personnel and equipment available for demobilization to the Area Planning Section Chief.

F. Area Logistics Section Chief.

1. Coordinate all personnel and equipment transportation needs to final destinations.

2. Ensure all communications, facilities, and ground equipment and other returnable items are checked in and verified.

G. Area Finance/Administration Section Chief.

1. Is responsible for personnel time reports.

2. Completion of equipment time reports.

III. Critical Resource and Release Priorities:

A. Critical Resources. Critical resources will be identified in the Area Command Incident Action Plan on a daily basis and communicated to all OSCs/Incident Commanders.

Prior to scheduling the release of a critical resource, Incident/Unified Command Planning Section Chief will notify the Area Planning Section Chief. Resources will not be released until Area Command concurs. If Area Command concurs with release, the OSC/IC will have his/her staff coordinate the release with the Area Resource Unit.

B. Non-Critical Resource Exchange. OSCs/ICs may exchange and release resources between their incidents that have not been identified as critical. The movement of resources must be reported to the Area Resources Unit for resource tracking purposes. Documentation of transfer should be completed within 4 hours of agreement.

C. Priority Release Guidelines.

Personnel:

1. Region OSCs performing Area Command functions that can be replaced by Regional Response Support Corps (RRSC) personnel.

2. People that have worked within the surge operation for 30 days or more. This time standard is flexible based on the needs of the response and the expected longevity of the event.

3. Non-Region personnel

4. Region personnel

5. Other agency personnel will be released in accordance with agreements or other arrangements made with their respective agency.

Equipment:

1. Equipment designated as a critical resource.

2. Equipment staged for long periods of time and no longer expected to be needed.

3. Rented or leased equipment.

4. Equipment vital to other regional operations (e.g., vehicles, etc.)

5. EPA equipment obtained outside of the region.

6. GSA leased equipment.

D. Travel Restrictions. Travel shall be conducted in accordance with existing rules and guidelines as per individual travel authorizations.

IV. Personnel Mobilization and Demobilization Guidelines:

A. Length of Assignment. The length of assignment for people is addressed under the following two criteria:

- Weeks assigned to the response

- Days of work
- Hours of work per day

The following table should be adhered to when possible. If there are exceptions, the changes must be approved by either the Area Commander, the applicable Area Command Section Chief, or lead OSC on scene.

Length of Assignment Standards During Surge Operations		
Situation	**Time**	**Procedure**
Standard Incident Assignment	3 weeks	If activated during an emergency response surge operation, people will be normally assigned to work the incident in 3-week increments. After 3 weeks, the Area Command to seek to rotate the person back to their normal job. There may be exceptions due to the needs of the response.
Standard Workweek	5 workdays w/2 days rest	Anyone working beyond a standard work-week must be approved by Area Commander, their respective Area Command Section Chief, or lead OSC/IC. For safety reasons no one should work more than 5-7 days consecutively without at least 2 days of rest (days of rest do not need to be consecutive).
Standard Workday	8-hour workday	The normal standard workday is an option for the Area and Unified Incident Commands when instituting a three-watch daily rotation of personnel.
Extended Workday	12-hour workday	The operational needs and personnel restrictions may dictate the implementation of 12-hour watches. When this watch rotation is implemented, the person will work a 12-hour watch, but for safety reasons should not exceed 14 hours during a 24-hour period.

B. All Worker Time and USEPA Employee Pay Oversight.

1. General. The work and watch schedules will be set by the applicable Area Section Chiefs and approved by the Area Commander. Any overtime, holiday, or hazard duty pay will be approved and cleared by the applicable supervisor at the Area Section Chief or lead OSC/Incident Commander level.

2. RRC Overtime Worksheets and USEPA Time Cards.

   a. RRC Overtime Worksheets.

      - *Process*. RRC Overtime Worksheets will be filled out by the worker at the end of each day. Prior to submittal of the worksheets, each Area Section Chief or lead OSC/Incident Commander will review their subordinates’ cards. The worksheets can be completed in electronic form. It is important that this information accurately account for each worker’s time. This information will be passed to the Area Finance Section so the Time and Cost Unit staff can properly address and submit pay information and account for the daily cost burn of the operation.

      - *Worksheet Submittal*. Worksheets shall be signed and submitted to the Area Command Time Unit on the second Thursday of the pay period.

