E/L 0950

NIMS ICS All-Hazards Incident Commander Course

Student Manual

March 2025
Version 1.0

FEMA Region VIII Administrator Robin Finegan speaks with Incident Commander Bill Hahnenberg after a High Park Fire briefing in Fort Collins on June 16, 2012. - Location: Fort Collins, CO

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Table of Contents

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Unit 1: Course Introduction

STUDENT MANUAL

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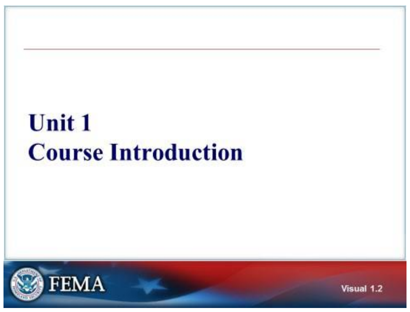
Visual 1.1

E/L 0950 NIMS ICS ALL-HAZARDS INCIDENT COMMANDER COURSE



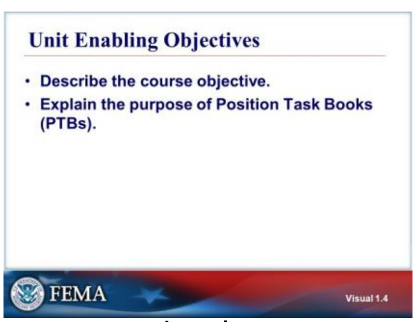
Visual 1.2

UNIT 1: COURSE INTRODUCTION

Visual 1.3

UNIT TERMINAL OBJECTIVE

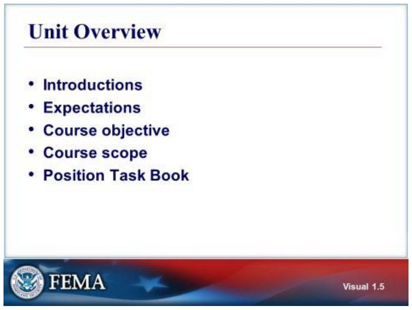
Identify course objectives and position-specific resource materials for the position of Incident Commander.



Visual 1.4

UNIT ENABLING OBJECTIVES

- Describe the course objective.
- Explain the purpose of Position Task Books.

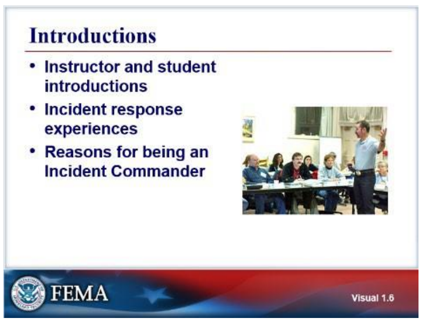


Visual 1.5

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 Incident Commander versions of these resources.



Visual 1.6

INTRODUCTIONS

The instructor gives an overview of their personal experience as a Incident Commander 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 a Incident Commander.

After the introductions, the instructor will administer the Pretest.

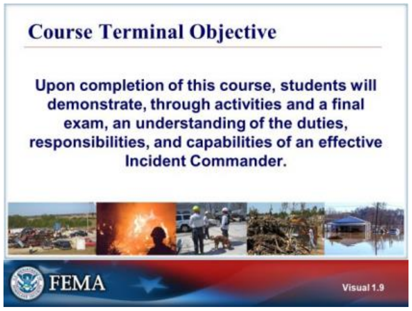
Visual 1.7

ADMINISTRATIVE CONCERNS

Visual 1.8

EXPECTATIONS

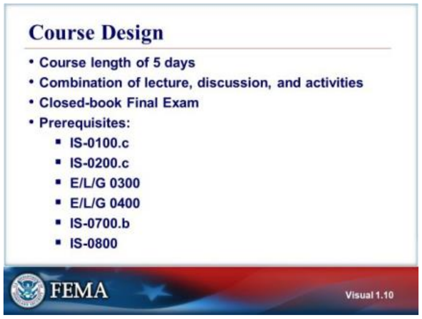
Share your expectations for the course.



Visual 1.9

COURSE TERMINAL OBJECTIVE

Upon completion of this course, students will demonstrate, through activities and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Incident Commander.



Visual 1.10

COURSE DESIGN

The course is scheduled to be 5 days in length.

Through a combination of lecture, discussion, and activites, students, upon course completion, will be provided the knowledge to meet the objectives of the course. Student 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, Incident Commander) in an all-hazards context.

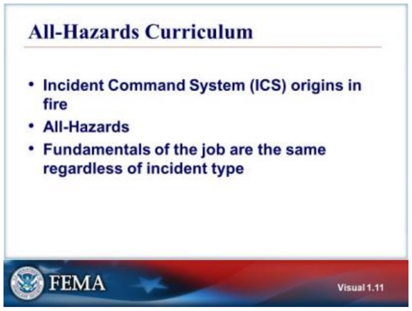
Prerequisites:

- IS-0100 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), an Introduction

Recommended 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 (US Fire Administration)

Closed-Book Final Exam: To receive a certificate of completion for the course, students must obtain a 75% or higher on the Final Exam.Questions are based on the Unit Enabling Objectives.



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.

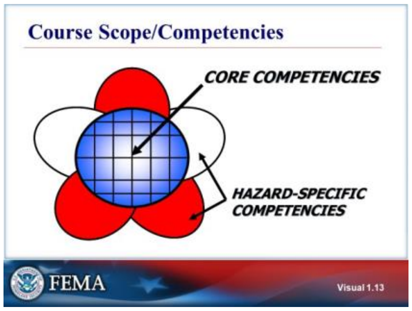
This curriculum was validated by a cadre of course developers with Incident Commander backgrounds.

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

A Incident Commander 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 Incident Commander is the same.

Visual 1.12

DISCUSSION ACTIVITY



Visual 1.13

COURSE SCOPE/COMPETENCIES

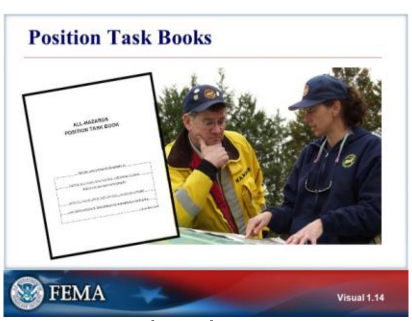
Competency is a broad description that groups core behaviors necessary to perform a specific function.

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 Incident Commander 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 Incident Commander with only the center of the flower or only the petals—“The flower needs to be complete” to ensure qualification.

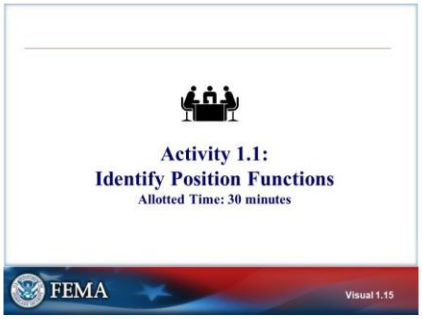
This course will help to establish core competencies (center of the flower) for the Incident Commander position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Incident Commander Position Task Book,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



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.

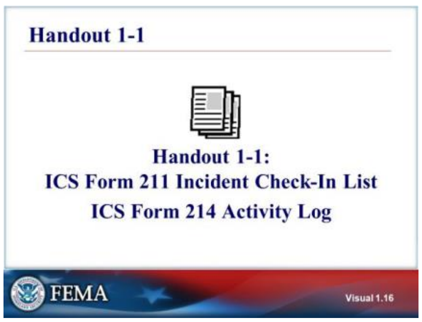


Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 30 minutes to complete the activity.



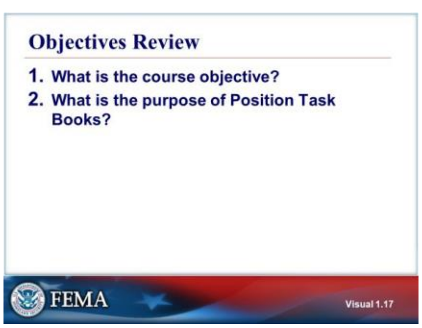
Visual 1.16

HANDOUT 1-1: ICS FORM 211 INCIDENT CHECK-IN LIST & ICS FORM 214 ACTIVITY LOG

An ICS Form 211 is used only on the first day a person arrives on an incident. They only check in once for the entire incident. A roll sheet is used for attendance on other days - not an ICS Form 211. The ICS Form 211 are tools used to manage incident check in. These are used by the Planning Section Chief, the Resource Unit Leader, and the Status Check-In Recorder. It is not the role of the Incident Commander to maintain the ICS Form 211, but be familiar with its use in an incident. It is the student's responsibility to check-in each day.

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

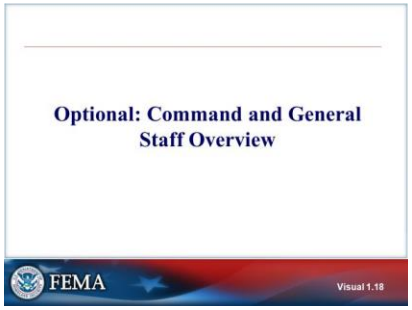
- **Actions** taken to prevent hazardous activities.
- **Agreements** made with Supervisors or others to correct unsafe conditions.
- **Accidents** that occurred at the incident site.



Visual 1.17

OBJECTIVES REVIEW

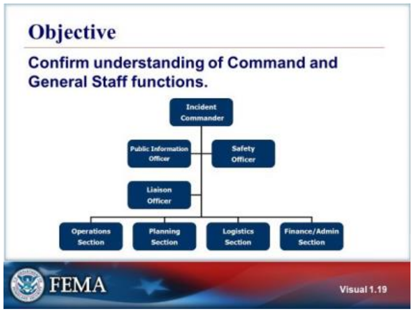
- Describe the course objective.
- Explain the purpose of Position Task Books.



Visual 1.18

OPTIONAL SECTION

COMMAND AND GENERAL STAFF REVIEW



Visual 1.19

OBJECTIVE

Confirm knowledge of Command and General Staff functions.

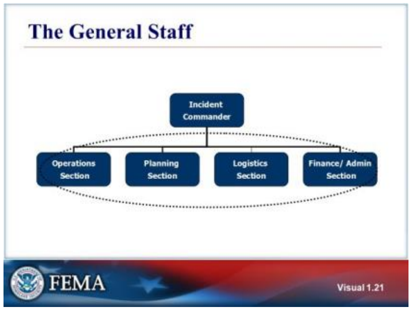
The material covered in this optional unit will not be tested through the final exam.

Visual 1.20

ICS DESIGN REQUIREMENTS

Every incident, regardless of size, must have an IAP. IAPs are either verbal or written. Even if the incident is something on the scale of a dumpster fire, there should be an IAP in place. ICS is a formalized process for constructing an IAP. It will give you structure even if you do end up having to complete an IAP in your head.

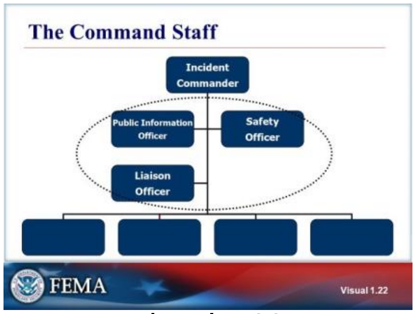
Delegate the necessary authority to subordinates in accordance with IAP objectives. This makes ICS successful.



Visual 1.21

THE GENERAL STAFF

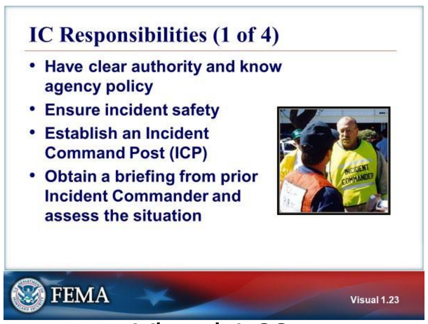
The General Staff is composed of the Operations Section, Planning Section, Logistics Section, and Finance/Administration Section



Visual 1.22

THE COMMAND STAFF

The Command Staff is composed of the Public Information Officer (PIO), Safety Officer (SOFR), and Liaison Officer (LOFR).

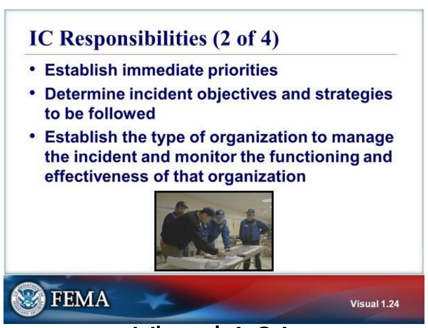


Visual 1.23

IC RESPONSIBILITIES (1 OF 4)

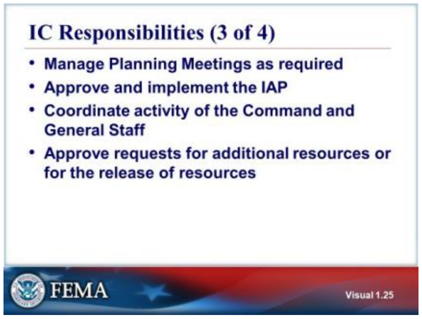
The Incident Commander must be aware of the different agency policies that will affect the management of the IMT and incident; they must be aware of their authority.

Incident safety should be the top priority for the Incident Commander.



Visual 1.24

IC RESPONSIBILITIES (2 OF 4)



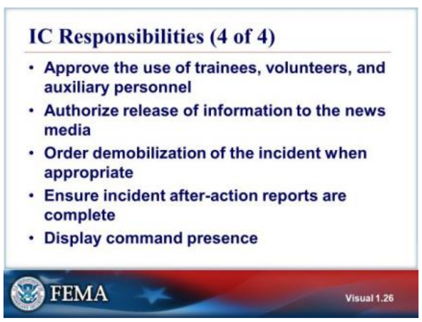
Visual 1.25

IC RESPONSIBILITIES (3 OF 4)

The Planning Section Chief (PSC) is responsible for the facilitating of Planning Meetings, but the Incident Commander is responsible for making sure they happen, have direction, and follow proper format.

The Command and General Staff are responsible for the creation of the IAP. The Incident Commander only signs the IAP in one place (ICS Form 202 Incident Objectives) but is responsible for all of the direction contained in the IAP.

The Incident Commander needs to coordinate with the Command and General Staff. They will be looking to you for guidance. Be prepared for this.



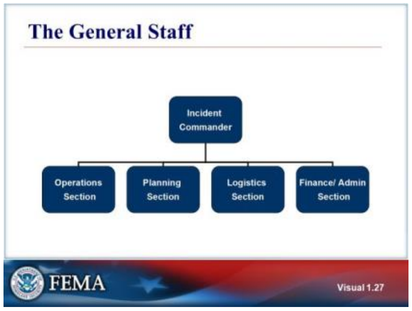
Visual 1.26

IC RESPONSIBILITIES (4 OF 4)

Interacting with volunteers can be a large issue. In some instances, there may be so many that they become difficult to manage. One tactic to employ when inundated with volunteers is to ask them to sign-in and provide contact information and what they can offer. Tell them that you will call them if their services are needed.

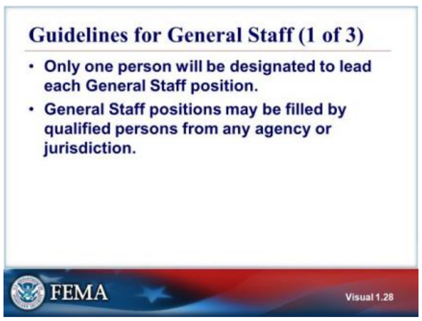
It is important for Incident Commanders to know agency policy on the use of volunteers. They must be managed and can become a huge distraction if they are not controlled.

Treat the news media as an ally, because they can disseminate important safety information and incident updates to the public but use caution when conveying information to ensure the events are not sensationalized. The Public Information Officer can be invaluable when dealing with the media.



Visual 1.27

THE GENERAL STAFF

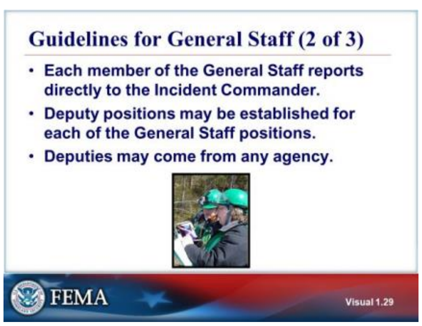


Visual 1.28

GUIDELINES FOR GENERAL STAFF (1 OF 3)

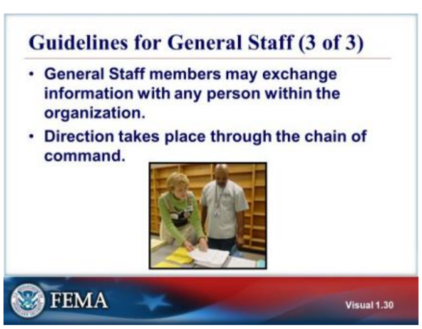
Incident requirements drive personnel selections and, given the way ICS is set up, the General Staff positions can be filled by qualified people from any agency or jurisdiction as appropriate for the needs for the incident.

When an Incident Commander finds that he or she is spending a disproportionate amount of time in one functional area and not able to maintain general oversight of all activities on the incident, it may be time to fill that particular General or Command Staff position.



Visual 1.29

GUIDELINES FOR GENERAL STAFF (2 OF 3)



Visual 1.30

GUIDELINES FOR GENERAL STAFF (3 OF 3)

It is important to distinguish between the information sharing that helps us keep each other informed and moving forward with the official direction that must follow the chain of command. Both are critical to success.

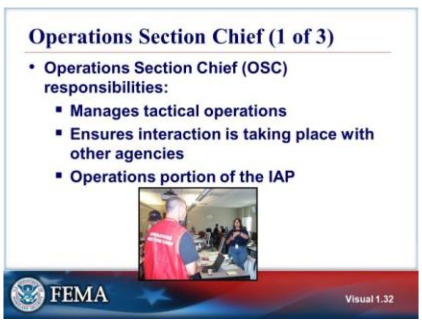
Visual 1.31

CLEAR SEPARATION OF SECTIONS

At times, especially during the initial stages of an incident or while you are waiting for a team member to arrive, it may be necessary to delegate more than one functional responsibility to one person. Try to resolve this situation as soon as possible to avoid confusion and the potential for a non-standard position to evolve.

- General Staff positions should not be combined.
  - Can cause staffing confusion later if sections separate
  - Creates a non-standard organization

The whole point of ICS is to have one standardized organizational model.

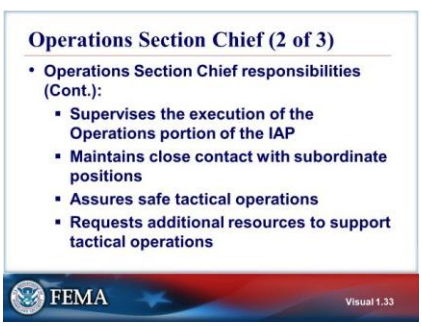


Visual 1.32

OPERATIONS SECTION CHIEF (1 OF 3)

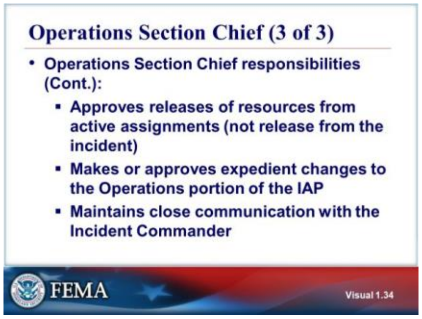
The Operations Section Chief manages tactics, as opposed to strategies. Tactics are the ground-level means of accomplishing your strategy.

The Incident Action Planning Process (IAP development) starts with Operations. The Planning Section should be there to facilitate development of the IAP.



Visual 1.33

OPERATIONS SECTION CHIEF (2 OF 3)

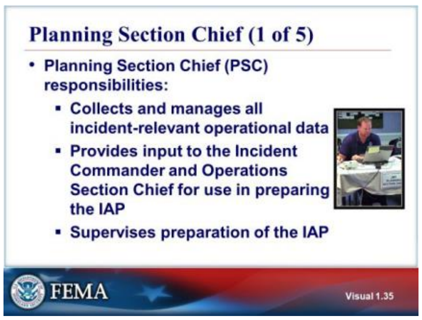


Visual 1.34

OPERATIONS SECTION CHIEF (3 OF 3)

The Operations Section Chief has authority to make changes in tactical plans as the incident progresses.

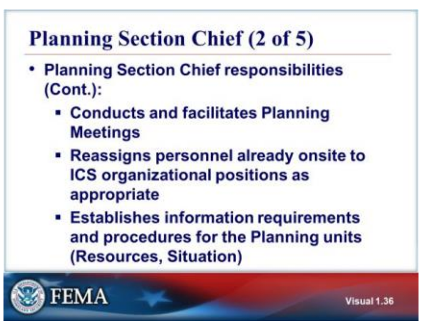
As the incident changes, the IAP will need to be modified. Changes to the Operations portion of the IAP made by the Operations Section Chief must be clearly communicated to IMT members, especially the Safety Officer, Logistics Section Chief, and Incident Commander.



Visual 1.35

PLANNING SECTION CHIEF (1 OF 5)

Planning Section Chief (PSC) responsibilities.

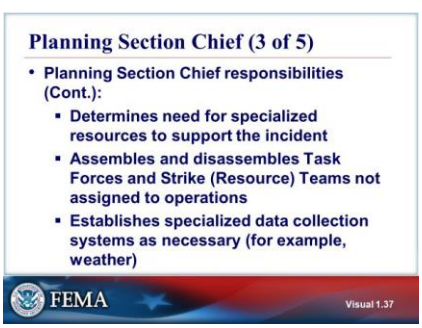


Visual 1.36

PLANNING SECTION CHIEF (2 OF 5)

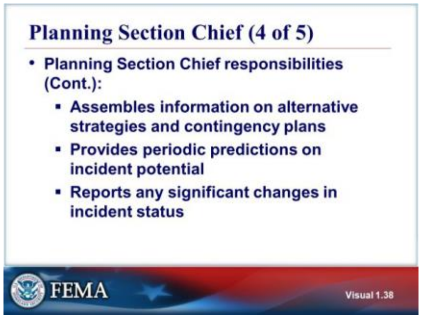
The Planning Section Chief is the guardian of the Incident Action Planning Process and facilitates nearly all of the IMT meetings.

The Tactics Meeting is the only meeting that the Planning Section Chief does not facilitate unless requested to do so by the Operations Section Chief.



Visual 1.37

PLANNING SECTION CHIEF (3 OF 5)



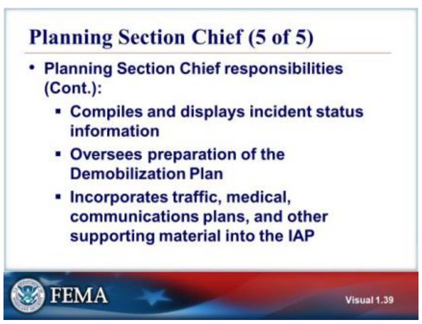
Visual 1.38

PLANNING SECTION CHIEF (4 OF 5)

Most operational contingency plans are developed by Operations, but the Planning Section Chief is the one to put pencil to paper.

Contingency planning begins at the Initial Strategy Meeting. For example, there is a HAZMAT incident and the wind is blowing one direction that could quickly shift. The IMT will need to recognize this as a possibility and develop a contingency plan for it. If there are not enough Operations people, you will need a Technical Specialist in the Planning Section to help do this.

Part of the challenge for the Planning Section when it comes to contingency planning is limited knowledge or insight into the mentality of operations. Also, Planning may not have the necessary expertise on the specific type of incident to recognize potential contingencies.



Visual 1.39

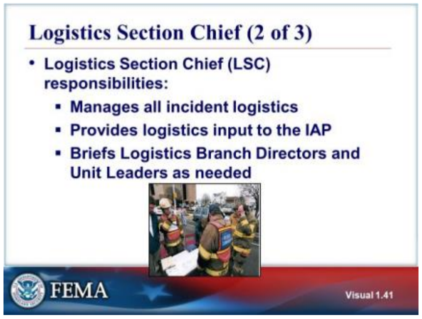
PLANNING SECTION CHIEF (5 OF 5)

Visual 1.40

LOGISTICS SECTION CHIEF (1 OF 3)

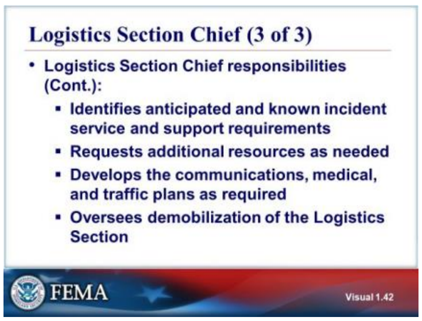
If you need anything on the incident, go to Logistics.

Logistics often can be the activity that poses the most challenges to the Incident Commander. It is common for tactical resources in Operations to function as designed for short periods of time. Once they exceed their routine activities, either in time or magnitude, logistical support becomes a huge factor, and the Incident Commander must be thinking ahead to create the logistical organization required.



Visual 1.41

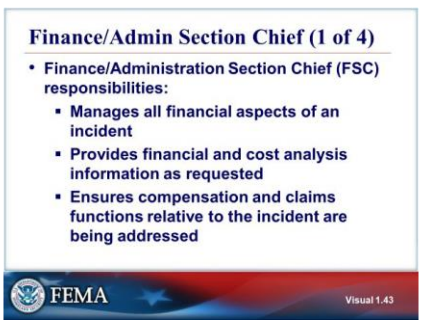
LOGISTICS SECTION CHIEF (2 OF 3)



Visual 1.42

LOGISTICS SECTION CHIEF (3 OF 3)

A good Logistics Section Chief thinks at least 36 hours ahead of operations.

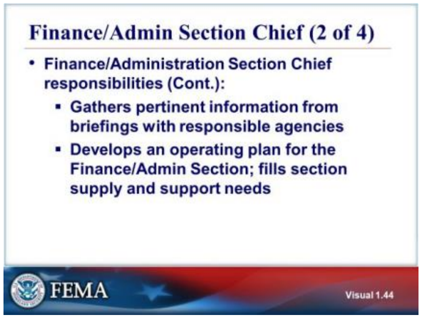


Visual 1.43

FINANCE/ADMINSTRATION SECTION CHIEF (3 OF 4)

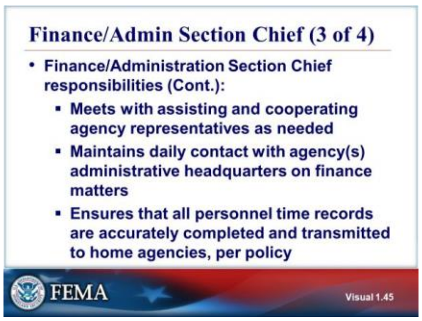
Finance/Administration Section Chiefs are very important to the management of the incident and to the Incident Commander. They can keep you out of administrative trouble.

The people (public, your agency, stakeholders, etc.) will care how much is spent on an incident. The Finance/Administration Section Chief can be the voice of reality for the Incident Commander, and the best Finance/Administration Section Chiefs will ask the tough, key questions about the financial end of incident management (e.g., Can we do this another way?).



Visual 1.44

FINANCE/ADMINSTRATION SECTION CHIEF (2 OF 4)

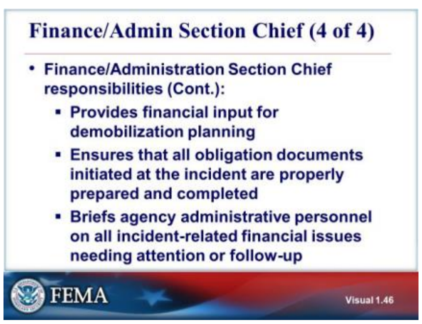


Visual 1.45

FINANCE/ADMINSTRATION SECTION CHIEF (3 OF 4)

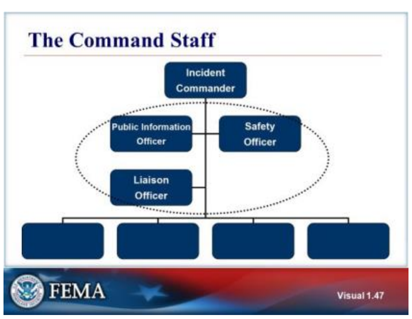
The Finance/Administration Section Chief oversees the facilitation of compensation means and exchange in the next county over, if resources are borrowed from that county.

They also maintain daily contact with agency(s) administrative headquarters on finance matters.



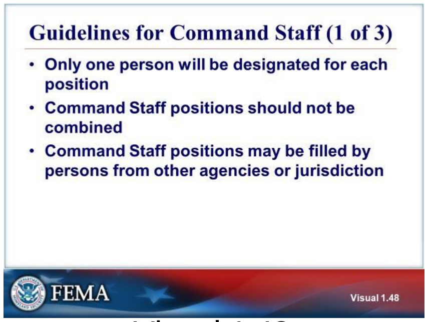
Visual 1.46

FINANCE/ADMINSTRATION SECTION CHIEF (4 OF 4)



Visual 1.47

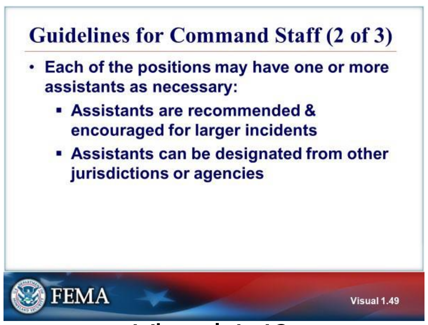
THE COMMAND STAFF



Visual 1.48

GUIDELINES FOR COMMAND STAFF (1 OF 3)

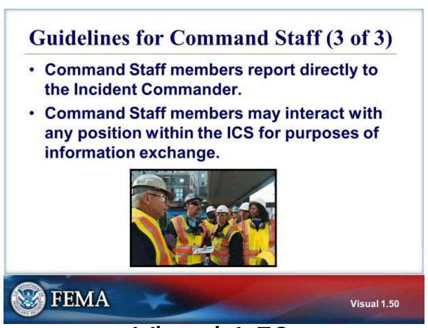
Guidelines listed here mirror the guidelines for General Staff.



Visual 1.49

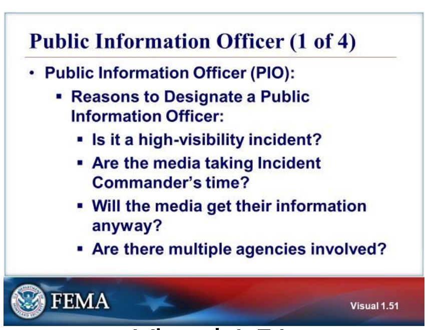
GUIDELINES FOR COMMAND STAFF (2 OF 3)

Each of the positions may have one or more assistants as necessary.



Visual 1.50

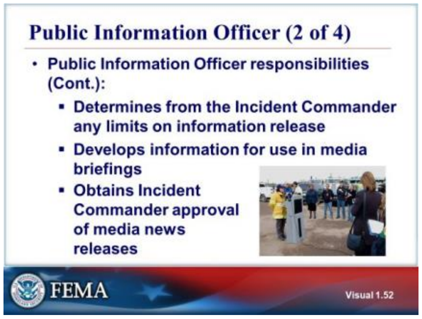
GUIDELINES FOR COMMAND STAFF (3 OF 3)



Visual 1.51

PUBLIC INFORMATION OFFICER (1 OF 4)

The media can have a huge impact on the incident, and the Public Information Officer can be of invaluable help in effectively conveying information to the public. If you don't designate a Public Information Officer, you'll fill that role as the Incident Commander.

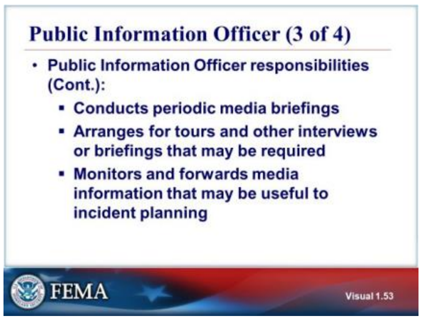


Visual 1.52

PUBLIC INFORMATION OFFICER (2 OF 4)

As the Incident Commander, you must know the limits on what information can be released and communicate these limits to the Public Information Officer.

The Incident Commander should have confidence in the Public Information Officer—still, as an Incident Commander, you should scan releases before they go out.

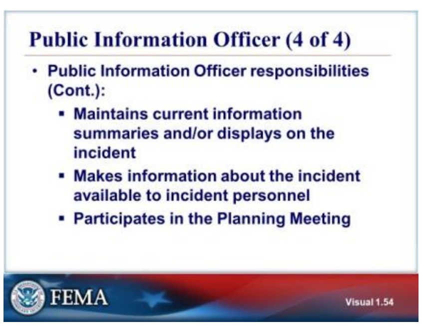


Visual 1.53

PUBLIC INFORMATION OFFICER (3 OF 4)

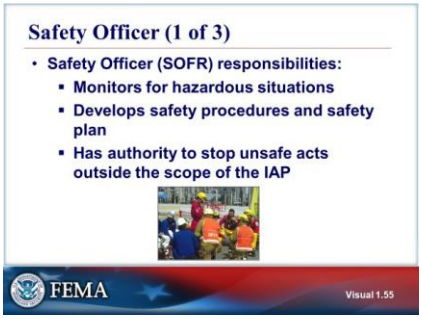
In many cases, the media may have more information than you do as an Incident Commander. It is a good idea to have the Public Information Officer or their staff monitor the news media; you may be able to get good information as a result. A good Public Information Officer will also be able to identify the rumors of the day and warn the Incident Commander.

The Public Information Officer may also be able to provide information on the wider world as well, and, on a long-term incident, they can provide information such as sports scores, world affairs, and other topics that may serve as a morale booster or enhance situational awareness.



Visual 1.54

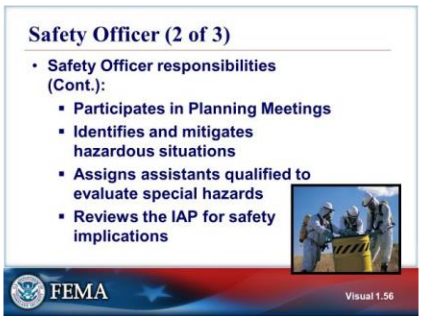
PUBLIC INFORMATION OFFICER (4 OF 4)



Visual 1.55

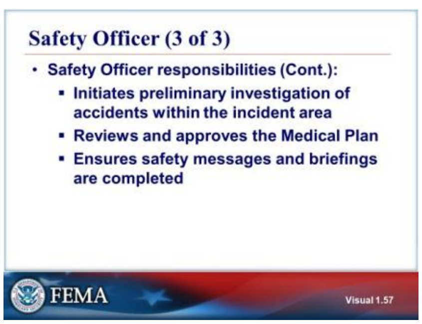
SAFETY OFFICER (1 OF 3)

Although “unsafe acts” are what we often do—dangerous things that are planned in the IAP, the difference is that those unsafe acts have mitigations put in place to minimize the hazard or risk. So, when the Safety Officer sees unsafe acts “outside the scope of the IAP,” they can stop that operation without even talking to the Operations Section Chief.



Visual 1.56

SAFETY OFFICER (2 OF 3)



Visual 1.57

SAFETY OFFICER (3 OF 3)

The Safety Officer initiates preliminary investigation of accidents within the incident area. Remember, it is not the Safety Officer’s duty to investigate, just initiate.

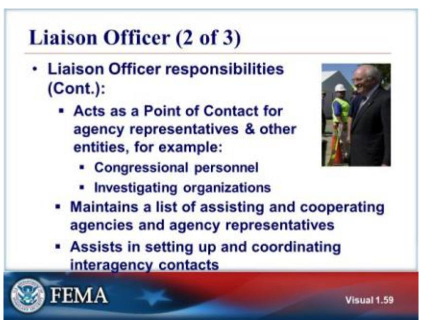
Visual 1.58

LIAISON OFFICER (1 OF 3)

Liaison Officers can help you to manage your workload. In addition to the reasons listed on the visual, if a politician shows up, you will need to have a contingency plan in place. The Liaison Officer will be of great help in these situations.

There must be a clear understanding among you, the Public Information Officer, and the Liaison Officer regarding who is going to handle stakeholders.

A stakeholder is someone who is affected by the incident. There are many stakeholders who are not direct victims, such as business owners or elected officials. The three of you must decide who will be their primary contact: the Liaison Officer or the Public Information Officer.



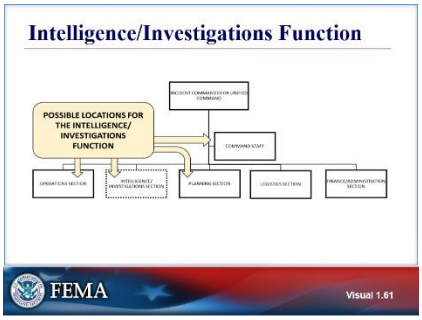
Visual 1.59

LIAISON OFFICER (2 OF 3)

Visual 1.60

LIAISON OFFICER (3 OF 3)

The Liaison Officer (LOFR) monitors incident operations to identify current or potential inter-organizational problems, which could include turf battles or personality conflicts.



Visual 1.61

INTELLIGENCE/INVESTIGATIONS FUNCTION

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

The collection and analysis and sharing of incident related information are important activities for all incidents. Typically, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness, and staff in the Operations Section are responsible for executing tactical activities.

However, some incidents involve intensive intelligence gathering and investigative activity. For such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigations responsibilities to meet the needs of the incident. This may occur when the incident involves a criminal or terrorist act and/or other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations.

The purpose of the Intelligence/Investigations function is to ensure that intelligence and investigative operations and activities are properly managed and coordinated to:

- Prevent and/or deter potential unlawful activity, incidents, and/or attacks.
- Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness.
- Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens.
- Conduct thorough and comprehensive investigations that lead to the perpetrators’ identification and apprehension.
- Conduct missing persons and mass fatality/death investigations.
- Inform and support life safety operations, including the safety and security of all response

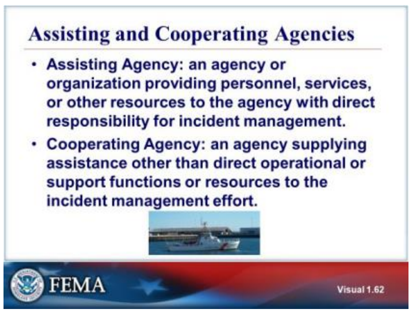
personnel, by helping to prevent future attacks or escalated impacts.

- Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents.

The Intelligence/Investigations function may be organized in one of the following ways:

- **Within the Command Staff:** When the incident has an intelligence/investigations dimension but does not currently have active intelligence/investigations operations, the Incident Command or Unified Command may assign intelligence/investigations personnel to serve as command advisors. These technical specialists interface with their parent organizations and provide subject matter expertise to incident leaders.
- **As a Unit Within the Planning Section:** Integrating the intelligence/investigations function in the Planning Section—either as part of the Situation Unit or as a separate Intelligence/Investigations Unit—enhances the section's normal information collection and analysis capabilities. It helps ensure that investigative information and intelligence is integrated into the context of the overall incident management mission.
- **As a Branch Within the Operations Section:** The Operations Section typically integrates resources, capabilities, and activities from multiple organizations with multiple missions. Consolidating the intelligence/investigations activities in the Operations Section unifies all the incident operations (e.g., law enforcement, fire, EMS, hazardous materials response, public health, etc.) in one organization. This helps ensure that all incident activities are seamlessly integrated into the incident action planning process and conducted based on established incident objectives and priorities.
- **As a Standalone General Staff Section:** The Incident Commander or Unified Command may

establish the intelligence/investigations function as a General Staff section when there is a need to manage the intelligence/investigations aspects of the incident separately from the other incident management operations and planning. This may occur when the incident involves an actual or potential criminal or terrorist act or when significant investigative resources are involved, such as for an epidemiological investigation.



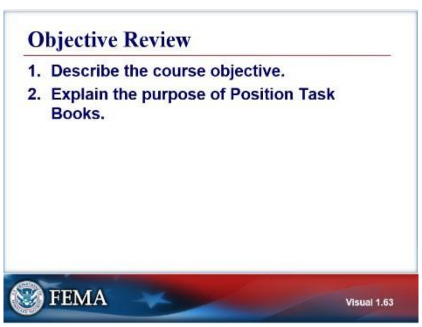
Visual 1.62

ASSISTING AND COOPERATING AGENCIES

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

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

- Red Cross
- Utility
- Etc.



Visual 1.63

OBJECTIVE REVIEW

- Confirm knowledge of Command and General Staff functions.

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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.

Activity 1.1 Schedule

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

Handout 1-1: ICS Form 211 Check-In List

Refer to EL_950_HO_1-1_ICS_Form_211.pdf

Handout 1-1: ICS Form 214 Activity Log (Page 1)

Refer to EL_950_HO_1-1_ICS_Form_214.pdf

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Unit 2: Leading and Managing the Organization

STUDENT MANUAL

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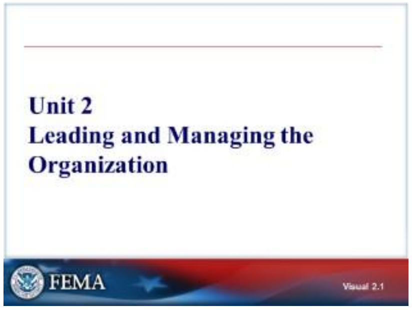


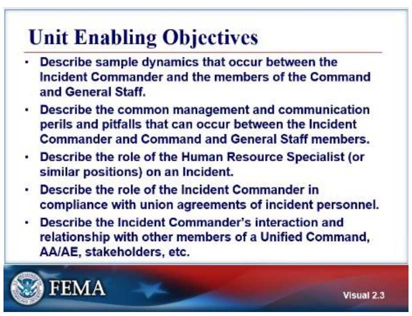
Visual 2.1

UNIT 2: LEADING AND MANAGING THE ORGANIZATION

Visual 2.2

UNIT TERMINAL OBJECTIVE

Describe how to lead and manage an IMT through an understanding of the interactions between the Incident Commander and the individual members of the IMT.



Visual 2.3

UNIT ENABLING OBJECTIVES

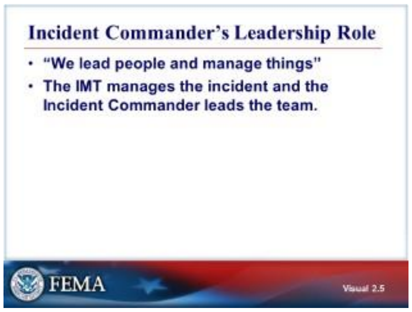
- Describe sample dynamics that occur between the Incident Commander and the members of the Command and General Staff.
- Describe the common management and communication perils and pitfalls that can occur between the Incident Commander and Command and General Staff members.
- Describe the role of the Human Resource Specialist (or similar positions) on an Incident.
- Describe the role of the Incident Commander in compliance with union agreements of incident personnel.
- Describe the Incident Commander's interaction and relationship with other members of the Unified Command, AA/AE, stakeholders, etc.

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

Visual 2.4

GENERAL TEAM DYNAMICS

The IC must monitor and evaluate team interaction, communications, workload, attitude, and performance at all times. The Incident Commander should lead by interacting with the staff, being visible, walking through the ICP and other areas. The Incident Commander must stay strategic and not micro-manage. However, "trust, but verify" can help to avoid unwanted surprises.



Visual 2.5

INCIDENT COMMANDER'S LEADERSHIP ROLE

Visual 2.6

HANDOUT 2-1: IMT LEADERSHIP TRAITS

Refer to Handout 2.1.

Visual 2.7

DEPUTY INCIDENT COMMANDER

The role of a Deputy Incident Commander (DPIC) is to manage the day to day internal activities of the team while the IC deals with external issues, e.g. AA, stakeholders, EOC, Area Command, etc.

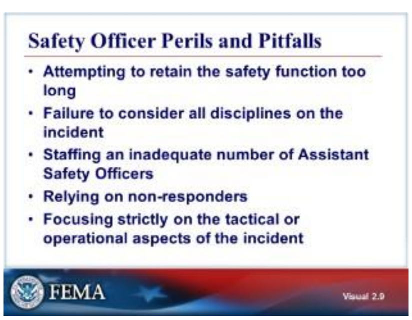
Unfortunately, human resources issues, such as alcohol or drug abuse and sexual harassment may occur when you have a lot of people assigned to your incident. These need to be dealt with by the proper authority with appropriate time and resources; it is of great help to have a Deputy Incident Commander staffed to handle such issues.

Public meetings and incidents-within-an-incident (special situations) are other examples of special projects to which a Deputy Incident Commander may be assigned. If you have more than one Deputy, determine how their responsibilities will be split, and let incident personnel know as well.

Visual 2.8

SAFETY OFFICER

The Safety Officer is your subject matter expert and your eyes and ears in the field when it comes to safety. Discussions about strategy and tactics must always include the Safety Officer. The Safety Officer is also responsible for monitoring activities around the ICP, Incident Base, Camps, etc. to ensure safe conditions and practices. The Safety Officer works closely with the Medical Unit and Compensation Unit to prevent and investigate injuries and illnesses.



Visual 2.9

SAFETY OFFICER PERILS AND PITFALLS

The “Perils and Pitfalls” visuals are things the Incident Commander SHOULD NOT DO as they interact with the Command and General Staff.

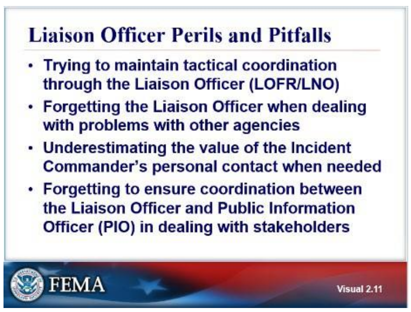
The Safety Officer is responsible for operational safety, but he/she is responsible for a number of other areas (e.g. facilities, driving, heavy equipment, food safety, etc.) as well. The Incident Commander must ensure these issues are being addressed too.

Visual 2.10

LIAISON OFFICER

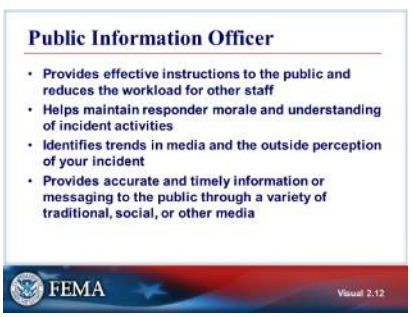
The Liaison Officer performs an extremely valuable service in maintaining coordination and communication with command-level staff for cooperating (provides tactical resources) and assisting (provides support, e.g. Red Cross, utilities, volunteers) agencies. Note, this position was once abbreviated as LOFR but is now commonly abbreviated as LNO.

It will be necessary for you to establish and maintain certain contacts yourself. However, the Liaison Officer can relieve you of the responsibility of interacting with the majority of Agency Representatives to determine resource capabilities and restrictions and provide routine updates. Coordinating with the Liaison Officer is one of the duties that you can assign to your deputy.



Visual 2.11

LIAISON OFFICER PERILS AND PITFALLS



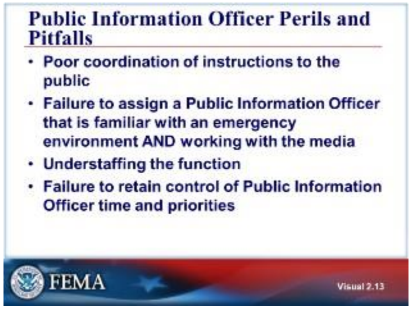
Visual 2.12

PUBLIC INFORMATION OFFICER

The Public Information Officer and Safety Officer positions are the Command Staff positions most likely to be activated. Through these positions, it is possible to provide effective instructions to the public, facilitate incident response, and reduce the communications load for the rest of your staff.

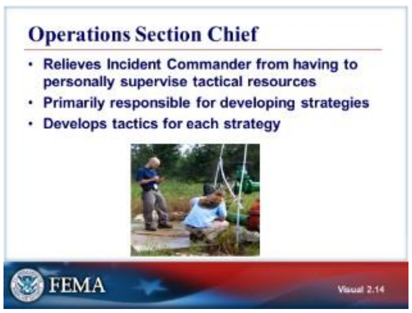
The Public Information Officer will often be the first person on your team to identify trends in media and public perception of your incident.

The Public Information Officer can identify and mitigate public misinformation and may be a valuable asset in maintaining responder morale and understanding of incident activities.



Visual 2.13

PUBLIC INFORMATION OFFICER PERILS AND PITFALLS



Visual 2.14

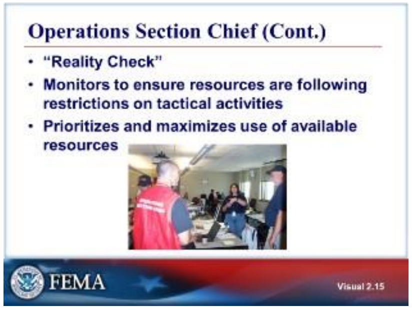
OPERATIONS SECTION CHIEF

As Incident Commander, you may find it difficult to restrain yourself from becoming involved in incident tactics. Once an Operations Section Chief has been appointed, your role is to provide priorities, general incident objectives, and limitations/constraints and allow the Operations Section Chief to develop strategies and tactics to meet those objectives.

The Operations Section Chief (OSC) should develop the strategies for the incident based on the Incident Commander's priorities and objectives. The Incident Commander or members of the Unified Command may set limits or constraints on the type of strategies based on the Delegation of Authority, incident factors, (e.g. political pressure, environmental regulations, economic impact, etc.), resource availability, cost, etc. Most IMTs require that Operations create the tactical plan. Operations serves as the "reality check" on what can realistically be accomplished within constraints set by time and resources.

The OSC must also be made aware of any restrictions on tactical activities. These may include budgetary, safety, environmental, and/or political constraints.

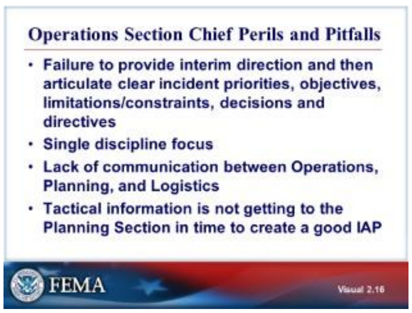
Finally, the OSC will want direction from you on the process for procuring more resources. You may want to approve all requests for additional resources, or you may only be concerned about approving certain kinds or categories of resources.



Visual 2.15

OPERATIONS SECTION CHIEF (CONT.)

- The OSC provides a "Reality Check" on the IAP objectives, and will be able to tell you if objectives are feasible at the tactical level
- Operations monitors resources to ensure they are following restrictions—such as law enforcement investigation, body recovery, and equipment expense—on tactical activities
- Prioritizes and maximizes the use of available resources



Visual 2.16

OPERATIONS SECTION CHIEF PERILS AND PITFALLS

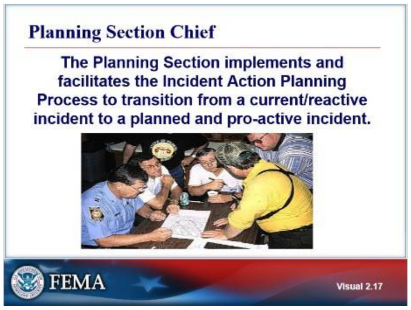
Two common issues that arise in the relationship between Command and Operations are:

1. Providing either too much oversight (getting too involved in tactics)
2. Providing not enough oversight (letting Operations manage in a vacuum)

It is important to find a comfortable medium. This will become easier as you and your Operations Section Chief reach your mutual comfort levels.