   Note: A RRC Overtime Worksheet Form is attached to this plan.

   b. USEPA Time Cards.

      - *Process*. The Area Command Finance/Admin Section – Time Unit will be responsible for ensuring that Time Cards are processed. Time Cards will be completed by the Time Unit and submitted to the Area Commander for signature. Any amendments should be submitted on the first Monday or Tuesday of the pay period.

      - *Time Card Submittal*. Time Cards completed by the Area Command Time Unit will be signed by the Area Commander or his/her Deputy and submitted through the proper administrative process.

3. EPA Personal from Outside of the Region and from Other Divisions. Persons working within the Area Command or Incident/Unified Command will have a SF-52 submitted for them detailing them to the USEPA-Region 2 Emergency and Remedial Response Division. This

will allow the Area Command staff to sign and process paperwork for involved EPA employees, which will include the processing of time cards and Travel Authorizations.

4. Overtime, Sunday/Holiday, and Hazard Duty Pay Guidelines. The following table provides guidelines on considering work requirements to properly support the response.

Overtime, Sunday/Holiday, and Hazard Duty Pay		
Pay Issue	**Operational Limitations**	**Amplifying Information**
Overtime	Possibility of 4 hrs but no greater than 6 hrs per 24-hr period	For safety reasons, personnel rotation or watch/work schedules will allow for the standard 8-hr or 12-hr schedule, but should limit the workday to a maximum of 14 hrs as operations permit.
Sunday/Holiday	None – Can be considered by the Area Commander and lead OSC/IC	Operations may dictate a 7-day workweek. For safety reasons no one should work more than 5-7 days consecutively without at least 2 days of rest (days of rest do not need to be consecutive). Days of work may include Sundays and Holidays to meet operational commitments.
Hazardous Duty	None - Can be considered by the Area Commander and/or lead OSC/IC	On site operations may result in the consideration of hazardous duty pay for some workers. The standards and constraints for this issue will be addressed by senior management. Oversight of implementation will be the responsibility of the Area Commander, Area Section Chiefs, and lead OSC/IC.

5. The above guidelines are included in the Demobilization Plan to assist the Logistics Section, Resource Unit, and resource decision makers in determining the appropriate personnel load to support the intended response action. Sufficient numbers of personnel should be mobilized or demobilized to ensure these standards are considered and addressed.

C. Personnel Mobilization. At the request of the Area Planning Section - Resource Unit, the Logistics Section identifies and obtains the necessary personnel needed to address the incident response. When personnel arrive either at the RRC or directly to the OSC/IC on scene, they shall complete the following actions.

1. Check-in. Each person working under the Area or Incident Command shall be accounted for and tracked as an individual or team. They shall check-in to the event by completing the necessary information on the EPA adjusted ICS Form 211 Incident Check-in List. This information will be gathered initially by the Area Command Administrative Staff and shared routinely/periodically with the Area Resource Unit, Area Time Unit, Area Cost Unit, and Area Logistics Section Staff so each entity knows when that asset arrived and is working within the response structure.

2. Regional Response Center Employee Profile. Each person checking-in shall complete the RRC Employee Profile Form. This information will be entered into the RRC database.

3. Mission Assignment. Each person will be assigned a functional role either before they arrive or upon arrival. This will be noted on the RRC Employee Profile Form.

4. Security Badges, Passes, and Area Command Identification. Each person will issued security badges, passes, and Area Command Identification dependent on the their job assignment and their ability to have access to certain areas to accomplish their daily job.

5. Safety and Operational Briefs. Regardless of position, each person will receive an operational and safety brief prior to beginning employment.

6. Medical. Any medical concerns will be addressed prior to the person engaging in the response. This may be applicable to the mission or job function of the person (e.g., vaccinations, inoculations, booster shots, etc.)

7. Equipment Assignment. Applicable to their job assignment each person will be issued the proper expendable and non-expendable equipment for which they have the ability to properly use, vehicles, and other necessary resources to adequately perform their tasks. Proper equipment checkout procedures will be followed and filed.

8. Transportation. Vehicles under EPA control will be signed-out to an individual rather than a team. Proper transfer of equipment from person-to-person shall be adhered to.