One of the most serious problems encountered is when Operations does not provide the tactical plans and resource assignments in a timely manner so the IAP can be produced in time for the next operational period briefing.

The Incident Commander must monitor this process closely until there is an effective routine established that ensures this is being done, or alternative solutions are developed, e.g. Deputy Operations Section Chief, Planning Ops, etc.

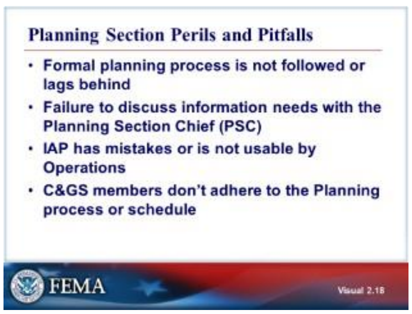


Visual 2.17

PLANNING SECTION CHIEF

The Planning Section manages the gathering, analysis, and packaging of incident information. You can best ensure a good working relationship with this function by having a thorough personal knowledge of the planning process and reinforcing the need for input from all Command and General Staff into that process.

Knowledge of the planning process is key as it is what holds the IMT and incident response together. If you get behind in the planning process, you will never be able to bring order to the incident.

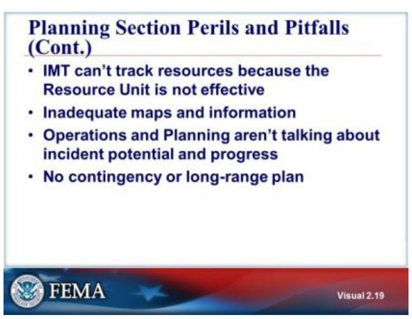


Visual 2.18

PLANNING SECTION PERILS AND PITFALLS

The Planning Section depends on the Operational Period Planning Cycle to stay on time and meet operational period milestones and deadlines. All the C&GS members must adhere to the process, meeting schedule, deliverables, etc. for the process and planning cycle to be successful.

At times, things will change from the time the IAP was developed until the Operational Period Briefing is conducted. Pen and ink changes are acceptable but should be the exception and not the norm. It is the Incident Commander's responsibility to ensure the plan is accurate before they sign off on it.



Visual 2.19

PLANNING SECTION PERILS AND PITFALLS (CONT.)

Visual 2.20

LOGISTICS

One of the great strengths of an IMT is an enthusiastic and effective Logistics Section Chief (LSC). This person can make or break the entire effort. Looking ahead and helping the IMT establish and order logistical support before it is needed is an important role of the Logistics Section Chief. There should be constant discussion between the Operations Section Chief and the Logistics Section Chief on the availability and response times of resources.

Visual 2.21

LOGISTICS PERILS AND PITFALLS

Visual 2.22

LOGISTICS PERILS AND PITFALLS (CONT.)

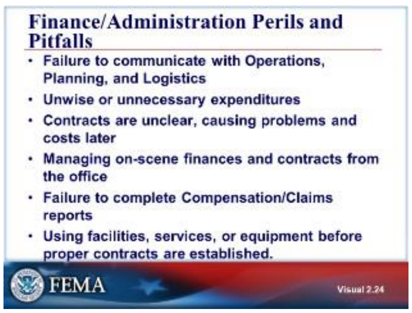
Your major headache with Logistics will most likely involve end runs and lack of advanced planning for scarce resources. Keep in mind that you may not be the only incident competing for critical resources. While a proactive Logistics organization should prompt you and Operations for resource requests, suddenly remembering a critical resource 10 minutes before it has to be deployed is not a good way to establish a good working relationship. Help to resolve (or stem) problems between Logistics and the Emergency Operations Center or Agency Ordering Point.

Visual 2.23

FINANCE/ADMINISTRATION

The Finance/Administration is one of the most underused functions in the Incident Command System.

The natural tendency is to discount the need for Finance/Administration. Don’t forget that Finance/Administration also includes ICS’s risk management function, Compensation and Claims, and the capability to conduct cost-benefit analyses. Finance/Administration may also handle other administrative issues as necessary.



Visual 2.24

FINANCE/ADMINISTRATION PERILS AND PITFALLS

Because close coordination is required between Logistics and Finance/Administration, it is important that both be located at or close to the incident scene. Make sure that Finance/Administration is there at the incident. You will need them not only to be in close coordination with Logistics, but to help with administration issues and questions (e.g., hazard pay, authority to approve expenditures).

Most major emergencies carry with them the almost certain fact of future litigation. Failure to fully involve the Compensation and Claims Unit may jeopardize future litigation against your organization.

Keep in mind that of all the ICS functions, this is the one most likely to be staffed by personnel with no response background. You may need to be especially proactive in ensuring that their input is included in the incident management process. A good Finance/Admin Chief can be the difference between a two-week assignment and months of investigations and audits.

Visual 2.25

ADDITIONAL STAFF AND TECHNICAL SPECIALISTS

Even though these positions are not Command or General Staff positions, they are here because they are so important to the Incident Commander. The Human Resources Specialist or Morale, Welfare, and Recreation Officer may be assigned directly to the Incident Commander or Deputy Incident Commander as a Technical Specialist. These may be good assignments for a Deputy Incident Commander to oversee.

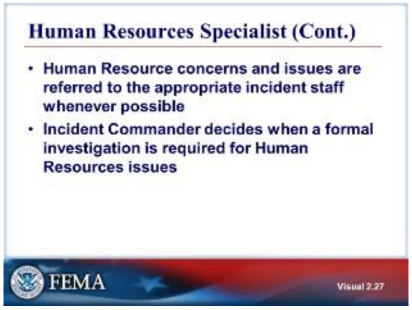
- The Human Resources Specialist (HRS)
    - Human Resources Specialist handles human resource issues and may work directly with for the Incident Commander as a Technical Specialist
- Agency Representative or Union Representative:
    - Deals with contract or working condition issues
    - Works for the agency providing the resources or the union, not the Incident Commander
    - Is agency specific and normally will not report to the Incident Commander or anyone else on the incident
- Critical Incident Stress Manager (CISM)
- Morale, Welfare, and Recreation Officer (MWR)
    - May also work directly for the Incident Commander as a Technical Specialist

Visual 2.26

HUMAN RESOURCES SPECIALIST

Nearly all agencies have Human Resources Specialists, and some human resource issues that may normally fall on the Incident Commander's shoulders can be handed over to them. However, it is critical that the Incident Commander maintain awareness of HR issues and not try to hide or ignore such problems.

- The Human Resources Specialist helps to ensure that personnel rules and policies are adhered to during the incident. Assists with performance or behavioral issues, discipline, discrimination complaints, labor grievances, etc.
- This position will ensure a positive work environment, which should be prevalent throughout the incident
- Effective management of human resource issues can prevent the Incident Commander and Agency Administrator from having to address personnel issues during the incident
- The Incident Commander should require that he/she be informed of or involved in incidents with potential to become serious issues
- The HRS can help identify inappropriate acts or conditions and help correct them through regular lines of authority, which could include the Incident Commander, Union Reps, Equal Employment Opportunity (EEO) Counselors, and Employee Relations Specialists
- Concerns about pay, food, accommodations or lodging, transportation, and shift or working conditions heard by the Human Resources Specialist will be referred to the appropriate incident staff



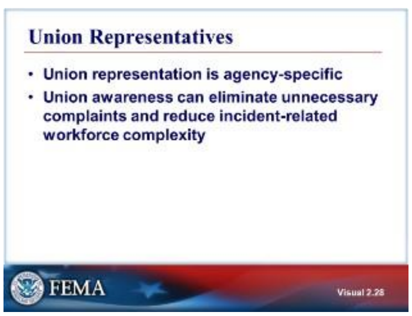
Visual 2.27

HUMAN RESOURCES SPECIALIST (CONT.)

Human resource concerns and issues are referred to the appropriate incident staff whenever possible.

- If an issue occurs in someone's section, make sure that Section Chief knows about it
- The assisting or cooperating agency may need to be involved

The Incident Commander decides when a formal investigation is required for Human Resource issues. If you think a formal investigation is warranted, the agency responsible for the incident is ultimately responsible for the problem. You need to work with them and get them involved as early as possible. Be sure to know who to call at the responsible agency if an issue does arise.



Visual 2.28

UNION REPRESENTATIVES

Union representation on an incident is agency-specific. For example, the national agreement between the USDA Forest Service and its union stipulates that when an incident reaches 500 personnel, the union shall be notified and may assign a Union Representative to the incident.

Other personnel on an incident may be represented by other Federal, State and local unions. To identify the possible need for on-incident representation, the Finance Chief and/or the Liaison Officer should contact the on-incident Agency Representatives for specific guidelines as to needs and union agreements.

Union awareness can eliminate unnecessary complaints and reduce the need for bargaining in the event of a complaint or Union Agreement dispute.

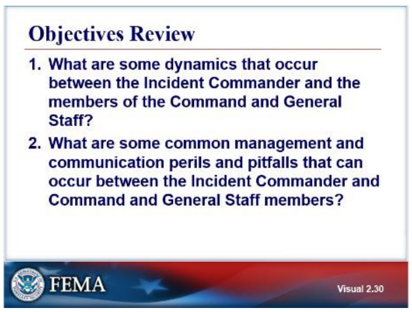
The Finance/Administration Section Chief should work closely with the Liaison Officer to make contact with Agency Representatives to discuss any union-specific points which may need clarification, such as pay issues, rest and recuperation, accommodations, lodging, etc.

Visual 2.29

ACTIVITY 2.1: TROUBLESHOOTING

The instructor will explain Activity 2.1.

You will have 45 minutes to complete the activity.

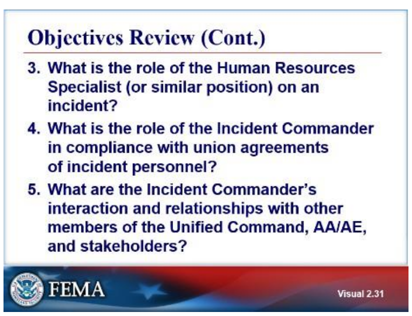


Visual 2.30

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe dynamics that occur between the Incident Commander and the members of the Command and General Staff.
- Describe the common management and communication perils and pitfalls that can occur between the Incident Commander and Command and General Staff members.



Visual 2.31

OBJECTIVES REVIEW (CONT.)

Unit Enabling Objectives (Cont.)

- Describe the role of the Human Resources Specialist (or similar positions) on an incident
- Describe the role of the Incident Commander in compliance with union agreements of incident personnel
- Describe the Incident Commander's interaction and relationship with other members of the Unified Command, AA/AE, and stakeholders.

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Supplemental Materials

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Handout 2-1: IMT Leadership Traits

Leadership is the ability to influence, inspire, and motivate others to a desired end state 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 team and members is based on applying the following skills, qualities, attributes, and techniques at the proper time and in the proper amount:

- The ability to develop and clearly articulate your leader's intent and expectations that outlines the desired outcome or end state of the incident.
- The ability to establish, advocate for, and maintain an organizational culture 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 team.
- Interact with team members on a regular basis. Encourage participation and communications - be open to suggestions, feedback, dissenting opinions, and criticism.
- Demonstrate passion for our mission and pride in our effort.
- 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 by modeling appropriate behaviors.
- The ability to develop strong working relationships with our internal and 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 and share information to maintain situational awareness and a shared situational picture (sometimes called a common operating 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 assertive presence and when it is more appropriate to be more reserved and less visible.

- The ability to be understanding, empathetic, and supportive.
- Never exhibit hubris (excessive pride or arrogance) or be condescending to 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 able to 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, environmental or economic impacts, media pressure, stakeholder and special interest group demands, etc.) involved. During complex incidents and decisions, there are many more “grey areas” 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 prevent or minimize risks/challenges.
- Know when to be bold and take risks or when to be cautious and protect the team’s interests.
- The ability to be decisive and make decisions after evaluating all relevant factors.
- The team manages the incident and the IC leads the team.

Remember, we <u>LEAD people</u> and <u>manage things</u>

Activity 2.1: Troubleshooting

Activity 2.1 Overview—Unit 2

Purpose

The purpose of this activity is to provide students with an opportunity to troubleshoot various incident problems that may come to the attention of the Incident Commander.

Objectives

Students will be able to troubleshoot potential problems in an incident scenario and determine who on the IMT should be responsible for implementing solutions.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussion and presentation of group findings. Students will review the incident scenarios on the next page and identify the problems within. Students will then determine solutions to the problems and identify the members of the IMT that should be responsible for implementing them. Each group will present their findings to the rest of the group.

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 incident scenarios on the next page.
3. Identify the problem.
4. Brainstorm solutions and methods of troubleshooting the problem. Be sure to identify the IMT members that should be responsible for solution implementation.
5. Present your conclusions to the rest of the class.

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

Activity 2.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	25 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

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Activity 2.1 Scenarios

Scenario A

A. Your incident is located in a high-traffic area, and requires an extensive outer perimeter staffed by law enforcement officers. There have been several near misses with traffic in the area. However, you notice that all traffic employees have been wearing appropriate high-visibility clothing and using traffic control devices.

Solution A

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Scenario B

B. A critical process has been halted in mid-job because an assisting agency's technician has refused to follow direction from your Group Supervisor. Safety is not an issue in this situation, nor does the issue seem to be a personality conflict between the Technician and your Group Supervisor.

Solution B

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Scenario C

C. A heavy equipment company has attempted to check in at staging. Planning has no knowledge of this resource, and the company does not have a request number or purchase order number. The Ordering Manager knows nothing about it either. The vendor claims he was called and has driven 12 hours to get to the incident. He demands to be paid.

Solution C

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Scenario D

D. Lunches are late, some were delivered to the wrong location, and some Operations personnel did not receive a lunch at all.

Solution D

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Scenario E

E. A heavy equipment vendor clearing your incident is claiming that his backhoe sustained major damage while working for the Disposal Group. Your Group Supervisor acknowledges using the backhoe but says the damage had occurred before the backhoe got to him. Neither Logistics nor Finance has any record of the condition of the backhoe prior to assignment, and there is no written agreement with the vendor.

Solution E

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Scenario F

F. An employee working on your incident was injured while she was inoculating cattle. She received emergency first aid and was transported by personal vehicle to the hospital. You and the rest of the Command and General Staff only learn of this incident after you are asked about it at a press briefing.

Solution F

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Scenario G

G. It is a slow news day, and your incident is the only game in town. The local press is driving you crazy, and despite the best efforts of your PIO, the tone of the coverage is taking a decidedly biased turn against you. To make things worse, one of the agencies who shares responsibility for this incident is releasing conflicting information about the incident.

Solution G

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Unit 3: Incident Commander Responsibilities in IMT Administration and Readiness

STUDENT MANUAL

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UNIT CONTENT

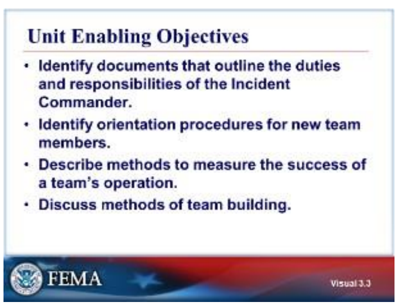
Visual 3.1

UNIT 3: INCIDENT COMMANDER RESPONSIBILITIES IN IMT ADMINISTRATION AND READINESS

Visual 3.2

UNIT TERMINAL OBJECTIVE

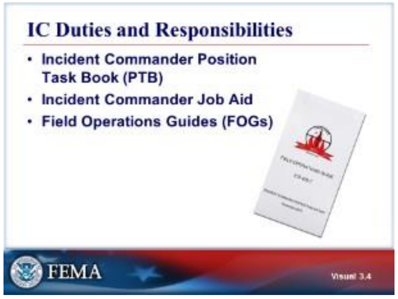
Describe the Incident Commander's responsibilities in Incident Management Team (IMT) administration and readiness.



Visual 3.3

UNIT ENABLING OBJECTIVES

- Identify documents that outline the duties and responsibilities of the Incident Commander
- Identify orientation procedures for new team members
- Describe methods to measure the success of a team's operation
- Discuss methods of team building



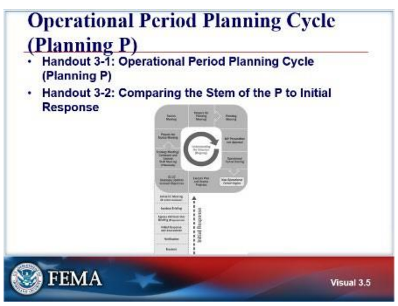
Visual 3.4

IC DUTIES AND RESPONSIBILITIES

For some personnel, the transition from a “doing position” to the “leadership position” of an Incident Commander can be a difficult one. The Incident Commander must lead the IMT to accomplish the necessary job at hand rather than getting overly involved in trying to do the job of team members.

To make this transition, it is important for an Incident Commander to know the duties and responsibilities required of the position. Three documents that describe these are:

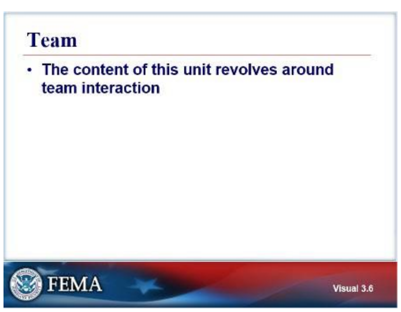
- Incident Commander Position Task Book (PTB)
- FOG (These could be agency specific, such as Coast Guard)
- Incident Commander Job Aids (Such as Coast Guard or Texas A&M Forrest Service)



Visual 3.5

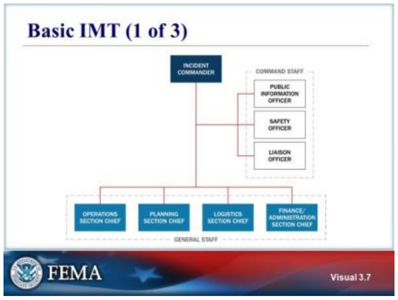
OPERATIONAL PERIOD PLANNING CYCLE (PLANNING P)

Refer to Handout 3-1: Operational Period Planning Cycle (Planning P) and Handout 3-2: Comparing the Stem of the P to Initial Response.



Visual 3.6

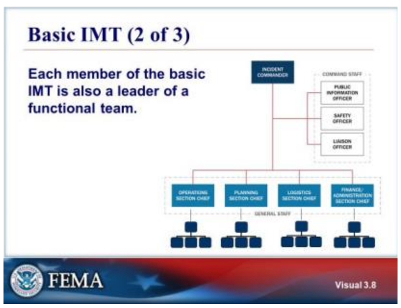
TEAM



Visual 3.7

BASIC IMT (1 OF 3)

NIMS Defines an IMT as: a rostered group of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions. IMTs exist at local, regional, state, tribal, and national levels and have formal notification, deployment, and operational procedures in place. These teams are typed based on team members' qualifications and may be assigned to manage incidents or to accomplish supporting incident-related tasks or functions. When assigned to manage an incident or to support an incident-related task or function, IMTs are typically delegated the authority to act on behalf of the affected jurisdiction or organization.



Visual 3.8

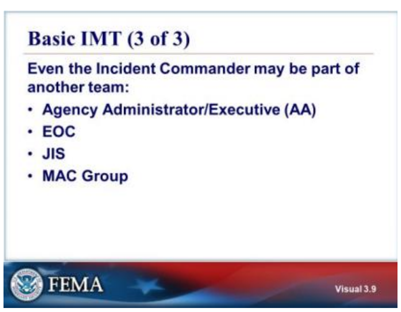
BASIC IMT (2 OF 3)

Each member of the Command and General Staff often leads a functional group of their own.

Each of these functional groups is a "team within the team."

Each level of team has its own dynamics.

Each functional area may have unit leaders, assistants, or deputies.



Visual 3.9

BASIC IMT (3 OF 3)

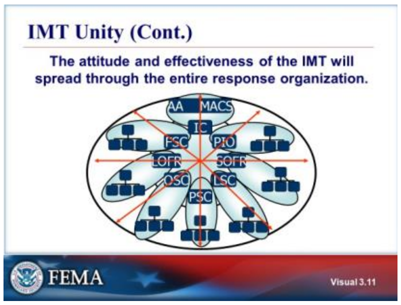
Although the Incident Commander is the ultimate leader of the IMT, he or she will also be a member of one or more other teams that have some kind of responsibility in the response.

An Incident Commander often works with and coordinates with the Agency Administrator/Executive (AA), EOCs, MAC Group, and JIS, and could be considered a member of that team.

Visual 3.10

IMT UNITY

There will be interaction between all of the functional teams and maybe even between the functional teams and other NIMS Functional Groups: EOC, MAC Group, JIS.



Visual 3.11

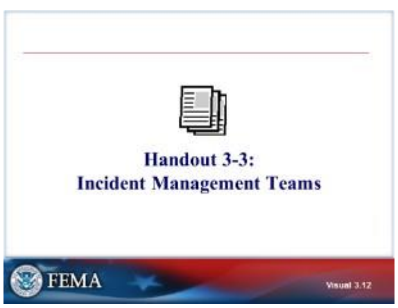
IMT UNITY (CONT.)

The attitude and performance of the basic IMT will spread through the entire organization.

Most experienced Incident Commanders and Command and General Staff members recognize or have experience with the idea that the attitude and performance of the basic IMT tend to spread throughout the entire organization.

The Incident Commander can influence and develop the team's core values and culture. Therefore, it is important for the IMT to display a positive attitude, competence, leadership, and integrity.

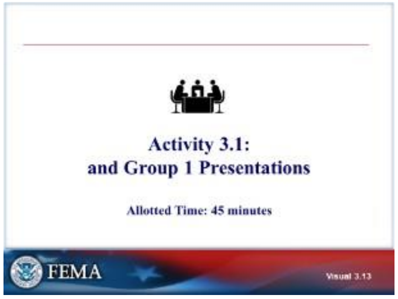
Don't allow IMT members to openly complain and criticize other members of the IMT, or anyone else for that matter. Even if things are chaotic, the entire IMT must stand strong, stay in control, and always act in a professional manner.



Visual 3.12

HANDOUT 3-3: INCIDENT MANAGEMENT TEAMS

Refer to Handout 3-3: Incident Management Teams.



Visual 3.13

ACTIVITY 3.1 AND GROUP 1 PRESENTATIONS

- The instructor will explain Activity 3.1.
-
- You will have 45 minutes to complete the activity.

Visual 3.14

ORIENTATION PROCEDURES FOR NEW TEAM MEMBERS (1 OF 6)

Seven orientation procedures for new members. The visual depicts the first two:

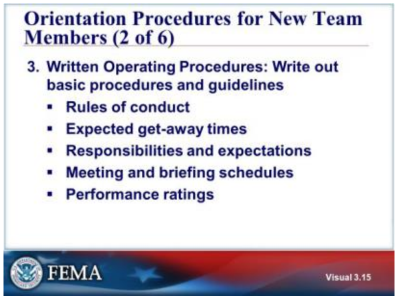
- Welcome (discussed on this visual)
- Team roster (discussed on this visual)
- Written operating procedures
- Pre-incident communications/networking
- Continuing personal development
- Professionalism
- Create an Atmosphere Free of Discrimination, Sexual Harassment, and Other Forms of Inappropriate Behavior

1. Welcome

- A genuine and sincere welcome to the team is the first and most important event that takes place between the team and the new member. At this time, it is most desirable that the new member receive any team identification items, such as team hats, team name tags, team shirts, etc.

2. Team Roster (Composition)

- Depending on agency and location, teams will consist of “long teams,” “short teams,” “interagency teams,” etc.
- All teams will consist of an Incident Commander, General staff, and at least part of the Command staff, if not all.
- The variation in teams is caused by differences in the number of:
  - Unit Leaders in each team
  - Agencies to which team members belong
  - Trainees deployed with each team when on assignment
- The Incident Commander should prepare a team roster to include name, position, and phone number of the home agency unit.



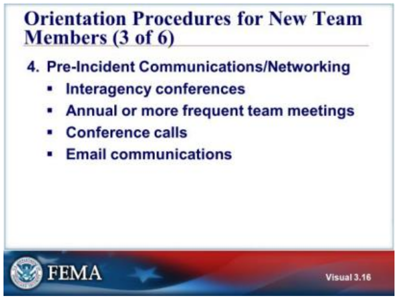
Visual 3.15

ORIENTATION PROCEDURES FOR NEW TEAM MEMBERS (2 OF 6)

3. Written Operating Procedures

Each Incident Commander expects operations within a team setting to be performed somewhat differently. This is acceptable. However, team members scurrying around trying to figure out what and how to perform is not.
An Incident Commander should write out basic operating procedures and guidelines so that his or her team members know what to expect. This includes:

- Rules of conduct and necessary items to bring on a team deployment.
- Expected get-away times.
- Specific responsibilities of individual team members upon activation.
- Position-specific expectations.
  - Primary responsibilities of the position as seen by the Incident Commander.
  - Required written summary reports by position.
  - Schedules for regular team meetings, planning meetings, and briefings, lasting no longer than 30 minutes.
  - Performance ratings and who gets rated.
    - Different agencies have different performance rating requirements (e.g., only exceptionally good or poor performance rating may be required).
    - Having mandatory performance ratings for all team members, as well as subordinates, inspires confidence and accountability.
    - Ratings should be given to the team member’s home agency as well as the individual.



Visual 3.16

ORIENTATION PROCEDURES FOR NEW TEAM MEMBERS (3 OF 6)

4. Pre-Incident Communications

One of the great advantages of teams is that the “mating dance” that accompanies ad hoc teams is eliminated. Various forms of pre-incident communications facilitate this process.

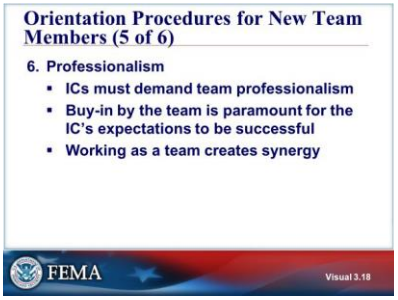
- Interagency conferences
- Annual or more frequent team meetings
- Conference calls
- Email communications

Visual 3.17

ORIENTATION PROCEDURES FOR NEW TEAM MEMBERS (4 OF 6)

5. Continuing Personal Development.

- On the job training opportunities (e.g., Facilities Unit Leaders practicing to be Logistics Section Chiefs)
- Advanced training in the next organizational level (e.g., Situation Unit Leader takes Planning Section Chief training)
- Depth and breadth of training (e.g., team building training courses)
- Total team training exercises (e.g., full-scale disaster simulations)
- Position update training (e.g., Finance/Administration Section Chiefs learning new procurement procedures)
- Cross-training to increase the depth of the team to meet a variety of situations (e.g., Situation Unit Leader learning to be a Facilities Unit Leader)
  - This gives a team greater depth
- Post-incident critiques of the team



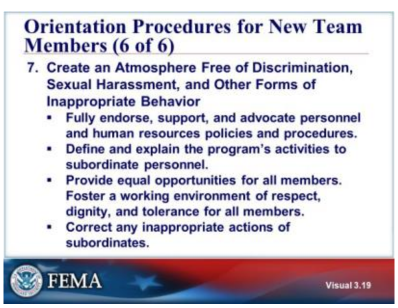
Visual 3.18

ORIENTATION PROCEDURES FOR NEW TEAM MEMBERS (5 OF 6)

6. Professionalism

Buy-in by the team is paramount for the Incident Commander's expectations to be successful. Working as a team creates synergism.

- Team members knowing their jobs, roles within the team, and required interaction.
- Team members being easily identifiable (e.g., hats, name tags, vests, etc.).
- The team always being punctual.
- Team members being approachable and open to suggestions from team members and non-team members alike.
- Incident action plans being available to all who need them.
- Timely and meaningful interaction with the responsible jurisdiction(s).
- Orderly and complete paperwork.
- Good use of maps and other visual displays at the incident command post, incident base, camps, and helibases.

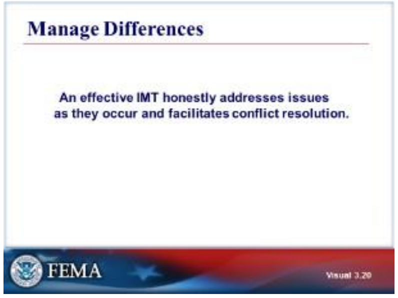


Visual 3.19

ORIENTATION PROCEDURES FOR NEW TEAM MEMBERS (6 OF 6)

7. Create an Atmosphere Free of Discrimination, Sexual Harassment, and Other Forms of Inappropriate Behavior

- Fully endorse, support, and advocate personnel and human resources policies and procedures
- Be able to briefly define and explain the program's activities to subordinate personnel
- Provide equal opportunities for all team members. Foster a working environment of respect, dignity, and tolerance for all members
- Correct any inappropriate actions of subordinates
  - Violations will result in disciplinary and legal action



Visual 3.20

MANAGE DIFFERENCES

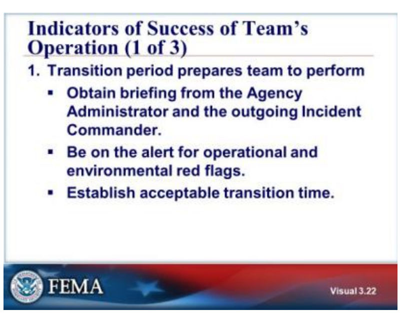
Variety in backgrounds is a critical factor for success. The benefits of a varied workforce are not automatic. The workforce must be well managed. The success of team members, including the Incident Commander, depends on their knowing the rules and having the right skills for their jobs. They must have access to information, relationships, and opportunities that will enable them to perform. Stereotypes and assumptions interfere with evaluations and sound decision making.

Effective team members will always examine their assumptions and interact with others on an individual basis. Cultural differences do affect values and work styles. Effective team members must learn as much as possible about the cultures represented in their organization and work towards an effective balance between helping individuals adapt to the organization’s culture and changing that organizational culture to accommodate variety. Managing a variety of perspectives will require openness, flexibility, commitment to learning, and most of all, respect for differences. An effective IMT honestly addresses issues as they occur and facilitates conflict resolution.

Visual 3.21

GROUP 2 PRESENTATIONS FROM ACTIVITY 3

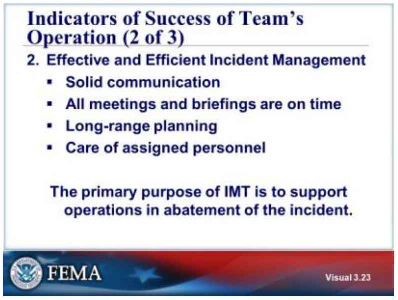
Group 2 will present their conclusions from Activity 3.1.



Visual 3.22

INDICATORS OF SUCCESS OF TEAM’S OPERATION (1 OF 3)

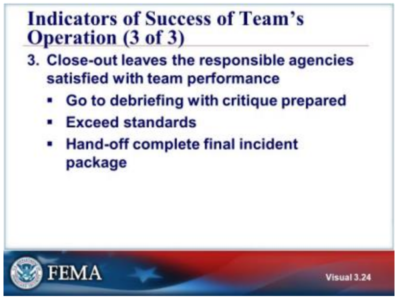
Each Incident Commander and each team will have a unique way of evaluating itself. Most teams spend some time developing their own measures of success. However, these different methods generally have some common characteristics.



Visual 3.23

INDICATORS OF SUCCESS OF TEAM'S OPERATION (2 OF 3)

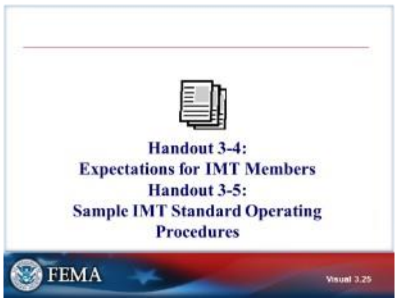
- Solid communications between all personnel will be enhanced if:
  - The IAP is posted
  - Meeting and briefing times and locations are posted
  - Current situations are posted
- All meetings and briefings are within time frames and on time
- Long-range planning is part of the thought process of every member of the Command and General Staff:
  - The Incident Commander should think four operational periods ahead
  - Logistic Section Chiefs are thinking three operational periods ahead
  - Planning Section Chiefs are thinking two operational periods ahead
  - A contingency plan is always updated as the situation evolves
  - Operations Section Chiefs are thinking one operational period ahead
  - Finance/Administration Section Chiefs are up to date with operations
- Care of assigned personnel is a high management priority that includes:
  - Tasty, sufficient, and timely meals
  - Acceptable sleeping arrangements for existing conditions
  - A collective awareness of the team's mental and physical health
  - Safety as a cooperative responsibility
- Primary purpose of the IMT is to support operations in abatement of the incident.



Visual 3.24

INDICATORS OF SUCCESS OF TEAM'S OPERATION (3 OF 3)

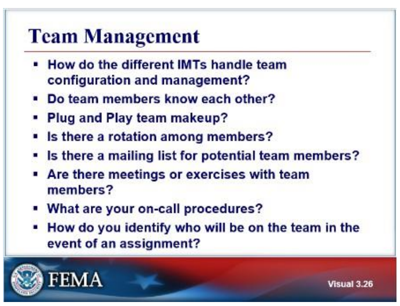
During close-out, you need to also recognize the relationship between locals and IMT. People will remember how they were treated more than how the incident was handled.



Visual 3.25

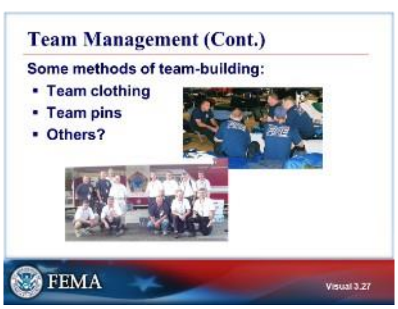
HANDOUT 3-4 AND HANDOUT 3-5

Handout 3-4: Expectations for IMT Members consists of a list of expectations created by a group of very experienced IMT members. The list covers each position on an IMT and what that position needs from other team members. It is another good way for Incident Commanders and IMT members to learn the duties of each position.
Handout 3-5: Sample IMT Standard Operating Procedures (SOPs) is an example of an IMT's Standard Operating Procedures.



Visual 3.26

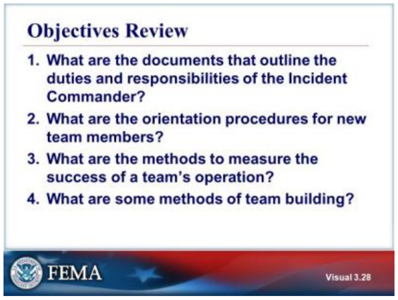
TEAM MANAGEMENT



Visual 3.27

TEAM MANAGEMENT (CONT.)

Team clothing like hats, shirts, and vests can go a long way in helping to build cohesiveness within your team. Team clothing can distinguish your team members—if you need information, you'll know who to go to—and create good will and cooperation from your team members.



Visual 3.28

OBJECTIVES REVIEW

Unit Enabling Objectives:

- Identify documents that outline the duties and responsibilities of the Incident Commander
- Identify orientation procedures for new team members
- Describe methods to measure the success of a team's operation
- Discuss methods of team building

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Supplemental Materials

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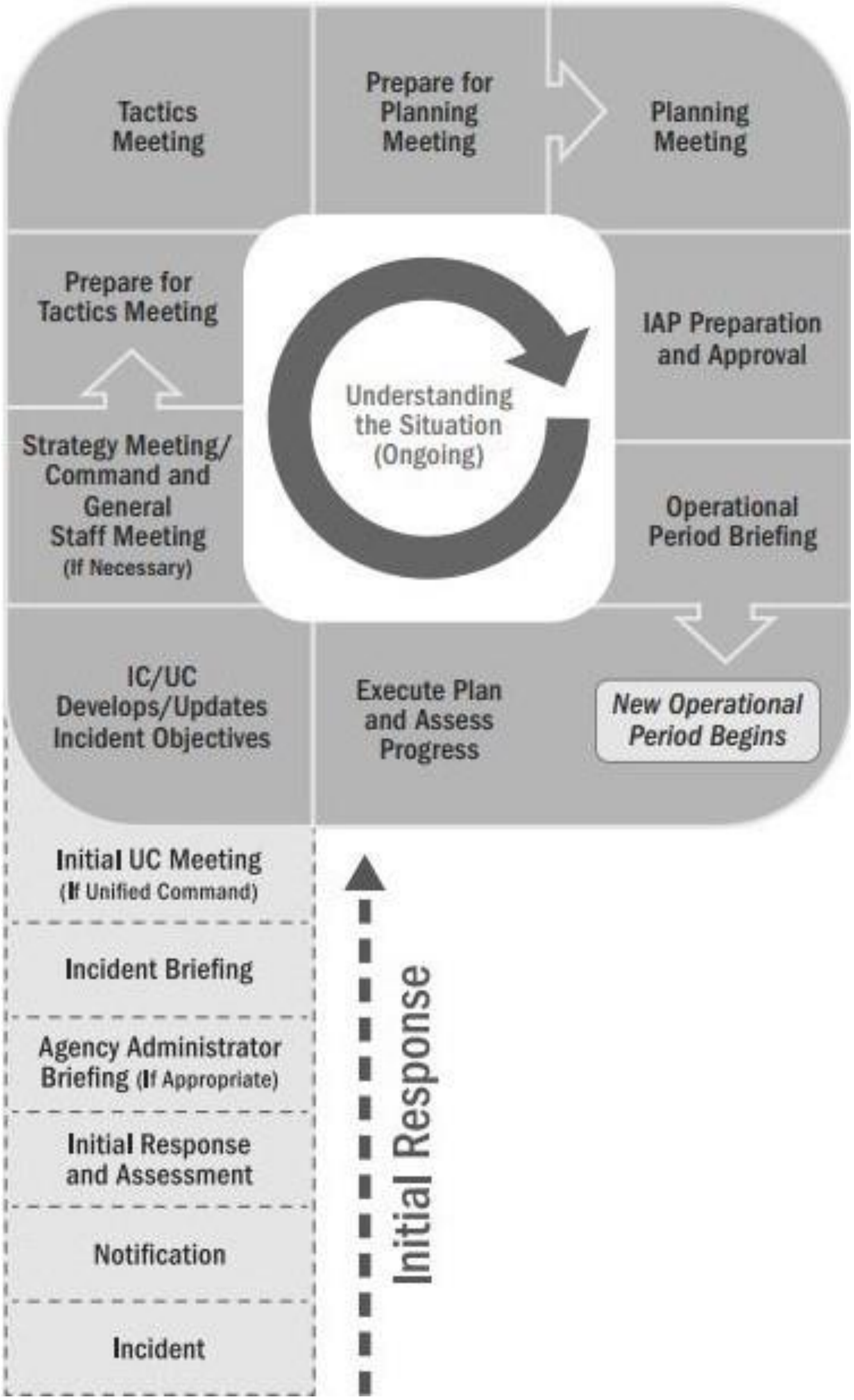
Handout 3-1: The Operational Period Planning Cycle (Planning P)



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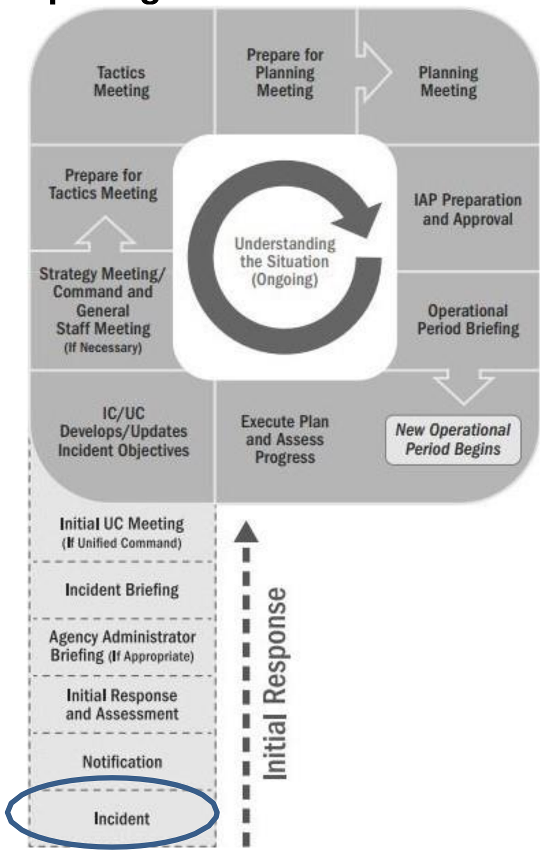
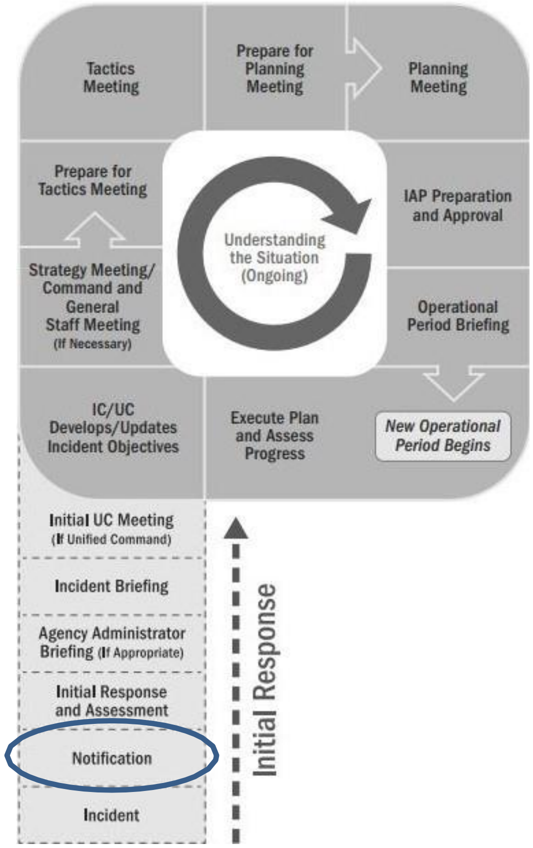
Handout 3-2: Comparing the Stem of the P to Initial Response



Incident

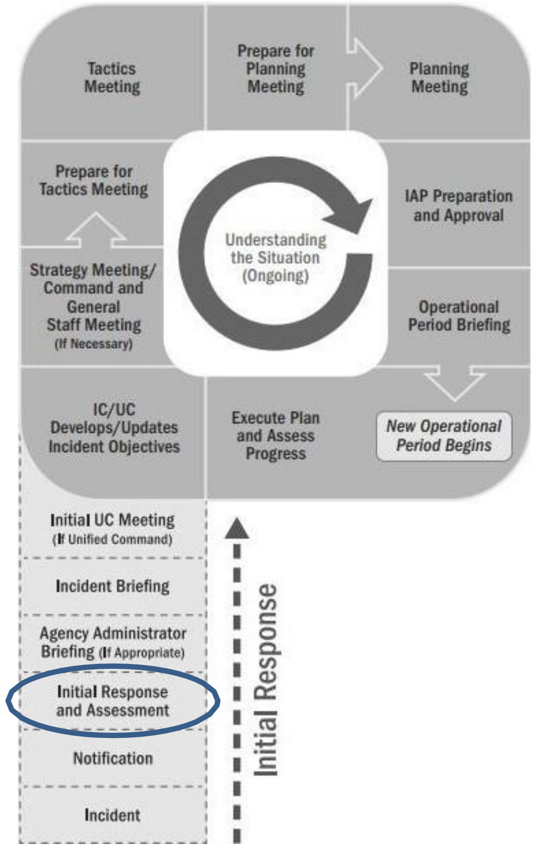
This series of slides is intended to describe how the initial stages of an expanding incident, as depicted in the Operational Period Planning Cycle (Planning P) diagram, can be compared to the language that might normally take place when an agency is making the transition from an ordinary response to one that will require more experienced personnel or the local management team.

This process would be the same for a medium sized incident using their local team as it would for a huge incident where large amounts of resources may be needed for a long period of time. If you follow the steps, you will have a greater chance for a successful and seamless transition.



Notifications

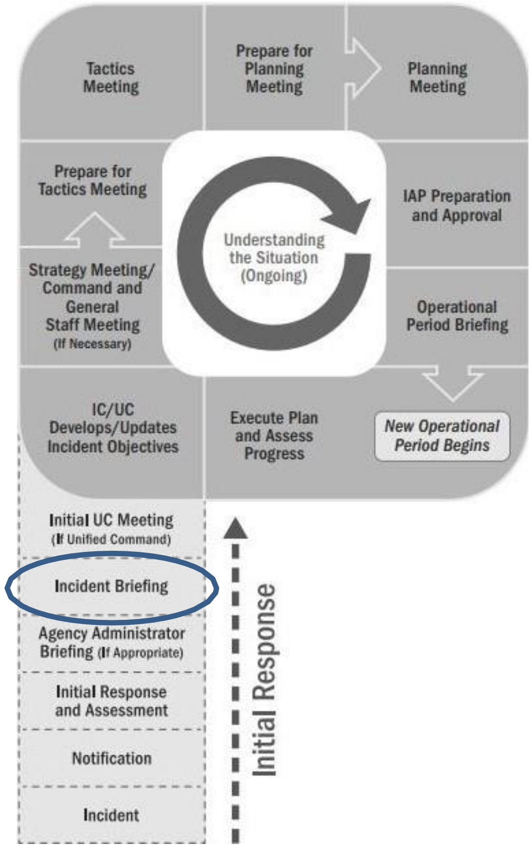
The agency becomes aware of the incident and dispatches the initial response resources.



Initial Response and Assessment

This step is done on every incident. The difference here is that this incident is larger or more complex than is normally handled by routine daily business. The application of the local IMT may be triggered through pre-determined criteria, or through discussions between the initial responders and the shift supervisors.

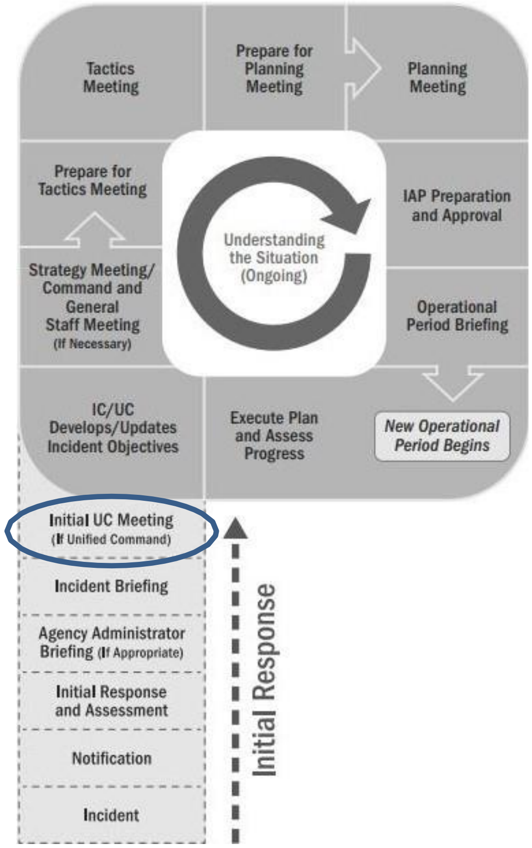
During the initial size up and assessment by the agency and initial resources it is recognized that this incident is more complex than normal, and a decision is reached to assign the local IMT to assume command from the initial response resources.



Incident Briefing

Once the decision was made to assign the IMT or even a higher qualified IC, the first IC must start preparing to transfer command to the incoming IC. The ICS Form 201 Incident Briefing is the form that is used to do this. It should be familiar to all who have had ICS training, especially trained IMTs. It is a common form so if ICs are coming together to work in Unified Command, they will all recognize it and know how to use it.

During the initial response the first IC completes the ICS Form 201 Incident Briefing. This form and a specific briefing are provided by the initial response IC to the incoming IC or Unified ICs if Unified Command id being implemented.

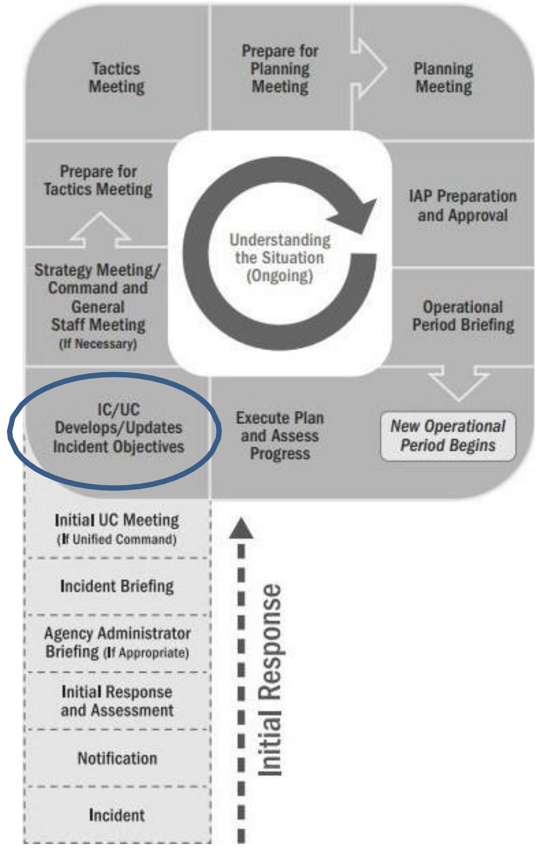


Initial UC Meeting (If Unified Command)

This step is only required for Unified Command situations. Remember back to your Unified Command training how important this meeting is. Members of the UC must make time for it and do it right. Doing this right the first time will be critical in the following hours.

Once all the previous information is gathered the members of the Unified Incident Command conduct their first meeting.

This is a closed meeting to work out the details of the unified organization, shared facilities and other Unified Command requirements.



IC/UC Develop/Update Incident Objectives

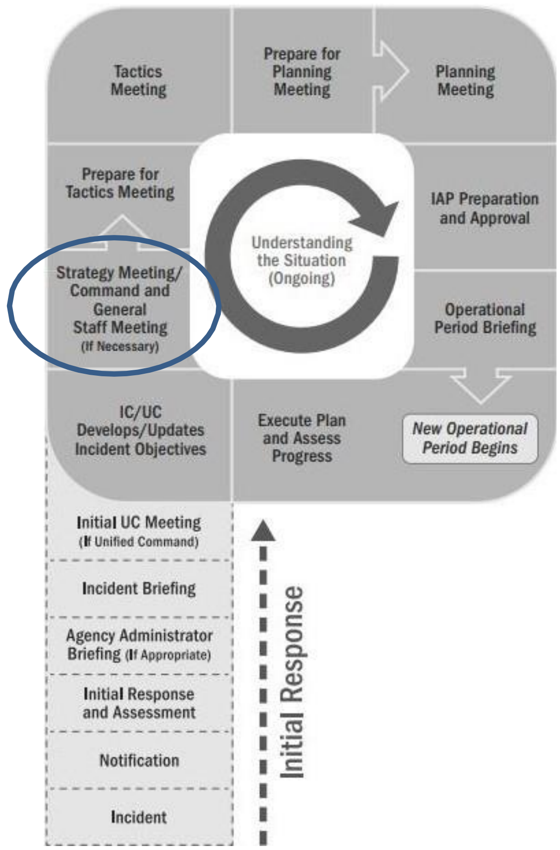
No matter how large the incident, one of the most important things the members of the UC do is to establish a common set of Incident Objectives. This must be done at this point in order for the rest of the Command and Staff members to carry out the mission. Incident Objectives may change as new information comes in, but the members of the UC need to do this now to keep up the momentum and encourage everyone to be working towards the same end.

During the initial UC meeting, the members of the UC identify their agency's policies, limitations, management objectives, etc. This information must be blended into one set of Unified Incident Objectives.

In single command, this is done by the one IC.

Although the P does not specify the exact time the initial strategy is selected, it is often done during this meeting.

The designated OSC should participate in selection of the strategy.



Strategy Meeting/Command and General Staff Meeting (If Necessary)

The final step in setting the stage for the beginning of the developing the Incident Action Plan is to pull the IMT together for a frank, concise and decisive meeting. This does not take place during normal responses because these activities are done by only one or two of the supervisors at the scene. It is imperative for an IMT to do this step to make sure everyone is on board with the incident objectives and sets the stage for a successful first IAP.

It is possible that the IMT will be asked to start managing the incident now as well as begin the planning process for the next operational period. This happens when initial responders are overwhelmed and need relief immediately. IMTs should be ready for this.

At this point the IC should hold the initial Strategy meeting. This is a short, private meeting between the IC/UC and the Command and General Staff.

The IC/UC share the incident objectives and the selected strategy.

All C&G members share critical information they have gathered up to that point. Then they prepare to assume command.

The ICS Incident Action Planning Process would be placed in motion at this time.

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Handout 3-3: Incident Management Teams

Thomas E. Tarp

California Department of Forestry and Fire Protection

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 trail 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.

Position specific expectations the Incident Commander has for all team members. 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 integration into the team's Narrative Report.

Explanation and examples of Performance Rating that will be used by team members. 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.

Pre-Incident Communications. 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.

Continuing personnel development. 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.

Post-incident critiques for team members only must be performed. 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:

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. 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.

A formal transition takes place at a specified time and location with the completed form. 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 ICS Form 201 Incident Briefing Form, 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 effort by all members</u>. 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, <u>needed</u>. 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 <u>shared</u> responsibility of <u>all</u> 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 incident 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.

<u>External communications are those made from the incident to the outside world</u>. 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 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 agency(s) 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 Unified 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 Incident Commander 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 the members of the Unified Command 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:

Two agencies each have an Incident Management Team assigned to an incident. 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. However, there can only be one set of incident objectives! 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.

<u>You have an incident with a significant number of structures destroyed</u>. 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 <u>limited</u> 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.

<u>Very Important Persons (VIPs) Visits.</u> 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, an Incident Commander/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.

<u>Accountability is an often discussed and noble issue, but one which is difficult to see results with</u>. 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 <u>have a central location staffed for their collection.</u> Distribute off the incident under direction of agency policy or the agency administrator.

<u>Substandard or non-performance is not a frequent occurrence, but one that will need to be faced</u>. 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 various 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.

<u>With expansion of emergency response coordination and management under SEMS legislation comes the requirement for Emergency Operation Centers (EOCs) at various levels of government</u>. 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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Activity 3.1

Activity 3.1 Overview—Unit 3

Purpose

The purpose of this activity is to provide students with the opportunity to determine the new-team-member -orientation procedures an Incident Commander should provide and an opportunity to determine methods and indicators that could be used to measure the success of a team's management of an incident.

Objectives

Students will:

- Be able to list the orientation procedures that an Incident Commander should provide new team members.
- Be able to list the methods and indicators that could be used to measure the success of a team's management of an incident.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussion and presentation of group findings. Students will be divided into two groups:

Group 1 will list on an easel pad the orientation procedures an Incident Commander should provide for new team members. Assume that your IMT is a pre-determined group of assigned personnel.

Group 2 will list on an easel pad the methods and associated indicators that could be used to measure the success of a team's management of an incident.

Both groups should keep in mind the lists they prepare could be used as a guide for an Incident Commander. Groups can reference the article "Incident Management Teams" to help prepare their solution. Each group will select a spokesperson to present their solution to the class.

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. Generate your list as assigned:
   a. **Group 1** will list the orientation procedures an Incident Commander should provide for new team members;
   b. **Group 2** will list methods and associated indicators that could be used to measure the success of a team's management of an incident.
3. You may reference the "Incident Management Teams" article to help prepare your solution.

4. ONLY Group 1 will present their findings at the end of the activity. Group 2 will be prompted to share findings in a few slides.

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

Activity 3.1

Activity 3.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	25 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

Handout 3-4: Expectations for IMT Members

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 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 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. <u>Incident Commander's expectations of Planning Section Chief</u>

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

II. Safety Officer

A. <u>Safety Officer's expectations of Incident Commander</u>

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

B. <u>Safety Officer's expectations of Public Information Officer</u>

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. <u>Safety Officer's expectations of Liaison Officer</u>

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

D. <u>Safety Officer's expectations of Logistics Section Chief</u>

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

E. <u>Safety Officer's expectations of Finance Section Chief</u>

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.

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.

Handout 3-5: Sample IMT Standard Operating Procedures

****SAMPLE****

Standard Operating Procedures
Interagency Incident Management Teams

INDEX

Standard Operating Procedures
Interagency Incident Management Teams

These operating procedures are provided as a working tool that sets forth some general guidelines for team operations during incidents. All situations cannot possibly be covered in one document because teams can be called to respond to fires, earthquakes, floods, hurricanes, or other types of natural and human caused disasters. It is understood that all Incident Management Teams must be flexible and have the ability to respond to unusual or out of the ordinary situations at any time during an assignment. It is for those reasons these procedures are not intended to cover all situations. Teams may need to add additional procedures on a case-by-case basis depending on the need and the type of incident.

Safenet

This Incident Management Team is committed to providing for firefighter safety. The goal of Safenet is to provide immediate reporting and correction of unsafe situations in fire operations, provide a means of sharing this information throughout the fire community, and provide long-term data that will assist in identifying trends. It is not intended to replace accident reporting or any other valid agency reporting method. It is a quick and easy method to report a safety concern and receive immediate corrective action.

Anyone may initiate a Safenet for the purpose of reporting an unsafe condition, unsafe procedure, or a close call. In order for the Safenet originator to receive notification of corrective action, the originator’s name should be included on the form. However, a Safenet may be submitted anonymously in accordance with 29 CFR 1960.

Safenet forms can be obtained from a Division Group Supervisor, Safety Officer, Operations Section Chief, Incident Commander, or Situation Unit. All Safenets submitted will be forwarded to National Interagency Fire Center (NIFC) regardless of whether resolution has been made at a lower level. In order to ensure the most immediate corrective action, Safenet forms should be submitted to one of the following in the order shown:

1. Fireline Supervisor
2. Second line fireline supervisor
3. Fire Safety Officer
4. Incident Commander
5. Agency Administrator

Regular Planning Meetings

Regular planning meetings will continue to be a summary presentation of planned activities for the next operational period. The number of planning meetings will be dependent on the number of operational shifts. The target audience for regular planning meetings is the Incident Commander (IC), Command and General Staff, Communication Unit leader, Medical Unit leader, Fire Behavior Analyst, and Incident Meteorologist, cooperators and agency personnel. It is understood that additional personnel may be required to attend given the current circumstances.

Personnel Briefings/Debriefings

Personnel briefings will cover items that need to be discussed prior to operational shifts. The number of briefings will be dependent on the number of operational shifts being worked. The target audience for regular briefings is personnel working or engaged in fire activities for that operational shift. A detailed outline of targeted personnel is provided in the Personnel Expectations Handout.

Team Meetings

There will be a combination of team meetings for the entire (long) team and for the Command and General Staff (short). The IC or Deputy IC will assess how often, when, and what type of meetings will be held. At a minimum, the short team will meet after transition to get a pulse on the situation. Other team members if needed can request additional meetings.

Post-Incident Critique Outline

This outline is intended as a guide for an internal team critique used at the end of each assignment. Participation is voluntary and is usually completed as a team.

1. What was the most notable success in your department from which we learned a new lesson or process?

2. What were some of the most challenging issues that we faced and how were they overcome? Can we use this information in the future?

3. Are any changes needed in Team Standard Operating Procedures (SOP) to improve performance in the future?

4. What issues were not resolved to your satisfaction and need further review? What is your recommendation for resolution or ways to do things differently the next time we encounter this situation?

Outline - Closeout Narrative
Table of Contents

I. Incident Commander Summary

II. Safety Officer Summary

III. Information Officer Summary

IV. Operations Section Summary

V. Air Operations Summary

VI. Logistics Section Summary

VII. Planning Section Summary

VIII. Finance Section Summary

IX. Human Resource Summary

X. Appendix

1) Delegations of Authority
2) Wildland Fire Situation Analysis
3) Incident Status Summary (including 209s for the initial attack, peak activity, and last current up-to-date activity)
4) Contingency/Rehab Plan
5) Fire Behavior and Weather Summary
6) Finance Summary and Costs
7) Maps (final fire burn progression and, jurisdictional maps if applicable)

Insert Team Logo

Interagency Incident Management Team
Personnel Expectations

WELCOME TO THE INCIDENT AND THANK YOU FOR YOUR COOPERATION!!

This document is provided to all resources assigned to this incident to ensure the expectations and procedures are understood. If you have any questions about these expectations contact your supervisor or a member of the Incident Management Team's Command and General Staff (C&G). Everyone assigned to this incident can expect an assignment that follows all safety rules and regulations. Every person is expected to perform his or her duties in compliance with all known safety practices at all times. Anything less is unacceptable. Any adjustments are subject to approval by a member of the Incident Management Team's C&G.

Safenet - This Incident Management Team is committed to providing for firefighter safety. The goal of Safenet is to provide immediate reporting and correction of unsafe situations in fire operations, provide a means of sharing this information throughout the fire community, and provide long-term data that will assist in identifying trends. It is not intended to replace accident reporting or any other valid agency reporting method. It is a quick and easy method to report a safety concern and receive immediate corrective action. Anyone may initiate a Safenet for the purpose of reporting an unsafe condition, unsafe procedure, or a close call. In order for the Safenet originator to receive notification of corrective action, the originator's name should be included on the form. However, a Safenet may be submitted anonymously in accordance with 29 CFR 1960. Safenet situations can be reported to and forms can be obtained from a Safety Officer, Division Group Supervisor, Operations Section Chief, Incident Commander or Situation Unit.

Strategies and Tactics – When planned strategies and tactics cannot be implemented safely, fireline overhead shall disengage resources from the affected area. Aggressive fire suppression activities may be reinitiated as soon as strategies and tactics are adjusted to ensure actions will be in full compliance of the Ten Standard Fire Orders and all of the Eighteen Watch Out Situations have been mitigated.

Work Rest Cycles – The 2-for-1 work-to-rest ratio is mandatory. For every two hours of work or travel you will be required to rest for one hour. Every effort will be made to limit work periods to a maximum of 16 hours. The appropriate member of the C&G shall approve any shifts in excess of 16 hours in advance and provide justification on pay documents prior to submitting to IC for approval.

Rest Cycle Prior To Line Assignment - To determine what resources are available for immediate assignment, the number of hours spent working, sleeping or in travel status during the last 24 hours must be considered prior to assigning resources to the line. Failure to provide this information to plans when **checking in** may result in immediate implementation of a rest cycle.

Sexual Harassment - We expect everyone assigned to the incident to conduct himself or herself in a reasonable and respectful manner. Inappropriate actions or comments will not be tolerated. You have the responsibility to stop inappropriate actions or comments immediately upon becoming aware of them.

What we **PERMIT**, we **PROMOTE**. Sexual harassment must be reported to the Human Resources Specialist, or Incident Commander if a Human Resource Specialist has not been assigned. When outside your designated sleeping area, you are required to wear at least a shirt, appropriate shorts and shoes. If you need clarification of these expectations, contact the Human Resources Specialist before you assume your interpretation is correct.

Briefing/Debriefing - Briefing and feeding time will be posted at the Planning Section, on the Central bulletin board, and the feeding area. Participation at briefings is limited to Command and General Staff, Division/Group Supervisors, Task Force/Strike (Resource) Team Leaders, Single Resource Bosses, Communication Unit Leader, Ground Support Unit Leader, Medical Unit Leader, Resource Unit Leader, Fire Behavior Analyst, and Meteorologist. Division/Group Supervisor will brief Task Force/Strike (Resource) Team Leaders and Single Resource Bosses in detail following the briefing. Crews are expected to be ready to report to the line as soon as these briefings are completed.

Division/Group Supervisors must report to the Situation Unit at the conclusion of the operational period for debriefing, with emphasis on the accomplishment of objectives. The ICS Form 214 Activity Log should be turned in for each ICS element during the debriefing showing accomplishment and/or special incidents that occurred during the operational period. The Operations Section Chief will also inform principal assistants (Division Group Supervisors and/or Branch Directors) of any additional specifics regarding briefing/debriefing procedures.

Use of Motels – When a fire camp is available, the Incident Commander must approve the use of motels at government expense in advance.

Leaving the incident environment when off-duty - The Resource Unit is to be notified when off-duty personnel leave the incident environment. Notification of the Resources Unit will include both the destination and estimated time of return in the event you are needed for duty sooner than expected. All regulations pertaining to use of Government transportation will be strictly enforced.

Pay Documentation - Pay status for assigned overhead and crews on the fireline will not start prior to the **posted briefing time** and will terminate on arrival back in camp except for those required to attend debriefing. Supervisors can start their shift ½ hour prior to briefing and afterwards return to camp to ready crew and equipment. A Unit Leader or Division Supervisor must justify any additional time posted and document on crew time reports.

Crew Time Reports (SF-261) - are to be completed and signed by the next higher-level supervisor for ALL RESOURCES assigned to incident. This serves as documentation only for agencies not being paid on a FIRE TIME REPORT (OF-288,) to ensure adherence to work/rest cycles and shift lengths. Crew Foreman or Superintendent signatures on crew time reports for their own crew will not be accepted except for travel to and from an incident. Meal breaks NOT TAKEN require an explanation in the remarks section of the SF-261. CONTRACT CREWS are an exception, according to their agreement.

Shifts in excess of 16 hours - Hours in excess of 16 hours after the first operational period must have a written explanation/justification by the next higher-level supervisor and approved by the Incident Commander (12.7-1 IIBMHB NWCG).

Ordered Standby - All ordered standby must be documented on the Incident Action Plan (IAP) showing shift clock hours and locations. If not on the IAP, the ordered standby must be documented in writing by Operations or the Planning Section on the CTR and turned into the Time Unit.

Travel Documentation - Travel interruptions during a period of continuous travel are compensable up to 2 hours except as noted in meal breaks. Travel interruptions exceeding 2 hours where individuals are free to sleep, eat, or to a limited degree, pursue personal activities are not compensable. Breaks taken during travel should be shown on the CTR. Documentation on why breaks were not taken during travel to the incident must also be shown on the CTR.

Shift Tickets (OF-287) - are to be completed and signed by Government Representative supervising the equipment and contractor or contractor representative for each piece of equipment and submitted daily. Ensure that all equipment has been inspected, and inspections and the contract are on file. Contract dozers operators, tactical water tenders operators and contract fallers must provide proof that they have received fire shelter training. If not, this training must be received prior to going to work on the fire line.

Injuries/Claims - Ensure that all injuries and potential claims are reported to the Compensation/Claims Unit for completion of appropriate paperwork. The Procurement Unit Leader will handle contract claims.

Vehicle Inspection - All non-agency vehicles and equipment should be inspected by on site mechanic upon arrival and prior to leaving the incident. All contract and agency vehicles will be inspected before leaving the incident.

Position Qualifications – Personnel will only be assigned to positions for which they are qualified. Proof of qualifications shall be provided prior to being assigned to any fire line position. Non-fireline positions may be filled based on the word of the employee pending home unit confirmation.

Ten Standard Orders and Eighteen Situations – Inspections shall be conducted by the Incident Management Team to insure compliance with the 10 Standard Fire Orders and mitigations of the 18 Watch Out Situations. Results of these inspections shall be documented.

Special Needs - If you or your crew has any special need (i.e., vegetarian meals or supplies not provided), let the Logistics Section Chief know. If you or your crews have some needs not provided in the commissary (if one is set up), let the Finance Section Chief know. Your request will be considered, and an attempt made to meet your needs if deemed appropriate.

Supply Unit - We are emphasizing the accountability of expendable and non-expendable property. Thus, you may encounter some procedures different than in the past. The following procedures will apply:

- All accountable supply items will only be issued to overhead or to the designated leader of the crews.
- Identification will be required prior to supply issuance.
- See instructions at the Supply Unit on issue of equipment and exchange procedures (fire resistant clothing).
- Fire replacement for non-cache or unserviceable items requires Logistic Section Chief approval. These items need to be turned in.

Alcohol and/or Drugs within the incident environment - Alcohol and/or illegal drugs are **NOT** allowed within the incident environment. Local Law Enforcement Officials will be called to deal with apparent civil/criminal violations. Each employee has the responsibility to be ready, willing and able to perform the duties for which they are qualified. Employees assigned to the incident not ready or able to perform the duties when called upon should expect to be sent home at the earliest opportunity. Appropriate documentation of the circumstances will be sent to their home unit.

Performance Ratings - Performance ratings, unsatisfactory to outstanding, will be completed for all trainees. Performance ratings will also be given to an employee upon request.

Expected behavior around inmates - Inmates are assigned specific areas in which to work and sleep. You shall keep out of inmate sleeping areas. Innocent actions on your part could result in serious consequences for an inmate and yourself. For example, under state law, it is a felony to communicate with any prisoner or give or receive any letter, writing or reading matter, or other item without the permission of the custodial officer in charge. All incidents involving inmate behavior that you feel may be inappropriate must be reported to the security manager.

THANKS FOR YOUR COOPERATION AND GOOD WORK! We look forward to working with you as a valuable member of this effort. If you have any questions or feedback, please feel free to contact any C&G member.

Incident Management Tool Box

Strategy Meeting Outline

Planning Operations Description

Special Resource Manger Position

Incident Hazmat Guidelines

Incident Hazmat Response Plan

Division Supervisor Expectations

Team Uniform Policy

Transition Check List and guidelines

Interagency Incident Management Team 2
Strategy Meetings Outline

In order to share information required by team members and to do an effective job of planning, the following guidelines may be applied during incidents if the team deems it necessary.

Two formal strategy meetings may be established prior to the regularly scheduled planning meetings. The purpose of the strategy meetings is for Operations to share information on the planned activities for the next operational period (and beyond if known). This is the time to discuss opportunities, problems, coordination, etc. to insure the 215 and 215a can be supported at the planning meeting.

The strategy meetings are closed team meetings attended primarily by the Planning Operations Section Chief (Planning OPS), Resource Unit Leader (RUL), Planning Section Chief (PSC), Safety Officer (SO), Logistics Section Chief (LSC). Other team members may attend by invitation if their presence is required. The meeting must remain short and concise.

- **Time:** 1530-1600 for the next day operational period or at least one hour prior to the planning meeting for night shift.
- **Meeting Location:** A meeting location shall be established on the first day.

Meeting Expectations: Planning OPS will come to the meeting with the best-known information about proposed significant changes in activity that may affect other functional areas.

Other team members will respond with comments or observations and determine if the activities can be supported as proposed. If there are issues, which prevent implementation, feasible alternatives shall be developed. Everyone shall keep alert for things that may affect team members not present and ensure that information is shared with them after the meeting concludes.

The 215 and 215a do not have to be prepared in advance or during this meeting. However, adequate information must be shared so there are no surprises later. The Safety Officer may start the 215a at this time.

Interagency Incident Management Team 2
"Deputy Operations for Planning" Description

Organizational Structure – This position is an assistant to the Primary Operation Section Chief (OSC), usually the day OPS. The Planning OSC has primary authority in all aspects of planning and coordination activities. The person is normally referred to as the "Planning OPS".

Goal - The Primary goal of this position is to coordinate and facilitate the administration duties of the Primary OPS through continuous and effective communication with other team members and cooperators.

Objectives and Typical Duties

- Coordinates operational input to the development of the Incident Action Plan (IAP)
- Obtains information from the primary OSC and prepares the draft 215
- Coordinates division assignments with the Resource Unit Leader (RESL)
- Coordinates the operational input to contingency plans and the Wild Fire Situation Analysis (WFSA)
- Obtains necessary information and reviews draft plan with primary OSC
- Takes the lead in structure protection planning, including working with local government on evacuation plans
- Coordinates with planning section on completion of contingency plans
- Coordinates operations field needs
- Follows up on orders or agreements made with other team members, as needed
- Facilitates new requests, changes in assignments, or special needs during the shift with all affected sections or unit leaders
- Manages overall information and status of Operation resources
- Assists RESL with identification status
- Assists with determination of R&R schedule, and assignment length, 14/21-day status
- Makes recommendations on appropriate resource assignments
- Coordinates Operational input to Demob priorities and scheduling
- Coordinates with Logistics section for support of planned changes in tactics dictated by the incident.

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Interagency Incident Management Team 2
Special Resource Manager Description

Special resource managers can be assigned to assist the team in locating and managing dozers, water tenders, and fallers. This description outlines expectations of the position, and supervision responsibilities when activated. Personnel already at the incident can fill these positions or they can be requested through ordering. When activated these positions do not assume the duties or responsibilities of other Incident Command System (ICS) positions on the fire. They provide additional coordination and assistance to insure that the resources are being tracked and used as efficiently as possible.

Positions – Dozer Manager (includes transports), Water Tender Manager, Faller Manager

Qualifications and Prerequisites – Positions may be filled by anyone with the following minimum ICS qualifications. Dozer and Faller Managers must be fireline-qualified.

Dozer Mgr:	EQPM, DOZB, or any STL or TFL
Water Tender Mgr:	EQPM, ENGB, or any STL or TFL
Faller Mgr:	EQPM, FELB, or any STL or TFL

Note: This position may be filled with any of these positions or as a Technical Specialist with someone who has the ability to accomplish the duties but doesn't yet meet the ICS qualifications listed.

Supervisory Controls – Special Resource Managers are assigned to the Operations Section. Specific supervision shall be established based on the specific needs of the incident. In most cases this will be the Planning OPS but could be an Operations Branch Director or Division Supervisor. If the position were filled with a Technical Specialist, it would still be assigned to the Operation Section Chief.

Duties

- Locates all designated resources that are on the incident
- Coordinates with Ground Support, Resource Unit and Operations on inventory, location and status
- Insures resources are marked with appropriate designators
- Provides focal point for coordination between Ground Support Unit Leader (GSUL), Resource Unit Leader (RESL), OPS, and contractors
- Makes recommendations on assignments of resources
- Insures time keeping procedures are being followed
- Insures operator shift changes are appropriate
- Coordinates with OPS and RESL on assignments of resources throughout the incident
- Checks for adequate supervision of resources and informs OPS of deficiencies
- Assists Single Resource Bosses and Task Force/Strike (Resource) Team Leaders (STL) with fuel and supply coordination, if needed
- Coordinates with OPS, RESL and GSUL on Demob priorities and/or release of excess resources

Interagency Incident Management Team 2
Incident Hazmat Management Guidelines

This document outlines the management guidelines to deal with the potential exposure to hazardous materials (HazMat) within an incident environment.

Transition Briefing
During transition briefings, it is the primary responsibility of the **Safety Officer** to inquire about any known or potential HazMat risks in the Incident area.

Ordering Materials
When ordering HazMat Materials for the Incident, it is the primary responsibility of the **Logistics Section Chief** to advise, secure and monitor the use of all hazardous materials ordered through the Supply Unit, including proper handling. The **Safety Officer** shall assist and advise the Logistics Section Chief regarding HazMat being used on the Incident.

Notification Considerations
The following items should be considered when ordering HazMat materials for the incident and when there are known HazMat risks in an Incident area. The **Safety Officer** and the **Logistics Section Chief** should coordinate to assure that proper notification is considered:

- Consider ordering a HazMat Technical Specialist.
- Establish reconnaissance of HazMat risk areas prior to entry by other Incident personnel
- Document information sharing with incident personnel in:
  1) Safety Officer's message
  2) Incident Action Plan (IAP) special instructions
  3) Bulletin board section dedicated to HazMat
  4) ICS Form 208, see safety plan
- Verbal information sharing with Incident personnel during operational period briefings.
- Follow-up at operational period de-briefing

Discovered Materials

If HazMat material is discovered on an Incident, the following actions should be taken:

- It is the primary responsibility of the **Operations Section Chief** to evacuate and establish initial security for immediate area of discovery and to immediately notify the Safety Officer.
- The **Safety Officer** will contact Agency dispatch to initiate Agency HazMat procedures, which will include a HazMat Specialist on-site, to manage the situation and coordinate with the Incident Management Team.
- The **Safety Officer** will brief the Incident Commander about the situation as soon as the HazMat site is secured, and the Agency processes are activated.
- In the event of a Hazardous spill the **Safety Officer**, **Logistics Section Chief** and **Operations Section Chief** are responsible for implementing a Hazardous Materials Emergency Response Plan. **Attached is a template of an Emergency Response Plan.**

Interagency Incident Management Team 2
Incident Hazmat Management Response Plan

Background

Firefighting operations normally involve the use of materials, which can pose a hazard to human life and the environment if spilled, leaked or misused. Some of the materials commonly used on incidents are Class A and B foams, jet fuel, diesel fuel, gasoline, hydraulic fluid, antifreeze and battery acid. Environmental concerns include soil and water contamination; effects on fisheries, especially anatropous; animal life; ground water supplies and human safety.

This plan is necessary to insure that the proper precautions are taken during the transportation, storage and use of all materials, which are harmful to the environment. This plan is designed to insure that all possible precautions are taken to protect the incident environment from hazardous material contamination.

Policy

- This plan will be used in the event of a spill of any hazardous material. A hazardous material is any material for which there is a **Material Safety Data Sheet (MSDS).**

In the Event of a Spill

- Isolate – Identify – Evacuate – Contain
- Maintain personal safety
- Approach uphill and upwind
- Secure area and deny entry
- Attempt material identification
- Notify Incident Communications on the command frequency

Definitions

Helibase – A main location at the incident for parking, fueling, maintaining and loading helicopters. It is located at or near the Incident base.

Spill Event – Any discharge of hazardous materials or special waste or oil into or upon land or water. This would include accidental spills (trucking, mixing tank, storage areas) involving discharge outside of a defined containment system into the environment.

Level 1 - Minor spill event. A discharge of less than 30 gallons of hazardous material, special waste or oil into the environment which exceeds the recognized state and/or federal standards.

Level 2 – Major spill event. (Mandatory Cleanup Requirements) A discharge of more than 30 gallons of hazardous material, special waste or, oil into the environment that exceeds the recognized state and/or federal standards, or a spill occurs into a live stream.

Procedures

All hazardous materials delivered to, stored at or used on the Incident will be handled in accordance with the following procedures.

1) Hazardous materials must be handled carefully to avoid spills. Adherence to the transportation and storage plan will significantly reduce the potential for a spill. Stored materials will be in containment designed to contain spills and fueling sites will be located to minimize fuel losses.
2) Four types of spills must be considered
   - Spills during transport to storage or Incident area
   - Fuel losses in the storage and fueling areas
   - Fuel spills in areas not designed for containment such as fuel trucks servicing helicopters
   - Other types of spills
3) The key element spill prevention is carefully planning the use of hazardous materials by reading the directions for use and precautions on the MSDS. Obtaining the appropriate equipment needed to insure the use of hazardous materials and briefing all personnel on correct procedures is critical.

Emergency Procedures

All hazardous materials will be handled in accordance with the following procedures in the event of a spill.

1) All spills of hazardous materials will be reported to the proper authority responsible for hazardous materials response.
2) Emergency identification, isolation and evacuation are top priority.
3) A standard reporting procedure for problem situations will be developed and will include
   - All spills, leaks and misuses will be reported through appropriate channels.
   - Command will be responsible for all emergency action on the spill until the emergency is stabilized (material identified, spill isolated, and contained and the area evacuated).
   - Names and addresses of reporting person(s) and witness(es).
   - Telephone numbers where person(s) can be contacted
   - Weather conditions
   - Date and time of spill event
   - Identification of material (refer to DOT 5800-5 1990 edition)
   - Exact location of event including directions to site
   - Emergency treatment completed or required
   - Photo documentation of event
   - Written documentation of containment, cleanup and monitoring
   - Fill out ICS Form 208 Safety Message/Plan for the site

- Major spills will be reported directly to Incident Communications, with an immediate follow-up through appropriate channels. Command will follow emergency procedures listed in **Department of Transportation Emergency Response Guidebook" and related MSDS**. In the event that the spill causes a medical emergency, follow the Medical Plan from the Incident Action Plan.
- Command will notify the following:

A)____
B)____
C)____
D)____
E)____
F)____
G) National Response Center (800) 424-8802

<u>Removal of Fuel and Containment Material</u>

1) Removal from fueling pad, fuel may be removed by suction and used or placed in designated disposal containers. The containers will be moved to an approved disposal site.
2) From land, first isolate and contain the spilled material. Remove free product by suction. Contaminated soil beneath the spill must be removed. Both the product and the soil, after testing, will be removed to an approved disposal site. In the event of a level 2 spill response, a hazardous materials team of state and federal authorities will determine further action.
3) From water, first isolate and contain the spilled material. A suction pump or commercial skimmer may be used to remove material mechanically. Dispatch a hazardous materials team of state and federal authorities to determine further action.

<u>Delivery Plan</u>

All fuel delivered to the helibases will be in accordance with the following procedures transported via

1) Designated delivery routes
2) Fuel delivery trucks will be restricted to a speed of 10 miles per hour less than the posted speed limit for the road traveled.
3) Aerial delivery of fuel will be less than thirty gallons per trip by sling load.
4) Flight path will be a minimum of one-quarter mile from any live stream, if possible. If necessary, to cross a live stream it will be done perpendicular to the stream. Helibase manager should review the flight plan for adherence to the spill contingency plan.

<u>Operation Spill Prevention</u>

1) Each site will have an approved diagram of the site indicating the location of storage and use of hazardous materials. The diagram will be sufficiently detailed to show the locations of fueling areas, storage locations, fueling sites and helicopter storage sites. The site plan will be posted and also on file.

2) Each site will have prevention procedures and emergency procedures posted.
3) The helibase manager will be designated as the spill prevention coordinator.
4) The MSDS will be on site and available to all personnel working at the helibase.
5) Each truck at every helispot will be parked at a designated location. The surface drainage pattern will be diked to prevent any unplanned release into any surface water.
6) All refueling trucks and storage containers will be inspected for evidence of leakage in fittings and containers. All leakage will be reported immediately.

Appendices

1) Appropriate MSDS documents
2) Individual site maps, plans, and procedures
3) Incident transportation maps, delivery routes

Signed:

Incident Commander	**Date**
Logistics Section Chief	**Date**
	Date
	Date

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Interagency Incident Management Team 2
Division/Group Supervisor Expectations

Since you are the best at what you do, go do it!! The following are expectations for your position as a Division/Group Supervisor. These expectations are intended to assist you in the accomplishment of your assignment and serve as a checklist. If you have any questions concerning these expectations, you are encouraged to discuss them with the Operations Section Chief.

Administrative Expectations

Briefings/Debriefings –

- Attend all briefings
- Be on time
- Debrief at the end of each operational period with the Planning Section and provide them with the following information:
    1) Work accomplishments
    2) Remaining unfinished tasks
    3) Written recommendations for next operational period
    4) Projected completion items of your primary objective
    5) Unusual logistical support needs
    6) Map update
    7) Name, number, and type of all equipment and fallers assigned to you
    8) Location of all equipment and fallers when you left the division

Performance –

It is very important that you communicate your performance expectations to all of your subordinates!

- Outstanding performance needs to be documented and recognized. Use the performance rating form to document outstanding accomplishments. Performance that you feel deserves special recognition should be brought to the attention of the Operations Chief.
- Unsatisfactory performance will not be tolerated. Unsatisfactory performance is to be identified and dealt with immediately. If you are unable to resolve the problem, it is to be brought to the attention of the Operations Chief. Poor performance will be documented on the Fire Overhead Performance Rating Form and provided to the Operations Chief.

Internal External Political Concerns –

- The needs of the local unit and community must be an important consideration in your overall suppression strategy. Make sure you understand local community/unit political issues. Cooperate with Incident Information Officers to assure safe and efficient access for the media.

Accountability –
It is your responsibility to maintain financial accountability for the operations in your division.

- Make sure all equipment time, especially resources that are mobile and may move from division to division, is properly documented. **Examples**: Contract Dozers, Water Tenders, Fallers, etc.
- Manage your crews and equipment shift lengths within the work rest guidelines and latitude provided by the Incident.
- Monitor subordinates' use of non-expendable, durable and expendable supplies. Make recommendations to the Supply Unit for replacement.
- Accountable property on your division is to be located and reported to the Supply Unit Leader for recovery at the appropriate time.
- Please review the Division Supervisors Check List included in the Finance Operating Procedures.

Operational Expectations
Please keep the Operations Chief advised of what you need to do your job. We are here to make sure you have all of the resources and support necessary to perform. Take the initiative to communicate your division's needs to management. It is important to meet the objectives of your assignment while establishing safety awareness among your people.

- Provide the Operations Chief with timely feedback on the completion of your assignment.
- Coordinate with your subordinates and make sure they fully understand assignments and expectations. Monitor their progress and conduct final follow-up upon completion of the assignment.
- Make sure your tactics are well coordinated with your adjoining Divisions and share resources if appropriate.
- Any major changes in your tactical mission must be coordinated with the Operations Chief.
- Be aware of environmental concerns and conduct your tactical operations as to not conflict with these concerns.

Safety Expectations
Safety is the primary objective of the Incident. It is your responsibility to see that all operations associated with your Division are performed safely.

- Air Operations must be managed prudently and safely. Do not make unnecessary flights or utilize aircraft if the mission does not require it.
- Personal Protective Equipment (PPE) is mandatory for everyone on the line. This is true for contract personnel also. You will assure that all personnel assigned to your Division will have the proper PPE.
- Downhill line construction, firing operations, heavy equipment operations, etc., will require you to conduct special safety briefings with your people. Any operation in which a hazardous material is discovered should be halted and the Operations Chief notified immediately.
- Lead by example.

THESE GUIDELINES ARE INTENDED TO ASSIST YOU IN MEETING THE EXPECTATIONS OF THE INCIDENT MANAGEMENT TEAM. WE HOPE THAT YOUR ASSIGNMMENT PROVES TO BE A REWARDING AND SUCCESSFUL ONE!

CIIMT #2 UNIFORM POLICY NOV 2001

TRAVEL TO THE INCIDENT

If the travel to the incident is fairly short and we expect the team to meet shortly after arriving, everyone shall travel to the assignment in his or her respective agency field uniform (i.e. button shirts, not polo shirts, FS casual shirts, or T-shirts).

If we are flying on commercial airlines to a location that causes individuals to arrive at different times and/or the initial briefing is not scheduled immediately upon our arrival, team members may elect to travel in any type of clothing and change into the field uniform before we begin meeting with the local unit. This option is intended to allow team members to deal with security and other airline travel issues in a manner they feel most comfortable.

Nomex pants are OK for people who work on the fire line, people who don't wear the regular field pants in their normal job, or don't have anything but Nomex pants.
The new dark green pants of the Forest Service components are OK. Only agency hats shall be worn.

Team coats are OK, so you don't have to carry two coats, however agency coats are recommended.

AT THE INCIDENT

Agency Field uniforms shall be worn during the transition and for the first 72hrs or so of the assignment.

At some point it will become acceptable to wear other than the field uniforms. The IC/UCs will decide based on the situation. On some incidents the IC/UC may determine that the field uniform must be worn for the entire assignment. When allowed, the other types of uniform components that may be worn are:

Casual uniforms components.
Nomex pants for non-office type jobs.
Agency T-shirts with proper logos etc.

<u>Team shirts and Hats</u>…. Many team members are concerned about a negative image that has resulted from teams wearing distinctive clothing. We don't want this to happen, so team shirts and hats may be worn with the understanding that not everyone will wear them at the same time, and we will be careful not to give an appearance of arrogance or being separatists. It would be better if we wait until late in the assignment, or when we are demobilizing.

If at any time it is likely that you will come in contact with VIPs, politicians, media etc., you should plan to be wearing the field uniform.

TRAVEL HOME

If we are traveling as a group, we will wear our agency field uniforms.

If we are split up, traveling separately, there will be no standard. Each team member can decide what is appropriate to travel comfortably, but still portray professionalism when needed.

Transition Checklist

Logistics

- ❑ Staffing
- ❑ Communications (Cache or local)
- ❑ Shower
- ❑ Food (Caterer or local)
- ❑ Transportation
    - ❑ Overhead?
    - ❑ Crews?
    - ❑ Supplies?
- ❑ Security (Incident Base only and or Road closures)
- ❑ Camp Management
- ❑ Procurement (Who Where)
- ❑ Supply Cache
- ❑ Ordering (Expanded Dispatch or local)
- ❑ Medical emergency plans & EMT'S

Safety

- ❑ Staffing
- ❑ Accident Investigation
- ❑ Medical Facilities
- ❑ Communication of safety issues
- ❑ Medical emergency plans

Planning

- ❑ Staffing
- ❑ WFSA
- ❑ 209 status
- ❑ Information gathering
- ❑ Operational period planning
- ❑ 14 Day/21 Day (R&R)
- ❑ Weather
- ❑ Briefings
- ❑ Planning Meetings
- ❑ Training
- ❑ Demobilization
- ❑ Documentation

Operations

- ❑ Staffing
- ❑ Objectives were met
- ❑ Strategies and tactics employed
- ❑ Resource needs
- ❑ Coordination of resources
- ❑ Initial attack support
- ❑ Aviation operations

Finance

- ❑ Staffing
- ❑ Personnel time
- ❑ Equipment time
- ❑ Contracts/Rental agreements
- ❑ Claims
- ❑ Equipment inspections documented
- ❑ Management of shift length
- ❑ Compensation for injury
- ❑ Accident investigation

Fire Information

- ❑ Staffing
- ❑ Information number
- ❑ Information updates/releases
- ❑ Community contacts
- ❑ Media contacts
- ❑ Information for incident personnel
- ❑ Coordination with unit(s)

Incident Commander

- ❑ Staffing
- ❑ Thirty-mile Abatement Plan
- ❑ Inter-agency coordination
- ❑ Human Resources
- ❑ Union
- ❑ Incident facilitator

Incident Transition

- ❑ Shadow Date
- ❑ Transition Date/Time

INCIDENT TRANSITION PLAN

SAMPLE TEMPLATE

April 2003

Type I and II Interagency Incident Management Teams (IMT) are encouraged to utilize this sample template when transitioning to another IMT. It can also be utilized to transition management back to the local unit.

IMT's should prepare a draft transition plan, utilizing this template, and obtain local agency administrator concurrence at least 24 hours prior to the incoming IMT arrival. They are encouraged to email and/or FAX the draft to the incoming Incident Commander or appropriate C&G staff for advance information.

Not all parts of this Sample Template need to be utilized; other important information deemed appropriate for a successful transfer of command should be included. IMT's are encouraged to utilize existing resource/personnel databases, when available, to minimize duplication of effort.

Additional suggestions:

- Utilize this file as an rtf document (for broad application)
- Remember this is a <u>PUBLIC DOCUMENT</u> when you prepare it. Be aware that all audiences can and may read what you put in print. Keep comments and observations objective and constructive.
- Involvement of appropriate agency administrators (and Area Commanders), while new, is an important change in transfer of command procedures.

Delete this first page after reading.

INCIDENT NAME:

IINCIDENT NUMBER:

Team Name Type X Incident Management Team
to
Team Name Type X Incident Management Team

This Transition Plan will guide the orderly **transfer of command** on this incident. This Plan, along with the ICS Form 209 Incident Status Summary, applicable maps, resource and demobilization information, and authorizing delegation(s) of authority, adequately summarize the status of the incident sufficient for transfer of command.

An enclosed Complexity Analysis (Section H) documents the decision for the type (level) of incident management team that will assume command.

Plan Approval(s): (required)

Agency Administrator(s) or Area Commander:

Agency or Area Command	Agency Administrator Signature	Date

Outgoing Incident Management Team:

IMT Name	Incident Commander Signature	Date

Incoming Incident Management Team:

IMT Name	Incident Commander Signature	Date

A. INCIDENT OBJECTIVES

(State the incident objectives from the latest ICS Form 202 Incident Objectives).

B. TRANSITION SCHEDULE and COORDINATION

(Name) IMT will transition with (Name) IMT on (date) and will participate in incident management operations until (name) Team assumes command of the incident at (time) on (date).

(Name) IMT will develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (Name) IMT will jointly develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (name) IMT will jointly conduct the morning briefing on (date or day) at (location).

C. ORGANIZATIONAL NEEDS

A partial list of resources to be left with the incoming IMT, by ICS function, is included in **Section F** of this narrative. The incoming team should continue to coordinate with (Name of Area Command) in (location) and Expanded Dispatch in (location) regarding the release and reassignment of resources. Area Command is primarily interested only in critical resources such as Type 1 crews, aircraft, or others as listed. Critical resources are identified by Area Command daily and included in their daily fire summary information.

D. CONTACTS

A list of important contacts, by ICS function, with phone numbers and/or email addresses is included in **Section G** of this narrative.

E. FUNCTIONAL HIGHLIGHTS

1. Command

(State relevant information necessary for the incoming incident commander to understand and successfully function upon transfer of command. Items to consider include the following):

- Political considerations
- Agency Administrator or Area Command expectations
- Documentation/scheduling of FAST, ASTAT, Cost, HR and other oversight teams
- Cost containment objectives and opportunities
- Cooperator involvement
- Various agency objectives

- Daily conference calls
- Community meeting schedules

1a. <u>Human Resource Management:</u>

- Recommended staffing of HRSP positions
- Critical Incident Stress Management resources
- CONCERN/Union relationships
- Employee concerns/morale

2. <u>Safety</u>

(State relevant information necessary for the incoming Safety Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Major safety hazards (line, camps, transportation, and other)
- Recommended future staffing
- Ongoing investigations and/or reviews
- OSHA relationships
- Evacuations and contingencies
- Fatigue management issues
- Non-operations risk assessments and mitigations employed
- Safety summary including causal factors and mitigation measures employed
- Daily conference calls

3. <u>Information</u>

(State relevant information necessary for the incoming Information Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Recommended future staffing of Information Function
- Information center locations
- Key talking points, past, present, and future
- Recommended tasks
- Political considerations
- Relationships with local agencies and news outlets (print and electronic)
- Trends
- Daily conference calls

4. Liaison

(State relevant information necessary for the incoming IMT to understand and successfully function upon transfer of command. Items to consider include the following):

- Staffing, by agency, of Agency Representatives
- Major issues expressed by Agency Representatives, by agency
- Opportunities for improved relations

5. Ground Operations

(State relevant information necessary for the incoming Operations Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current strategy and the anticipated probability of success
- Tactical successes
- Tactical barriers
- Cooperator responsibilities, accomplishments to date, and future needs
- Specialized equipment on-scene and needs for the future
- Safety risk assessments and operational mitigations
- Cost containment opportunities
- Supervisory recommendations during transition
- Coordinating needs with adjoining zones or incidents

5a. Air Operations

- Recommended future staffing for Aviation Branch
- Aviation facility locations (past, present, and future) and capabilities including current issues and future use opportunities. Includes fixed and rotor wing bases, dip sites, re-load bases, portable retardant plants, FAA towers, etc.
- Utilization of current assigned fleet
- Past and existing Temporary Flight Restrictions including number(s)
- Safety risk assessments and operational mitigations
- Operational successes and issues
- Working relationships with cooperators including states and the military
- Communication frequency management and recommendations
- Special operations missions on-going or planned
- Daily conference calls

6. Plans

(State relevant information necessary for the incoming Planning Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Currency and status of WFSA or other Agency Administrator strategic direction
- Status of planning cycle successes and barriers
- ICS Form 209 Incident Status Summary Reporting arrangements
- Recommended future staffing for Planning Section
- Status of planning facilities, including equipment (copiers, etc.)
- Status of incident documentation
- Cooperators' involvement in planning meetings
- Resource (Advisor) issues, concerns, and opportunities
- Interagency Resource Representative contacts
- Daily conference calls

6a. Situation Unit

- Brief description of fuels and fire behavior
- Status of mapping capabilities including GIS
- Status of Fire Weather Meteorologists & equipment

6b. Resources Unit

- Brief description of data base including currency

6c. Demobilization Unit

- Current status of Demobilization Plan
- Demobilization issues, concerns and opportunities

6d. Documentation Unit

- Status of documentation

6e. Computer Specialist:

- Status of computer equipment including computers, switches, printers, and network arrangements that will remain in place for the incoming team.
- Procedures for transferring data from one IMT to another.

7. Logistics

(State relevant information necessary for the incoming Logistics Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current and future facility locations
- Recommended future staffing for Logistics Section
- Successes and barriers in working with expanded dispatch
- Equipment and supply shortages to meet operational objectives
- Communications capabilities and barriers
- Applicable supplemental foods policy
- Daily conference calls

7a. Facilities

- Issues with current facilities
- Status of camp help arrangements
- Existing land use agreements and needs
- Status of shower, laundry services
- Camp safety issues

7b. Food Unit

- On-scene caterers and capabilities by location
- Food quality, supply
- Local purchasing and supply opportunities

7c. Ground Support

- Safety considerations
- Travel times for operations personnel
- Equipment considerations (graders, rentals, buses, carts, etc.)
- Environmental considerations (wash stations etc.)
- Spike camp considerations
- Access and travel management considerations

7d. Supply Unit

- Status of resource ordering (reconciliation)
- Ordering processes with expanded dispatch including local purchase procedures
- Shortages/excesses of supplies to meet operational objectives

- Use of caches
- Delivery times
- Supply Unit staffing arrangements (Job Corps, AD’s, etc.)

7e. Communications

- Issues, concerns, opportunities with existing system(s)
- Status of fire line communications
- Status of camp to town communications including cell phone and hard line
- Status of data lines/satellite
- Status of computers, printers, etc.

7f. Security

- Major security issues (non-confidential)
- Cooperator responsibilities (highways, road blocks, evacuations etc.)
- Contingencies

7g. Medical Unit

- Facility locations
- EMT status in camp
- Summary of personnel injuries and treatments

8. Finance

(State relevant information necessary for the incoming Finance Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Status of documentation (Finance Package)
- Commissary arrangements
- Agency Incident Business Advisor(s) assigned
- Land Use agreements in effect or needed
- Daily conference calls
- Status of cost containment efforts and relevant documentation
- Recommended future staffing for Finance Section

8a. Cost Unit

- Status of cost collection mechanisms and daily reports

8b. <u>Time Unit</u>

- Summary of equipment and personnel time issues, barriers
- Work/rest issues/documentation
- Equipment and personnel time reconciled with resources unit and Incident Action Plan

8c. <u>Compensation for Claims</u>

- Outstanding claims and/or Compensation for Injury cases
- Potential claims and mitigation measures to avoid

8d. <u>Procurement Unit:</u>

- Status and location of Buying Team(s)
- Numbers of contract crews and engines
- Status of contract inspectors

F. OVERHEAD RESOURCES REMAINING

(The use of I-Suite or other data base reports is encouraged in lieu of completing the following sections)

1. Command: (IC's, all command staff, Agency Representatives, and HRSP staff)

Position	Name (last, first)	Resource Order #	Location	Planned Demob

2. Operations (Ground):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

3. Operations (Aviation):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

3a. Aircraft:

Type	Tail Number	Resource Order #	Location	Planned Demob

4. Plans:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

5. Finance:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

6. Logistics Personnel:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

7. Logistics Equipment:

Equipment Type	Vendor/Name/NFES #	Resource Order #	Location	Planned Demob

G. CONTACT INFORMATION

ICS Unit	Contact Type (i.e. Co. Sheriff)	Name	Phone	Cell	email

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Unit 4: Go-Kit, Aids, and Guides

STUDENT MANUAL

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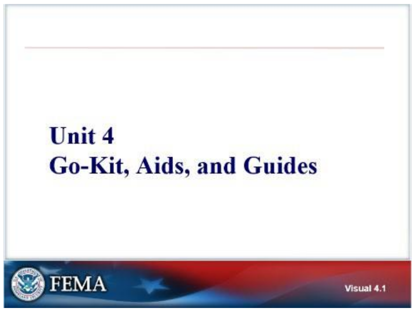


Visual 4.1

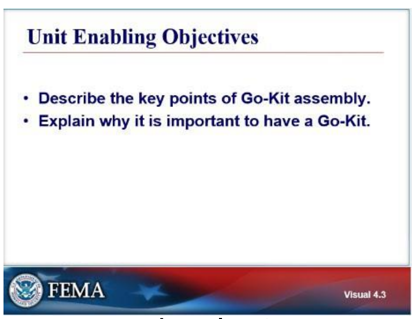
UNIT 4: GO-KIT, AIDS, AND GUIDES

Being fully prepared and equipped for your incident is critical to your success in the field. Don't be caught unprepared!

Visual 4.2

UNIT TERMINAL OBJECTIVE

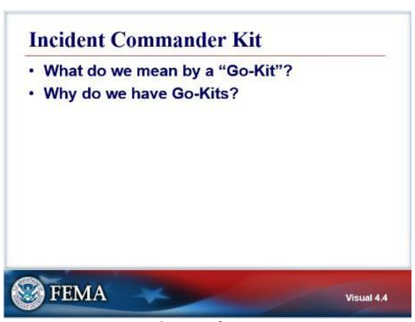
Identify the components of a typical Incident Commander Go-Kit.



Visual 4.3

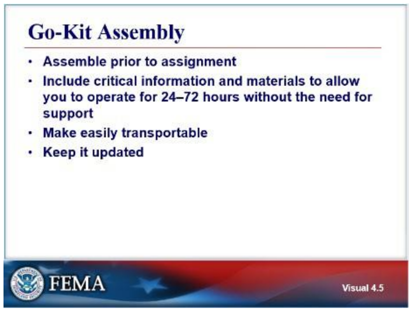
UNIT ENABLING OBJECTIVES

- Describe the key points of Go-Kit assembly.
- Explain why it is important to have a Go-Kit.



Visual 4.4

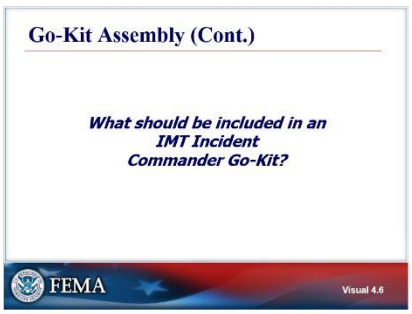
INCIDENT COMMANDER GO-KIT



Visual 4.5

GO-KIT ASSEMBLY

- Assemble the Go-Kit prior to receiving an assignment.
- The Go-Kit should contain enough position-specific material and personal items to allow you to operate for 24–72 hours without need for support.
- The Go-Kit should be easily transportable and meet agency weight limitations for travel.
- It is important to keep your Go-Kit updated with current information concerning Federal/State laws and safety guidelines.



Visual 4.6

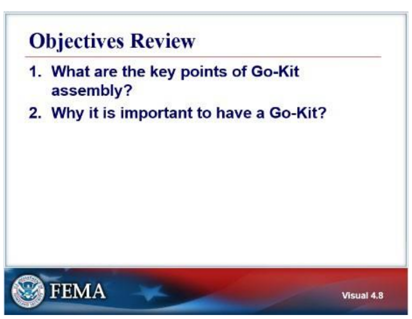
GO-KIT ASSEMBLY (CONT.)