9. Worker Overlap. Where possible, workers mobilized into the response operation should have an adequate amount of time (sometimes as much as one to two days) to properly relieve their predecessor and understand their duties prior to the release of the current worker.

D. Personnel Demobilization.

1. ICS Form 221 Demobilization Check-out. For each operational period where personnel demobilization is anticipated, the Demobilization Unit shall complete an ICS Form 221 Demobilization Check-out. This form is attached to this plan.

2. Check-out. All personnel demobilizing permanently from the response shall complete a ICS Form 221 Demobilization Check-Out. This form will facilitate the return of:

   - Non-expendable equipment
   - Communications gear
   - Keys or access passes to buildings and other secure areas
   - Response Center Identification gear (e.g., vests, name tags, etc.)
   - Vehicles
   - Other equipment or administrative matters that need to be addressed before the release of the individual (e.g., removal of person for active watch lists, rosters, employee profile database, etc.).

   At a minimum each person must check out with the following Sections/Units:

   - Logistics Section
     - Supply Unit
     - Communications Unit
     - Facilities Unit
     - Ground Unit
   - Planning Section
     - Resource Unit
     - Documentation Unit
   - Finance/Admin Section
     - Time Unit
     - Cost Unit
   - Others – As determined by the incident or response

3. Debrief. Each demobilized person will receive an operational and safety/medical debrief. This is to ensure that the job they were performing is either complete or the person has been properly relieved by another worker to address ongoing issues. The safety/medical debrief serves as a check to the Area Command to determine any unsafe conditions not previously reported and to ensure that the person is leaving the incident in a healthy state.

4. Departure. For safety reasons, demobilized personnel should insure they are properly rested before beginning their travel to their normal work place or home (especially if driving).

V. Equipment Mobilization and Demobilization Guidelines:

A. Equipment Mobilization. At the request of the Area Planning Section - Resource Unit, the Logistics Section identifies and obtains the necessary equipment needed to address the incident response. When the equipment arrives either at the RRC, a Staging Area, or directly to the OSC/IC on scene, they shall complete the following actions.

1. Check-in. Equipment arriving to the response is sometimes accompanied by an operator or team. All significant pieces of equipment (e.g., vehicles, construction equipment, aircraft, etc.) should be accounted for and tracked. Significant equipment shall be checked in to the event by completing the necessary information on the ICS Form 211e Check-in List (Equipment)/Form. This information will be gathered initially by the Area Command Administrative Staff and shared routinely/periodically with the Area Resource Unit, Area Time Unit, Area Cost Unit, and Logistics Section Staff so each entity knows when that resource arrived and is working within the response structure. Equipment check-in can occur in several locations to facilitate response needs (e.g., RRC, Staging Area, OSC/IC, etc.).

2. Critical Resource Designation. Some equipment will be determined to be strategically critical to the ongoing operation and potential other incidents that may occur concurrently. The Area Commander, Area Operations Section Chief, and OSC/IC(s) will make a determination, which types of equipment, unique resources, or specific limited services (e.g., labs, monitoring/sampling, etc.) are critical resources. These critical resources will need specific permissions from the Area Command prior to significant movements or demobilization.

B. Equipment Demobilization.

1. Check-out. All equipment demobilizing permanently from the response shall be noted on the ICS Form 221 Demobilization Check-out. This form is attached to this plan.

All equipment demobilization information shall be shared with the following applicable Sections/Units:

- Logistics Section
  - Supply Unit
  - Communications Unit
  - Facilities Unit
  - Ground Unit