Visual 4.7

POTENTIAL INCIDENT COMMANDER GO-KIT ITEMS

Specific Go-kit items for the Incident Commander:

- Contact information for team, AA/AE, EOC, stakeholders, etc.
- Contact information (addresses, telephone numbers, email, radio channels/frequencies) for critical resources
- Portable radio
- Computer or tablet
- Cell phone and laptop battery charger
- Field Operations Guide (Firescope, USCG)
- Job Aid
- ICS forms (201, 202, 209, 214)
- Draft Letter of Expectation or Delegation of Authority
- Draft incident objectives
- GPS and Maps
- Head lamp/flashlight with extra batteries
- Plans (Emergency Operations Plan, Area Contingency Plan, contingency plans) on portable hard drive
- Office supplies



Visual 4.8

OBJECTIVES REVIEW

- Describe the key points of Go-Kit assembly.
- Explain why it is important to have a Go-Kit.

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Unit 5: Command, Coordination, Support, and Agency Oversight

STUDENT MANUAL

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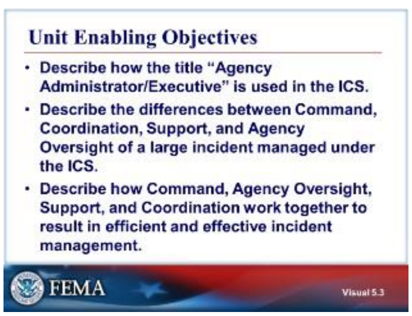
Visual 5.1

UNIT 5: COMMAND, COORDINATION, SUPPORT, AND AGENCY OVERSIGHT

Visual 5.2

UNIT TERMINAL OBJECTIVE

Describe the purpose and function of Command, Agency Oversight, Support, and Coordination as they relate to incident management and the role of the Incident Commander.

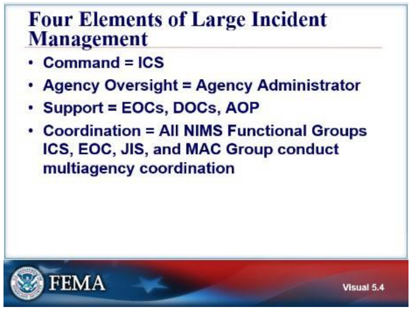


Visual 5.3

UNIT ENABLING OBJECTIVES

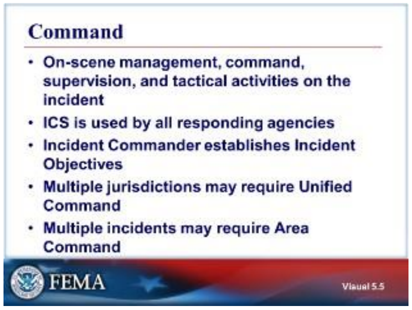
- Describe how the title “Agency Administrator/Executive” is used in the Incident Command System (ICS).
- Describe the differences between Command, Coordination, Support, and Agency Oversight of a large incident managed under the Incident Command System.
- Describe how Command, Agency Oversight, Support, and Coordination work together to result in efficient and effective incident management.

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



Visual 5.4

FOUR ELEMENTS OF LARGE INCIDENT MANAGEMENT



Visual 5.5

COMMAND

NIMS defines Command as the act of directing, ordering or controlling by virtue of explicit statutory, regulatory or delegated authority.

In reference to the Incident Commander, the term “command” describes the direction and control of on-scene incident activities.

The Incident Commander uses various sources of information to establish the Incident Objectives. This information comes from the Agency Administrator/Executive’s management objectives, incident priorities, law, policy etc.

The IMT implements activities to accomplish the Incident Objectives and designs the tactics and support requirements.

When there is overlapping jurisdiction, Unified Command is required.

An Area Command may be activated to help the Agency Administrator/Executive with span of control if there is more than one incident or a single incident that is so complex that it must be split into parts, each managed by a different IMT.

Although the EOC or Agency Ordering Point (AOP) may adopt an ICS-like organizational structure, it should not be confused with Incident Command. Referring to the EOC or AOP as an Incident Management Team has the potential to create confusion. It is important that the EOC and AOP do not adopt terminology that creates confusion as to who has command of the incident.

Visual 5.6

AGENCY ADMINISTRATOR

Agency Administrator is defined as the official responsible for administering policy for an agency or jurisdiction.

The title and role of the Agency Administrator/Executives can vary between different agencies and jurisdictions. The National Incident Management System (NIMS) definition can help to clarify the intent of this designation.

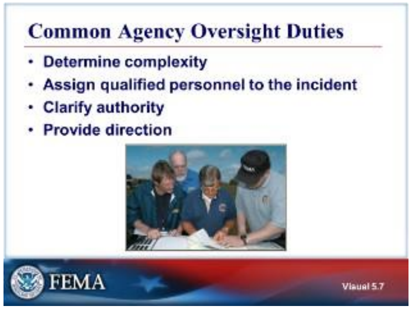
Some agencies use the title Senior Official, Agency Official or Executive instead of Agency Administrator/Executive.

There is a lot of confusion and misunderstanding about the role and title of the person responsible for the agency's response to a large incident. NIMS uses the term "Agency Administrator" as common terminology to solve this issue between agencies.

The FIRESCOPE FOG refers to "Agency Executive." All agencies have their own titles, job duties and roles during emergencies. The Agency Administrator or Agency Executive may represent a jurisdiction as well, such as a City Manager, County Executive, Mayor, etc. Thus, the term Agency Administrator/Executive is a generic, temporary title to identify to all responding agencies who the Incident Commander and IMT work for during the emergency.

As an incident grows in complexity, size, cost, and significance, the role of Agency Administrator/Executive may pass from one person to another, either up the line of authority or to a person with greater experience.

This person is responsible for the agency oversight of the incident and is responsible for the outcome. This person usually has a supervisor that he or she is accountable to, but that supervisor does not directly supervise the Incident Commander.



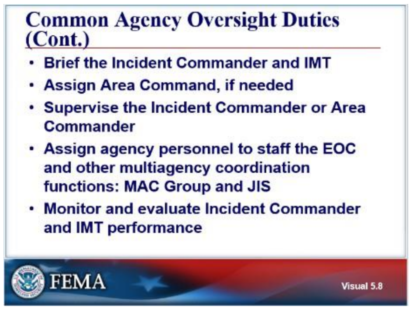
Visual 5.7

COMMON AGENCY OVERSIGHT DUTIES

The AA/AE is responsible for "hiring" the IMT or bringing them in to work in a community if they are not from the home jurisdiction. He/she establishes their priorities, policy decisions, direction, rules of engagement, limitations, etc. in a delegation of authority, letter of expectation, MOU, etc. These are transformed by the IMT into incident priorities, interim direction, incident objectives (both management and operational), limitations and constraints, decisions, directives that the IMT will use while managing the incident. If the IC is from a local agency, he/she typically has authority under local statutes or responsibilities.

No matter what internal legal, policy, or regulatory direction agencies or jurisdictions must follow, there are a few items that should be common among them. This is especially important when working in Unified Command to ensure each agency or jurisdiction understands what the other is doing.

- Determine Complexity - At the beginning of the incident, the agency must determine how difficult it will be to manage the incident and bring it under control. There are various tools available to help the Agency Administrator/Executive determine the complexity level of the incident. Complexity analysis will be discussed later in the course.
- Assign Qualified Personnel to the Incident - Once the complexity of the incident is determined, the agency should ensure that the incident is staffed and managed by personnel who are trained, experienced, and qualified to manage the incident.
- Clarify Authority **-** Agency Administrator/Executives must determine if the Incident Commander has the necessary authority to manage the incident. If not, a written Delegation of Authority may be required.
- Provide AA/AE Direction **-** The Agency Administrator/Executive presents his or her overall guidance and direction to the Incident Commander. Agency policy, rules, regulations, etc. are clarified as needed.

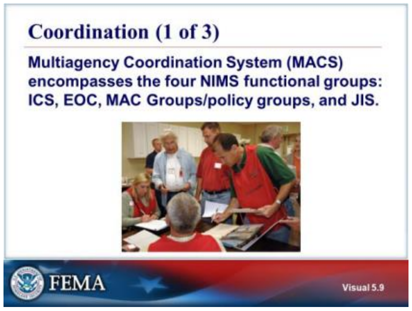


Visual 5.8

COMMON AGENCY OVERSIGHT DUTIES (CONT.)

The Agency Administrator/Executive should go through the chain of command and not give direction directly to positions below the Incident Commander.

- Brief the Incident Commander and IMT. A complete briefing is required for an IMT to quickly gain control of an incident. The Agency Administrator/Executive should provide a formal briefing that includes all the pertinent information that is known about the incident at the time of the briefing.
- Assign Area Command, If Needed. If there are multiple incidents or the incident is so large and complex that more than one IMT is required, the Agency Administrator/Executive may elect to assign an Area Commander to supervise the Incident Commanders.
- Supervise the Incident Commander or Area Commander. The Incident Commander or Area Commander works for the Agency Administrator/Executive. This is a direct supervisory relationship.
- Assign Agency Personnel to Staff the Emergency Operations Center (EOC) and other Multiagency Coordination Functions: MAC Group and JIS. Most of the time EOCs have prearranged staffing. Assigning personnel to perform in Multiagency Coordination (MAC) Group activities may not be preplanned. It is the Agency AA/AE's responsibility to ensure these MAC Group activities are staffed with qualified personnel and delegated the appropriate authority to speak for the AA/AE.
- Monitor and Evaluate Incident Commander and IMT Performance. As part of the supervisory relationship between the Agency Administrator/Executive and Incident Commander, the Agency Administrator/Executive often does a performance evaluation of the Incident Commander and/or the entire IMT.
- Incident Situation Analysis (ISA)



Visual 5.9

COORDINATION (1 OF 3)

Coordination refers primarily to the systematic exchange of information among the organizations involved in an incident in order to carry out their incident management responsibilities. Command is a function of the Incident Command, but all MACS systems coordinate (ICS, EOC, JIS, MAC Group).

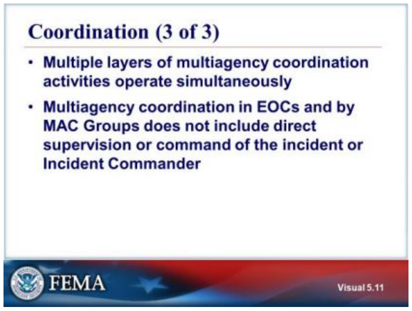
The Multiagency Coordination System (MACS) encompasses the four NIMS functional groups: ICS, EOC, MAC Group and JIS. All four NIMS functional groups are critical components in managing large incidents.

There can be several layers of EOCs and MAC Groups operating simultaneously; local, regional, tribal, State and Federal. The JFO would be an example of a Federal MAC Group. The interactions of NIMS Command and Coordination functional groups described in detail in the ICS courses.

Visual 5.10

COORDINATION (2 OF 3)

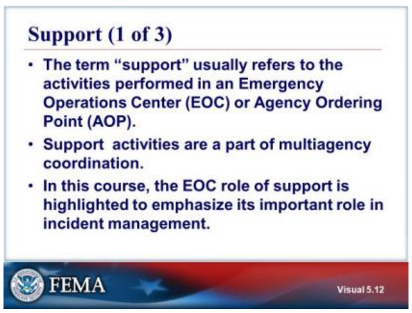
- Activities described in the National Response Framework (NRF), JFO, FEMA Emergency Support Functions (ESFs), etc.
- Activities required by agency policy in regard to coordination with other agencies
- Offsite information requirements such as Joint Information Center (JIC)
- Management of resources to be made available to the incident, which must be coordinated between agencies
- Priority setting between incidents and critical resources
- Multiagency Coordination activities can take place at the local, regional, State, and Federal levels simultaneously



Visual 5.11

COORDINATION (3 OF 3)

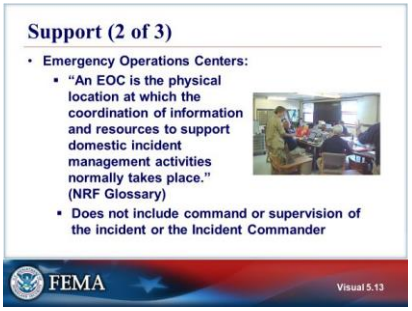
Multiagency coordination in EOCs and MAC Groups does not include direct supervision or command of the incident or Incident Commander. Even though the Agency Administrator/Executive may be actively engaged in the MAC Group or EOC activities, the supervision of the Incident Commander is an Agency Administrator/Executive responsibility and not part of the MAC Groups role as a policy-making body during an incident.



Visual 5.12

SUPPORT (1 OF 3)

The term “support” usually refers to the activities performed in an Emergency Operations Center (EOC) or Agency Ordering Point (AOP). Support activities are a part of multiagency coordination.



Visual 5.13

SUPPORT (2 OF 3)

An EOC is the physical location at which the coordination of information and resources to support domestic incident management activities normally takes place.

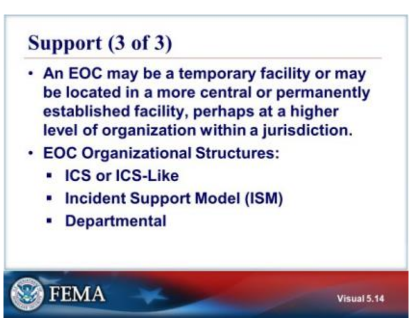
The role of an EOC does not include command or supervision of the incident or the Incident Commander. If direct orders are being issued to the Incident Commander from the EOC, this is a situation where two activities are co-located.

Similarly, it is possible that the coordination and Agency Oversight by the Agency Administrator/Executive roles are combined. It is common in some agencies that the same person supervises the EOC and the Incident Commander, but this is actually a case of combining two distinct functions (Agency Administrator and EOC Director) into one person.

The role of EOC is not to supervise the Incident Commander. EOCs are responsible to support the incident, not command it or the Incident Commander.

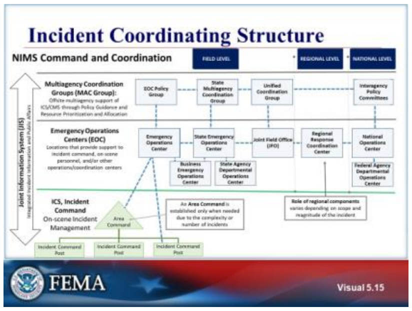
Some non-wildfire agencies use the EOC to "command" field activities. Be prepared for discussions on this topic. When working in Unified Command, there should be an on-scene member of the Unified Command. It is not a correct application of NIMS/ICS to have the EOC command field resources.

Some agencies use their EOC as a command function during incidents. ICS uses the EOC as a support function, primarily to accomplish the critical activity of processing resource orders that are placed by the incident.



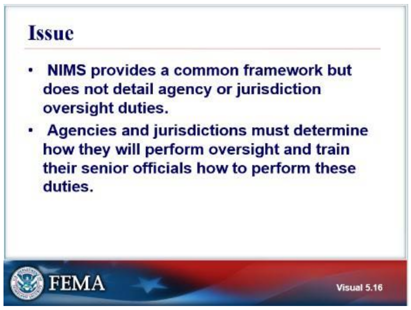
Visual 5.14

SUPPORT (3 OF 3)



Visual 5.15

INCIDENT COORDINATING STRUCTURE

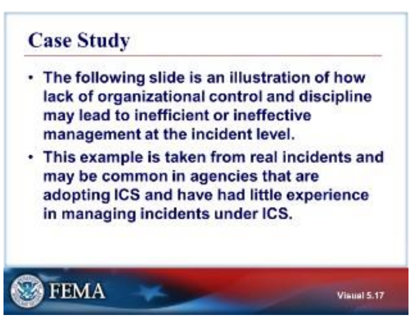


Visual 5.16

ISSUE

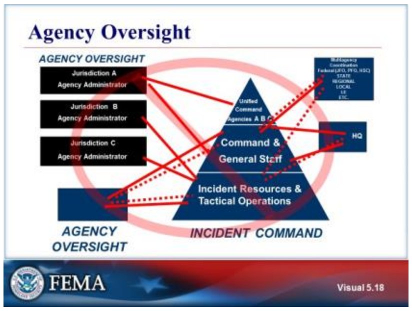
The jurisdictions and organizations involved in managing incidents vary in their authorities, management structures, communication capabilities and protocols, and many other factors. NIMS provides a common framework to integrate these various capabilities and achieve common goals but does not detail agency oversight duties.

- It has been left to the agencies and jurisdictions themselves to train executives to fulfill this oversight role
- Neither the NRF nor NIMS detail the role of the Agency Administrator/Executives and Agency Oversight responsibilities. This may, contribute to a lack of understanding by executives who don’t have experience in managing large incidents
- By design, agencies are left to define how they will perform oversight and to train their executives on how to perform these duties



Visual 5.17

CASE STUDY



Visual 5.18

AGENCY OVERSIGHT

The end result of this visual should represent what should NOT be allowed to happen (duplicative and overarching coordination).

The intent of this visual is to display the confusion and problems that can occur by not following the chain of command. Solid lines represent command or direction, while the dotted lines are used to indicate coordination. This type of activity occurs frequently when agencies don’t know how to implement ICS. Normally it is because senior executives have not been trained in their role and how to use IMTs to accomplish what they need to get done during an incident.

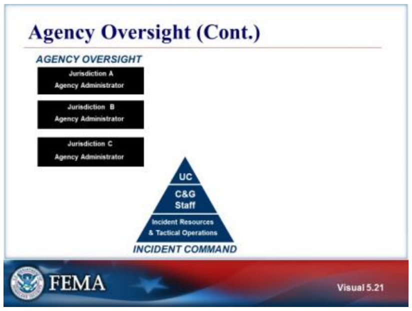
Too much direction (solid lines) and too much coordination (dotted lines) can overwhelm an incident management team. As you move through the visual, discuss the types of interaction that take place between each entity.

Visual 5.19

LET’S START OVER

Visual 5.20

AGENCY OVERSIGHT



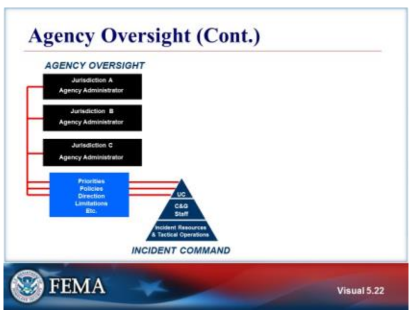
Visual 5.21

AGENCY OVERSIGHT (CONT.)

Add in Agency Oversight.

Agency Administrator/Executives have overall responsibility.

This visual depicts a three-jurisdiction Unified Command incident with three (A, B, C) Agency Administrator/Executives. The Agency Administrator/Executives should represent their agency to produce priorities, direction, limitation, etc., and ensure the member of the Unified Command their agency has the necessary authority to manage the incident on behalf of the agency. This may or may not require a written letter of delegation. The Agency Administrator/Executives should work together to resolve any issues resulting from conflicting agency policies.

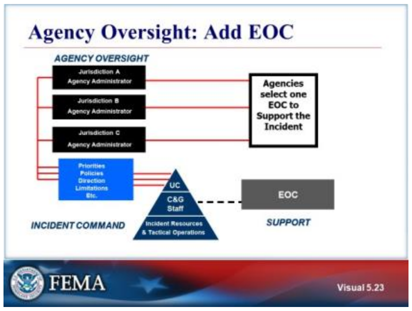


Visual 5.22

AGENCY OVERSIGHT (CONT.)

Add in priorities, policies, direction, limitations, etc. and Clarification of Authority between the Agency Administrator/Executives and the members of the Unified Command.

The Agency Administrator/Executives must provide good priorities, policies, and direction, and clarify authority when needed. Doing this in writing is always better. Some agencies use written letters of delegation to the Incident Commanders.



Visual 5.23

AGENCY OVERSIGHT: ADD EOC

Add in EOC.

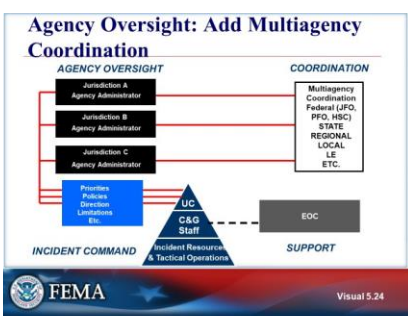
Under Unified Command it is recommended that the involved agencies select one EOC to be the single ordering point for the incident. This is not always possible, but reduces confusion and allows for more effective management, tracking, and ordering of resources.

Solid lines represent command, dotted lines represent coordination or support. The dotted line from the EOC to the IMT is intentional to show that most of the contact between the EOC and the IMT takes place at the Command and General Staff level, most commonly with the Supply Unit of the Logistics Section.

Whenever possible, agencies should select only one EOC to be the primary contact for ordering resources, etc. The involved agencies may send personnel to help staff this EOC. (This concept is not always feasible.)

Advantages of only using one EOC:

- Controls resource ordering and tracking
- Makes cost tracking easier
- Reduces duplication or omissions
- Reduces the number of contacts the IMT must maintain
- Relieves workload on the agencies



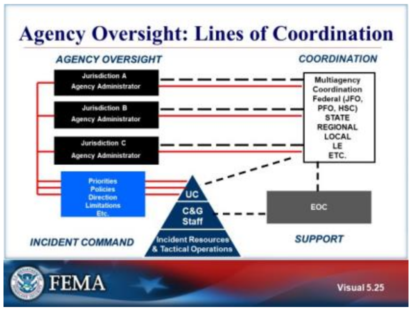
Visual 5.24

AGENCY OVERSIGHT: ADD MULTIAGENCY COORDINATION

Add Multiagency Coordination Activities.

This includes all MAC Groups; other EOCs; everything described in the NRF; and all other coordination activities, local, regional, State or Federal.

The agency or Agency Administrator/Executive ensures the MAC Groups are staffed with qualified people and delegates the appropriate authority.

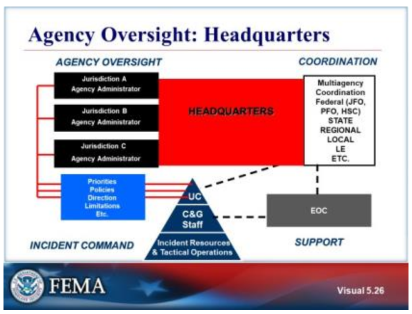


Visual 5.25

AGENCY OVERSIGHT: LINES OF COORDINATION

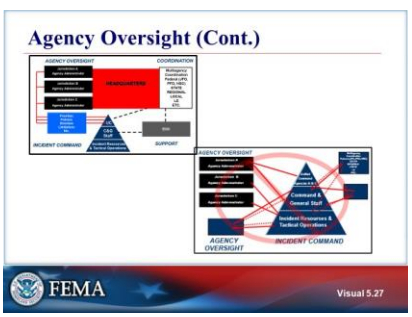
The lines of coordination throughout the entire response organization are shown.

This visual shows how the dotted lines of communication flow throughout the incident. Coordination may take place directly from the incident to EOCs, but direction must come from the Agency Administrator/Executive. Agency Administrator/Executives are responsible to ensure everyone “stays in their lane” to avoid overwhelming the IMT.



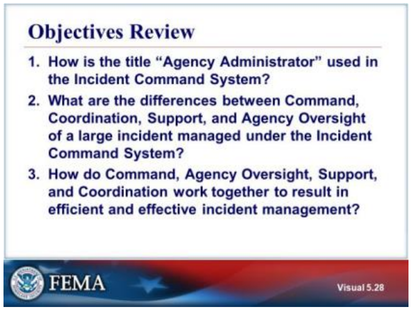
Visual 5.26

AGENCY OVERSIGHT: HEADQUARTERS



Visual 5.27

AGENCY OVERSIGHT (CONT.)



Visual 5.28

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe how the title "Agency Administrator/Executive" is used in the Incident Command System.
- Describe the differences between Command, Coordination, Support, and Agency Oversight of a large incident managed under the Incident Command System.
- Describe how Command, Agency Oversight, Support, and Coordination work together to result in efficient and effective incident management.

Unit 6: Command and Coordination Structures

STUDENT GUIDE

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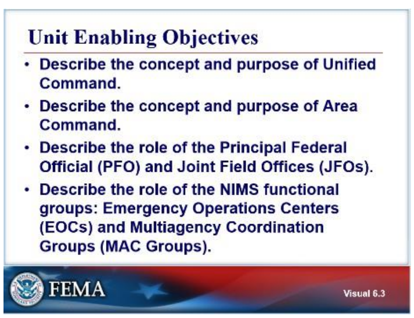
Visual 6.1

UNIT 6: COMMAND AND COORDINATION STRUCTURES

Visual 6.2

UNIT TERMINAL OBJECTIVE

Describe command and coordination structures from the Incident Commander's standpoint.

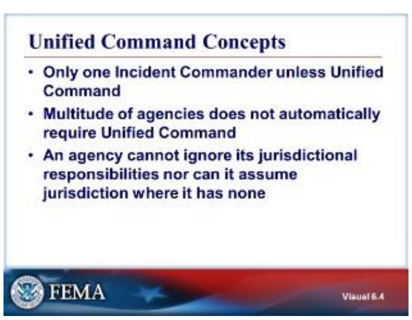


Visual 6.3

UNIT ENABLING OBJECTIVES

- Describe the concept and purpose of Unified Command.
- Describe the concept and purpose of Area Command.
- Describe the role of the Principal Federal Official (PFO) and Joint Field Offices (JFOs).
- Describe the role of the NIMS functional groups: Emergency Operations Centers (EOCs) and Multiagency Coordination Groups (MAC Groups).

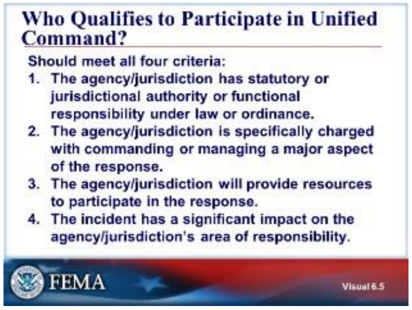
The final exam questions are based on the Unit Enabling Objectives.



Visual 6.4

UNIFIED COMMAND CONCEPTS

Usually most of Unified Command incidents are multiagency or multi-jurisdictional. An incident will only have one Incident Commander unless Unified Command is established. It is common and becoming more so since many incidents are multiagency or multi-jurisdictional in nature. If that is the case, then Unified Command may be called for.



Visual 6.5

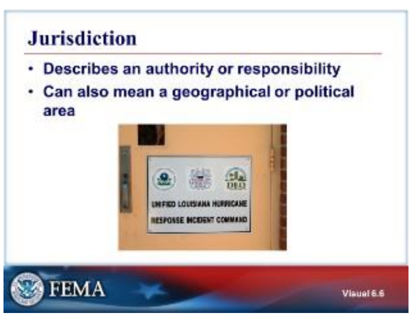
WHO QUALIFIES TO PARTICIPATE IN A UNIFIED COMMAND?

All four criteria should be met:

1. The agency/jurisdiction has statutory or jurisdictional authority or functional responsibility under law or ordinance.
2. The agency/jurisdiction is specifically charged with commanding or managing a major aspect of the response.
3. The agency/jurisdiction will provide resources to participate in the response.
4. The incident has a significant impact on the agency/jurisdiction's area of responsibility.

Agency is used to describe organizations that have a legal and functional responsibility at an incident. These may be from the same jurisdiction, other jurisdictions, or represent functional governmental authorities that do not necessarily have a geographical influence.

They can also represent industrial and commercial organizations from the private sector. Examples could include the coroner's office, the Federal Aviation Administration (FAA), the XYZ Chemical Corporation, etc.

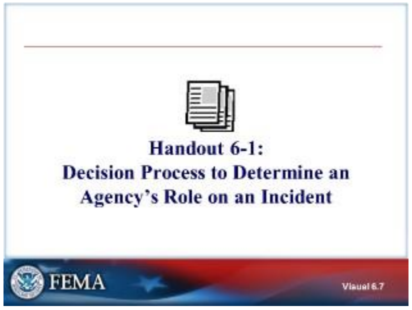


Visual 6.6

JURISDICTION

NIMS defines "Jurisdiction" in two ways depending on context:

- **A range or sphere of authority**. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).
- **A political subdivision** (e.g., municipality, county, parish, state, Federal) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.



Visual 6.7

HANDOUT 6-1; DECISION PROCESS TO DETERMINE AN AGENCY'S ROLE ON AN INCIDENT

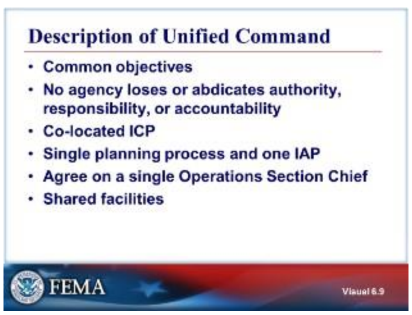
Refer to Handout 6-1: Decision Process to Determine an Agency's Role on an Incident.

Visual 6.8

ACTIVITY 6.1: UNIFIED COMMAND ORGANIZATION

The instructor will explain Activity 6.1.

You will have 30 minutes to complete the activity.



Visual 6.9

DESCRIPTION OF UNIFIED COMMAND

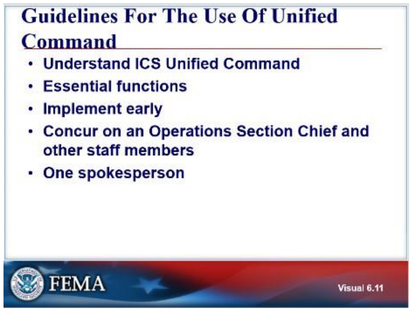
One of the greatest benefits of Unified Command is when the discrete agencies/jurisdictions can establish common incident objectives. Recognize though that Unified Command may cause conflict. For example, one agency has a certain amount of money to spend, while another has an objective that will cost more than that amount. Recognize that laws and regulations of agencies may also conflict (especially land agencies). While there often is a difference of opinion on priorities, the key thing is that you have to come out of the room in agreement.

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

Visual 6.10

ELEMENTS TO CONSIDER IN APPLYING UNIFIED COMMAND

- **Policies, Objectives, and Strategies** - Each member of the Unified Command will have priorities, objectives, limitations and constraints and direction from their respective agency/jurisdiction. All of these issues must be integrated by the members of the Unified Command and any conflicts must be resolved.
- **Organization** - In ICS the organization consists of the various jurisdictional or agency on-scene senior representatives (agency members of the Unified Command) operating within a Unified Command structure.
- **Resources** - Resources are the personnel and equipment supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.
- **Operations** - Under Unified Command resources stay under the administrative and policy control of their agencies. However, operationally, they respond to mission assignments under the coordination and direction of the Operations Section Chief based on the requirements of the Incident Action Plan.



Visual 6.11

GUIDELINES FOR THE USE OF UNIFIED COMMAND

- **Understand ICS Unified Command** - It is impossible to implement Unified Command unless agencies have agreed to participate in the process. Individuals functioning as members of a Unified Command must be clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.

  Know the difference between Unified Command and just working in a multiagency group.

- **Know Essential Functions -** Establish a single Incident Command Post and, as needed, other facilities where all agencies can operate together. Avoid the confusion created by separate command, planning, and logistical setups.

- **Implement Unified Command at an Early Stage of a Multi-Jurisdictional or Multiagency Incident -** Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be conflicting priorities based on agency responsibilities.

- **Concur on an Operations Section Chief and Other General Staff Members -** The Operations Section Chief will normally be from the jurisdiction or agency which has the greatest involvement in the incident, although that is not essential. The Operations Section Chief should be the most qualified and experienced person available and must be agreed upon by the Unified Command because this person will have full authority to implement the Operations portion of the Incident Action Plan. It is also necessary to agree on other general staff personnel.

- **Designate one of the members of the Unified Command to be a Spokesperson (Operational Period Duty Officer) If Necessary -** This can provide a designated channel of communications from command and general staff members into the Unified Command. This person does not act alone to make Unified Command decisions, but does provide a point of contact as necessary for the Command and General Staffs.

Some people say that if an agency has 51% of the "action" then that member of the Unified Command becomes the spokesperson. Some people even call it the Lead Incident Commander. Although this may be the reason to select the spokesperson, there is no direction in ICS to make it policy. There may be a wide variety of reasons to select a spokesperson. This decision must be worked out among the members of the Unified Command. Don't fall in to the trap of thinking there is a formula.

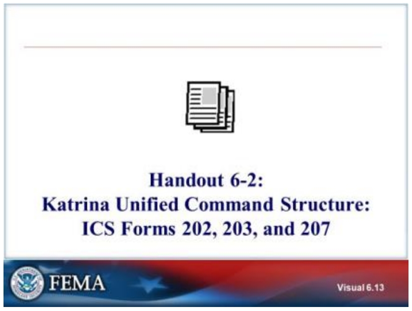
The spokesperson can change for each operational period.

Visual 6.12

GUIDELINES TO USE UNIFIED COMMAND (CONT.)

- **Single EOC for Support Activities -** Some situations may require resource orders to be made to different agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order or ordering through a single EOC. Members of the Unified Command must agree on the method of ordering resources that will be employed on a given incident.
- **Cost-Share Incidents -** Cost allocation issues must be settled at the beginning of Unified Command. Expectations on this issue must be addressed and memorialized in writing by the members of the Unified Command. It is this issue that will separate the “jurisdictions” from the “assisting agencies.” Maps delineating geographic jurisdiction must be available.
- **Members of the Unified Command Meet Privately -** During this private meeting, the members of the Unified Command establish unified objectives, strategy, and priorities; determine the management “staff” (i.e. command and general staff personnel); establish information release procedures; agree on incident facilities; and other necessary aspects concerning management of the incident.

Using the Operational Period Planning Cycle (Planning P) as a reference, the Unified Commanders meeting occurs right after the Agency Administrator and Initial Commander’s ICS Form 201 Incident Briefing and may take place periodically throughout the incident. Prior to conducting the UC meeting, you should provide any “interim direction” that is necessary to address any serious concerns or deficiencies that need to be corrected. Ideally, this meeting (and the Objectives Meeting) should take less than an hour combined so you can brief the remainder of the Command and General Staff on your decisions at the initial Strategy Meeting.



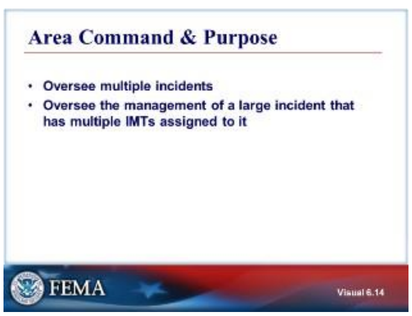
Visual 6.13

HANDOUT 6-2: KATRINA UNIFIED COMMAND STRUCTURE

Refer to Handout 6-2: Katrina Unified Command Structure: ICS Forms 202, 203, and 207.

These forms are provided as examples, not models, of the perfect use of ICS. The key point to make with these objectives is that, under Unified Command, the mission should be clear, objectives and priorities should be agreed upon, and Unified Commanders should be working as a team to shield other team members from buzz going on at the agency level (so they are able to concentrate on task at hand).

The ICS Form 203 Organization Assignment List and ICS Form 207 Incident Organization Chart are included to show how personnel from all agencies were spread out in various positions on the incident. This is a good example of mixing the agencies throughout the organization for additional range and strength.



Visual 6.14

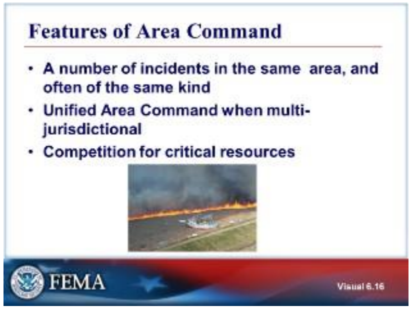
AREA COMMAND & PURPOSE

Area Command is an organization established to oversee the management of multiple incidents that are each being handled by an Incident Command System organization or the management of a very large incident that has multiple incident management teams assigned to it.

Visual 6.15

CHAIN OF COMMAND & REPORTING RELATIONSHIPS

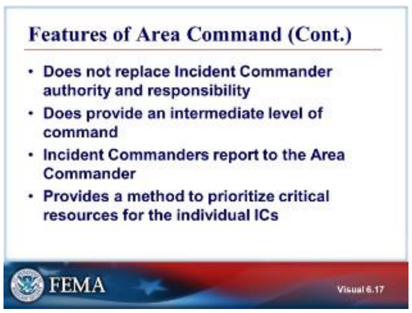
When Area Command is activated or implemented, it can take a tremendous burden off of the Agency Administrator/Agency Executive for direct, day-to-day oversight of multiple incident management teams.



Visual 6.16

FEATURES OF AREA COMMAND

Area Command is used when there are a number of incidents generally in the same area and often of the same kind. For example, two or more HAZMAT spills, fires, etc. It is usually these kinds of incidents that may compete for the same resources.



Visual 6.17

FEATURES OF THE AREA COMMAND (CONT.)

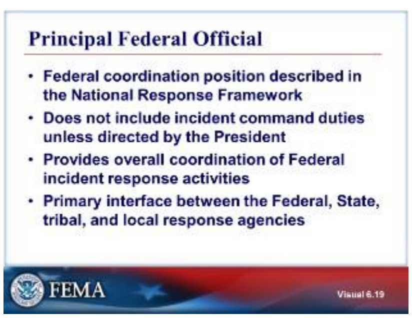
Area Command does not replace individual Incident Commander authority and responsibility but does provide an intermediate level of command between the Incident Commander and Agency Administrator/ Executive.

- Individual Incident Commanders report to the Area Commander
- Provides a method to prioritize critical resources for the individual ICs

Visual 6.18

LEVELS OF MULTIAGENCY COORDINATION

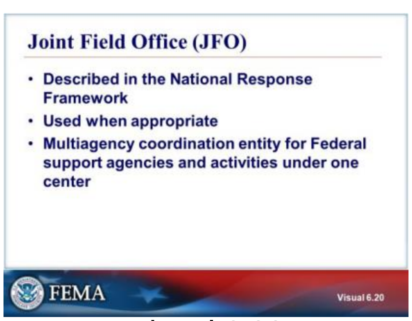
- **At a Jurisdiction's Emergency Operations Center (EOC)** - Multiagency coordination is an essential component within jurisdictional EOCs. Assigned representatives from appropriate departments and liaison agencies work together at the EOC facility.
- At **an Inter-Jurisdictional or Regional Level** - Multiagency coordination may take place by bringing together representatives from various political subdivisions and other functional agencies. Many states, regions, or other subdivisions bring state and local agencies together when incidents cross jurisdictional boundaries or due to the complexity of incidents.
- **At State and Federal levels** - Federal and State emergency management organizations routinely work together to assist the emergency response and disaster recovery efforts of State and Federal agencies.
- **At International Levels** - Every time there is a major international disaster, we see instances of what happens when there is effective international multiagency cooperation.



Visual 6.19

PRINCIPAL FEDERAL OFFICIAL

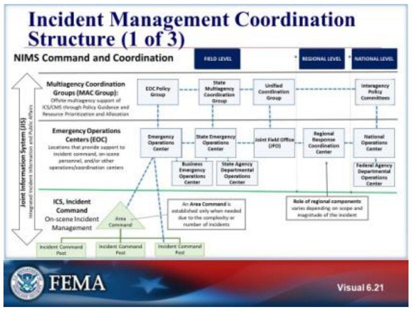
When the NRF is activated and a Principal Federal Official is assigned, that person does not have direct command authority unless the President has directly assigned the Principal Federal Official to command an incident. This would most likely be limited to terrorist attacks. Otherwise, the incidents are commanded by Incident Commanders from the responsible agencies.



Visual 6.20

JOINT FIELD OFFICE (JFO)

The Joint Field Office (JFO) is the body that incorporates all other support activities under the Principal Federal Official.

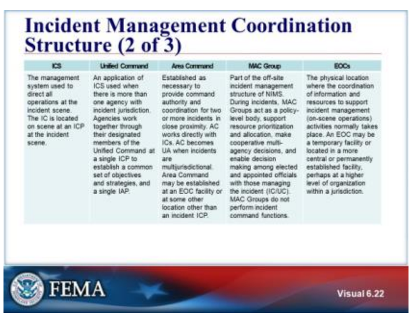


Visual 6.21

INCIDENT MANAGEMENT COORDINATION STRUCTURE (1 OF 3)

- ICPs on-scene using ICS Unified Command
- Area Command (if needed)
- State, local, tribal, and private sector EOCs, DOCs, Business Operations Centers, etc.
- MAC Groups/Policy Groups
- JFO, which is responsible for coordinating Federal assistance and supporting incident management activities locally
- The FEMA Regional Response Coordination Center (RRCC) and National Response Coordination Center (NRCC) as well as the Homeland Security - National Operations Center (NOC), which serve as regional and national-level multiagency situational awareness and operational coordination centers.

This structure addresses both site-specific incident management activities and the broader regional or national issues related to the incident.



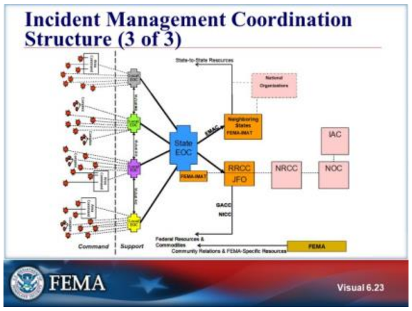
ICS	Unified Command	Area Command	MAC Group	EOCs
The management system used to direct all operations at the incident scene. The IC is located on scene at an ICP at the incident scene.	An application of ICS used when there is more than one agency with incident jurisdiction. Agencies work together through their designated members of the Unified Command at a single ICP to establish a common set of objectives and strategies, and a single IAP.	Established as necessary to provide command authority and coordination for two or more incidents in close proximity. AC works directly with ICs. AC becomes UA when incidents are multijurisdictional. Area Command may be established at an EOC facility or at some other location other than an incident ICP.	Part of the off-site incident management structure of NIMS. During incidents, MAC Groups act as a policy-level body, support resource prioritization and allocation, make cooperative multi-agency decisions, and enable decision making among elected and appointed officials with those managing the incident (IC/UC). MAC Groups do not perform incident command functions.	The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Visual 6.22

INCIDENT MANAGEMENT COORDINATION STRUCTURE (2 OF 3)

If Unified Command is not being implemented properly at the incident level or there are problems with one or more of the Incident Commanders, the local MAC Group may be responsible to ensure the problem is resolved or recommendations may be made to the appropriate agencies to resolve the problem.

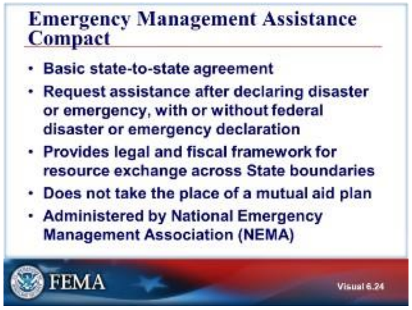
MAC Group does policy, and EOC does support. Both do coordination. The two activities are sometimes housed at the same location, which can often cause confusion.
As an Incident Commander, you need to know that the system exists, how it is set up in your situation, and how you interface with it.



Visual 6.23

INCIDENT MANAGEMENT COORDINATION STRUCTURE (3 OF 3)

- Command Level
  - Each blotch represents an incident spread over a large area
- Local EOCs Level
  - Each one has been assigned to SUPPORT incidents
- State EOC Level
  - When available resources have been exhausted, the State EOC is contracted in to support
- Levels beyond State
  - When help is needed from other states you can: 1) go to FEMA – IMAT RRCC/JFO (FEMA leg); and/or 2) go through neighboring States through the Emergency Management Assistance Compact (EMAC)
  - If you go through the Federal Government, IAC, NOC, and NRCC will need to be updated
  - FEMA-specific resources may also be brought in



Visual 6.24

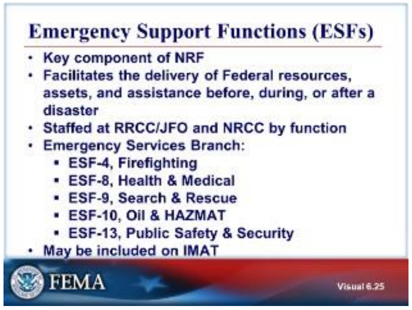
EMERGENCY MANAGEMENT ASSISTANCE COMPACT

EMAC Mission: Facilitate the efficient and effective sharing of resources between member States during time of disaster or emergency. EMAC is the cornerstone of mutual aid.

- Basic state-to-state agreement
- Request assistance after declaring disaster or emergency, with or without Federal disaster or emergency declaration
- Provides legal and fiscal framework for resource exchange across State boundaries
- Does not take the place of a mutual aid plan
- Administered by National Emergency Management Association (NEMA)

The 54 States, Territories and the District of Columbia are members of this interstate disaster assistance agreement, which a State joins by enacting legislation enabling it to operate within the EMAC system.

EMAC offers States the ability to request and receive resources across State lines after declaring a disaster or emergency, with or without a Federal disaster or emergency declaration. The EMAC has certain inherent limitations. For example, an EMAC states that the terms and conditions of the EMAC apply only after the governor of the receiving State declares a state of emergency or disaster or commences a mutual aid exercise and lasts only as long as the state of emergency or disaster exists, or the loaned resources remain in the State, whichever is longer.



Visual 6.25

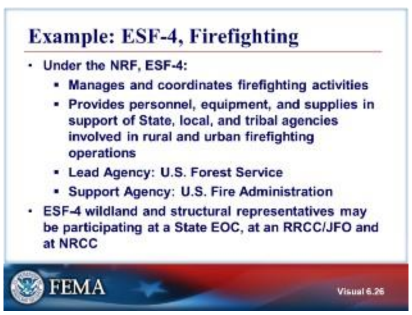
EMERGENCYSUPPORT FUNCTIONS (ESF)

ESFs are a key component of National Response Framework (NRF) and facilitate the delivery of Federal resources, assets, and assistance before, during, or after a disaster. ESFs are staffed at RRCC/JFO and NRCC by function.

Emergency Services Branch

- ESF-4, Firefighting
- ESF-8, Health & Medical
- ESF-9, Search & Rescue
- ESF-10, Oil & HAZMAT
- ESF-13, Public Safety & Security

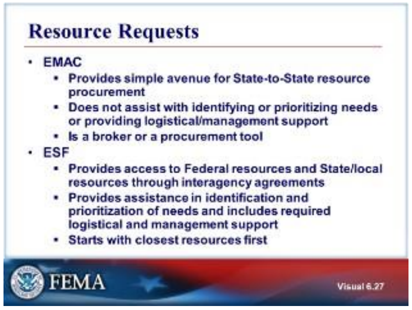
ESFs may be included on IMAT.



Visual 6.26

EXAMPLE: ESF-4, FIREFIGHTING

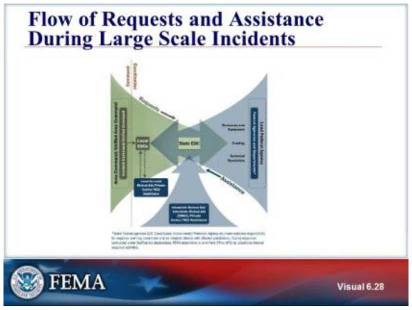
- Under the NRF, ESF-4:
  - Manages and coordinates firefighting activities
  - Provides personnel, equipment, and supplies in support of State, local, and tribal agencies involved in rural and urban firefighting operations
  - Lead Agency: USDA Forest Service
  - Support Agency: U.S. Fire Administration
- ESF-4 wildland and structural representatives may be participating at a State EOC, at an RRCC/JFO and at NRCC



Visual 6.27

RESOURCE REQUESTS

- EMAC
  - Provides simple avenue for State-to-State resource procurement
  - Does not assist with identifying or prioritizing needs or providing required logistical and management support
  - Is a broker or a procurement tool; requesting State identifies parameters (cost, distance, reporting time, etc.)
- ESF
  - Provide access to Federal resources and State/local resources through interagency agreements
  - Provide assistance in identification and prioritization of needs and ensure that request includes required logistical and management support
  - Start with closest resources first



Visual 6.28

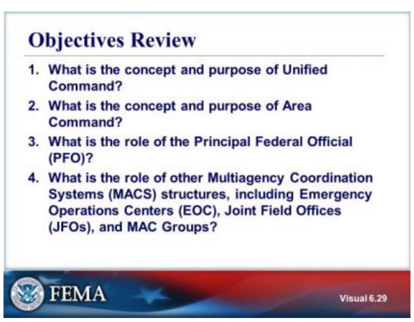
FLOW OF REQUESTS AND ASSISTANCE DURING LARGE-SCALE INCIDENTS

The diagram on the visual represents the flow of requests and assistance during large-scale incidents.

The diagram below represents the Mutual Aid Process for incident management.

Mutual Aid Process for Incident Management

Incident occurs (or is identified)	Local Response	Local Mutual Aid	Intra/ Statewide Mutual Aid	Interstate Mutual Aid	Federal Aid
Current Deployment Process	Local Plans/ Procedures/ Protocols		State Mutual Aid Plans/ Procedures / Protocols (if any)	EMAC or ESF-4 (only if NRF is activated) or GACC (if wildland)	ESF-4 (only if NRF is activated) or GACC (if wildland)
Multi-Agency Coordination Level		**Local EOC**	**may be activated**		
			State EOC	**may be activated**	
				RRCC and/or NRCC	**may be activated**



Visual 6.29

OBJECTIVES REVIEW

Unit Enabling Objectives:

- Describe the concept and purpose of Unified Command
- Describe the concept and purpose of Area Command
- Describe the role of the Principal Federal Official (PFO) and Joint Field Offices (JFOs).
- Describe the role of the NIMS functional groups: Emergency Operations Centers (EOCs) and Multiagency Coordination Groups (MAC Groups).

Supplemental Materials

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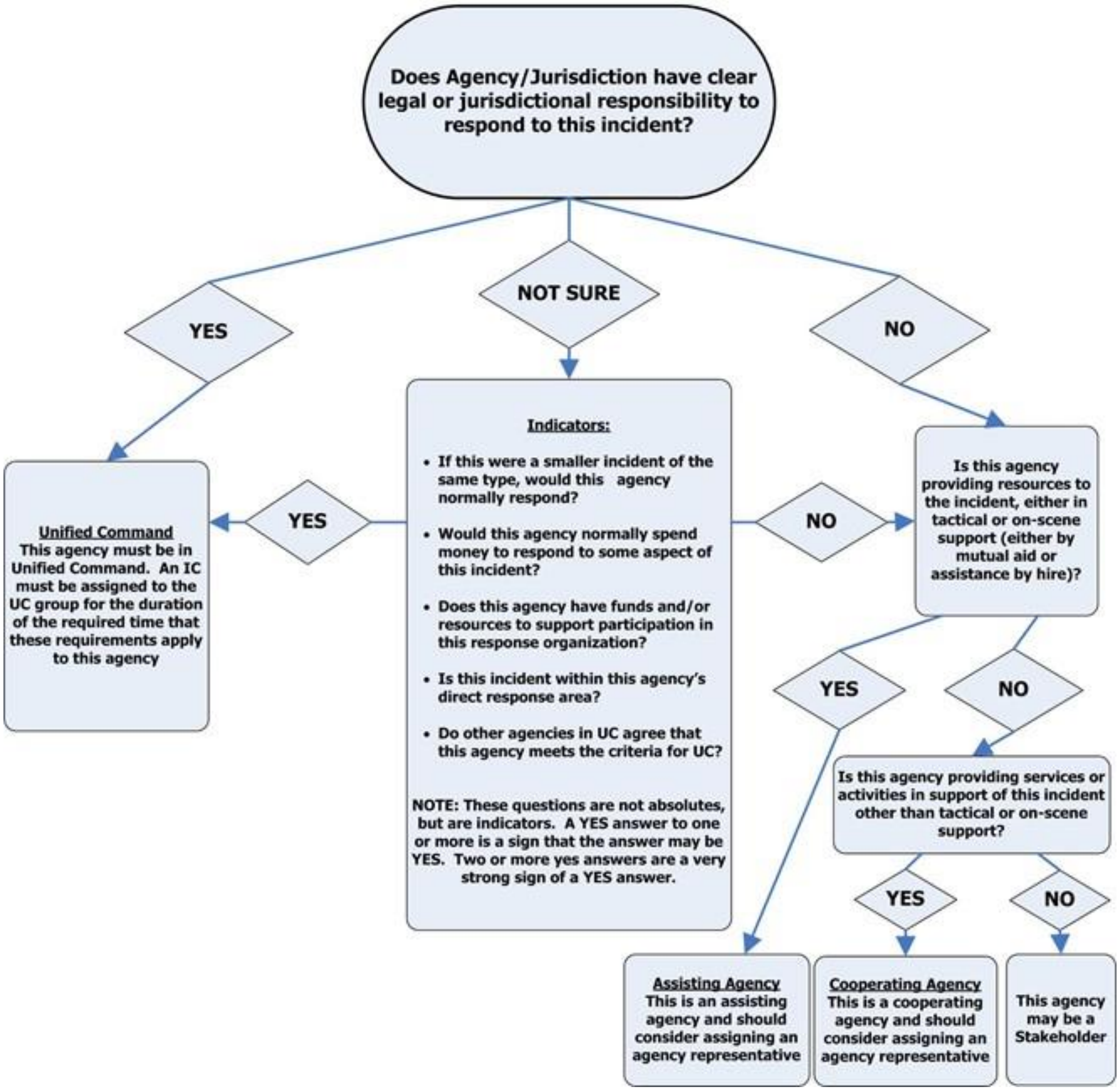
Handout 6-1: Decision Process to Determine an Agency's Role on an Incident



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Activity 6.1

Activity 6.1 Overview—Unit 6

Purpose

The purpose of this activity is to provide students with experience developing a Unified Command organization.

Objectives

Students will be able to develop a Unified Command organization structure for a given incident.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will work within their work groups to develop the best Unified Command organization structure for a specific incident. Each group will present their findings to the rest of the group.

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. Read the incident scenario on the next page.
3. On the blank organization chart (page 3), develop what you think would be the best Unified Command organization structure including Deputies, Assistants, and Unit Leaders. Identify which positions you would fill with your Command and General Staff members that came with you and which ones should be filled with local personnel. Include all the agencies that you think would eventually be involved, even if they are not yet at the scene.
4. Present your conclusions to the rest of the class.

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

Activity 6.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	10 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

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Activity 6.1 Scenario: C&C Train Derailment

Central City, Columbia, USA: Liberty County, in the state of Columbia, is the largest county in the State in terms of population and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 149,000, and the metropolitan area population is approximately 302,412. Central City serves as a major transportation hub within the State—including commercial river traffic, rail, air, and interstate traffic—and it is 40 miles from the Port of Charlotte, on the Big Ocean.

There have been a series of terrorist attacks across the U.S. They have been happening for several days, and assistance is available from the Federal Government through the Stafford Act. Some states have implemented the EMAC, and the Central City IMT has accepted an assignment to be on standby in another State to be ready to respond to any new incident.

In the early morning today, a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River near Central City. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The Engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radio picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reporters are lining up for interviews as well.

There is uncertainty about whom or which agency is in charge of the incident. There is a pervasive rumor that the train Engineer's license to operate the engine had expired, but that is being checked out. There are also rumors surrounding the reason for the derailment, with many citizens suspecting terrorists may have caused the incident. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. HAZMAT crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area and is requesting assistance from the state. The Red Cross is establishing an evacuation center at North High Schools in Central City.

There are rumors that hundreds of Coho salmon, a federally listed threatened species have been killed in the river. The Parks Department, County, and State Dept of Natural Resources have issued an advisory and closed the river to fishing, recreation, and other uses for 25 miles downriver from the rail bridge site.

The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

Agencies to Be Represented in Unified Command

Below, list agencies that you would assign in the primary position and any recommended Deputies and Assistants, also by agency. Show which Unit Leaders you would fill immediately and from which agency.

Safety Officer	Operations Section Chief	Planning Section Chief
Liaison Officer	Operational Branches	Planning Unit Leaders
Public Information Officer	Divisions/Group Supervisors	Finance/Admin Section Chief
Other?	Logistics Section Chief	Finance Unit Leaders
	Logistics Unit Leaders	

Handout 6-2: Katrina Unified Command Structure - ICS Form 202

1. Incident Name:	2. Operational Period (Date/Time):	ICS 202: Incident Objectives
Hurricane Katrina	From: 0700 08 Nov To: 0700 10 Nov 05	ICS 202-EPA

3. Objective(s):

1) Ensure health and safety of responders and public by conducting operations in accordance with approved site safety plan.
2) Continue to conduct air, ground, water recon activities to identify new targets and to confirm extent of hurricane damage including facilities and other infrastructure.
3) Continue to conduct environmental assessments through sampling and monitoring in order to evaluate potential immediate threats to responders, public health and the environment by contaminants resulting from impacts of Hurricanes Katrina and Rita.
4) Continue to conduct emergency response and removal operations to control and prevent the release of oil and hazardous materials, including disposal of generated waste.
5) Continue HHW and hazardous debris collection activities in coordination with effected stakeholders
6) Continue to operate the collection facilities and ensure the proper characterization and disposal of all hazardous materials
7) Continue to cooperate with USACOE regarding the collection, processing of white goods including the removal of hazardous materials as prescribed in the State of Louisiana's Debris Management Plan
8) Continue effective media and community out-reach programs.
9) Conduct long term planning to establish mission milestones and measures of success
10) Document all mission activities in appropriate electronic information systems and capture all incident financial expenditures by mission assignment category.
11) Coordinate with State of Louisiana officials to develop and implement a program for removal of hazardous waste from hurricane impacted schools.

4. Operational Period Command Emphasis

(Safety Message, Priorities, Key Decisions/Directions)

1) All command and general staff to coordinate with planning section on input to transition plan.
2) Continue to maintain an effective coordination with all cooperating, assisting agencies and stakeholders particularly with Federal and State Natural Resource Trustees to minimize the impact to natural, historic and cultural resources.
3) Maintain an effective interagency incident management team capacity to respond to short and long term mission requirements.
4) Continue to ramp-up ESF-10 operations in the Hurricane Rita impacted areas.

5. Prepared by: ______________________ **Date/Time:** ______________
(Planning Section Chief)

6. Approved By: ______________________ **Date/Time:** ______________
(EPA Incident Commander)

Approved By: ______________________ **Date/Time:** ______________
(USCG Incident Commander)

Approved By: ______________________ **Date/Time:** ______________
(LDEQ Incident Commander)

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ICS Form 203 Organizational Assignment List

ICS 203: Organizational Assignment List

1. Incident Name: Hurricane Katrina	2. Operational Period (Date/Time): From: 0700 08 Nov 2005 To: 0700 10 Nov 2005	Organizational Assignment List ICS 203 EPA

3. Unified Command & Staff:	
Incident Commander	Ken Clark, EPA
	Ron Cantin, USCG
	Jeff Meyer, LDEQ
Deputy Incident Commander	Althea Foster, EPA
	Ralph Dollhopf, EPA
	Daniel Lambert, LDEQ
	Phyllis Luke, LDEQ
SFO	George Pavlou, EPA
Safety Officer -EPA	David Moore, EPA
	Glenn Miller, LDEQ
Information Officer	Bonnie Bellow, EPA
	Darrin Mann, LDEQ
	Paul Rhynard, USCG
Technical Specialists (Scientific Support)	Scott Fredericks, EPA
	Charlie Henry, NOAA
Community Involvement Group	Sonia Penock, EPA
Liaison Officer	Jim Stevens, EPA
Liasons – AFO-N.O.	Beth Sheldate, EPA
	Bill Luthans, EPA
Liasons - JFO-B.R.	Susan Webster, EPA
	Jim Daloia, EPA
4. Agency Representative:	
Agency	**Name**
NOAA	Charlie Henry
ACOE	Chris Brantley
USFWS	Steve Alexander
ATSDR at JFO	Sue Castel, PHS

5. Planning Section	
Chief	John Martin, EPA
Deputy	Roberto Bernier, EPA
	Rocky Yballa, USCG
State Planning Chief	Phyllis Luke, LEDQ
Resource Unit Leader	DeAndre Singletary, EPA
Situation Unit Leaders	Mike Szerlog, EPA
	Dean Mathews, USCG
Documentation Unit Leader	Derek Ragon, EPA
Demobilization Unit Leader	Paul Novak, EPA
Environmental Unit Leader	Ed Gilbert, EPA
Tech Spec. - Data Management	Vacant
6. Logistics Section	
Chief	Rich Mayer, EPA
Deputy	Dave Bradley, EPA
	Kim Almandmoss, USCG
	a. Service Branch
Branch Director	Lisa Bokun, EPA
	William Zepplin, USCG
Supply Unit Leader	Robin Forehand, USCG
	Marvin Ross, USCG
Housing Coordinator	Jean Herman, EPA
Medical Unit Leader	Jonathan Blonk, EPA
	Lacy McMahon, USCG
Security/Food/Ground Support	Paul Little, EPA
	b. Support Branch
Branch Director	Eric Paisley, EPA

ICS 203: Organizational Assignment List, Con't

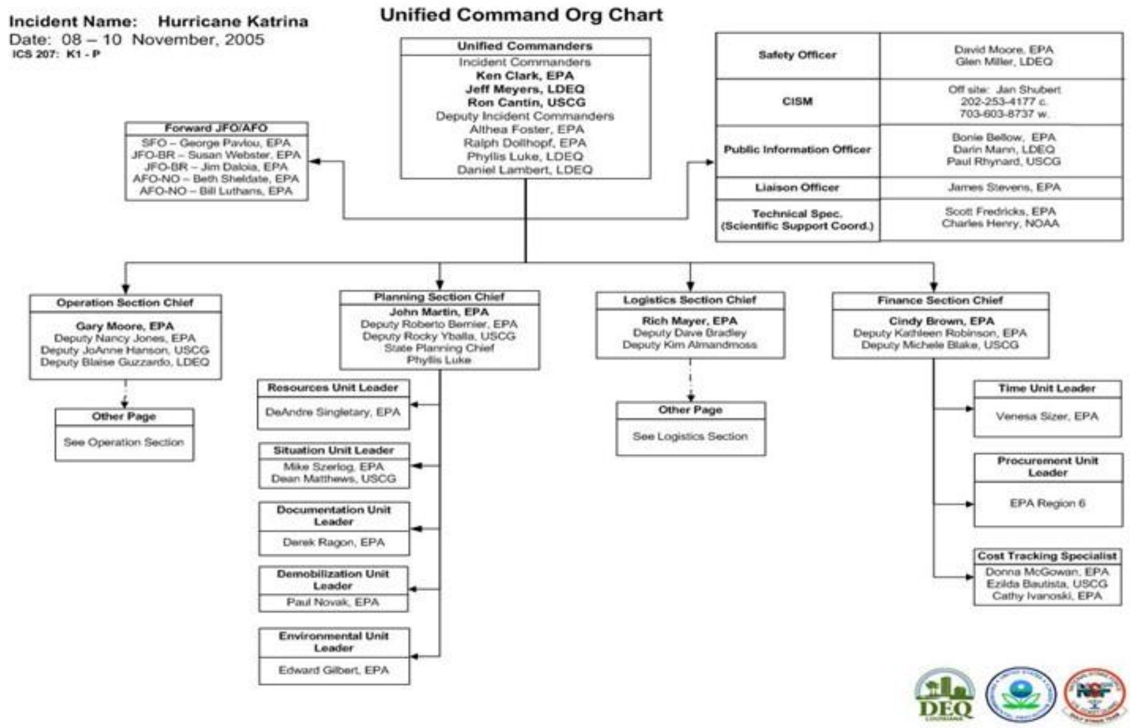
IT Support Unit	Walter Wilke, EPA	UST Group	David Bernstein, EPA
Comms Unit Leader	Joe George, NIFC	Aerial Recon Group	Shane Raiford, USCG
7. Operations Section		Water/Wastewater Tech. Asst.	Juan Ibarra, EPA
Chief	Gary Moore, EPA	**e. East Branch**	
	Blaise Guzzardo, LDEQ	Branch Director	Nancy Jones, EPA
Deputy	Nancy Jones, EPA	St. Tammany Division	Bill Simes, EPA
	JoAnne Hanson, USCG	North Jefferson Division	Bill Rhotenberry, EPA
a. Air Branch		Plaquemines Division	Mike Barry, EPA
Branch Director	Chris Bartz, USCG	Orleans Division	John Gulch, EPA
b. Env. Assess. Branch		St. Bernard Division	Marjorie Easton, EPA
Branch Director	Harry Allen, EPA	**f. Central Branch**	
Environmental Sampling Group	Kenny New, START	Branch Director	Warren Zehner, EPA
Water Quality Sampling Group	David Wagnenecht, LDEQ	Terrebonne / Lafourche Div.	David Rees, EPA
Potable Water Testing Group	Stacie Wissler, START	Vermillion Division	Steve Hirsh, EPA
Sampling Receiving Group	Kenya Johnson, START	Grand Isle	Tony Roberson, USACE
Air Sampling Group	Phil Campagna, EPA	**g. West Branch**	
c. ER-Removal Branch		Branch Director	Chris Ruhl, EPA
Branch Director	Rich Martyn, EPA	West HW Recovery Division	Chris D'Onofrio, EPA
School Assessment Group	Chris Simms, LDEQ	North HW Recovery Division	Keith Glenn, EPA
Response Group	Craig Bensen, EPA	East HW Recovery Division	Paul Doherty, EPA
Recovery Group 1	Eddie McGlassen, EPA	Haz. Waste Collection/Bulking Grp.	Kevin Mathias, EPA
Recovery Group 2	Tracy Sedlack, EPA	**8. Finance Section**	
ER Recon Group	Leon Wright, LANG	Chief	Cindy Brown, EPA
Removal Group	Angel Rodriguez, EPA	Deputy	Kathleen Robinson, EPA
Collection Area Group	Lou DiGardia, EPA		Michele Blake, USCG
d. Reconnaissance Branch		Time Unit	Vanessa Sizer, EPA
Branch Director	Carl Kitz, EPA	Procurement Unit	EPA Region 6 Office
Debris Recon Group	Dionne Magness, LDEQ	Cost Tracking Unit	Donna McGowan, EPA
	Bridget Lions, LDEQ		Ezilda Bautista, USCG

Prepared By: Jim Brown *(Asst Resource Unit Leader)* **Approved by:** ________________ *(Planning Section Chief)* **Date/Time:** ________

ORGANIZATIONAL ASSIGNMENT LIST ICS Form 203

ICS Form 207 Unified Command Org Chart

ICS 207



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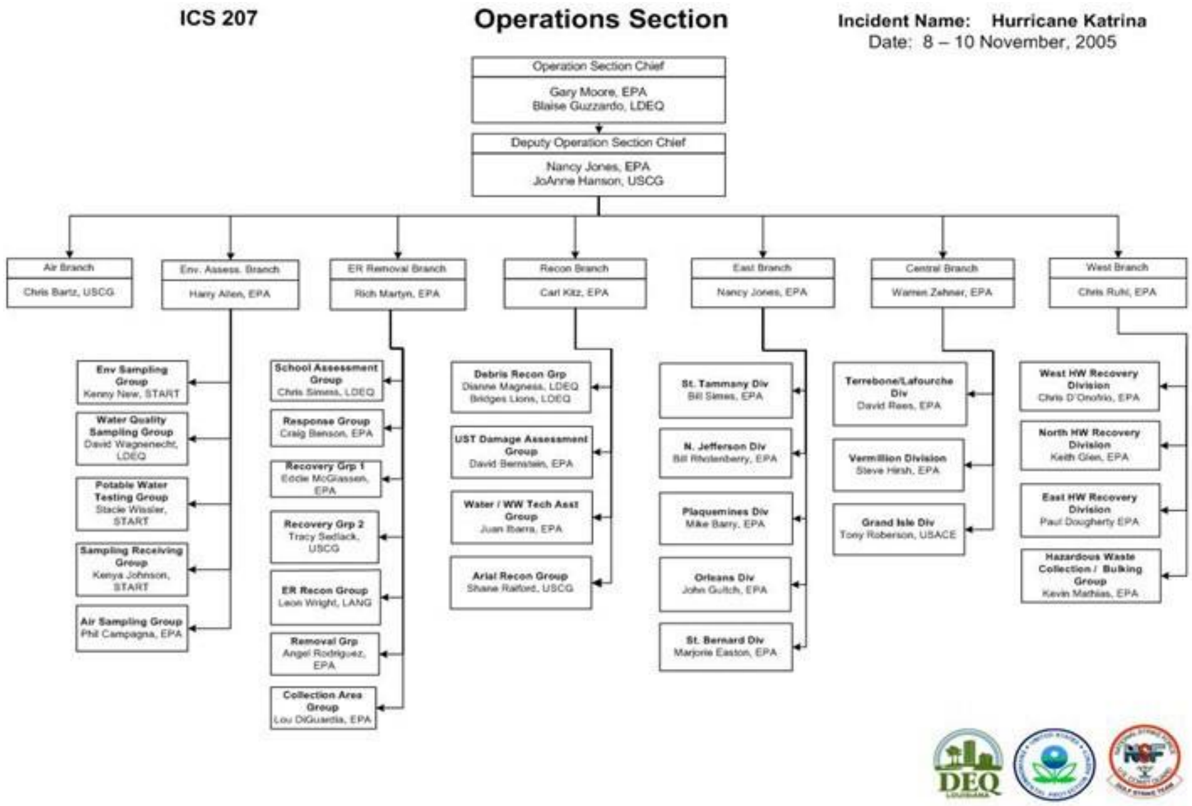
ICS Form 207 – Operations Section



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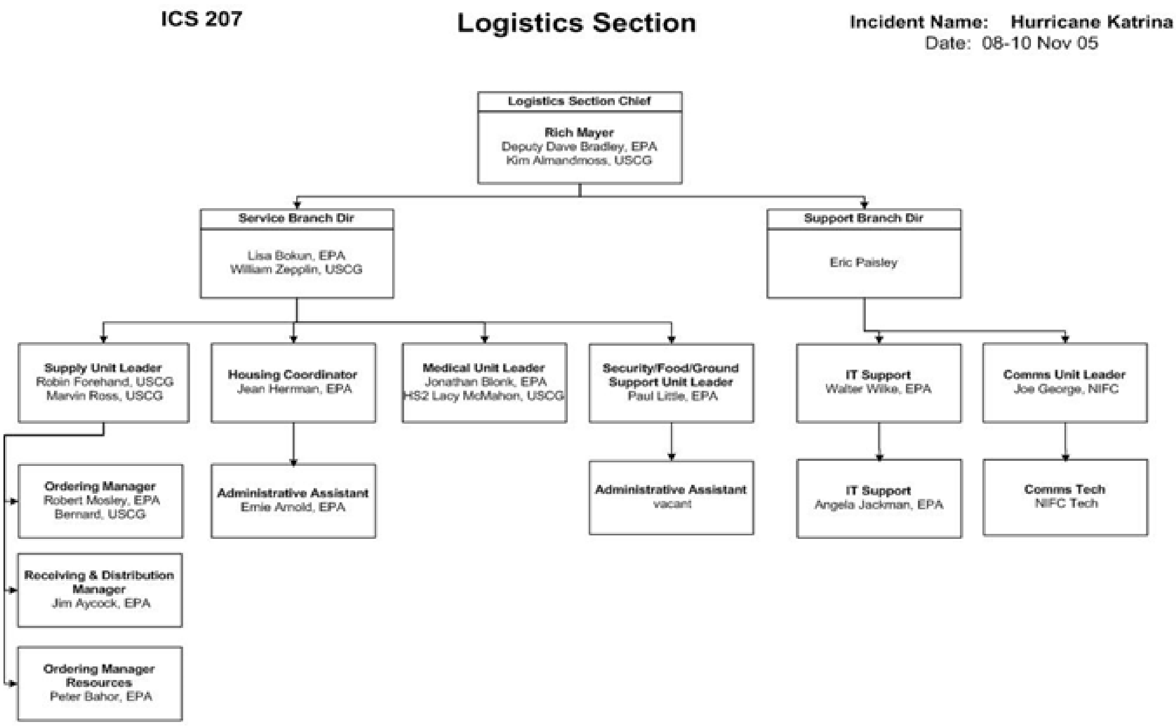
ICS Form 207 – Logistics Section



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Unit 7: Agency Administrator/Executive and Incident Commander Cooperation

STUDENT MANUAL

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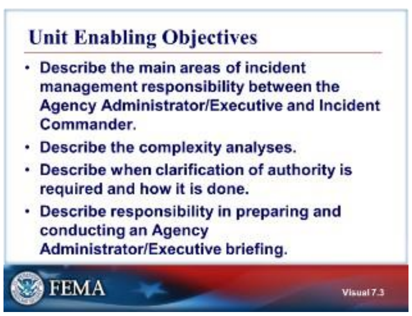
Visual 7.1

UNIT 7: AGENCY ADMINISTRATOR/EXECUTIVE AND INCIDENT COMMANDER COOPERATION

Visual 7.2

UNIT TERMINAL OBJECTIVE

Describe the interaction and cooperation that occurs between the Agency Administrator/Executive (AA) and the Incident Commander (IC) for the successful management of an incident.

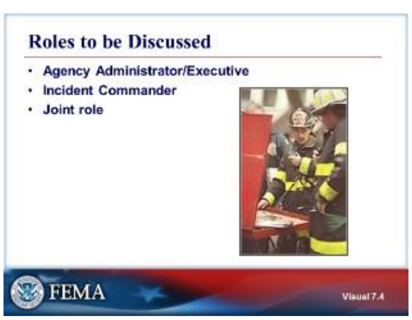


Visual 7.3

UNIT ENABLING OBJECTIVES

- Describe the main areas of incident management responsibility between the Agency Administrator/Executive and Incident Commander.
- Describe the complexity analyses.
- Describe when clarification of authority is required and how it is done.
- Describe responsibility in preparing and conducting an Agency Administrator/Executive Briefing.

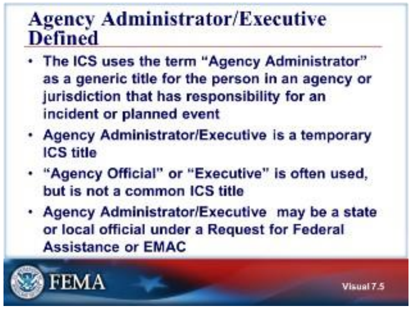
The Final Exam questions are based on the Unit Enabling Objectives.



Visual 7.4

ROLES TO BE DISCUSSED

The Incident Commander and Agency Administrator/Executive each have a specific role to play when an incident occurs. However, the coordination and cooperation between the Incident Commander and Agency Administrator/Executive in their joint role is critical to successful management of the incident.



Visual 7.5

AGENCY ADMINISTRATOR/EXECUTIVE DEFINED

The Agency Administrator/Executive has the responsibility for the general management of the incident and is there to ensure success.

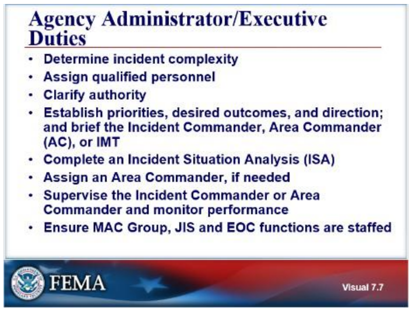
- The ICS uses “Agency Administrator/Executive as a generic title for the person in an agency or jurisdiction that has responsibility for an incident or planned event
- Agency Administrator/Executive is a temporary ICS title (sometimes “Agency Official” is used)
- May be a State or local official under a Request for Federal Assistance
  - Not out of realm of possibility that you could have a Federal official assigned to you
- Agency Administrator/Executives may be the Mayor, County Commissioner, or other official, and might even be from private sector
  - Agency Administrator/Executives from private sector are usually referred to as Responsible Parties (RPs)

Visual 7.6

AGENCY ADMINISTRATOR/EXECUTIVE

The Agency Administrator/Executive provides the Incident Commander with the policies pertinent to the incident, clarity on the mission, direction, and authority to manage the incident.

As far as the mission is concerned, the Agency Administrator/Executive will provide priorities, general desired outcomes, and direction to execute the mission. The Agency Administrator/Executive then grants the Incident Commander authority to fulfill the mission.



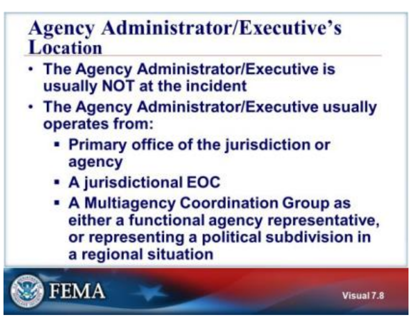
Visual 7.7

AGENCY ADMINISTRATOR/EXECUTIVE DUTIES

- Determine incident complexity
- Assign qualified personnel
- Clarify authority
- Establish priorities, desired outcomes, and direction, and brief the Incident Commander, Area Commander or IMT
- Complete an ISA
- Assign an Area Commander, if needed
- Supervise the Area Commander or Incident Commander and monitor performance
- Ensure MAC Group, JIS and EOC functions are staffed

Not all agencies will perform every activity on the list. Local policy and experience will determine which of these activities will be done. The following visuals present detailed discussion of each activity.

The management objectives received from the Agency Administrator/Executive will be broad and it will be up to the Incident Commander to translate them into incident objectives. The Agency Administrator/ Executive then ensures that the developed incident objectives will fulfill the mission objectives.



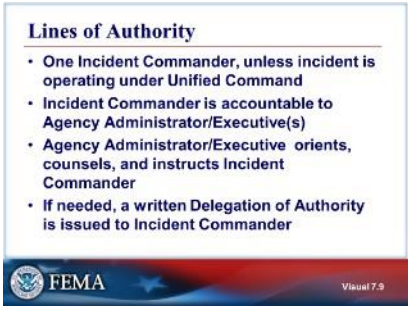
Visual 7.8

AGENCY ADMINISTRATOR/EXECUTIVE'S LOCATION

The Agency Administrator/Executive is generally not at the incident, but operates from:

- Primary office of the jurisdiction or agency.
- A jurisdictional Emergency Operations Center.
- A Multiagency Coordination Group as either a functional agency representative or representing a political subdivision in a regional situation.

The Agency Administrator/Executive normally has many other duties that must be addressed during a large incident, and most likely will not be at the incident except for occasional visits or to attend a meeting.



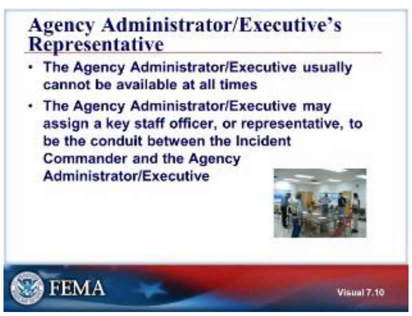
Visual 7.9

LINES OF AUTHORITY

The organizational principles that apply to incident management activities are as follows:

- One Incident Commander unless incident is operating under Unified Command
- Incident Commander is accountable to Agency Administrator/Executive(s)
- The Agency Administrator/Executive is responsible for orienting, counseling, and instructing the Incident Commander on management objectives and expected accomplishments
- If needed, a written DOA is issued to Incident Commander

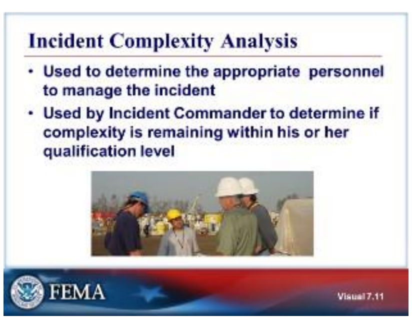
For incidents within one jurisdiction, normal authority to function is granted through standing statute, policies, Emergency Operations Plans, etc.



Visual 7.10

AGENCY ADMINISTRATOR/EXECUTIVE'S REPRESENTATIVE

- The Agency Administrator/Executive may not always be available and may assign a key staff officer as a representative
- It is preferable that the A-Rep have authority so that they will not have to go through the Agency Administrator/Executive to get things accomplished, but this is not always the case.

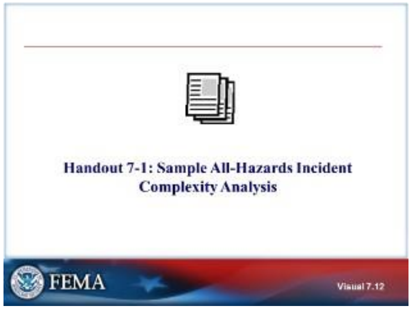


Visual 7.11

INCIDENT COMPLEXITY ANALYSIS

Incident Complexity Analysis is used by the Agency Administrator/Executive or the Agency Administrator/Executive's staff to determine the appropriate personnel to manage the incident. If it is a Type 2 incident, make sure all staff are qualified at the Type 2 level.

The Incident Commander uses it to determine if complexity remains within his or her qualification level.

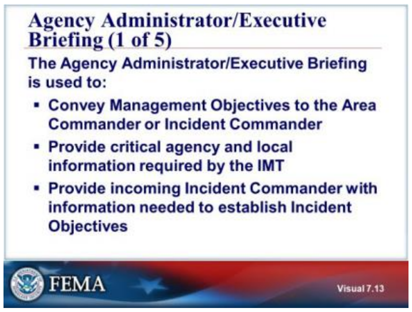


Visual 7.12

HANDOUT 7-1: SAMPLE ALL-HAZARDS INCIDENT COMPLEXITY ANALYSIS

Refer to Handout 7-1: Sample All-Hazards Incident Complexity Analysis.

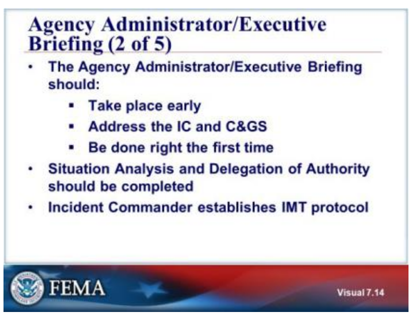
Note: This is not an ICS Form. It is derived from the Wildfire Situation Analysis (WFSA). It is a sample that may be adapted to your purposes.



Visual 7.13

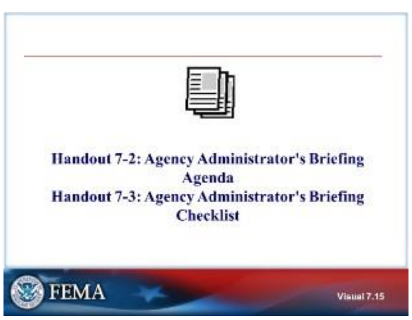
AGENCY ADMINISTRATOR/EXECUTIVE BRIEFING (1 OF 5)

The Agency Administrator/Executive Briefing is another concept that will be foreign to many students. It is a very important phase of incident management and should not be overlooked. Here again, Agency Administrator/Executives may not know their role in this process. Incident Commanders can coach the Agency Administrator/Executive through the process to get a good briefing.



Visual 7.14

AGENCY ADMINISTRATOR/EXECUTIVE BRIEFING (2 OF 5)

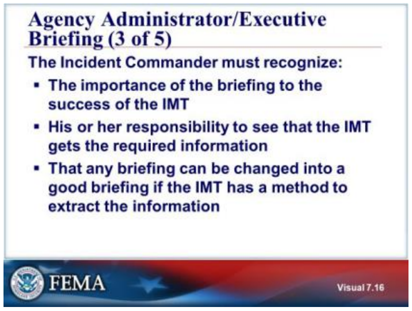


Visual 7.15

HANDOUT 7-2: AGENCY ADMINISTRATOR'S BRIEFING AGENDA

HANDOUT 7-3: AGENCY ADMINISTRATOR'S BRIEFING CHECKLIST

Refer to these two handouts.



Visual 7.16

AGENCY ADMINISTRATOR/EXECUTIVE BRIEFING (3 OF 5)

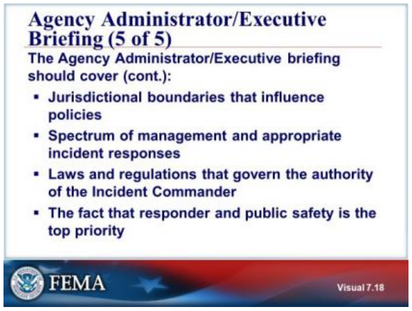
The Incident Commander must recognize:

- The importance of the briefing to the success of the IMT
  - This is where you get your marching orders
- Incident Commander's responsibility to see that IMT gets the required information
  - C&GS must share the information as well with subordinates and sub-units
- That any briefing can be changed into a good briefing if the IMT has a method to extract the information

The Incident Commander is responsible for seeing that the IMT gets required information. It is possible that you are the only one on the incident that has certain informative tools, such as a complexity analysis, so sharing information and ensuring that your team has the information it needs is incumbent upon you.

Visual 7.17

AGENCY ADMINISTRATOR/EXECUTIVE BRIEFING (4 OF 5)

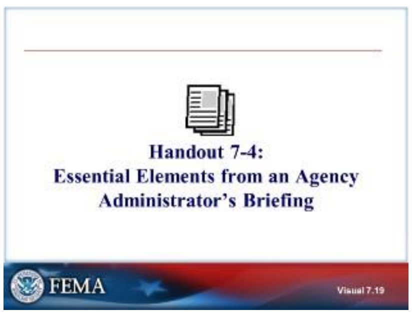


Visual 7.18

AGENCY ADMINISTRATOR/EXECUTIVE BRIEFING (5 OF 5)

- Jurisdictional boundaries' influence on policies
- Spectrum of management and appropriate incident responses
- Laws and regulations that govern the authority of the Incident Commander
- The fact that responder and public safety is the top priority

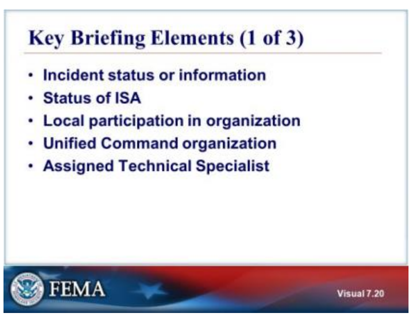
IMTs and Area Commanders expect an Agency Administrator/Executive's briefing. They are taught and have practiced how to glean critical information from the briefing.



Visual 7.19

HANDOUT 7-4: ESSENTIAL ELEMENTS FROM AN AGENCY ADMINISTRATOR'S BRIEFING

Refer to Handout 7-4: Essential Elements from an Agency Administrator/Executive Briefing.

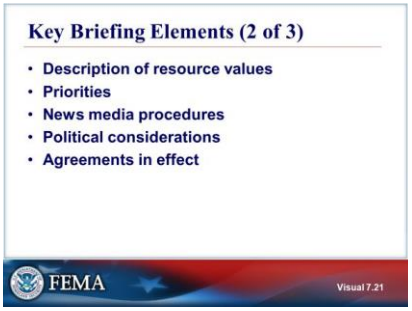


Visual 7.20

KEY BRIEFING ELEMENTS

Refer to Handout 7-3 during these visuals.

- Incident status and information
- Status of ISA
- Local participation in organization
- Unified Command organization
- Assigned Technical Specialist

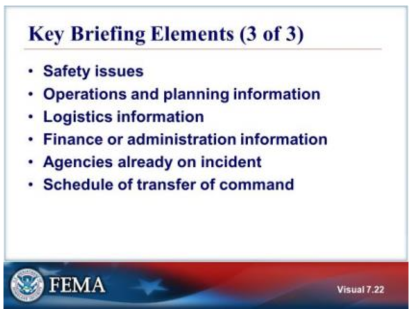


Visual 7.21

KEY BRIEFING ELEMENTS (CONT.)

Key elements of the Agency Administrator/Executive Briefing.

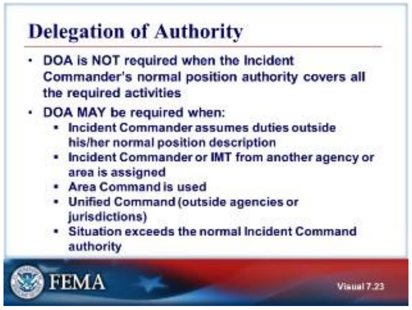
- Description of resource values
- Priorities
- News media procedures
- Political considerations
- Agreements in effect



Visual 7.22

KEY BRIEFING ELEMENTS (CONT.)

- Safety issues
- Operations and planning information
- Logistics information
- Finance/administration information
- Agencies already on incident
- Schedule of transfer of command
  - Best done at the end of the operational period



Visual 7.23

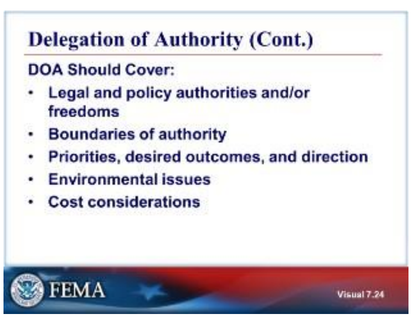
DELEGATION OF AUTHORITY

A DOA may be required when:

- An Incident Commander assumes duties outside his/her normal position description
- An IMT from another area is assigned
- An Incident Commander or IMT from another agency is assigned
- An Area Command is used
- It is necessary to ensure all members of the Unified Command have proper authority in Unified Command (when outside jurisdictions or agencies are involved)
- The situation exceeds the normal authority of the Incident Commander

DOAs are not required when Incident Commander's normal position authority covers all the required activities. For example, a DOA is not required when the Incident Commander is operating in his own jurisdiction.

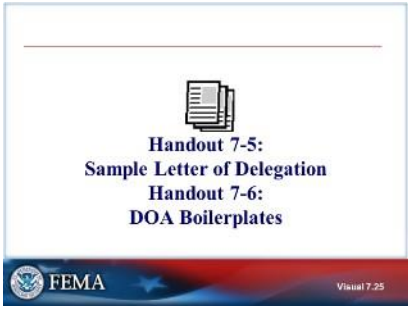
Some AA/AE may not issue a DOA due to legal or statutory constraints. However, he/she may agree to issue a "Letter of Expectation, Letter of Intent, MOU, etc. that provides the same authority, information, and direction.



Visual 7.24

DELEGATION OF AUTHORITY (CONT.)

General objectives from a DOA are the foundation for incident objectives.



Visual 7.25

HANDOUT 7-5: SAMPLE LETTER OF DELEGATION

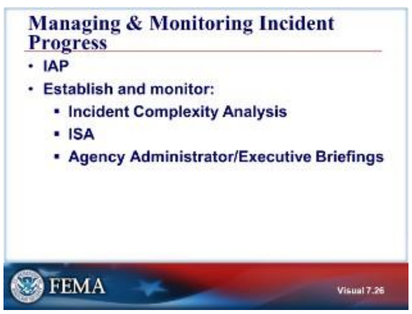
HANDOUT 7-6: DOA BOILERPLATES

Refer to Handout 7-5: Sample Letter of Delegation.

Refer to Handout 7-6: DOA Boilerplates.

A DOA can and should change, especially on FEMA assignments like those after a hurricane. At the beginning of an incident, no one may know what is needed, so wording may change once the incident is defined. The DOA should then be modified and re-signed by all parties.

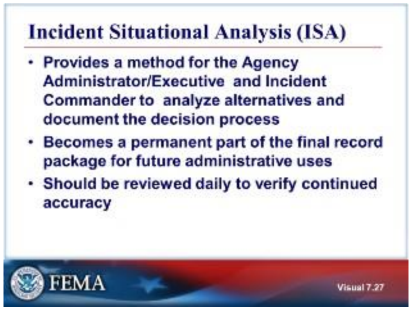
There may be several DOAs on one incident. DOAs will be necessary for all jurisdictions in which incident operations take place.



Visual 7.26

MANAGING & MONITORING INCIDENT PROGRESS

The Incident Commander must review the incident objectives on the Incident Action Plan (ICS Form 202) and determine if they are being accomplished.



Visual 7.27

INCIDENT SITUATION ANALYSIS (ISA)

The ISA:

- Provides a method for the Agency Administrator/Executive and Incident Commander to analyze alternatives and document the decision process
- Becomes a permanent part of the final record package for future administrative uses
- Should be reviewed daily to verify continued accuracy

An ISA is a good tool to help make decisions, especially if you haven’t done this before and can’t make the decisions naturally quite yet. It is also a good tool to document the decision-making process.

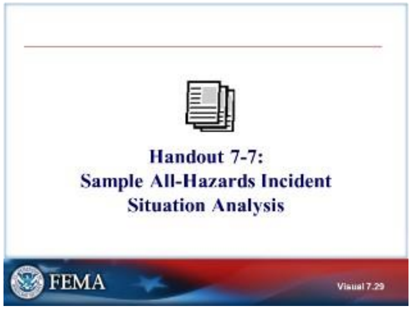
If you need to justify why you need more resources or a higher-level team (higher type), an ISA can explain why you need help. It can lay out contingencies and legalities of choices (i.e., If we do ___, we will need ___…).

This process was created to record how a decision was made and action taken in case of litigation.

If an Incident Situation Analysis is required and has not been prepared by the Agency Administrator/Executive, the IMT should prepare one for approval by the Agency Administrator/Executive.

Visual 7.28

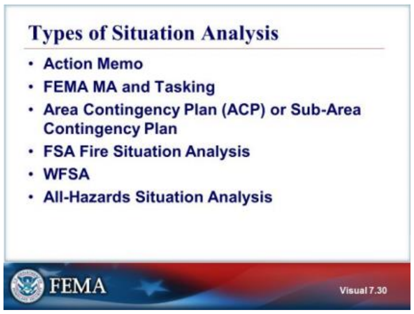
ELEMENTS OF AN ISA



Visual 7.29

HANDOUT 7-7: SAMPLE ALL-HAZARD INCIDENT SITUATION ANALYSIS

Refer to Handout 7-7: Sample All-Hazards Incident Situation Analysis.

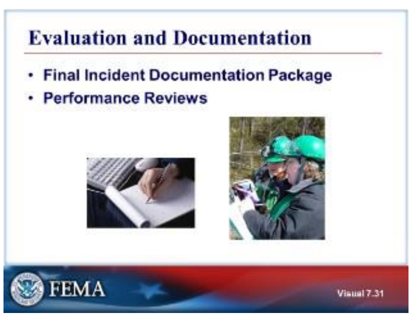


Visual 7.30

TYPES OF SITUATION ANALYSIS

Various types of Situation Analysis:

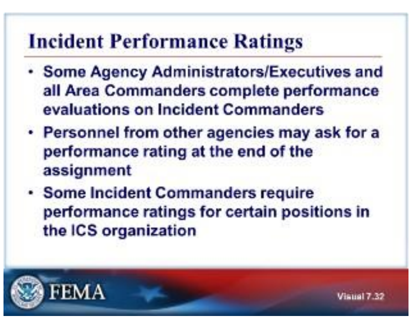
- Action Memo
- FEMA MA and Tasking
- Area Contingency Plan (ACP) or Sub-Area Contingency Plan
- FSA Fire Situation Analysis
- WFSA
- All-Hazards Situation Analysis



Visual 7.31

EVALUATION AND DOCUMENTATION

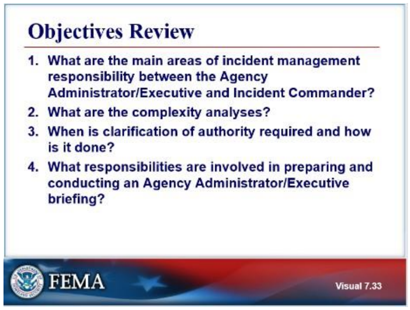
- Final Incident Documentation Package
- Performance Reviews



Visual 7.32

INCIDENT PERFORMANCE RATINGS

- Some Agency Administrators and all Area Commanders complete performance evaluations on Incident Commanders
- Personnel from other agencies may ask for a performance rating at the end of the assignment
- Some Incident Commanders require them for certain positions in the ICS organization



Visual 7.33

OBJECTIVES REVIEW

Unit Enabling Objectives

1. Describe the main areas of incident management responsibility between the Agency Administrator/Executive and Incident Commander.
2. Describe the complexity analyses.
3. Describe when clarification of authority is required and how it is done.
4. Describe responsibility in preparing and conducting an Agency Administrator/Executive Briefing.

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Supplemental Materials

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Handout 7-1: All-Hazards Complexity Analysis

Guide to completing the Incident Complexity Analysis. (Type 1 and 2)

SAMPLE

1) Analyze each element and check the response, Yes or No.
2) If element positive responses exceed, or are equal to, negative responses within any primary factor (A through G), the primary factor should be considered as a positive response.
3) If any three of the primary factors (A through G) are positive responses, this indicates the incident situation is or is predicted to be of Type 1 complexity.
4) Factor H should be considered after elements 1–3 are completed. If more than two of the elements in factor H are answered yes, and three or more of the other primary factors are positive responses, a Type 1 organization should be considered. If the composites of H are negative, and there are fewer than three positive responses in the primary factors (A-G), a Type 2 organization should be considered. If the answers to all questions in H are negative, it may be advisable to allow the existing overhead to continue action on the incident.

Incident Complexity Analysis (Type 1 and 2)	YES	NO
A. Incident Behavior (Observed or Predicted)		
1. Incident predicted to increase in magnitude, duration and in the total affected area.		
2. Potential exists for extreme public impact.		
3. Public impact is increasing in magnitude and complexity (number of people affected, and duration is increasing).		
4. Weather forecast indicating no significant relief or worsening conditions.		
Total		
B. Resources Committed		
1. 200 or more personnel assigned.		
2. Three or more divisions.		

3. Wide variety of special support personnel.		
4. Substantial air operation which is not properly staffed.		
5. Majority of available initial responder resources committed.		
Total		

C. Resources Threatened

1. Urban areas.		
2. Developments and infrastructure facilities.		
3. Restricted, threatened, or endangered species habitat.		
4. Cultural or historical sites.		
5. Unique natural resources, special-designation areas, wilderness.		
6. Other special resources.		
Total		

D. Safety

1. Unusually hazardous incident conditions.		
2. Serious accidents or fatalities.		
3. Threat to public safety from the incident and related operations.		
4. Restrictions and/or closures of area surrounding the incident in effect or being considered.		
5. No night operations in place for safety reasons.		
Total		

E. Ownership

1. Incident involves or threatens more than one jurisdiction.		
2. Potential for claims (damages).		
3. Different or conflicting management objectives.		
4. Disputes over incident responsibility.		

5. Potential for Unified Command.		
Total		

F. External Influences

1. Controversial emergency response policy.		
2. Pre-existing controversies/relationships.		
3. Sensitive media relationships.		
4. Other management problems.		
5. Sensitive political interests.		
6. Other external influences.		
Total		

G. Change in Strategy

1. Change in strategy.		
2. Public safety complexities are increasing (disease outbreaks; looting; civil unrest; expanding plume from Hazmat; etc.).		
3. ISA (Incident Safety Analysis) invalid or requires updating.		
Total		

H. Existing Incident Management Personnel

1. Worked two operational periods without achieving initial objectives.		
2. Existing management organization ineffective.		
3. Incident Management Personnel overextended mentally and/or physically.		
4. Incident action plans, briefings, etc. missing or poorly prepared.		
Total		

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Incident Complexity Analysis (Type 3, 4, 5)

SAMPLE

If you check 3 or less of the analysis boxes “Yes” the incident likely falls into type 3, 4 or 5 and can be managed under agency policy for these types of incidents. If more than three boxes are checked “Yes”, this incident may be a type 1 or 2. Consider using the complexity analysis for incident type 1 and 2.

Incident Complexity Analysis (Type 3, 4, 5)

Incident Behavior	Yes	No
Incident behavior does not provide for any expected relief or reduction of Incident conditions.		
Weather forecast indicating worsening conditions or no significant relief.		
Current or predicted incident behavior dictates defensive control strategy and/or increasing resource and personnel commitments.		
Responder Safety		
Performance of response resources affected by cumulative fatigue.		
Command & General Staff overextended mentally and/or physically.		
Communication ineffective with tactical resources or dispatch.		
Incident Organization		
Operations organization exceeding the limits of span of control.		
A written Incident Action Plans (IAP) is required.		
Wide Variety of specialized operations, support personnel or equipment required.		
Unable to properly staff air operations.		
Limited local resources available for new incidents.		
Heavy logistical support required.		
Existing forces worked with limited success.		
Conditions and tactics are unique to responders.		
Values to be protected		
Populations exposed or structures threatened, or potential for evacuation.		
Incident affecting or threatening more than one jurisdiction or a potential for unified command		
Threatening of unique natural resources, special-designation areas, major infrastructure, or cultural value sites.		
Sensitive political concerns or unusual media interest.		
Other.		

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Handout 7-2: Agency Administrator/Executive Briefing Agenda

Katrina Incident Agency Administrator Briefing Agenda

0800-0810 Introduction…......................Ronnie Crossland, EPA AA Representative

0810-0815 Transition Schedule…........... Arlene Anderson, PSC

Management Objectives

0815-0820 EPA.....................................Ronnie Crossland, EPA AA Representative

0820-0830 DEQ .... Jeff Meyers, DEQ Unified IC

Cooperating Agency

0830-0835 USCG..................................Kenneth Kostecki

EOC/RRC Discussion

0835-0840 ....Chris Peterson, EPA, Unified IC

0840-1920 Functional Discussions

Deputy/Incident Commander......................Ralph Dollhopf

Information Officer .... Carmen Henning

Liaison Officer...Steve Touw

Planning .... Arlene Anderson

Logistics… .... Steve Ostrodka

Operations… ....Scott Harris

Finance..John Phillips

Closing Remarks

0920-0930 Unified Command… ....Jeff and Chris

0930 Adjourn

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Handout 7-3: Sample Agency Administrator/Executive's Briefing Checklist

Agency Administrator Briefing Checklist

Incident Name:____________________ **Incident #:** _____________ **Date** ___________

Agency Administrator/Official: __________________ **Incident Commander:** _________

❑ Incident Description (ICS Form 209) & IAP

____

____

____

____

❑ Incident Summation & General Information

____

____

____

____

❑ Location/Population Affected

____

____

____

____

- [ ] Organization Charts (ICS Form 201)

- [ ] Threats (current/immediate)

- [ ] Political & Community Concerns

- [ ] Financial Considerations

- [ ] Jurisdiction Participants

- [ ] Regulatory/ARARs Considerations

- [ ] Response Options/Proposed Actions

- [ ] Resource Needs (e.g., Contractors)

- [ ] Policy Issues

- [ ] Stakeholders (Who are they and have they been notified?)

- [ ] Priorities

- [ ] Key Issues

- [ ] Health/Safety (includes H&S Plan)

- [ ] Schedule (Assume Command? IC Briefing? Planned Public Meeting? etc.)

- [ ] Management Objectives

- [ ] Visuals (maps, photos, etc.)

- [ ] Need for Inter/Intra-Agency Support

- [ ] Media Interest? How to handle release of information (Agency or IMT?)