- Planning Section
  - Resource Unit

- Finance/Admin Section
  - Time Unit
  - Cost Unit

- Others – As determined by the incident or response

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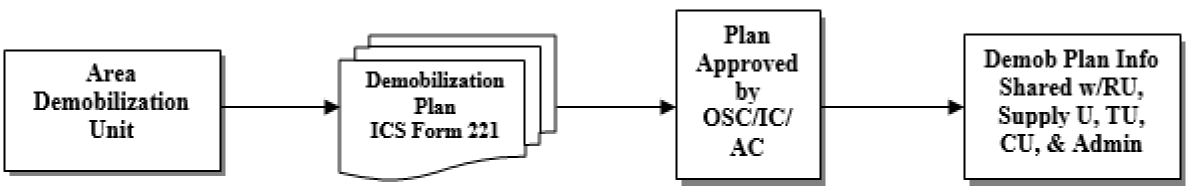
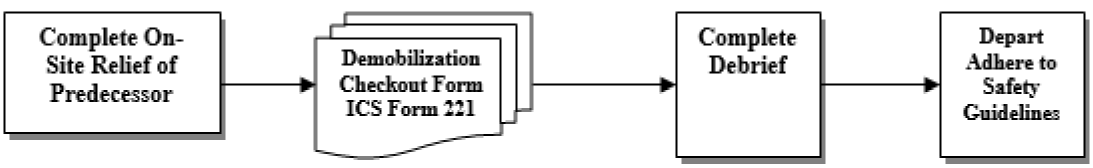
Flow of Information to Accomplish Demobilization of Personnel and Resources/Equipment

All Supervisors: OSC/IC and All Area Section Chiefs pass personnel and equipment excesses and personnel rotation needs to the Area Planning Section Chief/Resources Unit.

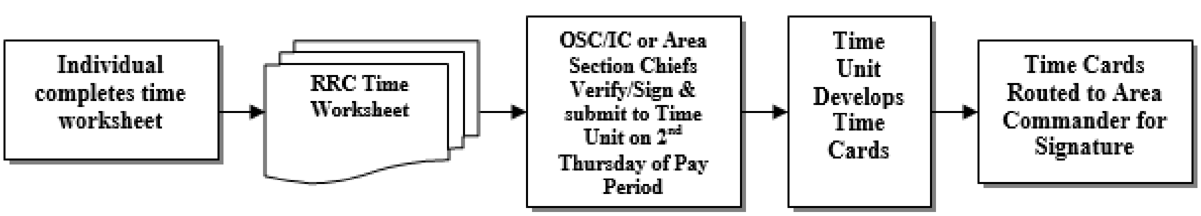
Area Demobilization Unit develops the Demobilization Plan for that particular Operational Period. Plan is passed to the Area Section Chiefs and Area Commander for approval. Information is shared between critical Area Units: Resource Unit, Supply Unit, Time Unit, Cost Unit, and the Admin Staff.



Equipment Check-out is indicated within the ICS Form 221 Demobilization Check-out. People Check-out Process: Complete Demobilization Check-out, debrief, and adhere to incident departure guidelines.



Area Operations and Planning Sections through discussion with OSC/ICs and other Area Command Staff components determine personnel rotation and equipment requirements before resources are demobilized and ensures that on-site reliefs are accomplished prior to releasing or demobilizing people. Area Section Chiefs and lead OSCs/ICs are responsible to verify time worksheets of their workers.



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Area Command Personnel Check-in Process Checklist

General Check-in		
Upon Arrival	☐	**General**. **All** persons arriving to work either in the USEPA Region 2 Regional Response Center or in some other capacity with the Area/Incident Command for the ongoing emergency response action shall in check-in with the Check-in Recorders at the Regional Response Center or other specified check-in point
	☐	**ICS Form 211**. Each person working under the Area / Incident Command shall be accounted for and tracked as an individual or team. All persons will complete the necessary information on the ICS Form 211 or ICS Form 211p
	☐	**Regional Response Center Employee Profile Form**. Each person shall complete the RRC Employee Profile Form
	☐	**T-Cards**. Each person or Team Leader will complete an applicable T-Card
	☐	**Local Information Package**. People not familiar with the area shall receive information on area hotels, restaurants, laundry services, etc. – Information currently on Quick Place website for Edison. May not be available for some response sites
	☐	**Logistics**. The Logistics staff shall ensure that lodging and other needs are addressed
Security		
Security Badges, Passes, Area Command Identification, and Clearance	☐	**Agency/Organization Identification**. All people will display their agency or organization ID at all times
	☐	**Access Passes**. Access passes will be issued to those persons needing access to entry control areas (e.g., the Edison grounds/facility, buildings, etc.)
	☐	**Area Command Identification**. Color badges will be issued to identify those individuals working within the Regional Response Center with their functional specialty • Area Commander and Command Staff – Clear • Operations Section – Red • Planning Section – Blue • Logistics Section – Yellow • Finance/Admin Section - Green
	☐	**Security Clearances**. Security clearances may be needed to perform certain specific duties. If needed the Area Command will verify security clearances with home agencies, offices, or organizations.