- [ ] Technical Data/Monitoring Information Availability and Location

- [ ] Local and Residential/Businesses Affected (area & degree)

- [ ] Other Available Resources (water plans, city equipment, etc. and location or method of obtaining)

- [ ] Community Relations Issues (fact sheets)

- [ ] Deficiencies in Information – Data Gaps

- [ ] Other Command Post Locations or Facility Recommendations?

- [ ] PRP and Enforcement Information

- [ ] Special Information on Finance/Administration (burn rates, source of money, in-kind services ceilings)

- [ ] What Briefings, to whom it was/will be delivered, Media Interests, and Briefing Schedule

- [ ] Scope of Work (as defined) (Action Memos, Delegation of Authority, Mission Assignments)

- [ ] Logistics Concerns and Needs

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Handout 7-4: Essential Elements from an Agency Administrator's Briefing

The Incident Command System (ICS) uses the term "Agency Administrator" (AA) as a generic title for the Agency Executive or Official (or designee) who is responsible for that agency's response to an emergency. This title is used temporarily, regardless of that person's normal position title. Another term used for this position is "Agency Official", but it is not a standard ICS title.

An Agency Administrator's Briefing is used when an incident exceeds the capability of the agency's normal response organization and an IMT is being assigned. Along with a Delegation of Authority, the AA Briefing is used to convey critical information that the IMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the Agency Administrator.

A large amount of information is provided during the briefing that must be sorted, analyzed, prioritized and shared among IMT members. Successful IMTs have developed effective methods of accomplishing this process. Of course, good listening skills are required, but the IMTs must also be able to work together to ensure that critical information is shared. Sometimes the AA allows time for questions, but not always.

The IMT should conduct a quick, internal Strategy Meeting immediately following the AA briefing. During this meeting the IMT shares the important issues that each member gathered during AA Briefing or may have obtained from other sources up to that point in time. The IC may issue interim direction to the IMT while he/she is establishing the Incident Objectives.

Each IMT member must effectively glean the information required for that person's functional area as well as issues that span more than one function. Not everyone will "hear the same thing" even though they are listening to the same briefing. The following are some examples of such information:

- Issues, concerns, and/or tasks that affect your functional area.
- Issues, concerns, and/or tasks that are discussed about your functional area but are important to another function. You must make sure the leader of that other functional is aware of the issue.
- Issues, concerns, and/or tasks that are discussed about another functional area and have a significant impact on your area. You must insure that the other team member is aware of the impact on your function.
- Issues, concerns, and/or tasks that may be important when developing Incident Objectives, Strategy, or Tactics.

- Constraints, legal issues, opportunities, or problem areas that affect your function as well as other functions.
- Issues, concerns, and/or tasks that are unclear and will need follow-up or clarification in order to effectively accomplish the task or deal with the issue.

Handout 7-5: Sample Delegation of Authority

Hurricane Relief Area Command

Date: **September 16, 20XX**

Subject: **Delegation of Authority **SAMPLE****

To: **Frank Bolinger, Incident Commander**

You are hereby delegated the as the Incident Commander for the "Hurricane Relief" Incident. You have full authority and responsibility to expend assigned emergency funding and manage incident operations within the framework of legal statute, current policy, and the broad direction provided in both your oral and written briefing materials. You will report to the Hurricane Area Commander, who will facilitate a closeout and formal evaluation of your performance prior to your departure from the assignment.

Your primary responsibility is to organize and direct your assigned and ordered resources for efficient support of emergency hurricane relief activities within the framework of the National Response Framework.

You are specifically tasked with the following:
Establish the Johnson Park hurricane relief and supply facility. Included in this assignment is the establishment of the support camp for all personnel and equipment required for this incident. Provide services and activities as directed by the Mission Assignments issued by FEMA.

General Objectives:
Our main objective will be to complement and support the state in providing emergency assistance.

The tasks that your IMT will accomplish will be developed from Mission Assignments that originate with FEMA. Some examples of tasks that you may be assigned could include:

- Operating an incident base/camp for emergency responders;
- Installing temporary roof coverings on structures;
- Removing debris from travel corridors;
- Receiving and distributing supplies and equipment;
- Managing staging areas;
- Assisting local units with emergency response planning;
- Other duties as assigned.

All operations are to be conducted in accordance with the following General Management Objectives:

Safety
Accountability for safety of incident personnel and the public is your first and most vital responsibility. As Incident Commander, please take the appropriate actions to insure that everyone working on the incident operates in a safe manner including the following:

- Ensure IMT members utilize the Tactical Hazard Analysis (ICS Form 215A) as part of the incident action planning process, when appropriate.
- Monitor IMT work/rest guidance and insure your team implements appropriate work/rest mitigation processes to avoid cumulative fatigue of all assigned personnel.
- Ensure that a job-specific Job Hazard Analysis is prepared for each task.

Tracking Supplies and Commodities
You will need to track the distribution of primary relief supplies and commodities on a daily basis. This information will be used to determine future needs and shipment quantities.

Aviation
Standard aviation guidelines and procedures will be followed. A challenge will be to continue to provide flight following if regular communications systems are damaged, however, this must be done. If flight following does not occur, the flight will not occur. Contact the Area Command Aviation Coordinator for guidance.

Cost Accountability
Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process. When possible select the least costly option. Provide cost analysis for activities with high costs.

Public Information
Information releases and media contacts will be coordinated through FEMA staff on-site or Area Command and the Joint Information Center.

Documentation
A standard final Incident Documentation package will be provided to Area Command prior to the team's release.

Additional Management Objectives
Additional and more specific Management Objectives may be issued by me when the more specific Mission Assignments are issued by FEMA.

____

Area Commander Incident Commander

Handout 7-6: DOA Boilerplates

Delegation of Authority
For
________________ Incident

_______________________ is assigned as Incident Commander. You have full authority and responsibility for managing the fire suppression 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, 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, portable pumps, fireline explosives, and retardant in the __________________ wilderness.
4. 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."
5. 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.
6. Be cost effective; Final costs should be no more than 120% of the preferred WFSA alternative.
7. Manage equipment and supplies to ensure 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 I am not immediately available.

___________________________ ___________________

DELEGATION OF AUTHORITY

Date:

To: _________________, Incident Commander

Subject: Delegation of Authority

As Incident Commander, you are hereby delegated full responsibility and authority for *insert*
incident type activities on the within the *Insert Incident Name* perimeter.

I expect this effort to be conducted in accordance with the Incident Strategic Analysis which
will be reviewed by you and your Incident Management Team.

All available mitigation methods are authorized.

Your main objectives are:

Protect Life and Property.

Responder Safety.

Cost expenditures should be commensurate with values at risk.

As much as possible, utilize local personnel in training positions or elsewhere in you organization.

______________ of my staff will be my main contact with you. he is authorized to speak for
me in the event an administrative decision is needed.

/s/______________________
Agency Administrator

Handout 7-7: All-Hazards Situation Analysis

SAMPLE

INCIDENT SITUATION ANALYSIS

Incident Situation Analysis (ISA) is a decision-making process in which the Responsible Official or representative describes the situation, establishes objectives and constraints for the management of the incident, compares multiple strategic alternatives, evaluates the expected effects of the alternatives, selects the preferred alternative, and documents the decision. The format and level of detail required is dependent on the specific incident and the incident complexity. The key is to document the decision.

ISA INITIATION

INCIDENT NAME	
JURISDICTION(S)	
DATE AND TIME INITIATED	

VI. DECISION
The selected alternative is: Alternative RATIONALE:

RESPONSIBLE OFFICIAL SIGNATURE ______________________

DATE/TIME ______________________

I. INCIDENT SITUATION ANALYSIS

A. JURISDICTION(S):	B. GEOGRAPHIC AREA:
C. UNIT(S):	D. ISA #:
E. INCIDENT NAME:	G. INCIDENT #:

H. FINANCIAL ACCOUNTING CODE:
I. DATE/TIME PREPARED:
I. ATTACHMENTS: ☐ COMPLEXITY MATRIX/ANALYSIS ☐ RISK ASSESSMENT ☐ PROBABILITY OF SUCCESS ☐ CONSEQUENCES OF FAILURE ☐ MAPS ☐ DECISION TREE ☐ PROJECTIONS ☐ CALCULATIONS OF RESOURCE REQUIREMENTS ☐ OTHER (SPECIFY)

II. OBJECTIVES AND CONSTRAINTS

The Responsible Official completes this page.

A. Objectives: Specify criteria that should be considered in the development of alternatives. These objectives must be specific, measurable and obtainable.

Safety objectives for responders, aviation, and public must receive the highest priority. Objectives must relate to appropriate guidelines and protocols for the area, agency, district, state, region, city or county.

Economic objectives could include closure of all portions of an area, thus impacting the public, or impacts to transportation, communication and resource values.

Environmental objectives could include management objectives for air, soil, water quality, wildlife, etc.

Social objectives could include any local attitudes that might affect decisions on the incident, safety, available local work force, etc.

Other objectives might include legal, political or administrative constraints which would have to be considered in the analysis of the situation, such as the need to keep the incident from impacting religious or cultural values, etc.

B. Constraints: List constraints on response action. These could include constraints to environmentally or culturally sensitive areas, irreparable damage to resources, political/religious or international concerns. Economic constraints such as costs and business impacts could be considered here.

II. OBJECTIVES AND CONSTRAINTS
A. OBJECTIVES (must be specific, measurable and attainable):
1. SAFETY:
2. ECONOMIC:
3. ENVIRONMENTAL:
4. SOCIAL:
5. OTHER:
B. CONSTRAINTS

ALTERNATIVES

The Responsible Official complete(s) this page, with input from others.

A. Incident Management Strategy: Briefly describe the general response strategies for each alternative. Alternatives must meet resource management plan objectives.

B. Narrative: Briefly describe each alternative with geographic names, locations, etc., that would be used when implementing a strategy. For example, “Contain the chemical spill to 3 miles downstream from the source by March 1”.

C. Resources Needed: Resources listed must be reasonable to accomplish the tasks described in Section III.B. It is critical to also look at the reality of the availability of these needed resources.

D. Estimated Final Incident Affected Size: Estimated final size for each alternative at time of containment.

E. Estimated Objective Accomplishment Date: Estimates for each alternative shall be made based on predicted weather, political considerations, resource availability and the effects of management efforts.

F. Cost: Estimate all costs for each alternative. Consider rehabilitation, business impacts, and other costs as necessary.

G. Risk Assessment: Probability of success/Consequences of failure: Describe probability as a % and associated consequences for success and failure. Develop this information from models, practical experience or other acceptable means. Consequences described will include projected effects and costs. Include projections and long-term forecasts to derive this information.

H. Maps: A map for each alternative must be prepared. The map shall be based on the “Probability of success/Consequences of Failure” and include other relative information.

III. ALTERNATIVES

	A	B	C
A. STRATEGY:			
B. NARRATIVE:			
C. RESOURCES NEEDED:			
OTHER			
D. ESTIMATED FINAL AFFECTED AREA SIZE:			
E. ESTIMATED DATE TO ACHIEVE OBJECTIVES			
F. COSTS:			
G. RISK ASSESSMENT: PROBABILITY OF SUCCESS/ CONSEQUENCES OF FAILURE			

H. ATTACH MAPS FOR EACH ALTERNATIVE

IV. EVALUATION OF ALTERNATIVES

The Responsible Official completes this page.

A. Evaluation Process: Conduct an analysis for each element of each objective and each alternative. Objective shall match those identified in section II.A. Use the best estimates available and quantify whenever possible. Provide ratings for each alternative and corresponding objective element. Effects may be negative, cause no change or may be positive. Examples are: 1) a system which employs a ”-“ for negative effect, a “0” for no change, and a “+” for positive effect; 2) a system which uses a numeric factor for importance of the consideration (soils, watershed, political, etc.) and assigns values (such as -1 to +1, -100 to +100, etc.) to each consideration, then arrives at a weighted average. If you have the ability to estimate dollar amounts for natural resource and cultural values this data is preferred. Use those methods which are most useful to managers and most appropriate for the situation. To be able to evaluate positive effects, the area must be included in the resource management plan and be consistent with prescriptions and objectives of any applicable guidelines and protocols.

   Sum of Economic Values: Calculate for each element the net effect of the rating system used for each alternative. This could include the balance of: pluses (+) and minuses (-), numerical rating (-3 and +3), or natural and cultural resource values in dollar amounts.

IV. EVALUATION OF ALTERNATIVES

A. EVALUATION PROCESS	A	B	C
SAFETY			
Responder			
Aviation			
Public			
Sum of Safety Values			
ECONOMIC			
Incident			
Business			
Other (specify)			
Sum of Economic Values			
ENVIRONMENTAL			
Sum of Environmental Values			
SOCIAL			
Employment			
Public Concern			
Cultural			
Local Impacts			
Other (Specify)			
Sum of Social Values			

V. ANALYSIS SUMMARY

The Responsible Official completes this page.

A. Compliance with Objectives: Prepare narratives that summarize each alternative's effectiveness in meeting each objective. Alternatives that do not comply with objectives are not acceptable. Narratives could be based on effectiveness and efficiency. For example: “most effective and least efficient”, “least effective and most efficient”, “or “effective and efficient”. Or answers could be based on a two-tiered rating system such as “complies with objective” and “fully complies with or exceeds objective”. Use a system that best fits the needs of the Responsible Official.

B. Pertinent Data: Data for this section has already been presented and is duplicated here to help the Responsible Official confirm their selection of an alternative. Final Affected Area Size is displayed on page three, section III.D. Costs are displayed on page three, section III.F. Economic Values have been calculated and displayed on page four. Probability of Success/Consequences of Failure are calculated in the attachments and displayed on page three, section III.G.

C. External and Internal Influences: Assign information and data occurring at the time the ISA is signed. Designate the Resource Availability status. This information is available at the Federal, State and Local Government levels and needed to select a viable alternative. Designate “yes” indicating an up-to-date weather forecast has been provided to, and used by, the Responsible Official(s) to evaluate each alternative. Assign information to the “other” category as needed by the Responsible Official.

V. ANALYSIS SUMMARY

ALTERNATIVES	A	B	C
A. COMPLIANCE WITH OBJECTIVES: SAFETY ECONOMIC ENVIRONMENTAL SOCIAL OTHER			
B. PERTINENT DATA:			
C.			
FINAL AFFECTED AREA SIZE			
COST			
RESOURCE VALUES			
PROBABILITY of SUCCESS			
CONSEQUENCES of FAILURE			

D. EXTERNAL/INTERNAL INFLUENCES:

INCIDENT PRIORITY ____________________

RESOURCE AVAILABILITY ____________________

Other LONG-RANGE Projections ____________________

PROJECTIONS

VI. DECISION

Identify the alternative selected. Document clearly and concisely the rationale for the decision that is selected. Responsible Official signature, date and time is mandatory.

Decision Rational:

VII. DAILY REVIEW

The Responsible Official or designate completes this page.

The daily review is a process to validate and/or update the ISA to ensure it is consistent with the current and projected situation. Any changes need to be documented. The review should be signed and dated.

Date	Time	Comments	Signature

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Unit 8: Transfer of Command

STUDENT MANUAL

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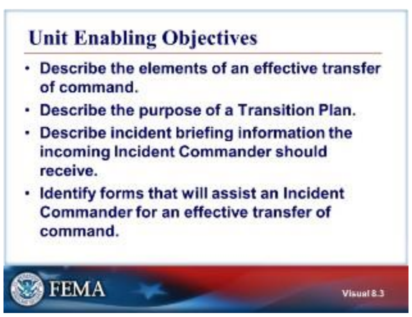
Visual 8.1

UNIT 8: TRANSFER OF COMMAND

Visual 8.2

UNIT TERMINAL OBJECTIVE

Describe the considerations and procedures an Incident Commander should follow to ensure effective and safe transfer of command.



Visual 8.3

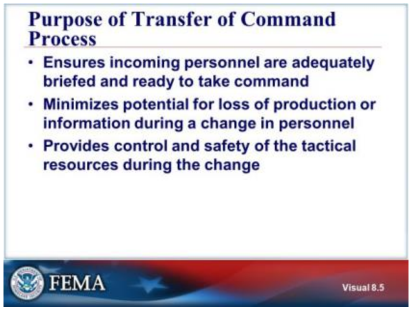
UNIT ENABLING OBJECTIVES

- Describe the elements of an effective transfer of command.
- Describe the purpose of a Transition Plan.
- Describe incident briefing information the incoming Incident Commander should receive.
- Identify forms that will assist an Incident Commander for an effective transfer of command.

The final exam questions are based on the Unit Enabling Objectives.

Visual 8.4

WHEN IS THE TRANSFER OF COMMAND PROCESS USED?

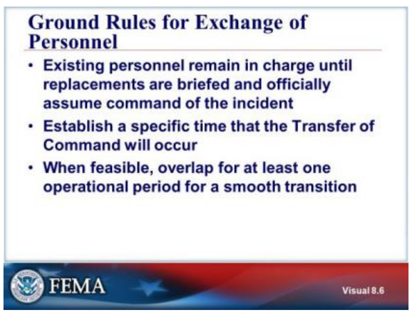


Visual 8.5

PURPOSE OF THE TRANSFER OF COMMAND PROCESS

A seamless transfer of command is critical to keep things moving on the ground.

The most important reason to have a controlled transfer of command is the safety of the field personnel. Many responder fatalities and serious injuries occur during a change in command. It can be a confusing and dangerous time in the life of an incident.



Visual 8.6

GROUND RULES FOR EXCHANGE OF PERSONNEL

You need to follow processes so that existing personnel remain until they can safely leave the incident. Be aware that there are great safety risks during transfer of command.

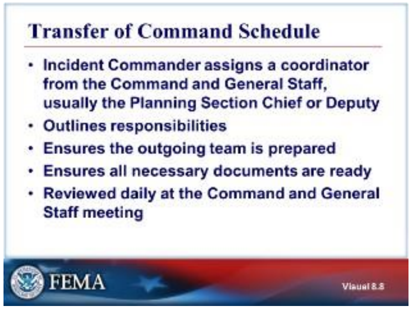
Establish a time period when the transfer of command will occur: Ideally, this is done at the beginning of an operational period after “shadowing or overlap” has occurred to avoid confusion. However, ICs may be asked to assume command mid-operational period if major safety or operational performance problems are occurring.

A 12-hour operational period should give you enough understanding of the incident. Experience using a 48-hour overlap on a large Katrina ICS organization was determined to be too much.

Visual 8.7

PREPARATION FOR TRANSFER OF COMMAND

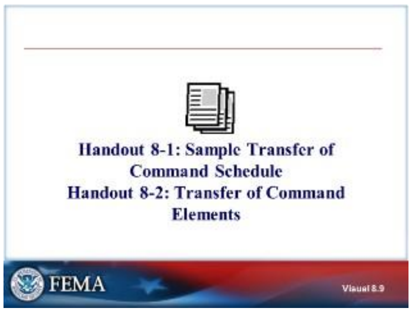
A transition of command takes planning by the existing incident personnel, the agency, and the incoming Incident Commander or IMT.



Visual 8.8

TRANSFER OF COMMAND SCHEDULE

When the IMT arrives on scene, they should receive a briefing from the AA/AE and then a briefing from the initial IC using an ICS Form 201 or similar tool. The incoming IC should then "negotiate" a time to transfer command. Ideally, there will be time to thoroughly evaluate the incident and prepare your IMT before assuming command.



Visual 8.9

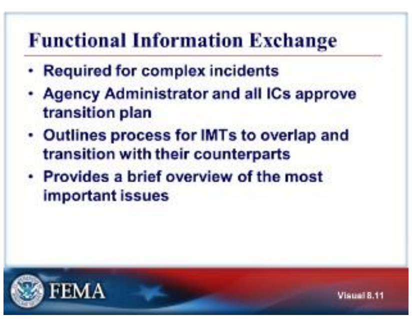
HANDOUT 8-1: SAMPLE TRANSFER OF COMMAND SCHEDULE

HANDOUT 8-2: TRANSFER OF COMMAND ELEMENTS

Refer to Handout 8-1: Sample Transfer of Command Schedule and Handout 8-2: Transfer of Command Elements.

Visual 8.10

TRANSFER OF COMMAND ELEMENTS

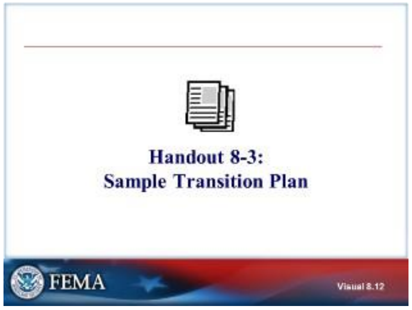


Visual 8.11

FUNCTIONAL INFORMATION EXCHANGE

The Transition Plan is one of the tools that Agency Administrators and Incident Commanders can use to control this important phase of the incident.

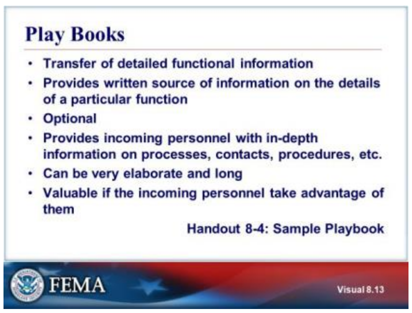
You may be one of the few people or the only person on the incident that recognizes how important this process is and how to accomplish it.



Visual 8.12

HANDOUT 8-3: SAMPLE TRANSITION PLAN

Refer to Handout 8-3: Sample Transition Plan.



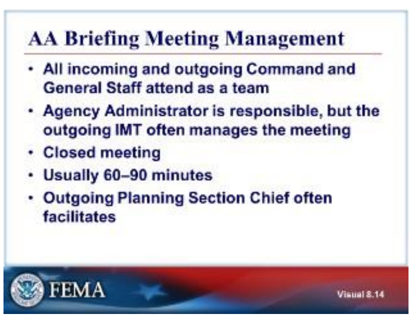
Visual 8.13

PLAY BOOKS

Playbooks are a short summary of all things that are underway, important contacts, remote camps, resources, and resources that will be rolling off. Each section may prepare one of these and give to their successor to ensure that the transition is smooth.

Playbooks can be very handy and serve a good purpose but are not a replacement for ICS Forms; they are only for things that are specific to the incident and not covered in the forms or elsewhere in structure.

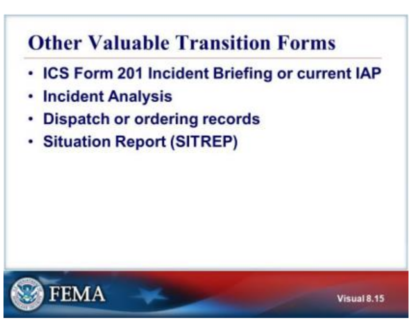
Refer to Handout 8-4: Sample Playbook.



Visual 8.14

AA BRIEFING MEETING MANAGEMENT

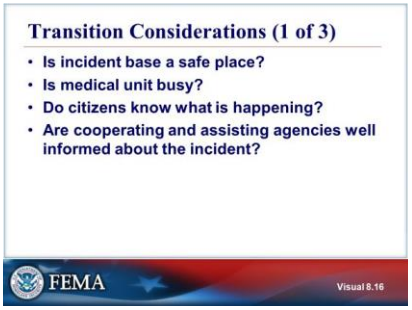
This is a closed meeting for agency personnel only. Do not allow stakeholders or media in the meeting. It's a good idea to have someone from EOC to talk about EOC issues.



Visual 8.15

OTHER VALUABLE TRANSITION FORMS

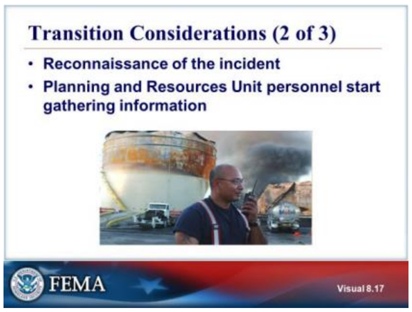
These may be sent electronically to incoming IMTs before they leave to come to the incident.



Visual 8.16

TRANSITION CONSIDERATIONS (1 OF 3)

Refer to Handout 7-1: Sample All-Hazards Incident Complexity Analysis.



Visual 8.17

TRANSITION CONSIDERATIONS (2 OF 3)

If it is a large incident, you may consider taking a helicopter ride to assess the incident. It is more important for the Operations Section Chief and maybe the Safety Officer to get good reconnaissance of the incident as they prepare to assume control of the incident.

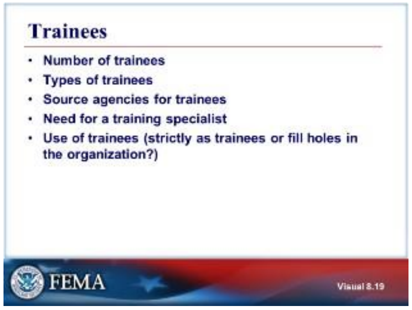
Ways that Planning and Resources Unit personnel start gathering information:

- Maps
- Information and Intelligence
- Existing resources
- Assignments
- Progress to date
- Incident status
- Threats

Operations and Unit Leaders will usually start gathering information before they even arrive.

Visual 8.18

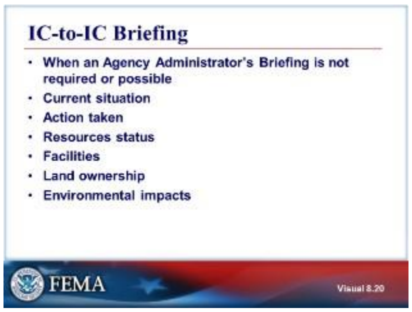
TRANSITION CONSIDERATIONS (3 OF 3)



Visual 8.19

TRAINEES

The management of Trainees falls under the purview of the Planning Section, but Trainees can work anywhere.

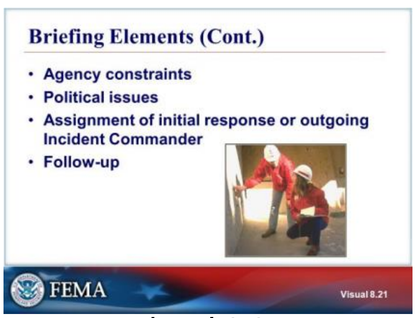


Visual 8.20

IC-TO-IC BRIEFING

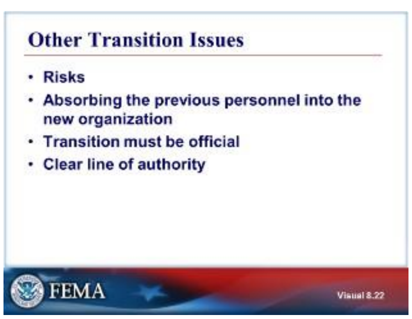
This visual provides a checklist of issues to address at the Incident Commander-to-Incident Commander Briefing.

The ICS Form 201 or current IAP comes in handy for this briefing.



Visual 8.21

BRIEFING ELEMENTS (CONT.)



Visual 8.22

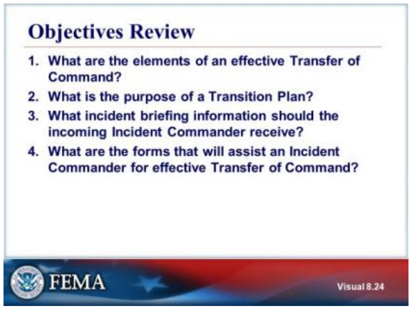
OTHER TRANSITION ISSUES

Visual 8.23

ACTIVITY 8.1 IC TO IC BRIEFING

The instructor will explain Activity 8.1.

You will have 30 minutes to complete the activity.



Visual 8.24

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the elements of an effective transfer of command.
- Describe the purpose of a Transition Plan.
- Describe incident briefing information the incoming Incident Commander should receive.
- Identify forms that will assist an Incident Commander for an effective transfer of command.

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Supplemental Materials

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Handout 8-1: Sample Transfer of Command Schedule

KATRINA TRANSFER OF COMMAND SCHEDULE

Tuesday Oct 25

IC confirms assignment of one of the C & G staff members to coordinate the transition process and oversee the completion of the Transition Plan and Agency Administrator's Briefing checklist. This person will be the Transfer of Command Coordinator (TCC).

IC notifies Agency Administrator (or representative) of the schedule, ascertains who will complete the AA briefing form and Management Objectives. The briefing is usually done by the AA, but in this case the IMT will probably do it. LDEQ IC should coordinate all these activities with the LDEQ.

IC gets a commitment from C&G to perform their parts of the process and assist the TCC to accomplish the plans.

TCC distributes the last AA briefing checklist they received when they arrived here so they can begin to update the information.

Wednesday Oct 26

TCC produces a draft Transition Plan and sends to the C&G to update and modify.

Thursday Oct 27

Everyone works on the documents and feeds the new information to the TCC.

At the end of the day, the TCC distributes the final draft of the documents for final comments and review (don't forget the LDEQ material).

Identify location for all the meetings on Sunday.

Friday Oct 28

In the morning, the TCC collects the final input on both plans.

End of day, the final Transition Plan is signed by the IC and Agency Administrator (or representative.)

Saturday Oct 29

The AA briefing checklist is completed.

New IMT arrives. A copy of the Transition Plan is given to each member of the new IMT as they arrive (they do not get a cc of the AA briefing at this time).

Sunday Oct 30
O700-0730. Normal Operational briefing. Current IMT presents, incoming IMT observes. (Ensure this is NOT a special briefing. You are demonstrating the process, don't turn it into a welcome wagon.)

0730-0800 ICS Advisor meets with incoming IMT to discuss the AA briefing and prepare them to receive the briefing. He will also discuss the Strategy meeting to be held by the incoming IMT immediately following the C&G meeting.

0800-0915 AA Briefing is presented by the Agency Administrators of both agencies and the current IMT. The AA's will probably discuss their Management Objectives and the current IMT will present the detail information. This should be established ahead of time. A copy of the AA briefing is provided to the new IMT.

0930-1000 Current IMT holds a normal C&G meeting. New IMT observes.

1000-1100 Incoming IMT holds an Initial Strategy meeting on their own.

Rest of day--New IMT shadows current IMT. Current IMT conducts the planning meeting. New IMT observes.

Monday Oct 31
0930 Both IMTs hold a joint C&G meeting.

New IMT produces the IAP for Tuesday.

Current IMT conducts an internal critique meeting.

New IMT conducts the planning meeting. Current IMT observes.

Tuesday Nov 1.
New IMT conducts Operational Briefing and assumes command.

Old IMT is released and travels home.

Handout 8-2: Transfer of Command Elements

TRANSFER OF COMMAND ELEMENTS

TRANSITION PLAN

- Establishes the schedule of events of the transfer of command and the exact time the new IMT will assume command.
- Identifies a small number of the most important issues the replacements should know and be thinking about upon arrival.
- Is signed off by the ICs and Agency Administrator or AA Representative.
- A copy is given to incoming IMT members as they arrive at the ICP or e-mailed to them.

AGENCY ADMINISTRATOR’S BRIEFING

- The Agency Administrator uses this meeting to thoroughly brief an incoming IMT. The AA starts the meeting by clearly stating the Management Objectives and emphasis areas. The IC uses this information to create the Incident Objectives and Strategies.
- Next, a fairly detailed list of issues and activities is provided via the Agency Administrator’s Briefing guide or checklist. Sometimes the outgoing IMT does this.
- It is designed so all members of the new IMT hear the important issues across the entire incident. Not just their own functional area. This is the only opportunity they will have to hear the issues across the incident for some time.
- Each member of the new IMT is given copy of the outline at the beginning of the briefing.
- Each outgoing IMT member gets a few minutes to hit the highlights and then ask if there are any questions about what you said or anything on the checklist that you did not have time to say.

INDIVIDUAL FUNCTIONAL REPORTS (Playbooks)

Some C&G members like to augment the AA briefing checklist with a more specific detailed report and checklist for their individual function. Some of these are fairly long and comprehensive documents. This is your choice and is done one on one outside the AA briefing process.

INITIAL STRATEGY MEETING

This is a private meeting after the AA Briefing whether this is the first IMT or a replacement. Only the incoming IMT members attend. It is a short meeting conducted by the IC or PSC where all members share the significant things, they have heard that they feel other team members need to know. The IC often uses this information to help establish incident objectives and strategy if this is the first IMT on scene.

OVERLAP/SHADOW PHASE

This time period is used for the new people to walk around with you, glean information and become even more familiar with the activities in your functional area. One on One exchange of information and details are used to pass on information.

DEMONSTRATE THE PROCESS

The outgoing IMT will demonstrate all the meetings and processes so the new people see it in action and will repeat it. Things should be done in the normal way that has been working for the outgoing IMT. It doesn't change just because the new IMT is in the room.

OFFICIAL TRANSFER OF COMMAND

Outgoing IMT remains in command of the incident, especially all safety issues, until the new IMT takes command at the specified time. This usually occurs in the beginning of an operational period.

Handout 8-3: Sample Transition Plan

National Capital Region Incident Management Team

	SUBJECT: Team Transition Plan	**PAGE:** 319 OF **18**

	CATEGORY: NCR-IMT Policy and Procedures Manual	**SUBCATEGORY:** Appendix 19

	APPROVED BY: **REVISION DATE:** October 2014 Daryl Louder PROGRAM MANAGER	**EFFECTIVE DATE:** April 2011

	NOTE: Current forms are located on the team private website. http://www.ncr-imt.org

Introduction:

Incident Management Teams (IMT's) are encouraged to utilize a template when transitioning to another IMT. It can also be utilized to transition management back to the local unit. The NCR-IMT has adopted this template for use when transitioning teams.

The Team should prepare a draft transition plan utilizing this template and obtain local agency administrator concurrence at least 24 hours prior to the incoming IMT arrival. Advance information may require the plan to be emailed or faxed to the incoming Incident Commander or appropriate C&G staff member.

Not all parts of this template need be utilized; other important information deemed appropriate for a successful transfer of command should be included. Utilize existing resource/personnel databases when available to minimize duplication of effort.

Remember this is a PUBLIC DOCUMENT when you prepare it. Be aware that all audiences can and may read what you put in print. Keep comments and observations objective and constructive.

The last page is intended as a personal guide for the Planning Section Chief to use along with the Team Transition Meeting Agenda. The last page shall be printed and removed for use from the final approved Team Transition Plan.

INCIDENT NAME:

IINCIDENT NUMBER:

Team Name Type Y Incident Management Team
To
Team Name Type X Incident Management Team

This Transition Plan will guide the orderly **transfer of command** on this incident. This Plan, along with the ICS Form 209 Incident Status Summary, applicable maps, resource and demobilization information, and authorizing delegation(s) of authority, adequately summarize the status of the incident sufficient for transfer of command.

An enclosed Complexity Analysis (Section H) documents the decision for the type (level) of incident management team that will assume command.

Plan Approval(s): (required)

Agency Administrator(s) or Area Commander:

Agency Administrator or Area Commander Name	Agency Administrator or Area Commander Signature	Date

Outgoing Incident Management Team:

IMT Name	Incident Commander Signature	Date

Incoming Incident Management Team:

IMT Name	Incident Commander Signature	Date

A. INCIDENT OBJECTIVES

(State the incident objectives from the latest ICS Form 202 Incident Objectives).

B. TRANSITION SCHEDULE and COORDINATION

(Name) IMT will transition with (Name) IMT on (date) and will participate in incident management operations until (name) Team assumes command of the incident at (time) on (date).

(Name) IMT will develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (Name) IMT will jointly develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (name) IMT will jointly conduct the morning briefing on (date or day) at (location).

C. ORGANIZATIONAL NEEDS

A partial list of resources to be left with the incoming IMT, by ICS function, is included in **Section F** of this narrative. The incoming team should continue to coordinate with (Name of Area Command) in (location) and Expanded Dispatch in (location) regarding the release and reassignment of resources. Area Command is primarily interested only in critical resources such as Type 1 crews, aircraft, or others as listed. Critical resources are identified by Area Command daily and included in their daily fire summary information.

D. CONTACTS

A list of important contacts, by ICS function, with phone numbers and/or email addresses is included in **Section G** of this narrative.

E. FUNCTIONAL HIGHLIGHTS

1. Command

(State relevant information necessary for the incoming incident commander to understand and successfully function upon transfer of command. Items to consider include the following):

- Political considerations
- Agency Administrator or Area Command expectations
- Documentation/scheduling of FAST, ASTAT, Cost, HR and other oversight teams
- Cost containment objectives and opportunities
- Cooperator involvement
- Various agency objectives

- Daily conference calls
- Community meeting schedules

1a. Human Resource Management:

- Recommended staffing of HRSP positions
- Critical Incident Stress Management resources
- CONCERN/Union relationships
- Employee concerns/morale

2. Safety

(State relevant information necessary for the incoming Safety Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Major safety hazards (line, camps, transportation, and other)
- Recommended future staffing
- Ongoing investigations and/or reviews
- OSHA relationships
- Evacuations and contingencies
- Fatigue management issues
- Non-operations risk assessments and mitigations employed
- Safety summary including causal factors and mitigation measures employed
- Daily conference calls

3. Information

(State relevant information necessary for the incoming Information Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Recommended future staffing of Information Function
- Information center locations
- Key talking points, past, present, and future
- Recommended tasks
- Political considerations
- Relationships with local agencies and news outlets (print and electronic)
- Trends
- Daily conference calls

4. Liaison

(State relevant information necessary for the incoming IMT to understand and successfully function upon transfer of command. Items to consider include the following):

- Staffing, by agency, of Agency Representatives
- Major issues expressed by Agency Representatives, by agency
- Opportunities for improved relations

5. Ground Operations

(State relevant information necessary for the incoming Operations Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current strategy and the anticipated probability of success
- Tactical successes
- Tactical barriers
- Cooperator responsibilities, accomplishments to date, and future needs
- Specialized equipment on-scene and needs for the future
- Safety risk assessments and operational mitigations
- Cost containment opportunities
- Supervisory recommendations during transition
- Coordinating needs with adjoining zones or incidents

5a. Air Operations

- Recommended future staffing for Aviation Branch
- Aviation facility locations (past, present, and future) and capabilities including current issues and future use opportunities. Includes fixed and rotor wing bases, dip sites, re-load bases, portable retardant plants, FAA towers, etc.
- Utilization of current assigned fleet
- Past and existing Temporary Flight Restrictions including number(s)
- Safety risk assessments and operational mitigations
- Operational successes and issues
- Working relationships with cooperators including states and the military
- Communication frequency management and recommendations
- Special operations missions on-going or planned
- Daily conference calls

6. Plans

(State relevant information necessary for the incoming Planning Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Currency and status of WFSA or other Agency Administrator strategic direction
- Status of planning cycle successes and barriers
- ICS Form 209 Incident Status Summary Reporting arrangements
- Recommended future staffing for Planning Section
- Status of planning facilities, including equipment (copiers, etc.)
- Status of incident documentation
- Cooperators' involvement in planning meetings
- Resource (Advisor) issues, concerns, and opportunities
- Interagency Resource Representative contacts
- Daily conference calls

6a. Situation Unit

- Brief description of fuels and fire behavior
- Status of mapping capabilities including GIS
- Status of Fire Weather Meteorologists & equipment

6b. Resources Unit

- Brief description of data base including currency

6c. Demobilization Unit

- Current status of Demobilization Plan
- Demobilization issues, concerns and opportunities

6d. Documentation Unit

- Status of documentation

6e. Computer Specialist:

- Status of computer equipment including computers, switches, printers, and network arrangements that will remain in place for the incoming team.
- Procedures for transferring data from one IMT to another.

7. Logistics

(State relevant information necessary for the incoming Logistics Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current and future facility locations
- Recommended future staffing for Logistics Section
- Successes and barriers in working with expanded dispatch
- Equipment and supply shortages to meet operational objectives
- Communications capabilities and barriers
- Applicable supplemental foods policy
- Daily conference calls

7a. Facilities

- Issues with current facilities
- Status of camp help arrangements
- Existing land use agreements and needs
- Status of shower, laundry services
- Camp safety issues

7b. Food Unit

- On-scene caterers and capabilities by location
- Food quality, supply
- Local purchasing and supply opportunities

7c. Ground Support

- Safety considerations
- Travel times for operations personnel
- Equipment considerations (graders, rentals, buses, carts, etc.)
- Environmental considerations (wash stations etc.)
- Spike camp considerations
- Access and travel management considerations

7d. Supply Unit

- Status of resource ordering (reconciliation)
- Ordering processes with expanded dispatch including local purchase procedures
- Shortages/excesses of supplies to meet operational objectives

- Use of caches
- Delivery times
- Supply Unit staffing arrangements (Job Corps, AD's, etc.)

7e. Communications

- Issues, concerns, opportunities with existing system(s)
- Status of fire line communications
- Status of camp to town communications including cell phone and hard line
- Status of data lines/satellite
- Status of computers, printers, etc.

7f. Security

- Major security issues (non-confidential)
- Cooperator responsibilities (highways, road blocks, evacuations etc.)
- Contingencies

7g. Medical Unit

- Facility locations
- EMT status in camp
- Summary of personnel injuries and treatments

8. Finance

(State relevant information necessary for the incoming Finance Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Status of documentation (Finance Package)
- Commissary arrangements
- Agency Incident Business Advisor(s) assigned
- Land Use agreements in effect or needed
- Daily conference calls
- Status of cost containment efforts and relevant documentation
- Recommended future staffing for Finance Section

8a. Cost Unit

- Status of cost collection mechanisms and daily reports

8b. Time Unit

- Summary of equipment and personnel time issues, barriers
- Work/rest issues/documentation
- Equipment and personnel time reconciled with resources unit and Incident Action Plan

8c. Compensation for Claims

- Outstanding claims and/or Compensation for Injury cases
- Potential claims and mitigation measures to avoid

8d. Procurement Unit:

- Status and location of Buying Team(s)
- Numbers of contract crews and engines
- Status of contract inspectors

F. OVERHEAD RESOURCES REMAINING

1. **Command:** (IC's, all command staff, Agency Representatives, and HRSP staff)

Position	Name (last, first)	Resource Order #	Location	Planned Demob

2. Operations (Ground):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

3. Operations (Aviation):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

3a. Aircraft:

Type	Tail Number	Resource Order #	Location	Planned Demob

4. Planning:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

5. Finance:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

6. Logistics Personnel:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

7. Logistics Equipment:

Equipment Type	Vendor/Name/NFES #	Resource Order #	Location	Planned Demob

G. CONTACT INFORMATION

ICS Unit	Contact Type (i.e. Co. Sheriff)	Name	Phone	Cell	email

Transition Checklist:

Logistics

- ❒ Staffing
- ❒ Communications (Cache or local)
- ❒ Shower
- ❒ Food (Caterer or local)
- ❒ Transportation
  - Overhead?
  - Crews?
  - Supplies?
- ❒ Security (Incident Base only and or Road closures)
- ❒ Camp Management
- ❒ Procurement (Who; Where)
- ❒ Supply Cache
- ❒ Ordering (Expanded Dispatch or local)
- ❒ Medical emergency plans & EMT'S

Safety

- ❒ Staffing
- ❒ Accident Investigation
- ❒ Medical Facilities
- ❒ Communication of safety issues
- ❒ Medical emergency plans

Planning

- ❒ Staffing
- ❒ 209 status
- ❒ Information gathering
- ❒ Operational period planning
- ❒ 14 Day/21 Day (R&R)
- ❒ Weather
- ❒ Briefings
- ❒ Planning Meetings
- ❒ Training
- ❒ Demobilization
- ❒ Documentation

Operations

- ❒ Staffing
- ❒ Objectives were met
- ❒ Strategies and tactics employed and resource needs
- ❒ Coordination of resources
- ❒ Initial attack support
- ❒ Aviation operations

Finance

- ❒ Staffing
- ❒ Personnel time
- ❒ Equipment time
- ❒ Contracts/Rental agreements
- ❒ Claims
- ❒ Equipment inspections documented and management of shift length
- ❒ Compensation for injury
- ❒ Accident investigation

Public Information

- ❒ Staffing
- ❒ Information number
- ❒ Information updates/releases
- ❒ Community contacts
- ❒ Media contacts
- ❒ Information for incident personnel
- ❒ Coordination with unit(s)

Incident Commander

- ❒ Staffing
- ❒ Inter-agency coordination
- ❒ Human Resources
- ❒ Union
- ❒ Incident facilitator

Incident Transition

- ❒ Shadow Date
- ❒ Transition Date/Time

H. COMPLEXITY ANALYSIS:

(Attach an appropriate complexity analysis sufficient to meet the agency administrator(s)/area commanders' objectives.)

Do not include this page in the Team Transition Plan. It is only intended for the Planning Section Chief to use as a guide along with the Transition Meeting Agenda. Print and remove for personal use.

Transition Meeting Notes for the PSC

Ground Rules **PSC**

Welcome / Introductions **PSC**
- *Current Team*
- *Incoming Team*

Overall Situation **SITL**
Allow "Brief" Questions

Current Priorities & Objectives **IC/UC**

Constraints / Issues **IC/UC**

Functional Highlights – Brief **IMT**

Highlights only! *Allow Brief Questions Keep meeting moving, 1 on 1 visits afterward.*
- Safety
- Public Information
- Liaison
- Operations
- Planning
- Logistics
- Finance

Incoming IC/UC - Close out
Say "Opportunity for the incoming IC's to comment"

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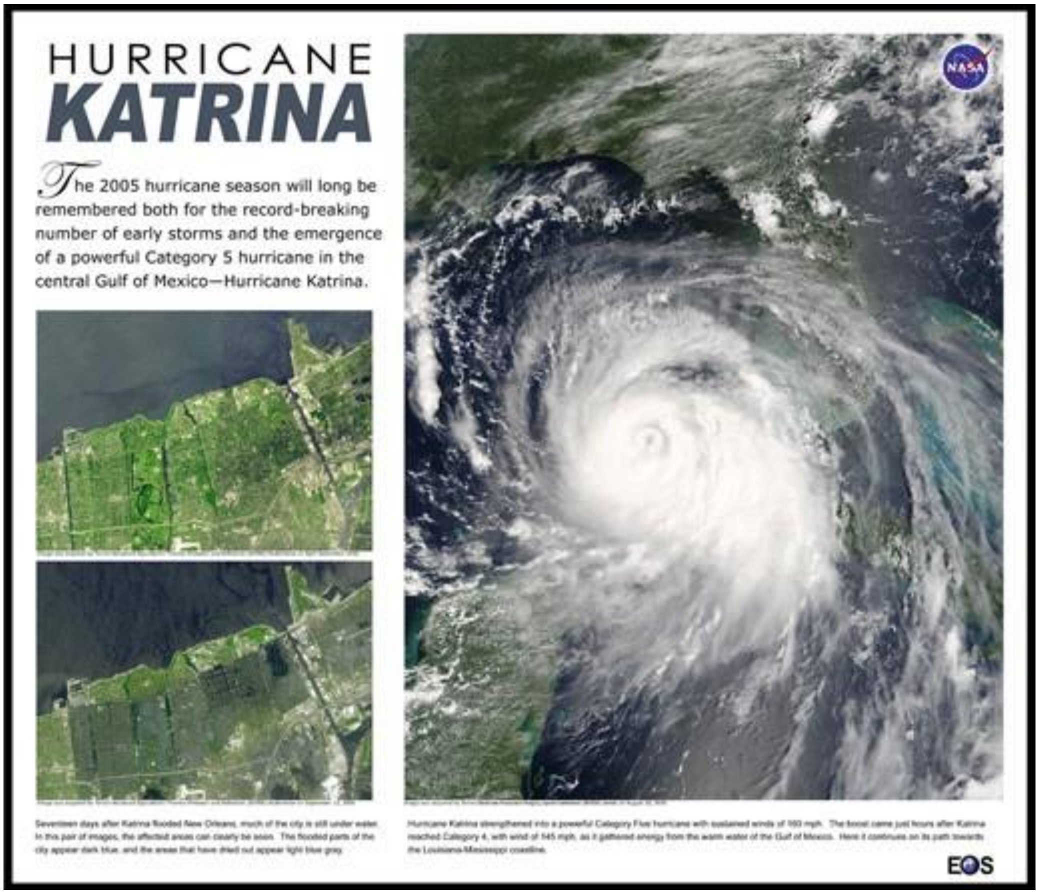
Handout 8-4: Sample Playbook

Hurricane Katrina Response - Environmental Unit
Planning Section Playbook
November 9 through 25, 2005 release



Purpose

The purpose of this “playbook” is to facilitate the transition of Environmental Unit (EU) personnel, so as to minimize the disruption of work in support of the Hurricane Katrina response and recovery efforts. Becoming familiar with the contents of this document will help new staff become familiar with people, process and products associated with the EU.

Introduction

Each deployment generally lasts between 2 and 3 weeks. Given the frequent turnover of personnel, the learning process can greatly affect productivity and service to those participating in Hurricane relief efforts. This deployment can be difficult, and smoothing the transition will make your tour a better experience, and ultimately benefit the men, women and children who have been impacted.

The EU playbook describes the history and functions of the EU here in New Orleans in a simplistic, straight-forward manner. This document describes how things have been, and are, as opposed to how they should be. It's kind of a Readers Digest description of life here in the EU during the Hurricane Katrina and Rita response effort.

EU Mission Statement

Our mission statement as taken from the draft Sept 28, 2004 "Environmental Unit In An ICS Structure Guidance Document", is "…to provide technical and scientific expertise and capabilities to support the Incident Command System's planning needs during emergencies which pose actual or potential significant threats to public health, welfare and the environment". During this deployment, the EU in New Orleans has provided support in water, soil, sediment and air quality related sampling and data analysis issues. The EU prepared or participated in the preparation of numerous air, water, soil and sediment sampling plans, and has coordinated the data collection efforts to include preparing site specific sampling plans (QASPs) and QASP field addendums. We have also provided detailed technical and scientific support for efforts to burn debris associated with Hurricane Katrina.

Arrival

When you get here, take the time to get settled in. If you don't take the time to take care of these personal issues immediately upon arrival, things will get busy and you'll just figure things out on the fly. Knowing the basics will make things more comfortable. Get settled into your trailer, figure out the rules on the dining hall or per diem, laundry, where to get necessities (local stores), medical resources, etc. Figure out the shower arrangements before "0 Dark Thirty" the following morning. Make sure you get processed in and receive your id badge, sleeping trailer assignment, etc. The first day here make sure you attend the safety briefing at 1730.

A Bit of History

Hurricane Katrina made landfall on August 28, 2005 and Hurricane Rita hit on September 21, 2005. The original field incident management team (IMT) was established in Baton Rouge following Hurricane Katrina, and operations were conducted from Baton Rouge until the following Hurricane Rita, passed New Orleans.

Environmental Unit: The following EPA personnel have been involved with the Response, acting as the Environmental Unit Leaders or Assistant Environmental Unit Leaders. In the event you have questions, give them a call.

Environmental Unit Leaders:

Michael Boykin, 206-553-6362 (w); 206-310-7080 (cell)
Kathleen Aisling
Dale Hoff , 303-312-6690 (w); 303-249-6633 (cell)
Mark Sprenger, 732-906-6826 (w); 609-865-3925 (cell)
Jeanelle Martinez
Edward Gilbert
Gary Newhart, 513-470-8662 (cell)

Assistant EU Leaders:

Mark Huston, 732-321-6609 (w); 703-622-5381 (cell)
Scott Faller, 702-494-7045 (cell)
Harold Ball, 415-972-3047
Richard Parkin, 206-553-8574
Doug Cole, 208-378-5764

Air Monitoring/Sampling Program

Duane Newell, 702-784-8015 (w); 702-290-7083 (cell)
Phil Campagna, 732-321-6689 (w); 609-865-4320 (cell)
Sella Burchette, 732-321-6726 (w); 609-865-2388 (cell)

Support – REAC

Jeff Bradstreet 609-865-9302 (cell)
Edward McGovern 702-238-3299 (cell)
Philip Solinski, 732-321-4283(w); 609-865-9207 (cell)

Things to Read

To get a proper perspective of how things work here, and the issues you may be involved in, you need to read and become familiar with the following:

Incident Action Plan - This is a must read. It tells you who's who, and what's going on. It also has helpful information about everything from weather forecasts, road conditions, financial status, and other helpful hints. Each Incident Action Plan (IAP) covers an operational period of 48 hours, so it's constantly changing and being updated. Get a new IAP when issued and keep it with you. The EU keeps the previously issued IAPs in the grey bookshelf if you want to get a sense for past activities.

Situation Reports - The Situation Report (SITREP) is an abbreviated overview of the major activities associated with the response effort. The SITREP is also continually being updated so make sure you read each new SITREP. As with the IAP, previous SITREPs are kept in the grey bookshelf, right next to the old IAPs.

EU Daily Reports - This is the daily activity report, reported on an ICS Form 214. We have a file of all the old 214s and reading through them will provide a good overview of the work we have accomplished and the issues which have been addressed.

More Information on the START Contractor’s Environmental Unit Support:

Given the dynamic nature of this response, the tasks and responsibilities of the Environmental Unit change according to EPA’s requirements. As a unit, our primary role is to the support the IMT in its functions relating to planning, operations, and data reporting and evaluation:

- Provide assistance and input to planning activities and facilitate the interface between EU and GIS, data management and other units/groups/branches as requested
- Assist in the data flow from planning, sample collection, shipping, lab analysis, data entry, and data review
- Provide data reports, summaries, and statistical analyses as requested
- Provide expertise; support the scientific validity as requested for:

  - determining contaminant extent, fate, and effects
  - monitoring the effects of cleanup
  - evaluating various response technologies
  - developing disposal plans

Individual Functions and Responsibilities

EU START Lead

- Interface directly with EU Leader, deputy, and air specialist (EU team)
- Provide data management and technical support to EU team
- Interface with other IT START Unit and Branch leaders daily (1330 phone con)
- Attend phone meetings or other meetings, as needed
- Plan and assign tasks to unit members
- Review and approve unit products
- Provide expertise on soil and water issue as requested

EU Deputy START Lead/Chemist/Data Analyst

- Interface directly with EU Leader, deputy, and air specialist (EU team), if Lead is not available
- Interface with other IT START Unit and Branch leaders daily (1330 phone conversation)
- Run data queries and reports as needed
- Respond to data requests
- Provide information and evaluation of water, soil, air data accuracy and completeness
- Provide expertise on chemical methods and interface with labs
- Report findings to Lead

EU START Chemist/Air Liaison

- Interface with air group to track present status of methods, labs, equipment
- Provide review and comments on plans as requested
- Evaluate data flow processes and provide information on problems and recommendations
- Provide information and evaluation of water, soil, air data accuracy and completeness
- Respond to data requests
- Track group tasks in daily log
- Provide expertise on applied chemistry, as requested
- Provide expertise on chemical methods and interface with labs
- Report findings to Lead

EU START IT Liaison

- Organize information and files for EPA and START
- Provide interface between air group, other field teams, IT staff and EPA
- Monitor field team activities to ensure proper data capture
- Track group tasks in daily log
- Report findings to Lead

EU START Support Experience Summary – November 6, 2005

EU START Position	Current Person	Education	Years Profession al Experience	Experience Summary
EU Lead	Jim Brinkman	MS/BS in Hydrology	24	Project, technical, personnel, and data manager/director, numerical analyst and modeler litigation support/expert witness
Deputy Lead/Chemis t/Data Analyst	Delon Maas	MS/BS Chemistry	19	Lab analyst/QA-QC/supervisor. Data evaluation/validation. Database design/management. Technical Manager for chemistry, environmental databases.
Chemist/Air Support	Mike Machen	PhD in toxicology/BS in Biochemistry	15	Environmental & Veterinary/Environmental Lab chemist/manager/director/QA officer, analyzing water, wastewater, waste, biosolids, and soils/compost. University teacher, consultant on lab & wastewater issues.
IT Liaison/Air Support	Krista McKim	MS/BS Environmental Engineering	7	Professional Engineer, State of New Hampshire. Project and QA/QC engineer, data management, water/soil/air sampling/and environmental monitoring.

How We Work Together

The EU New Orleans is located in the Planning Section. The size of the Unit has changed and will continue to change based on the needs of the organization. All EU deliverables and products are passed through the Unit Leader to the Planning Chief and, if necessary, The Incident Commander prior to the dissemination, use, or implementation. In addition, work products may need to be coordinated through our EU counterparts in Dallas. One of the important things to remember while working here, is the need to work with and coordinate activities through the R-6 EU. There have been occasions where products must go through Dallas to HQ for review and approval prior to release. When in doubt about the proper level of coordination, work with the Planning Section Chief and the EU in Dallas.

As part of our day to day work, we routinely coordinate and share information among the people in the IC. There is a direct relationship between the managers and technical specialists here in the EU and other managers and specialists here in the IC, including LDEQ. It’s important to get to know these people and quickly get clarity on how you will work together and coordinate activities.

What’s in a Day

One of the basic things you need to decide is working hours. We’re here to meet the needs of others, so the Unit must have coverage whenever others are working. Somebody should arrive at 0600, and you should expect to have somebody staying until 2030. If things are busy, everybody will stay late. Work with others in the EU to develop a schedule that works for you and meets the need of the organization. Keep in mind this is a 7 day a week operation; however, it is important to take time for yourself during your rotation. The default is that everybody is here before the Daily Operations Briefing, and everybody stays until the day is done, which is usually sometime between 1900 and 2100.

Meetings

0700 Daily Operations Briefing: This is the daily overview briefing run by the Planning Branch. Daily updates are provided by Ops, Planning, Safety, Finance, Public Affairs, the IC, Coast Guard and LDAQ. This is a must go briefing.

0830 Daily Air Curtain Destructor (ACD) conference call meeting: These meetings have ranged in frequency depending on the status of the project. Expect this variability to continue.

1000 Daily R6 EU coordination conference call meeting: We have a telephone call with our counterparts to talk about the status of work, resolve issues and in general maintain communications.

1500 Planning Section (Tuesday and Thursday): This meeting provides an opportunity to let others in the Planning Section know what you're working on, and vice versa. It's also a chance to discuss and resolve issues.

Environmental Unit Responsibilities

Data Requests - Data requests will come in at any time. Sometimes they're big tasks with short suspenses, others are just small, routine requests. Make sure you get an ICS Form 213 prepared for each request and get the 213 logged in and filed. Work with the requestor to get clarity on the request. Frequently, you'll pull in the START folks who have the detailed knowledge on data availability.

Don't be afraid to ask a lot of questions about the data requests. Make sure the request makes sense, and the need is clear. Also make sure the turnaround time is clear.

A critical issue that always seems to arise, relates to the use and releasibility of the data. We cannot release information that has not been posted on the HQ web page. If somebody is asking for data that has yet to be posted, you need to get approval from R-6, or the IC or both before processing the request. The START folks can help in knowing the status of any data and whether it's been posted.

For sampling activities, make sure the requestor understands the process of collecting and processing the data. Simply put, it takes time to prepare for any sampling effort, and get crews deployed. The data upload and QA process are rigorous and that adds time. We have prepared some timelines for processing data, both soil/sediment and air, and you should refer to those charts when explaining processing times.

Information Processing - This refers to the daily recurring receipt and processing of status reports. In addition to the daily report (ICS Form 214), we receive daily sediment/water deliverables from R-6. This deliverable needs to be forwarded to a group of people. The email group will be handed to you be the Assistant Unit Leader as part of the transition. In addition to forwarding the deliverable, save a copy in your computer's hard drive. You also received daily air summaries, and daily sampling summaries with costs from START. File each of these daily reports in your e-mail, and on the thumb drive.

Filling out the Daily Unit Log - The purpose of the 214 is to capture the day's notable events and summarize work in progress. Sometime in the mid to late afternoon, depending on how the day's going, either the EU Lead or Asst Lead will put a first cut together and route it to the START Lead and Technical specialist for comment. Finalize the document, and sent it electronically to R6KATRINA-IMT@epa.gov, and copy R6INFOKATRINA@epa.gov, the Environmental Unit Leader, and the Assistant Environmental Unit Leader. Make a hard copy of the 214 for the file and send an electronic copy to the folder in the thumb drive.

Summary of Major Work Completed

Air - The EU has been actively involved in addressing air monitoring and sampling issues associated with Hurricane Katrina. The following plans have been prepared to address air quality concerns:

Regional Air Sampling Plan (RASP)
Debris Air Monitoring and Contingency Plan
Fast Track Burn Air Monitoring and Sampling Plan for C&D Demolition,
Debris Handling and ACD Test Burn
Other supplemental QASPs for special project as needed

In addition, air sampling has supported the following work:

Special project air sampling (i.e., sampling to monitor impacts of the URG landfill burn)
ACD test burn
RASP-related

Sediment - Sampling of sediment deposited from the floodwaters associated with the Hurricane Katrina storm surge. The following plans were developed:

Hurricane Katrina Storm water QASP
Screening Level Sampling for Sediment QASP
Special Purpose Sampling QASPs (i.e., Braithwaite Park)

In addition, the EU has supported the following major sediment sampling efforts:

Phase I Sediment Sampling
Phase II Sediment Sampling
Sediment Re-sampling

Water - The EU was involved in early efforts to characterize floodwaters associated with the storm. The following plans were developed in support of this effort:

Emergency Response Quality Assurance Sampling Plan (QASP)
Storm water Conveyance Sampling Plan

The EU also supported the sampling and data processing efforts completed in support of these plans.

Copies of Daily Unit Log

Copies of the Daily Log (ICS Form 214) can be found in the filing plan, and also are in the thumb drive. Become familiar with previous daily reports, and don't forget to prepare you daily report and have it submitted at the end of each day (by 1900).

Transition Planning (preparing to depart)

Time flies around here and just when you begin to get comfortable with the work of the EU it will be time to begin preparing for your transition out. Make sure your replacement has been designated. You should also spend some time thinking about upcoming resource needs. While the level of effort is never constant, you need to anticipate future work and think about the resources required to accomplish the work. Ask yourself if the workload continues to require an Assistant EU Leader, and what type of technical support is required.

When your replacement has been identified, try to give them a call and give them a heads up about what to expect. Also, you might want to begin to copy them on significant emails, just to give them a flavor of the issues being worked. You might also send them copies of the 214. When replacements arrive, give them time to settle in, and before working the detailed hand-off stuff, take them around the building and let them meet the people they will be working with.

Departing

As part of the transition process, you'll need to follow the Demob procedures for checking out. Figure on that taking an hour or so. It's not a difficult process, but something that has to get done.

Take some time to get things organized. Update and clean up the files and replace any of the documents that are taped to the wall or on the board.

It will be helpful for your replacements to update this Playbook. Take some time to update the key players and make other modifications to reflect any changes that may have occurred during your deployment.

Sit down with your replacement and do a complete “handoff”. Download your thumb drive into their computer, go over important projects that are in progress, and give a brief overview of the work you’re done during your deployment. Last, provide your best guess as to what the future might hold.

At some point, you need to hand your replacement the keys and step back. Make it clean. There’s really no sense in hanging around at looking over their shoulder. It’s their project to work now, so go to the airport and have a nice trip home.

Activity 8.1

Activity 8.1 Overview—Unit 8

Purpose

The purpose of this activity is to provide students with an opportunity to examine the key topics in an IC to IC briefing.

Objectives

Students will:

- Be able to identify the topics that one IC would insure that the incoming IC would receive in an IC to IC briefing.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will list items that would be common topics and information that one IC would insure that the incoming IC would receive. The topics may or may not be the same as information that one would expect to be included in the AA briefing, however, they would be topics that the current IC would want to be sure are not overlooked.

Rules, Roles, and Responsibilities

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

1. Break into four groups.
2. Within your work group, select a group spokesperson.
3. Each group should be assigned a hazard: Hostage Situation, Oil Spill, WMD Biological Release, Severe Flood, or Oil Spill.
4. List items that would be included in an IC to IC Briefing during the incident.
5. Present your conclusions to the rest of the class.

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

Activity 8.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

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Unit 9: Incident Information

STUDENT MANUAL

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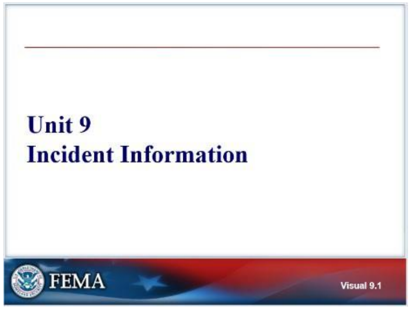


Visual 9.1

UNIT 9: INCIDENT INFORMATION

Visual 9.2

UNIT TERMINAL OBJECTIVE

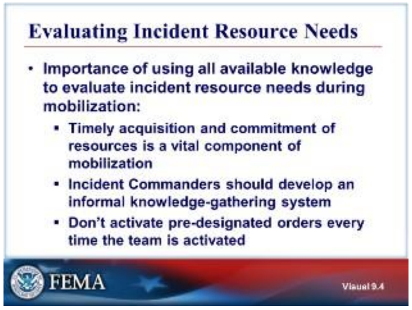
Describe effective communication practices for addressing audiences internal and external to the management of an incident.

Visual 9.3

UNIT ENABLING OBJECTIVES

- Describe the importance of using all available knowledge to evaluate incident resource needs during mobilization.
- Identify the Incident Commander's primary communication responsibility.
- Identify target audiences for communication exchange.
- Define data, information, and intelligence and describe the important distinction between the terms.
- Identify sources to obtain incident information.
- Describe ways to enhance internal communication.
- Describe protocols in dealing with the news media.

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



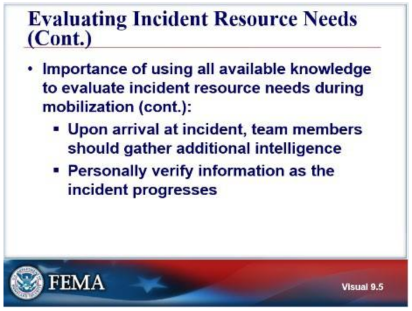
Visual 9.4

EVALUATING INCIDENT RESOURCE NEEDS

Timely acquisition and commitment of resources is a vital component of mobilization. As with the size-up process, information gathering begins at the first indication that activation may occur. Initially, the scope of information will be limited (e.g., type, location, and size of incident). As the incident progresses during mobilization, additional and more accurate information will be available. This then can be factored into incident action the planning process.

Incident Commanders should develop an informal knowledge gathering system using the information gathered en route to provide a solid basis from which to make decisions concerning appropriate resource acquisition and utilization. Remember that the potential exists that requested resources may be delayed or unavailable. Therefore, contingency planning and flexibility must be included.

Typically, both Type 2 and Type 1 IMTs have a pre-designated order. It is tempting to automatically activate these pre-designated orders every time the team is activated rather than gather additional information and modify the order to fit the situation. Since you do not have a Delegation of Authority at this point, any ordering should be coordinated and conducted by the receiving unit. In conjunction with existing resources assigned to the incident, the standard order provides the basis from which to expand the IMT's resource base as the Delegation of Authority, incident objectives, and ongoing action requires and permits.



Visual 9.5

EVALUATING INCIDENT RESOURCE NEEDS (CONT.)

Upon arrival at the incident, if there is time and daylight, the following team members should do the following information gathering:

- Incident Commander: Meet with outgoing Incident Commander to be briefed on incident status
- Operations: Scout the incident to observe activity and control measures underway
- Planning: Gather resource status documents from EOC or AOP, obtain maps, incident history, plans, etc.
- Logistics: Identify satisfactory facility locations
- Information: Meet with media, local information officer, etc.
- Liaison: Determine what assisting agencies are at scene

Visual 9.6

IMPORTANCE OF COMMUNICATION

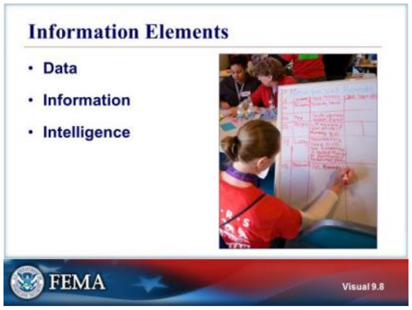
It is not only what you say but how you say it. Pay close attention to communications because you, as the Incident Commander, will set the tone for the incident.

As an Incident Commander, you need to be able to convey what you mean accurately and concisely. Likewise, other personnel assigned to the incident will need to communicate accurately and concisely. The exact method and delivery style will vary depending on the audience and the situation. It is the Incident Commander's responsibility to ensure accurate and timely communication flow occurs at all levels of the incident. All personnel should be aware of the incident objectives and how to accomplish their mission safely.

Visual 9.7

COMMUNICATION TARGET AUDIENCES

As an Incident Commander, you have target groups that you must communicate with effectively.

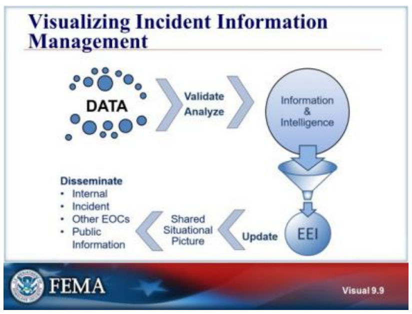


Visual 9.8

INFORMATION ELEMENTS

These critical elements of a information enable effective, consistent, coordinated, and timely decision-making:

- Data
- Information
- Intelligence



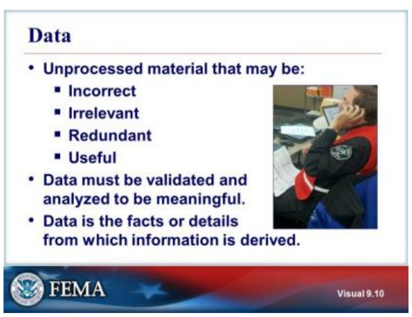
Visual 9.9

VISUALIZING INCIDENT INFORMATION MANAGEMENT

This visual is a depiction of the management of incident information to support Situational Awareness.

Data is processed to form Information and Intelligence that is utilized to develop a Shared Situational Picture.

Next we will define the key terms Data, Information and Intelligence.



Visual 9.10

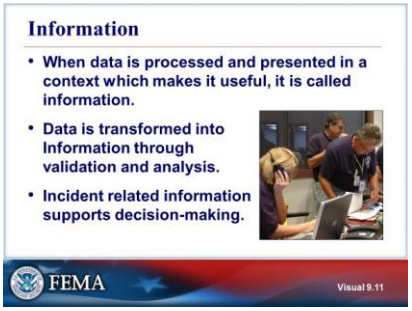
DATA

Data is unprocessed material that may be:

- Incorrect
- Irrelevant
- Redundant
- Useful

Data must be validated and analyzed to be meaningful.

Data is the facts or details from which information is derived.



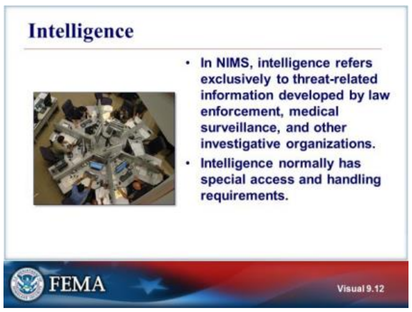
Visual 9.11

INFORMATION

When data is processed and presented in a context which makes it useful, it is called information.

Data is transformed into Information through validation and analysis.

Incident related information supports decision-making.



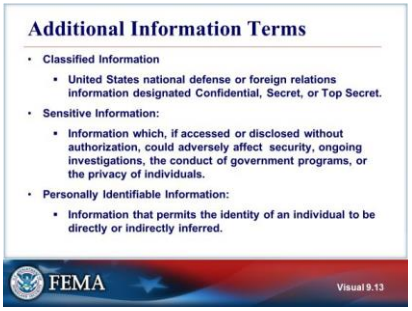
Visual 9.12

INTELLIGENCE

In NIMS, intelligence refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

Intelligence normally has special access and handling requirements.

Note that intelligence is a term with a variety of definitions by different organizations. Some define it as processed information accompanied by a recommendation. In NIMS it is a term referring exclusively to threat-related information.



Visual 9.13

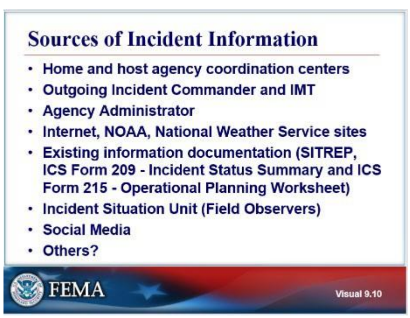
ADDITIONAL INFORMATION TERMS

The additional terms related to special types of information.

Classified, Sensitive and Personally Identifiable Information all have special considerations for handling, storage and dissemination.

- Classified Information
  - United States national defense or foreign relations information designated Confidential, Secret, or Top Secret.
- Sensitive Information:
  - Information which, if accessed or disclosed without authorization, could adversely affect security, ongoing investigations, the conduct of government programs, or the privacy of individuals.
- Personally Identifiable Information:

Information that permits the identity of an individual to be directly or indirectly inferred.

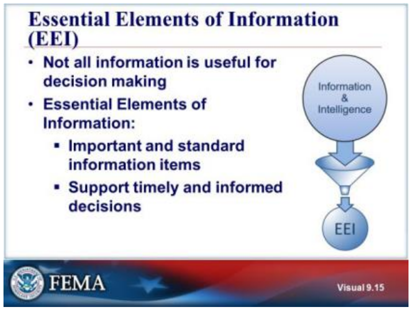


Visual 9.14

SOURCES OF INCIDENT INFORMATION

The need for Incident Commanders to set the tone and encourage all IMT members to use all available sources of information to help make good decisions.

"WHAT OTHER SOURCES OF INFORMATION ARE THERE?"



Visual 9.15

ESSENTIAL ELEMENTS OF INFORMATION (EEI)

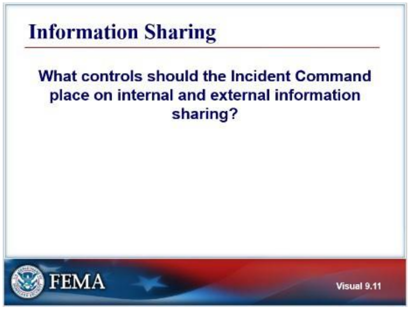
Not all information is useful for decision making

EEI are important and standard information items, which support timely and informed decisions.

EOCs identify EEI to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel. EEI:

- Provides context, informs decision-making, and contributes to analysis and population of the Shared Situational Picture
- Offers relevant categories of information

Creates a starting point for collecting information



Visual 9.16

INFORMATION SHARING

Internally, the rule of thumb for disseminating information to staff is: Give them as much as you can, especially if it is a safety issue. However, as Incident Commander, you also need to let people know how information should be handled.

In a multi-agency event, you may have to create incident-specific policy on how an incident information should be handled (Incident Commander and Agency Administrator/Executive should handle policy).

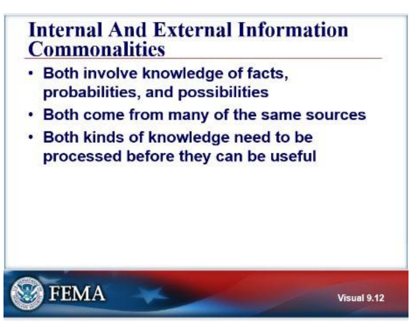
Tips:

- Be careful of what you say over the radio. People may pick it up.
- Be aware that the media will try to obtain all information possible (eavesdropping devices, etc.).

Example:

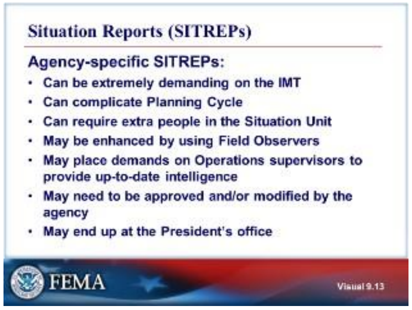
For an external audience you would probably view incident resources as follows: “29 crews and 34 engines are assigned to the incident. Crews are from the seven western states and engines have responded from as far as 150 miles.”

For an internal audience you would view the same information in this manner: “29 crews assigned: 11 are Type 1; 18 are Type 2; 3 Type 1, and 13 Type 2 are available for tomorrow’s shift. One Type 2 crew is assigned to the incident base. Of the 34 engines assigned, 20 are Type 3s in 4 incident strike teams...”



Visual 9.17

INFORMATION AND INTELLIGENCE COMMONALITIES



Visual 9.18

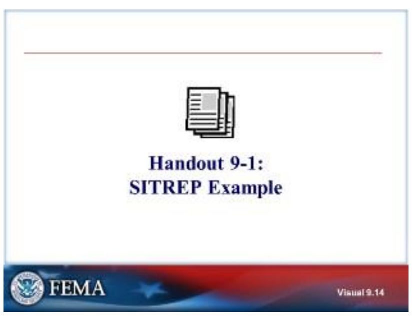
SITUATION REPORTS (SITREPS)

The frequency and type of Situation Report (SITREP) can have a significant impact on the Situation Unit.

The IC should “negotiate” with external stakeholders, e.g. AA/AE, EOC, MAC Group, State, etc. to try to have the reports due at a common time and in a common format, e.g. ICS Form 209.

Incident Commanders are expected to be fully engaged in the SITREP process. They have the overall responsibility to ensure the information in the SITREP is accurate and appropriate. They need to monitor the impacts of off-incident demands for information. If uncontrolled, it can cause a significant drain on your IMT. If the incident demands it, additional staff should be integrated into the Situation Unit to handle the SITREP.

Field Observers will report to the Situation Unit and their information from the field will be used to develop the SITREP. In the absence of Field Observers, Operations should be consulted.

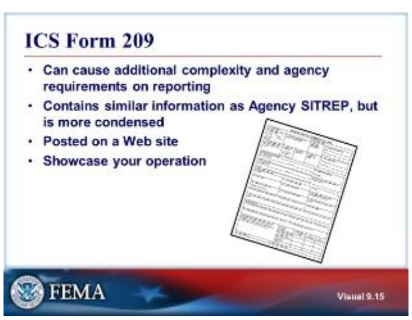


Visual 9.19

HANDOUT 9-1: SITREP EXAMPLE

Refer to Handout 9-1: SITREP Example.

This SITREP (shorter than many others) is from a Unified Command incident. This information was required frequently and was closely scrutinized by the agency. Corrections and clarifications were requested frequently.

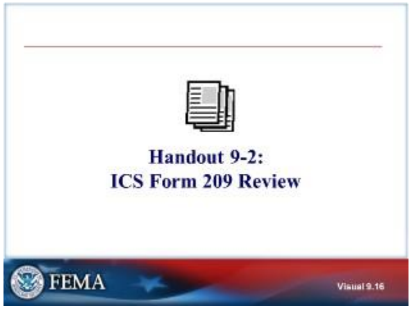


Visual 9.20

ICS FORM 209

A lot of information that the Incident Commander needs will be on the ICS Form 209 Incident Status Summary.

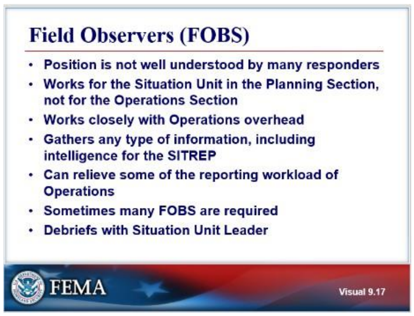
Make sure wording on ICS Form 209 is appropriate to the incident; it may be used to prioritize incidents.



Visual 9.21

HANDOUT 9-2: ICS FORM 209 REVIEW

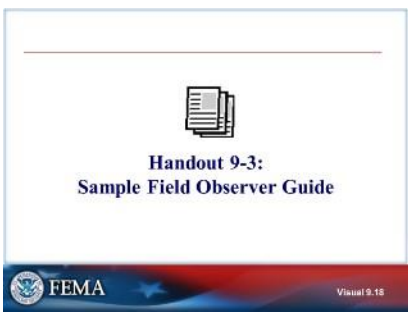
Refer to Handout 9-2: Sample ICS Form 209 Review.



Visual 9.22

FIELD OBSERVERS (FOBS)

Field Observers (FOBS) work for Situation Unit but interface a lot with Operations. This is not a position that is well understood in the emergency management community because it has not been utilized that often. Nonetheless, Field Observers can be of great value.



Visual 9.23

HANDOUT 9-3: SAMPLE FIELD OBSERVER GUIDE

Refer to Handout 9-3: Sample Field Observer Guide.

Visual 9.24

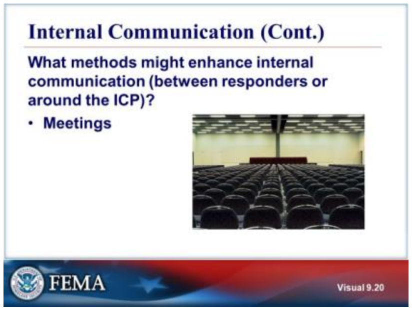
INTERNAL COMMUNICATION

On a large incident, it is important to stimulate communication between your responders. Make sure your IMT is using whatever means required to communicate throughout the entire IMT. Don’t forget that Unit Leaders and other responders are not often at meetings where communication takes place. Keep your organization informed.

Internal communication is as important as the external. Our people need to know what is happening within the incident and what is happening in the world.

- Post information boards at location where they can be reviewed by all personnel
- Be sure to post the following:
  - The IAP
  - Newspapers
  - Local newsprint that will have coverage of the incident
  - Newspapers that have national and international interest
  - National situation report
  - News releases that have been released by the team
  - Organizational chart
  - Thank you letters
  - Special messages
  - Meal menus

Within the ICP, the Situation Unit also maintains a board with current information, maps, progress reports, progression estimates, IAP, ICS Form 209, etc. This is a “one stop shop” to obtain detailed incident information.



Visual 9.25

INTERNAL COMMUNICATION (CONT.)

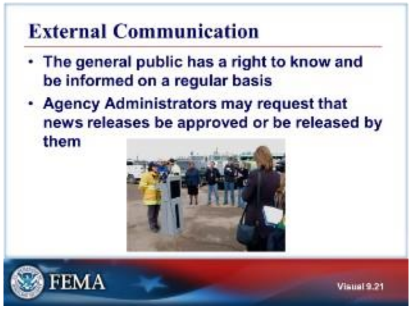
Most sections will have meetings. The Incident Commander should meet with the Section Chiefs to get an idea of what was covered in their respective meetings. Most teams also get together at the end of the day just to talk about what's going on.

The structure of the command system requires numerous meetings:

- Transition Briefing
- Strategy Meetings
- Planning Meetings
- Operational Briefings
- Daily team meetings
- Demobilization Planning Meetings
- Post-incident team meeting (critique)
- One-on-one meetings

Briefings are designed to disseminate information in a fairly succinct manner so the personnel understand their assignment and critical issues, e.g. and can begin work.

Meetings are designed to exchange information, discuss issues, develop alternatives, etc. While time management dictates that meetings be brief too, they are usually longer and more in depth than briefings.



Visual 9.26

EXTERNAL COMMUNICATION

Do not view the public as foes or annoyances when it comes to external communication; they can usually serve as allies. Keeping the public informed in a timely manner is usually one of the priorities established by the AA/AE.

The general public, particularly those directly affected, have a right to know and be informed on a regular basis. If the general public is informed, they will cooperate and be an ally in your efforts to mitigate the incident.

Protocols in dealing with the general public:

- Be specific, not general (affected public).
- Be honest, but remember some things are confidential.
- Be positive, if possible.
- Convey your message and objectives in human terms.
- Don't say "no comment" because this creates doubt.

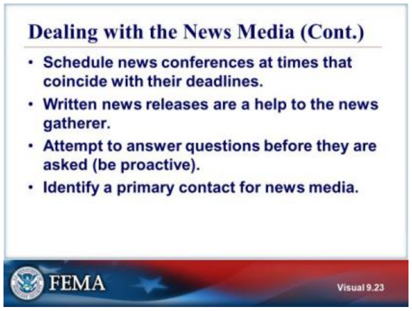
Agency Administrator/Executives have a stake in the incident and must be part of the communication loop. Some Agency Administrator/Executives may request that news releases be approved and/or be released by them.

Visual 9.27

DEALING WITH THE NEWS MEDIA

When dealing with the media, don't forget your Public Information Officers! They can help you get your message out and properly prepare you for any one-on-one time with the media. Then you'll only need to review and approve information releases and participate in media interviews.

When dealing with the media, know the situation, know your talking points, and map out your messages beforehand. Know what questions they will ask (Public Information Officers can help with this) and always tell the truth. Remember, "no comment" is not an answer! Be as positive as you can be with your message.

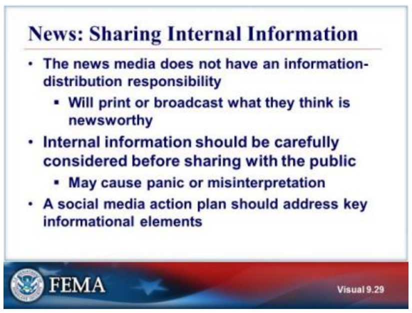


Visual 9.28

DEALING WITH THE NEWS MEDIA (CONT.)

Try to schedule news conferences at times that coincide with their deadlines (print and electronic). It helps them out and buys you goodwill.

Most of the time, the media will want to talk directly to the Incident Commander and not the Public Information Officer, but it is not always possible for the Incident Commander to spend the required time to talk to all the media.



Visual 9.29

NEWS: SHARING INTERNAL INFORMATION

The media does not have an information distribution responsibility. The media is interested in news. You can give them information, but they will print or broadcast only what they perceive as newsworthy.

Remember that information that is intended for an internal (the IMT’s) use should be carefully evaluated before sharing externally. Any information that may result in unwarranted public panic should not necessarily be shared. Internal information may have external informational value but should be vetted before sharing with the public. Some information could cause panic or be misinterpreted by the public. A social media action plan should address key informational elements.

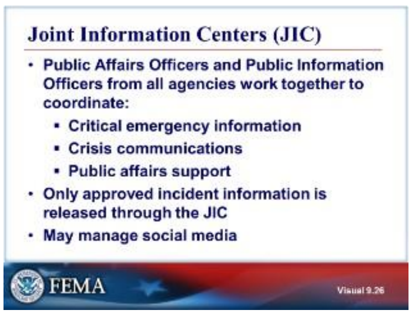
Examples of information that the Incident Commander may not wish to share with the public.

- Name of deceased employee or citizen
- Contingency planning for an evacuation until planning is complete and the threat is real
- Internal personnel affairs
- Investigations
- Some law enforcement activities

Visual 9.30

COORDINATING PUBLIC INFORMATION

The JFO, JOC, and other Federal coordination centers only apply if you are in unified command with a Federal Agency.



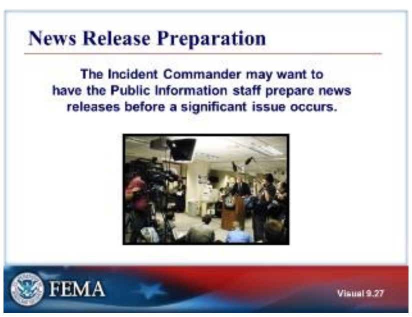
Visual 9.31

JOINT INFORMATION CENTERS (JIC)

The reasoning behind a Joint Information Center (JIC) is to get ONE message out.

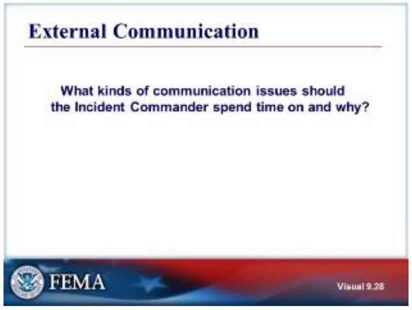
Avoid having a JIC located at the ICP unless you want everything you do or say broadcasted far and wide to the public.

Note: It is very important for the IC/UC to understand the direction from the AA/AE regarding the public information function, e.g. is it going to be handled by a PIO on the scene, at the JIC located at the EOC, some other combination, who must approve release of information, etc.



Visual 9.32

NEWS RELEASE PREPARATION

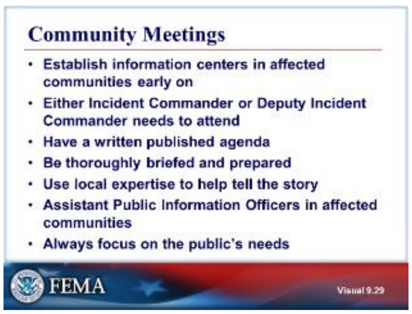


Visual 9.33

EXTERNAL COMMUNICATION

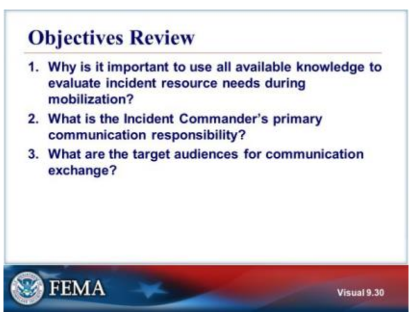
There are some issues that the Incident Commander must be involved with because of the sensitive nature of the issue, political sensitivities, etc.

Sometimes it is difficult for the Incident Commander to cover all the critical activities, so he/she must set priorities. This is another example of the use of a Deputy Incident Commander who could fill in on the other incident activities while the Incident Commander is dealing with issues such as these.



Visual 9.34

COMMUNITY MEETINGS

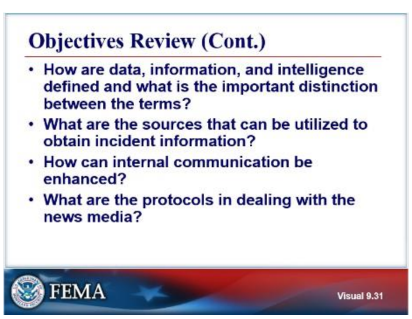


Visual 9.35

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the importance of using all available knowledge to evaluate incident resource needs during mobilization.
- Identify the Incident Commander’s primary communication responsibility.
- Identify target audiences for communication exchange.



Visual 9.36

OBJECTIVES REVIEW (CONT.)

Unit Enabling Objectives

- Define data, information, and intelligence and describe the important distinction between the terms.
- Identify sources to obtain incident information.
- Describe ways to enhance internal communication.
- Describe protocols in dealing with the news media.

Supplemental Materials

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Handout 9-1: SITREP Example

Fairfax County OEM Situation Report

Info that has changed since the last situation report will be highlighted in yellow.

Time: 10:30 PM
Date: 09/22/2015
Incident Name: Centreville Gas Leak
Internal Order Number: TBD
WebEOC Incident Name: FFX-Gas Leak (Sept. 22, 2015)

County Operating Status:

- EOC Activation Level: Closed
- County Status: Open
- School Status: Open
- Court Status: Open

Life Safety:

- Injuries: None
- Fatalities: None

Weather Report

- Tonight - Mostly clear, with a low around 57. Northeast wind around 5 mph.
- Wednesday - Sunny, with a high near 78. Northeast wind 7 to 10 mph.

Infrastructure Status

- **Gas:**
  - Colonial Pipeline has a leak in their line near the location of New Braddock Rd/ Route 28. Crews are still searching for the leak at this time, but believe they are in the right area. Approximately 2,600 gallons of fuel have been pumped out of the storm drain and area near this suspected leak.
- **Water:**
  - No known issues with the water supply at this time.

Situation Report - Operational Period 1 - September 22, 2015 (10:00 PM)
Page 1 of 2

Other Activities

- An operations briefing will be held at the Hyatt in Fair Lakes tomorrow morning at 7:00am.
- Planning considerations began earlier this evening for the potential of sheltering any residents evacuated from the area due to the fuel leak. No evacuations are expected or anticipated at this time, staff members were advised.
- A Reverse911 messages was sent out to approximately 1700 residents within a ½ mile radius of the suspected fuel leak advising them of the leak and providing a hotline number issued by Colonial Pipeline for more information.
- Colonial Pipeline has setup the following hotline to provide residents in the area information about the leak. 1-866-601-5880.

Handout 9-2: Sample ICS Form 209 Review

Request edit access

NCR-IMT Situation Report ICS-209 Short Form

* Required

Incident Name

Geolocation

Ex: N 38.937001

Incident Number

Current Situation

Projected Situation

Critical Issues

Address

Record the address of any developing issues

City, Town

State

Zipcode

Casualty Report

Responder and Civilian. Please list separately

Human Impact

Current Staffing, Projected Staffing, Bed Status

Resources Assigned

Planned Activities

Next 24-72 Hours

Unmet Needs

Additional Information

Submitted by *

Last Name, First Name

IMT Position *

Enter your assigned IMT position.

Drawing

Comment

Operational Period Date

Please enter the operational period date and begining time

Month | Day | 2016

Submit

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Refer to EL_950_HO_9-2_ICS_Form_209.pdf

Handout 9-3: Sample FOG

KATRINA INCIDENT

Guide for Situation Unit Field Observers:

Data Collection Requirements for each Parish:

- Progress tracked by area. Use street/grid maps to determine where team has completed all major tasks. (1st pass for HHW collection, 2nd pass for HHW collection, Recon for ODC, Recovery of ODC, white goods collection, etc.)
- Areas which will not be addressed, and reason for no action (no houses, military installation, etc.)
- Areas which are not reachable due to closure by National Guard, washed out bridges, etc.
- Make sure the date/time of the information is noted, especially for the street by street.
- General operational activities in Division.
    - Where are specific operations occurring?
    - Which agency/entity is performing operations in Division?
    - Verify locations of collection areas, command post, etc.
- Find out if there is a way for the Situation Unit to better support field ops through mapping, information dissemination, etc.
- Serve as GIS runners for mapping materials.
- Take photos!!

Reporting Requirements to ICP Contact:

- Provide contact with verbal description of Parish progress that will enable them to accurately represent the information on a map.

Task List for Situation Unit Field Observers Contact

- Record information from Field Observer on map in Situation Unit.
- Coordinate with GIS team to have information input to a map.
- Use standardized color scheme to show different levels of progress.

CONTACTS:

Situation Unit
504-731-0305 – desk in IMT
303-818-9738 - Situation Unit Leader
312-812-2776 – FOBS Coordinator

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Unit 10: Command's Direction

STUDENT MANUAL

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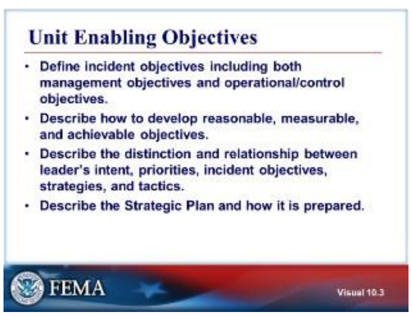
Visual 10.1

UNIT 10: COMMAND'S DIRECTION

Visual 10.2

UNIT TERMINAL OBJECTIVE

Define leader's intent, priorities, incident objectives, strategies, and tactics as they are utilized by the Incident Commander for effective incident management.



Visual 10.3

UNIT ENABLING OBJECTIVES

- Define incident objectives including both management objectives and operational/control objectives.
- Describe how to develop reasonable, measurable, and achievable objectives.
- Describe the distinction and relationship among leader's intent, priorities, incident objectives, strategies, and tactics.
- Describe the Strategic Plan and how it is prepared.

The final exam questions are based on the Unit Enabling Objectives.

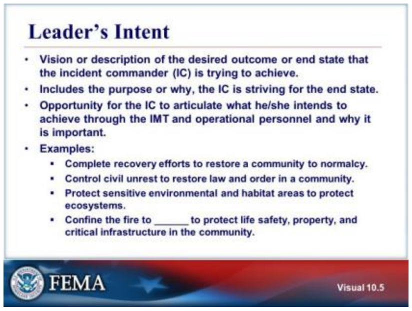
Visual 10.4

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS

This diagram shows the relationship between Agency Administrator's direction, leader's intent, priorities, objectives, strategy, and tactics. It starts at the high-level decision-making (objectives) and funnels down to the work on the ground (tactics).

The Incident Commander or members of the Unified Command have a responsibility to articulate their intent and direction to everyone working on the incident. This is accomplished through a combination of the following:

- Leader's Intent
- Incident Priorities
- Limitations and Constraints
- Incident Objectives (Management and Operational/Control)
- Decisions and Directives
- Standard Operating Procedures for the IMT



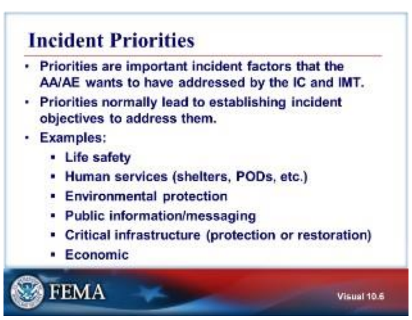
Visual 10.5

LEADER'S INTENT

Leader's intent is a vision or description of the desired outcome or end state that the Incident Commander (IC) is trying to achieve. Leader's intent also includes the purpose or why, the IC is striving for the end state. Leader's intent is an opportunity for the IC to articulate what he/she intends to achieve through the IMT and operational personnel and why it is important.

Everyone assigned to the incident should be aware of the leader's intent, so they know what they are striving to accomplish and why. Leader's intent is closely aligned with the priorities and incident objectives established by the IC. These factors drive the strategy and tactics necessary to achieve the desired outcomes or end state. Operational supervisors, (e.g. branch directors, division supervisors, task force leaders) are aware of what and why they are attempting to achieve and how their tactical operations contribute to the effort.

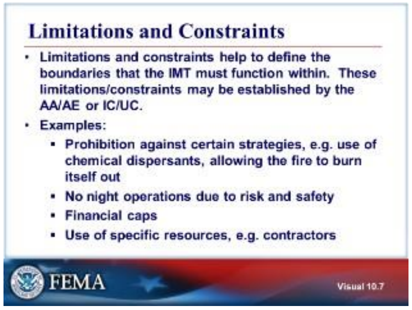
Leader's intent can also be used to convey non-operational principles and philosophies that are important to the IC as well. As an example, an IMT is deployed to assist/support a jurisdiction or agency but is not given command and control authority in a Delegation of Authority. This can be a challenging environment for an IMT because they do not have total control over the team, or the response efforts. The IC may articulate his leader's intent that the IMT will do everything possible to work cooperatively and collaboratively to assist/support the local/state jurisdiction or agency for the mission to be a success and achieve the desired end state.



Visual 10.6

INCIDENT PRIORITIES

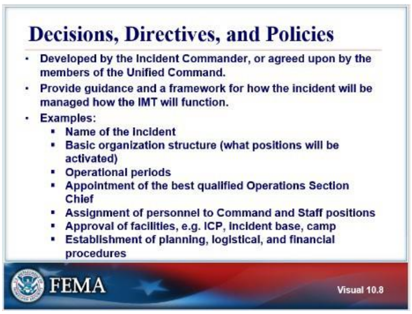
Priorities are important incident factors that the AA/AE wants to have addressed by the IC and IMT. The priorities provide direction as to what issues should be addressed and in what priority order. Priorities normally lead to establishing incident objectives to address them.



Visual 10.7

LIMITATIONS AND CONSTRAINTS

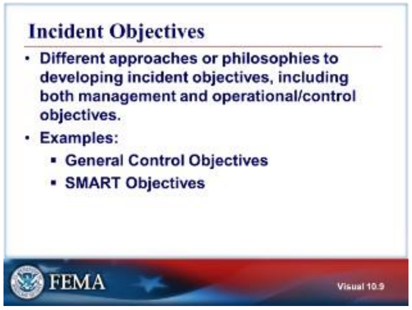
Limitations and constraints help to define the boundaries that the IMT must function within. These limitations/constraints may be established by the AA/AE or IC/UC.



Visual 10.8

DECISIONS, DIRECTIVES, AND POLICIES

Decisions, directives, and policies will be developed by the Incident Commander, or agreed to by the members of the Unified Command. These components provide guidance and a framework for how the incident will be managed and how the IMT will function.



Visual 10.9

INCIDENT OBJECTIVES

There are a number of different approaches to developing incident objectives, including both management and operational/control objectives. The actual method utilized is at the discretion of the Incident Commander/Unified Command. However, the objectives must clearly articulate the desired outcome and end state that the IMT and operational personnel are attempting to achieve.

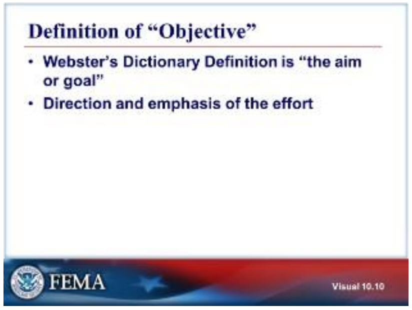
Some ICs prefer “General Control Objectives” that are more global or strategic in nature and articulate the desired outcome or end state of the incident, e.g.

- Control the release of the product and prevent the product from spreading.
- Protect environmentally sensitive areas in accordance with Area Contingency Plan.
- Keep the fire to the north of Red Road, south of Forest Road #1, east of the Yellow River, and west of the Timberland State Forest.
- Protect the public and property from the civil unrest.
- Prevent the transmission of the avian influenza to the poultry flocks to protect public safety and economic interests.
- Secure the release of all hostages without further harm.

Other ICs prefer more specific or “SMART” control objectives, e.g.

- Control the release of the product from the rail car and mitigate the spilled material by 1900 hours.
- Protect the wetlands east of Rock Harbor by deploying protective booms from Sand Point to Sailor’s Landing by 1300 hours.
- Build fire control lines from Mile Marker # 72 on Forest Road #1 to Summit Ridge by 1800 hours.
- Establish hard perimeters and disperse or arrest the protesters by 2200 hours.
- Depopulate all infected poultry flocks, dispose of properly, and decontaminate bird houses by 0700 hours on July 1st.

- Rescue all hostages held in the bank and capture of neutralize the perpetrators.



Visual 10.10

DEFINITION OF OBJECTIVE

Objectives describe what you want to accomplish, e.g. end state or outcome.

- Webster's Dictionary definition: "the aim or goal"
- Objectives establish the direction and emphasis of the incident management effort.

Visual 10.11

MANAGEMENT OBJECTIVES

For most Federal agencies, management objectives must come from approved land use plans (e.g., Forest Plan for U.S. Forest Service and Resource Management Planning process for BLM, and/or approved fire management plans).

Other agencies may have developed similar umbrella planning documents. If not, objectives must come from laws, regulations, and/or agency policy.

Management objectives should be provided to the incident management team in the Delegation of Authority. The IC may need to negotiate with the Agency Administrator/Official to develop attainable objectives.

Incident management objectives can change depending upon incident behavior and external influences. Significant change in objectives may require changes in the Delegation of Authority and, if necessary, an updated Incident Situation Analysis.

Visual 10.12

MANAGEMENT OBJECTIVES (CONT.)

Management objectives may be lofty, general objectives that hold important consequence.

- Protect the public
- Be safe
- Control spread of public health threat
- Protect habitat
- Stop spread of hazardous material into water system

Agency mission statements are also examples of management objectives.