Work Assignment and Work Cycle		
Work Assignment	☐	**Work Assignment**. Each person shall be told where they will work within the response organization
	☐	**Experience, Training, and Skill Sets**. Area Command shall ensure that the person has the skills and ability to perform the function assigned.
	☐	**Work Cycle**. The person will be briefed on: • Length of expected involvement with the response • Workday or watch schedule
	☐	**Timekeeping**. Each person will be responsible for completing a timekeeping worksheet at the end of each day's work session. Supervisors will review and sign before submittal to the Time Unit for processing Timekeeping worksheet provided or access to electronic form reviewed
	☐	**Relief Overlap**. Where possible people arriving at the response and relieving on-site workers will be provided an overlap period to provide some familiarity with their job prior to the demobilization of their predecessor.
Health and Safety /Medical		
Health and Safety Plan and Medical Issues	☐	**Health and Safety Plan**. Each person shall review the Health and Safety Plan
	☐	**Health and Safety Brief**. Each person shall receive a health and safety brief
	☐	**Medical Issues**. Each person shall identify any ongoing medical issues that would impact their ability to perform the job assigned
Equipment Assignment and Transportation		
Equipment Assignment	☐	**Expendable Equipment**. Expendable equipment shall be issued through the Logistics Section. Equipment will be identified as expendable with no expectation of return upon demobilization
	☐	**Non-Expendable Equipment**. Non-expendable equipment shall be issued through the Logistics Section. Equipment will be identified as non-expendable. Checkout lists shall be completed and process for return or transferred discussed. People shall not be allowed to fully demobilize without returning non-expendable property.
Transportation	☐	**Vehicles**. Vehicles shall be assigned to individuals. Those individuals are responsible for the return of the vehicle. Transfer and return procedures discussed.

Operational Briefing		
Operations Briefing	☐	All assigned people shall receive a general Operational Briefing before deploying to assignment.

Area Command Personnel Check-out Process Checklist

General Check-out		
Preparing for Departure	☐	**General**. **All** persons demobilizing from the response shall ensure that they are cleared to leave with their immediate supervisor. If onsite relief is necessary, time should be planned to accomplish that task.
	☐	**ICS Form 211**. Each person demobilizing under the Area / Incident Command shall ensure that the Resources Unit is aware of their departure so you can be signed out from the response via the ICS Form 211 or ICS Form 211p
	☐	**T-Cards**. Each person demobilizing shall ensure their applicable T-Card is removed from the active resource display
	☐	**Logistics**. The Logistics staff shall ensure that lodging and other support needs in-place for the demobilized individual while they were engaged in the response are addressed. This would also include transportation and other applicable issues needed to support their departure
Security		
Security Badges, Passes and Area/Incident Command Identification	☐	**Access Passes**. Access passes issued to those persons needing access to entry control areas (e.g., the Edison grounds/facility, buildings, etc.) shall be returned
	☐	**Area/Incident Command Identification**. Color badges will be issued to identify those individuals working within the Regional Response Center shall be returned
Work Assignment Relief		
Work Assignment Relief	☐	**Work Assignment**. Each person shall ensure that their mission or job function is addressed by the response before departure
	☐	**Timekeeping**. Each person will be responsible for completing a timekeeping worksheet and/or entries prior to departure
	☐	**Relief Overlap**. Where possible people departing the response shall allow enough time to support a overlap period to provide their successor some familiarity with their job

Health and Safety /Medical Debrief		
Health and Safety Plan and Medical Debrief	☐	**Health and Safety Debrief**. Each person shall receive a health and safety debrief prior to departure to document any outstanding issues
	☐	**Medical Issues**. Each person with outstanding medical issues shall have them addressed prior to departure
Equipment Assignment and Transportation		
Equipment Return	☐	**Non-Expendable Equipment**. Non-expendable equipment shall be returned before departure. People shall not be allowed to fully demobilize without returning non-expendable property.
Transportation	☐	**Vehicles**. Vehicles shall be returned prior to departure. Those individuals are responsible for the return of the vehicle. Transfer and return procedures discussed.
	☐	**Departure Rest**. All responders shall ensure that they receive the proper amount of rest before departing the response. This is especially important for those driving.
Operational Debriefing		
Operations Debriefing	☐	All assigned people shall receive a general Operational Debriefing before departing.