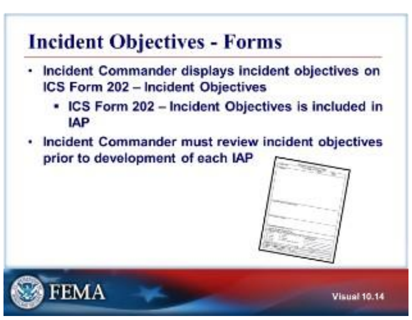
Visual 10.13

INCIDENT OBJECTIVES

While management objectives will not change, incident objectives may change depending on the necessity to change strategies or tactics, etc.

The incident commander can develop draft incident objectives for most types of operational/control objectives and virtually all of the management objectives before the incident occurs. The IC can “frame” objectives for search and rescue, hazardous materials releases, civil unrest, etc. before the stress of the incident and then complete the specifics when the incident occurs. Develop objectives for the type of incidents your IMT or agency might respond to and keep them on a portable hard drive for future use.

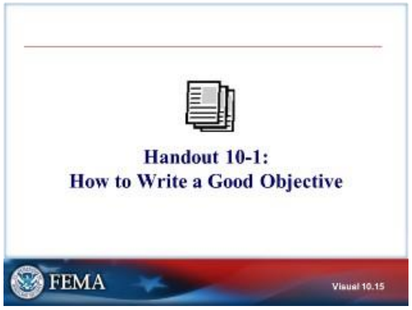
The Planning Section Chief can be a valuable resource for taking the IC’s raw priorities and objectives and developing formal completed sentences for integration in the IAP.



Visual 10.14

INCIDENT OBJECTIVES - FORMS

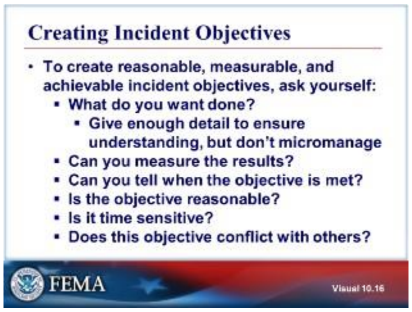
The IC is responsible for preparing the incident control objectives to include on ICS Form 202 Incident Objectives. This form is included in the Incident Action Plan, usually on the first page. The IC must review and, if necessary, revise these objectives each operational period prior to the development of the IAP.



Visual 10.15

HANDOUT 10-1: HOW TO WRITE A GOOD OBJECTIVE

Refer to Handout 10-1: How to Write a Good Objective.



Visual 10.16

CREATING INCIDENT OBJECTIVES

Refer to Handout 10-1: How to Write a Good Objective.

Safety objectives are the most common, but sometimes the hardest to write. Broad safety objectives are OK but should be refined whenever feasible.

There are four key elements to consider when writing a successful objective:

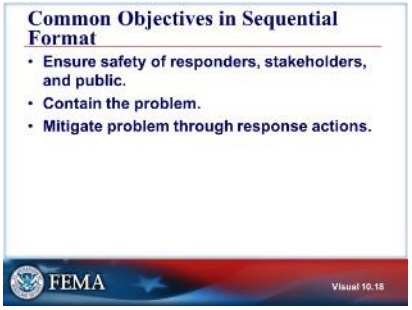
- What do you want to accomplish?
- Are there specific time frames?
- Can you measure the results?
- Is the objective reasonable? Are there enough details to make the objective meaningful?

Visual 10.17

INCIDENT OBJECTIVES SHOULD BE "SMART"

Develop effective objectives by making them specific, measurable, action-oriented, realistic, and time sensitive—essentially, SMART.

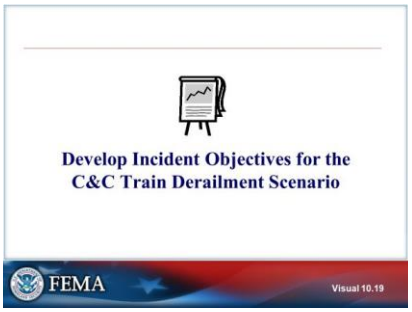
Not all objectives are time sensitive. Don't force a time frame if you don't need it. Time frames are often helpful to your IMT to gage or frame the pace of work or the size of the organization needed.



Visual 10.18

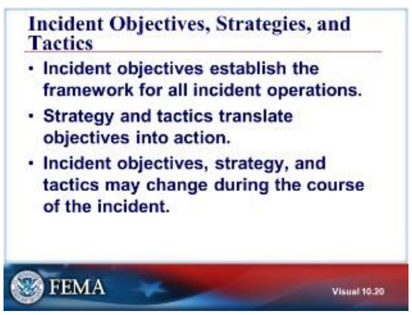
COMMON OBJECTIVES IN SEQUENTIAL FORMAT

You need to make objectives broad enough so that Operations can get the job done. Keep tactics out of the objectives unless they are required to communicate what you need to have done and there is no flexibility. Command needs to simply state the desired outcome.



Visual 10.19

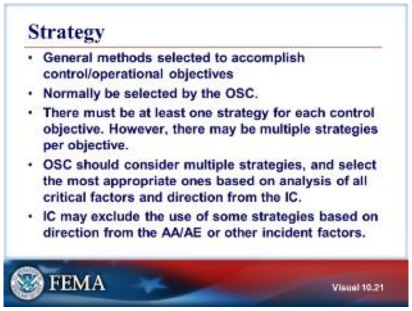
DEVELOP INCIDENT OBJECTIVES FOR THE C&C TRAIN DERAILMENT SCENARIO



Visual 10.20

INCIDENT OBJECTIVES, STRATEGIES, AND TACTICS

- Incident objectives establish the framework for all incident operations.
- Strategy and tactics are developed from objectives and the information provided in the Delegation of Authority and the Situational Analysis.
- Incident objectives, strategy, and tactics are not static, and they may change as the complexity of the incident changes.



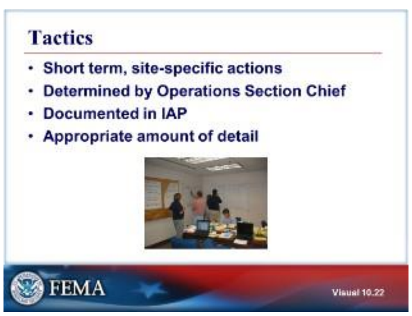
Visual 10.21

STRATEGY

Strategy is the method by which objectives are accomplished.

Strategy is the general plan or direction selected to accomplish management/incident objectives. The OSC should utilize some type of incident analysis tool, (e.g. ICS Form 234 Work Analysis Matrix, Incident Situation Analysis, etc.) to evaluate critical incident factors and strategy selection. Multiple alternative strategies should be evaluated for each objective. The most appropriate strategy(s) should be selected and implemented based on the specific incident factors.

The IC should review the OSC's recommendations (during the Planning Meeting) to ensure that the selected alternative seems reasonable given the specific incident factors and any constraints established by the AA/AE. A close review of the fiscal projections is sometimes necessary. It is the IC's responsibility to negotiate any changes with the Agency Administrator/Official.



Visual 10.22

TACTICS

Tactics are the short-term, site-specific actions (that are based in strategy) that are completed to accomplish objectives.

The Incident Commander has no business developing tactics. This is the Operations Section Chief's job. Tactics should be documented in the Incident Action Plan. The Incident Action Plan serves as the tactical plan to manage the incident.

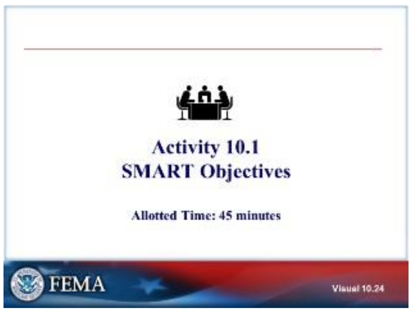
The IC should monitor the operational progress to ensure the selected strategy and tactics are appropriate and effective. If the Operations Section Chief doesn't communicate tactics well or produce results on time, you should do a counseling session with the Operations Section Chief.

Visual 10.23

EXAMPLE

- **Objective:** Keep fire South of Hunt Ridge.
- **Strategy:** Indirect attack along Hunt Ridge.
- **Tactic:** Dozer line two blades wide, burn out, use helicopter to pick up firing crew.

Regarding the example on the visual, what if it starts raining?

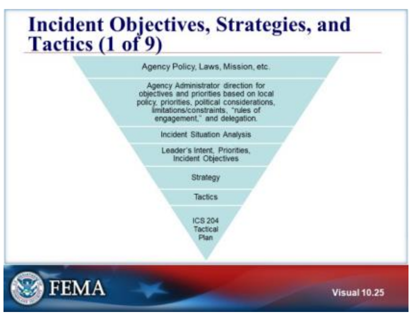


Visual 10.24

ACTIVITY 10.1: SMART OBJECTIVES

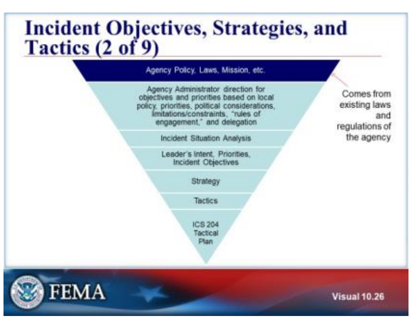
The instructor will explain Activity 10.1.

You will have 45 minutes to complete the activity.



Visual 10.25

INCIDENT OBJECTIVES, STRATEGIES, AND TACTICS

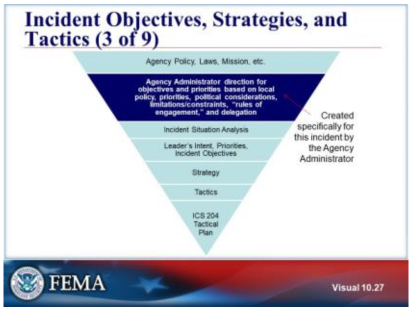


Visual 10.26

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (2 OF 9)

All agencies and jurisdictions are governed by laws, regulations, delegations, or authorities. They also have mission statements and other guiding principles that guide their activities. Some of these are set and not negotiable.

These documents are where the authority and responsibility to act are derived and are the starting points for the agency's actions. They must be understood and applied to incidents as well as normal activities.



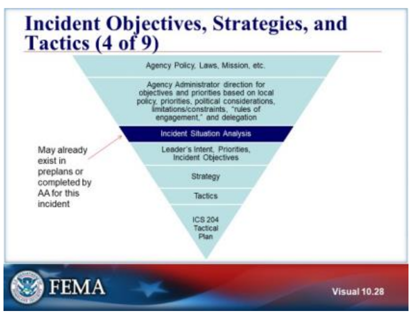
Visual 10.27

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (3 OF 9)

After identifying the applicable laws, regulations and such, Agency Administrators will also include local policies, political considerations, cost and any other important issues that need to be considered while managing the incident.

Agency Administrators should take all of these factors into consideration and produce a list of objectives, priorities and emphasis areas. These should be provided in writing to the IC during the Agency Administrator's Briefing.

This becomes the overall guiding direction from the agency to the IC on how the incident should be managed. It should not include tactical direction at this level.



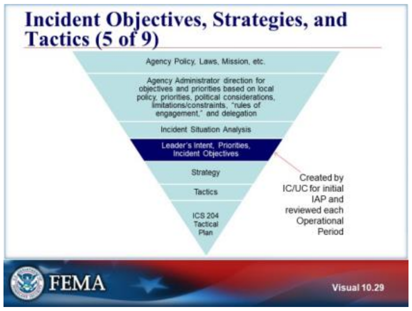
Visual 10.28

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (4 OF 9)

Just like at the incident level, agencies may have more than one alternative available to direct the overall agency's response. At times, these alternatives must be analyzed to select the most appropriate approach.

Even the selected approach will likely have multiple options within it that are left to the ICs to analyze and select at the incident level when they create the incident objectives and select a strategy.

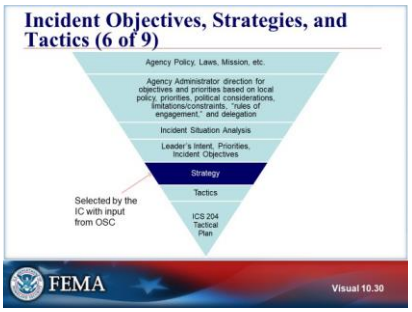
The AA/AE "frames" the incident with their direction, priorities, and limitations. The IC must then evaluate all of the critical incident factors. This analysis will allow the IC to develop priorities, objectives, limitations/constraints, and direction for mitigating the incident. The analysis will also provide guidance and direction to the Operations Section Chief for selecting the most appropriate strategies.



Visual 10.29

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (5 OF 9)

Once all the direction is received from the agency, the ICs combine it with specific information about the incident and produce the incident objectives.

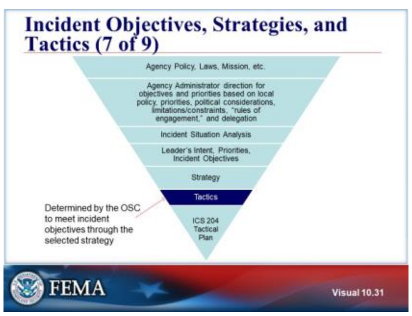


Visual 10.30

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (6 OF 9)

The Incident Commander must provide insight and direction and identify limitations so that the Operations Section Chief can select the most appropriate strategies to achieve the incident objectives.

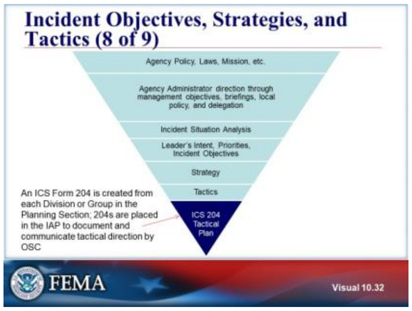
The Safety Officer or Technical Specialists may provide input or recommendations as well.



Visual 10.31

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (7 OF 9)

The Operations Section Chief identifies the tactics and determines what resources are required to accomplish them. The details of the tactical activities are discussed with other critical members of the IMT to ensure they can be supported. They are presented and discussed at the Planning Meeting.



Visual 10.32

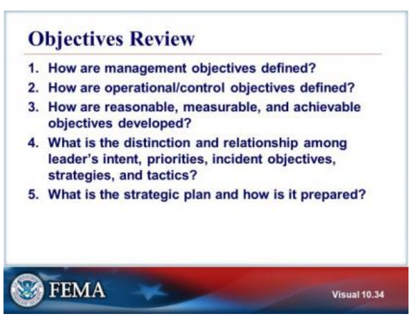
INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (8 OF 9)

Many consider the ICS Form 204 Assignment List the tactical plan and therefore the most important ICS Form and therefore the most important part of the IAP. Everything else in the IAP is created to support the tactical activities. That's why we are there.

The ICS Form 204 is where the tactical direction is documented and is used by the Operations Section to communicate the direction to the field resources. It is also used by most or all of the other functional areas to gather information on the details of what will take place that operational period and do what they need to do to support the Operations Section's activities.

Visual 10.33

INCIDENT OBJECTIVES, STRATEGY, AND TACTICS (9 OF 9)



Visual 10.34

OBJECTIVES REVIEW

Unit Enabling Objectives:

- Define incident objectives including both management objectives and operational/control objectives.
- Describe how to develop reasonable, measurable, and achievable objectives.
- Describe the distinction and relationship among leader's intent, priorities, incident objectives, strategies, and tactics.
- Describe the Strategic Plan and how it is prepared.

Supplemental Materials

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Handout 10-1: How to Write a Good Objective

Writing an objective that is both specific and measurable can be an art. Perhaps the best way to convey this art is to teach by example, but there are some basic rules that may be helpful.

1. State your goal. Begin your objective by stating what you want to accomplish- your goal. “Prevent fire from reaching Sunnybrook Lake subdivision” is a good start. “Dig a fireline between the Sunnybrook Lake subdivision and the fire” is not - this statement deals with how you are going to accomplish the objective. We’ll show you where a statement like this fits into your objective in Rule #4.
2. Give details. Provide enough detail to make the objective meaningful. “Control fire within 24hours of first attack” is a good start. “Put fire out” is not.
3. Can you measure the results? When the fire is out, you should be able to answer “yes” or “no” to the question, “Did we accomplish this objective?” This is what we mean by measurability. “Preserve historic lodge structures in east end of park” is measurable. In other words, you can observe historic lodge structures after the fire and determine whether they were preserved or not. “Minimize damage to historic structures” is not measurable. For one thing, people may differ on what is meant by minimal damage. At the very least, you should be able to measure outcome against the objective in a meaningful way: “All but one of the lodge buildings remain undamaged.” “Burned acreage exceeded the objective by 10%.” “90% of the spotted owl nesting territory was preserved.”
4. How are you going to do it? Where possible, include guidelines for how the objective is to be accomplished. “Keep firefighter injuries and accidents to zero” is an incomplete objective, but if you add the enabling phrase “....by reducing time on the line and in the air, “the objective takes on additional meaning in the context of the current fire. Our example in Rule #1 would now read “Prevent fire from reaching Sunnybrook Lake subdivision by digging a fireline between the subdivision and the fire.” This information is important because it gives you and your colleagues the chance to evaluate your fire response directly against the objective. For example, let’s say your objective is “Preserve Pre-Columbian ruins on south end of ridge.” Before you even deploy your Incident Management team, the wind shifts, and the fire moves in an entirely different direction from that threatening the ruins. Your objective is accomplished. To say that the selected strategy was effective in accomplishing the objective may be misleading, however. “Preserve Pre-Columbian ruins on south end of ridge by directly attacking fire at its southern extremity” allows us to determine that the happy ending in this case was not due to the selection of a particular strategy.
5. Is your objective reasonable? Some goals are worthy in theory but cannot be met in practice. For example, the objective “keep total loss and suppression costs under $1,000 by using local volunteers and free resources” sounds like a great idea, but it has no chance of being accomplished in responding to a 500-acre fire.

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Activity 10.1

Activity 10.1 Overview—Unit 10

Purpose

The purpose of this activity is to provide students with an opportunity to convert objectives into SMART Objectives and to resolve conflicts in Management Objectives.

Objectives

Students will:

- Be able to prepare objectives that are specific, measurable, action-oriented, realistic, and time sensitive.
- Be able to resolve conflicts in Management Objectives.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussion and presentation of group findings. Students will divide into two groups and each group will be assigned one of the two activities (Converting Objectives to SMART Objectives - or - Conflict in Management Objectives) on the following pages. Groups will complete the activities according to the activity directions and then present their findings to the rest of the groups.

Rules, Roles, and Responsibilities

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

1. Facilitators will divide students into two groups and assign each one of the two activities (Converting Objectives to SMART Objectives - or - Conflict in Management Objectives) on the following pages.
2. Within your work group, select a group spokesperson.
3. Review your assigned activity directions.
4. Complete your activity as directed.
5. Present your conclusions to the rest of the class.

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

Activity 10.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	25 minutes	Small Groups
Debrief/Review	20 minutes	Classroom

Activity 10.1 Scenarios

Converting Objectives to SMART Objectives

Directions

For one of the two incidents below, convert the following objectives into SMART Objectives.

Incident: Wildfire Scenario

1. Suppress all fires within the complex.
2. Minimize burned area.
3. Protect Cultural Resource Values.
4. Through the proper use of LCES, the Standard Orders, the Watchout Situations, road closures and close monitoring of aviation procedures and practices provide for firefighter and public safety.
5. Protect wildlife habitat.

Incident: Demonstration

1. Manage large disruptive crowds.
2. Manage heavy vehicle traffic volume.
3. Provide for public and personnel safety.
4. Protect public and private property
5. Protect protesters against counter-protesters

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Conflict in Management Objectives

Directions

Read the following scenario. As a group, identify what has gone wrong. Develop a list of actions the IC and Agency Administrators should do to solve this issue and prevent it from happening in the future. Develop suggestions on revised objectives that will clarify the actions expected of the Operations Section.

Overview

This scenario is based on a situation where an earthquake has occurred and your IMT has been assigned through an EMAC request to assist the county and City. The assignment is to manage the distribution of FEMA supplies to residents so they can create their own temporary shelter near their damaged homes until additional help can arrive. FEMA is bringing in tents, stoves, lanterns, sleeping bags, portable cooking stoves, etc. to allow people to create make-shift camps in their yards so they can protect their damaged property while the larger response is placed in motion. Your team has been located at a local Air Force Base and as the supplies arrive you are assembling them into "kits" and preparing to deliver them via medium sized trucks to the citizens.

AA/AE Direction and Incident Objectives

- The FEMA mission assignment states, "Establish a receiving and distribution center for camping supplies that will be delivered by FEMA. Assemble complete kits of supplies. As directed by local government, distribute the kits to any citizens requiring temporary shelter."
- The direction from the City Agency Administrator (the Mayor) states, "Provide supplies needed to create temporary shelter for residents who are displaced from their damaged structures." The Mayor appointed the City Manager as the Agency Administrator's Representative.
- The direction from the County Agency administrator (the Chair of the County Board of Supervisors) states, "Provide relief supplies to residents." The County OEM manager was identified as the Point of Contact for the county.

The Incident Objectives established by the IC were:

- Provide for a safe work environment for all personnel assigned to this project.
  - Adhere to standard warehouse safety rules and regulations for activities within the Receiving and Distribution Center
  - Establish and follow a safety plan specifically designed for all activities associated with the distribution of the camping kits to the residents in the affected areas.
- Receive and inventory all supplies delivered to the R&D center by FEMA. Account for all property and supplies.
- Create kits of camping supplies in one-household increments to be delivered to affected residents.

- Deliver camping kits to affected residents.

Situation Update

The camping supplies began to arrive at the R&D center. The Operations Section set up a temporary warehouse in a vacant supermarket building which was leased for this purpose. EPA delivered the supplies by a variety of methods, mostly commercial freight haulers. The supplies were inventoried and converted to kits containing the following items:

- 1 five-person tent
- 1 gas cooking stove
- 5 gas bottles for the stove
- 2 Lanterns and 20 batteries
- 2 coolers
- 4 cots
- 4 sleeping bags
- Misc. cooking supplies
- 2 6'X6' plastic tarps

Each kit was placed on a pallet and wrapped with shrink wrap to keep it together. Fifty medium sized trucks were leased to deliver the kits. The Operations Section loaded the kits onto the trucks and proceeded to the damaged communities in both the city and the populated areas of the county.

The Group Supervisors located areas where there were damaged structures. Anyone who requested a kit was given one. An inventory was kept of the addresses where the kits were issued.

On the third day of delivery there were two complaints from the local officials:

- The City Chief of Police approached one of the Group Supervisors who was delivering kits and stated, "What the heck do you think you are doing? You have been issuing camping equipment to vagrants and transients. They are setting up tent cities in parks and school grounds and we can't get rid of them. There are no sanitation facilities and you are creating a health hazard. I am going to arrest you if you don't stop"
- In the County the OEM Manager said that she had not issued any instruction to deliver the camping kits in the county. There is plenty of unused space in the shelters that have been established by the Red Cross. She does not want the kits issued without specific direction from her. Stop immediately.

Unit 11: Planning and Meetings

STUDENT MANUAL

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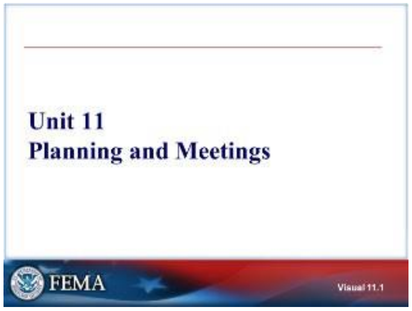
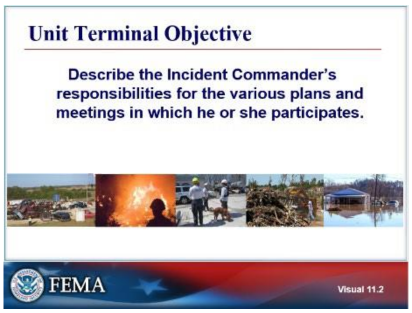


Visual 11.1

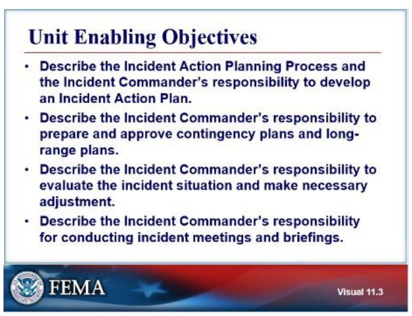
UNIT 11: PLANNING AND MEETINGS



Visual 11.2

UNIT TERMINAL OBJECTIVE

Describe the Incident Commanders' responsibilities for the various plans and meetings in which they participate.

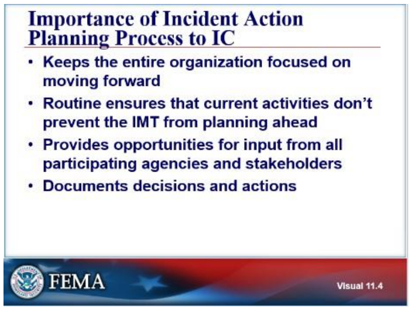


Visual 11.3

UNIT ENABLING OBJECTIVES

- Describe the Incident Action Planning Process and the Incident Commander's responsibility to develop an Incident Action Plan
- Describe the Incident Commander's responsibility to prepare and approve contingency plans and long-range plans
- Describe the Incident Commander's responsibility to evaluate the incident situation and make necessary adjustments
- Describe the Incident Commander's responsibility for conducting incident meetings and briefing

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

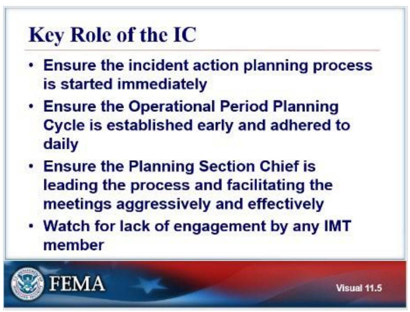


Visual 11.4

IMPORTANCE OF INCIDENT ACTION PLANNING PROCESS TO IC

The incident action planning process is important to the success of the IMT and eventual control of the incident. If the Incident Commander and IMT cannot maintain an effective planning process, the Incident Commander will have great difficulty keeping his or her organization working effectively and safely.

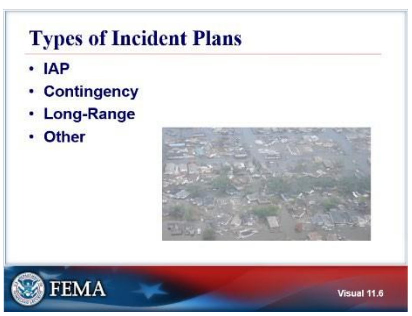
The planning process is the core of the ICS system and its importance cannot be overstated.



Visual 11.5

KEY ROLE OF THE IC

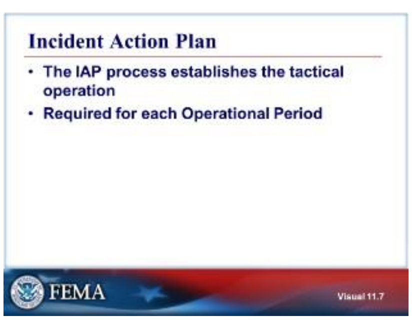
It is imperative that the Incident Commander understand the incident action planning process and can recognize when it is working well or not. It is the responsibility of the Planning Section Chief to facilitate the process. If you have a strong, well-organized Planning Section Chief you will be OK. If not, the Incident Commander may have to take more of a leadership role in the process until the IMT gets the process up to speed.



Visual 11.6

TYPES OF INCIDENT PLANS

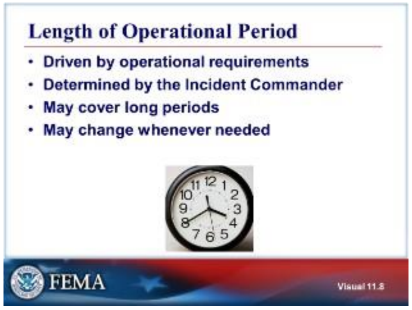
- IAP
- Contingency
- Long-range
- Other



Visual 11.7

INCIDENT ACTION PLAN

- The IAP process establishes the tactical operation.



Visual 11.8

LENGTH OF OPERATIONAL PERIOD

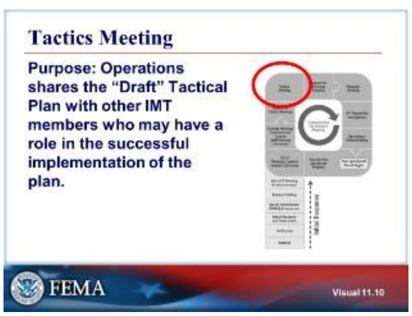
Factors that determine the length of the operational period:

- Driven by operational requirements
- Determined by the Incident Commander, with input from IMT
- May cover long periods
- May change whenever needed

Visual 11.9

TWO IAP MEETINGS

Two meetings focused on IAP development are the Tactics Meeting and the formal Planning Meeting.



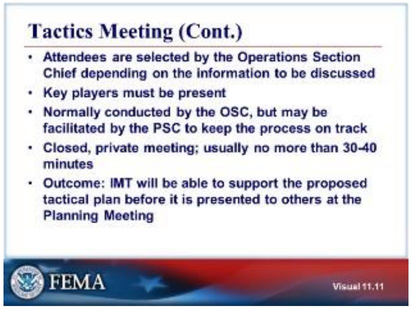
Visual 11.10

TACTICS MEETING

The Incident Commander has to have confidence that the OSC will develop a tactical plan that follows the IC's direction and achieves the IC's operational/control objectives. Additionally, the IC has many other duties and responsibilities and must use proper time management.

By the time the IMT gets to the Planning Meeting, all disagreements should be resolved or mitigated. The Tactics Meeting is the primary activity that results in unity within the IMT at the Planning Meeting.

In the all-hazards environment, the Tactics Meeting centers around the formation of the ICS Form 215 and 215A. The 215 and 215A do not have to be completed for the Tactics Meeting, but the 215 should be at least in rough draft so there are no major changes between the Tactics Meeting and the Planning Meeting.



Visual 11.11

TACTICS MEETING (CONT.)

Attendees are selected by the Operations Section Chief depending on the information to be discussed. Key players must be present:

- Operations Section Chief
- Safety Officer
- Logistics Section Chief
- Resource Unit Leader

In addition to the key players, Technical Specialists and ground personnel may attend as appropriate or as invited by the Operations Section Chief. Generally speaking, the Incident Commander does not need to be there, but should be aware of what transpires.

The Tactics Meeting is normally conducted by the OSC but may be facilitated by the PSC to keep the process on track. It is a closed, private meeting, usually no more than 30–40 minutes.

- Keep control over meeting so it doesn't get out of hand and become a Planning Meeting.
- Outcome: IMT will be able to support the proposed tactical plan before it is presented to others at the Planning Meeting

Visual 11.12

PREPARE FOR THE PLANNING MEETING

All IMT members accomplish the tasks required by their function to prepare for the Planning Meeting:

- Operations completes the ICS Form 215
- Safety completes the ICS Form 215A
- Planning and Logistics confirms resource availability
- Planning prepares the meeting room with maps and displays
- Planning ensures all participants are ready and will be on time
- IC should review any issues, challenges, concerns, or direction that was previously discussed with the OSC to ensure it addressed when the proposed plan is presented.

Visual 11.13

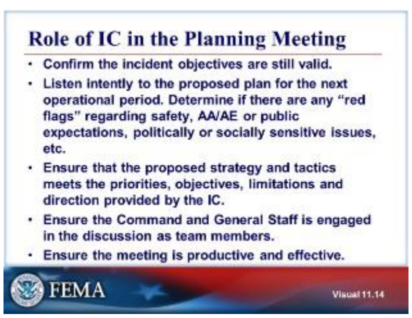
IMPORTANCE OF THE PLANNING MEETING

The Planning Meeting is very important to you as the Incident Commander. It is a window into your IMT. Smooth, effective Planning Meetings give people the impression that you know what you are doing, and you are in control. Poorly run meetings can leave your IMT looking like they are not on top of things, at best, and incompetent at worst.

Ideally, all conflicts or disagreements will be resolved in the Tactics Meeting, or before the Planning Meeting. However, if conflicts persist, the parties need to be able to present their concerns. The issue then needs to be resolved in a professional and timely manner.

In addition to your IMT, there may be other influential people in attendance. These people may include Agency Administrators, other Agency Executives, Agency Representatives, etc. At times, Agency Administrators may bring guests such as stakeholders or elected officials.

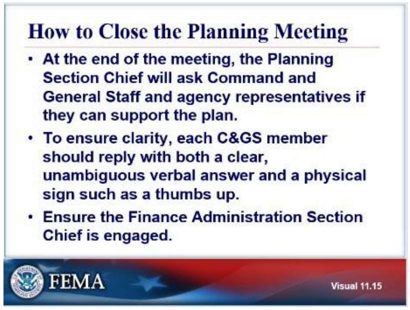
If at all possible, do not allow media to attend Planning Meetings. There is always a potential for disagreements or disputes that should not be made public until they are resolved.



Visual 11.14

ROLE OF IC IN THE PLANNING MEETING

- Confirm the incident objectives are still valid.
- Listen intently to the proposed plan for the next operational period. Determine if there are any "red flags" regarding safety, AA/AE or public expectations, politically or socially sensitive issues, etc.
- Ensure that the proposed strategy and tactics meets the priorities, objectives, limitations and direction provided by the IC.
- Ensure the Command and General Staff is engaged in the discussion as team members.
- Ensure the meeting is productive and effective.

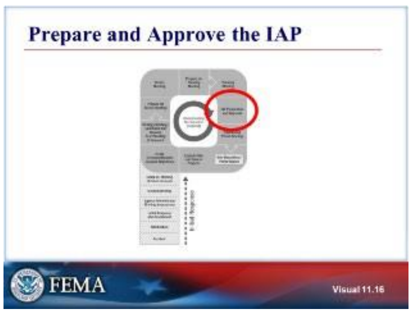


Visual 11.15

HOW TO CLOSE THE PLANNING MEETING

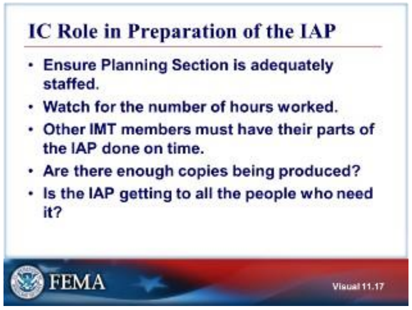
At the end of the meeting, the PSC will ask the Command and General Staff members and agency representatives if they can support the plan. They should provide an affirmative answer. To ensure everyone has a clear understanding of responses, each C&GS member should reply with both a clear, unambiguous verbal answer and a physical sign such as a thumbs up. The PSC will then ask the IC/UC if they will approve the plan.

This is a tentative approval and will not be finalized until the IC/UC actually signs the IAP.



Visual 11.16

PREPARE AND APPROVE THE IAP



Visual 11.17

IC ROLE IN THE PREPARATION OF THE IAP

- Ensure the Planning Section is adequately staffed
  - Do you have enough Resource Unit Leaders to cover the hours needed?
  - Watch for the number of hours worked
  - If you don't have enough people in the Planning Section, they can end up working excessive shifts to get the IAP done
- Other IMT members must have their parts of the IAP done on time
- Are there enough copies being produced?
- Is the IAP getting to all the people who need it?
  - Should go down to Division/Group and Unit Leader levels
  - Single Resource Crew Bosses should get it too
  - Everyone who is supervising someone should get a copy of the IAP

The Incident Commander doesn't have a large role in the preparation of the plan until it is ready to review and approve. If everyone is doing their job, your role is minimal. If the plan doesn't get to you for signature in a timely manner or is not complete, you may have to monitor the process or work with your Planning Section Chief to troubleshoot the problems.

Visual 11.18

HANDOUT 11-1: CENTRAL CITY UNREST INCIDENT ACTION PLAN

HANDOUT 11-2: NIU FOOTBALL INCIDENT ACTION PLAN

Refer to Handout 11-1: Central City Unrest Incident Action Plan. This IAP was developed specifically for this All-Hazards course. It is a model for how IAPs should be completed (on such an incident).

Refer to Handout 11-2: NIU Football Incident Action Plan. This is an actual IAP that was used for an event (a football game).

Visual 11.19

IC ROLE IN APPROVING THE IAP

- Incident Commander or Deputy must sign it
  - Must be accurate
  - Subject to release to the public under the Freedom of Information Act (FOIA)
  - Assume that anything in the IAP could end up on the front of the newspaper
- Becomes official record
  - Must meet incident objectives
  - Reflects reality

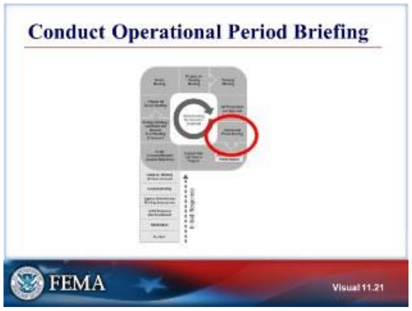
There is nothing worse than signing off on an IAP and then discovering that it is full of inaccuracies and mistakes when it is handed out at the briefing.

The IC should ensure that the respective authors and PSC have thoroughly reviewed the draft IAP for accuracy and mistakes before submitting it to the IC for signature. The IC should review the document as well before signing it. It is important to remember that the IAP is reflective of the IMT and its professionalism. Use your Deputy or other IMT members as a fresh set of eyes.

Visual 11.20

IC ROLE IN APPROVING THE IAP (CONT.)

- Ensure incident safety procedures are in place
- Ensure efficient deployment of workforce
- Amended IAP must be filed whenever there are significant changes during the Operational Period:
  - Tactics are modified
  - Resources change
  - If the IAP is amended the revisions must also be disseminated.

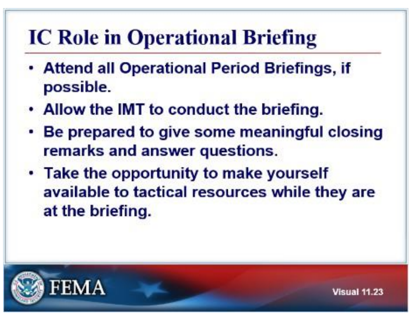


Visual 11.21

CONDUCT OPERATIONAL PERIOD BRIEFING

Visual 11.22

WHO SHOULD ATTEND?



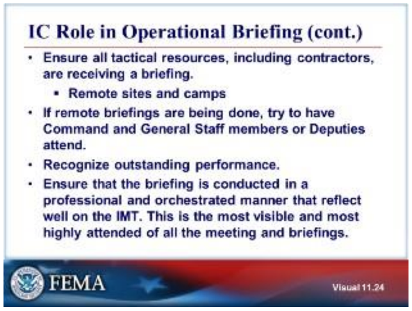
Visual 11.23

IC ROLE IN OPERATIONAL BRIEFING

- Attend all Operational Period Briefings, if possible.
- Allow the IMT to conduct the briefing.
- Be prepared to give some meaningful closing remarks and answer questions (tidbits and interesting trivia are welcome).
- Take the opportunity to make yourself available to tactical resources while they are at the briefing, at the conclusion of the briefing.

The Operational Briefing should be between 25–30 minutes (requires Planning Section Chief to run a tight ship).

- Be comprehensive, be concise, and adhere to agenda and format.



Visual 11.24

IC ROLE IN OPERATIONAL BRIEFING (CONT.)

- Have a Deputy that can attend if you can't.
- Ensure all tactical resources receive a briefing, including remote sites and camps and all tactical resources, including contractors.
- If remote briefings are being done, try to have C&G members or Deputies attend
- Recognize outstanding performance
- After the briefing, make yourself available. Stand in sight after meeting or walk-around and ask how things are going with your team. This may be the only time certain members of your ICS organization have access to the Incident Commander. You can often pick up interesting or valuable bits of information if you make yourself available.

Visual 11.25

LIST OF MEETINGS AND BRIEFINGS

The following visuals will chronologically list the meetings and briefings.

Working backwards from the Operational Period Briefing on the Planning P:

- If the Next Operational Period is to begin at 1800,
- then the Operational Period Briefing should begin before 1730.
- In order to prepare the IAP the Planning Meeting will need to be at 1430.
- That means the Tactics Meeting will need to be at 1400.

Visual 11.26

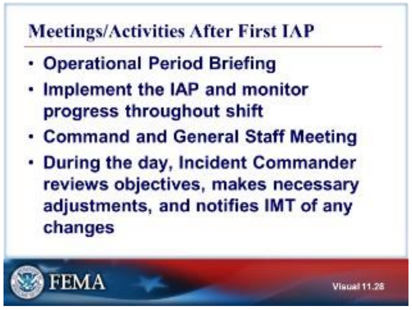
ACTIVITIES PRIOR TO THE FIRST OPERATIONAL PERIOD

1. Agency Administrator Briefing
2. Outgoing to Incoming Incident Commander to Incident Commander Briefing
3. Incident Commander/UC establishes priorities, incident objectives, limitations, and direction
4. Initial Strategy and Information Sharing Meeting (short internal IMT meeting)
    - IC/UC presents priorities, objectives, limitations and decisions
    - IMT shares important information gathered up to that point
5. Tactics Meeting
6. Initial Planning Meeting
7. Prepare the IAP
8. Operational Period Briefing

Keep the meeting short, but make sure you share all the essential information your team needs to begin effective management of their sections. This is also a good chance to emphasize the importance of information sharing throughout the incident.

Visual 11.27

PLANNING P VIDEO



Visual 11.28

MEETINGS/ACTIVITIES AFTER FIRST IAP

- Operational Period Briefing
- Implement the IAP and monitor progress throughout shift
- Command and General Staff Meeting and Public meetings
- During the day, Incident Commander reviews the objectives, makes the necessary adjustments, and notifies the IMT of any changes

You, as the Incident Commander, need to keep team morale up during these meetings. If your staff is displaying poor morale, it will permeate the entire force.

Visual 11.29

MEETINGS/ACTIVITIES AFTER FIRST IAP (CONT.)

- Tactics Meeting
- Prep for the Planning Meeting
- Planning Meeting (Incident Commander confirms objectives, approves plan)
- Prepare and sign the IAP
- C&G Meeting (usually at end of day)

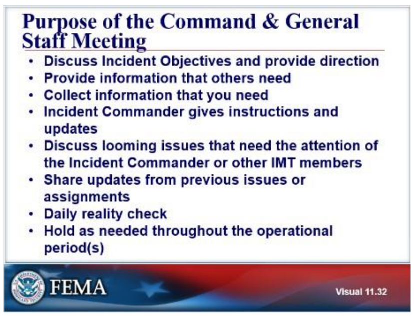
Visual 11.30

HANDOUT 11-3: SAMPLE DAILY MEETING SCHEDULE

- Refer to Handout 11-3: Sample Daily Meeting Schedule.

Visual 11.31

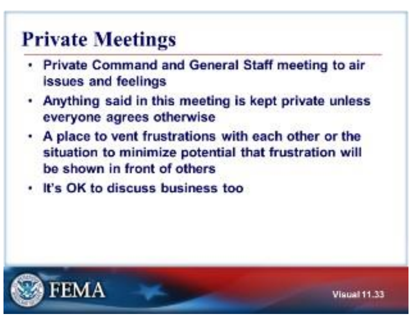
COMMAND AND GENERAL STAFF MEETING



Visual 11.32

PURPOSE OF THE COMMAND & GENERAL STAFF MEETING

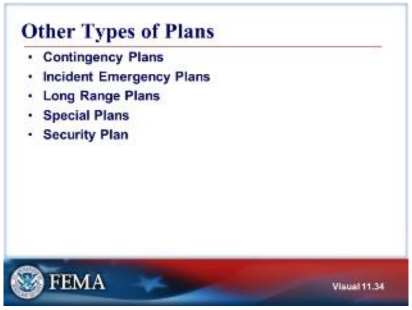
- Discuss Incident Objectives and provide direction
- Provide information that others need
- Collect information that you (the IC) need
- Incident Commander gives instructions and updates
- Discuss looming issues that need the attention of the Incident Commander or other IMT members
- Share updates from previous issues or assignments
- Daily reality check
- Held as needed throughout the operational period(s)



Visual 11.33

PRIVATE MEETINGS

- Private Command & General Staff Meeting to air issues and feelings
- Anything said in this meeting is kept private unless everyone agrees
- A place to vent frustrations with each other or the situation to minimize potential it will occur in front of others
- **IT'S OK TO DISCUSS BUSINESS TOO**



Visual 11.34

OTHER TYPES OF PLANS

- Contingency Plans
- Incident Emergency Plans
- Long-range Plans
- Special Plans
- Security Plan

Visual 11.35

CONTINGENCY PLAN

It is the Incident Commander's responsibility to make sure contingency planning takes place (in addition to approving the plans) and is a priority (especially on major hazards).

The Incident Commander is also responsible for the approval of the plan(s).

Contingency plans help you plan for the "what ifs" that require more than an initial strategy. As professionals, you should have a good idea of what could happen—if you can predict it, you can plan for it.

Visual 11.36

HANDOUT 11-4: KATRINA INCIDENT HURRICANE EVACUATION PLAN

Refer to Handout 11-4: Katrina Incident Hurricane Evacuation Plan, which is an example contingency plan.

Visual 11.37

CONTINGENCY PLAN "TRIGGER POINTS"

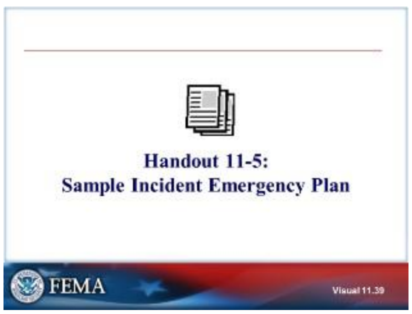
Management action points are those conditions that force you to implement a contingency plan. These need to be decided upon and drafted during contingency planning.

Visual 11.38

PURPOSE OF INCIDENT EMERGENCY PLAN

When an unexpected major event occurs within an incident (an incident within an incident) the impacts on your organization can be overwhelming. They already have a huge workload. Something must give. By having an IEP that defines everyone's role, the IMT may be able to handle both the current activities as well as the new emergency.

An IEP is broader in scope than a contingency plan (contends with more than a single contingency or event) and is a stand-alone plan. Example content could be how to deal with a downed responder. If Hurricane Rita had come along during Katrina, there would have been a need for a stand-alone, extensive IEP.



Visual 11.39

HANDOUT 11-5: SAMPLE INCIDENT EMERGENCY PLAN

Refer to Handout 11-5: Sample Incident Emergency Plan.

Visual 11.40

LONG RANGE PLANNING

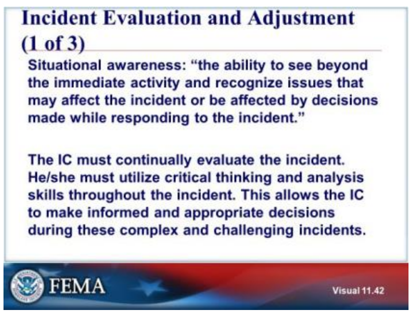
- Beyond initial response
- Beyond the next operational period
  - Most good Operations Section Chiefs and Planning Section Chiefs look at least 48 hours out
- Plan may cover days, weeks, months
- May be prepared by Planning, or Operations, or a Technical Specialist

Visual 11.41

LONG-RANGE PLANS

Long-range plans must be shared with everyone with a need to know:

- IMT
- Agency Administrator/Agency Executive
- Future involved agencies
- Public
- Elected officials
    - Will probably go to the Agency Administrator level



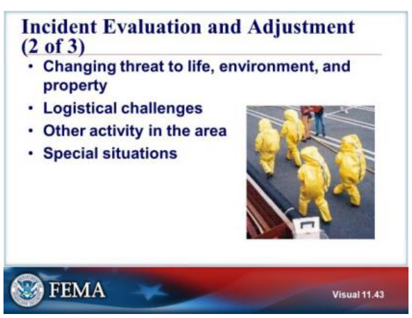
Visual 11.42

INCIDENT EVALUATION AND ADJUSTMENT (1 OF 3)

Incident Commanders need to continually ask if they are missing something, if there is something else the IMT should consider—but they should not meddle with tactics.

Situational awareness concerns perceptions based in reality and avoids harmful constructs such as groupthink.

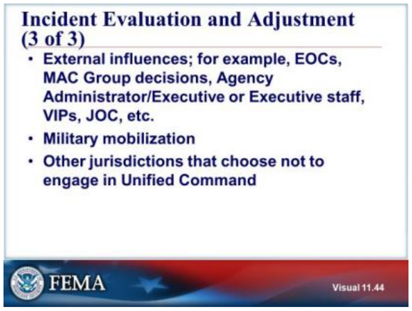
The IC must continually evaluate the incident. He or she must use critical thinking and analysis skills throughout the incident. This allows the IC to make informed and appropriate decisions during these complex and challenging incidents.



Visual 11.43

INCIDENT EVALUATION AND ADJUSTMENT (2 OF 3)

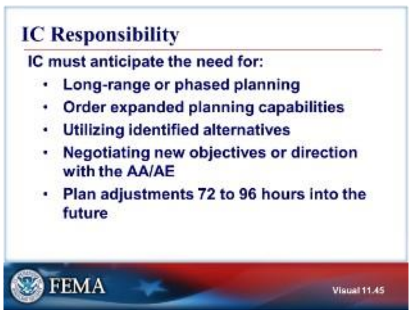
- Changing threat to life, environment, and property
- Logistical challenges
- Other activity in the area
- Special situations



Visual 11.44

INCIDENT EVALUATION AND ADJUSTMENT (3 OF 3)

You can count on all these to have a high level of influence on your incident.

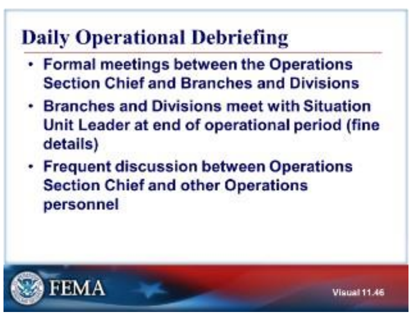


Visual 11.45

IC RESPONSIBILITY

Incident Commander must anticipate the need for:

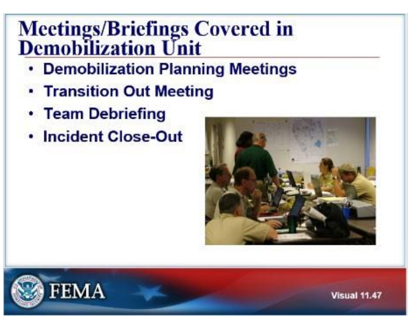
- Long-range or phased planning
- Order expanded planning capabilities
- Utilizing identified alternatives
- Negotiating new objectives or direction with the AA/AE
- Plan adjustments 72 to 96 hours into the future.



Visual 11.46

DAILY OPERATIONAL BRIEFING

- Formal meetings between the Operations Section Chief and Branches and Divisions
- Branches and Divisions meet with Situation Unit Leader at end of operational period (fine details)
- Frequent discussion between Operations Section Chief and other Operations personnel



Visual 11.47

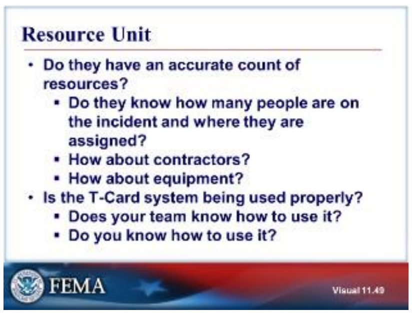
MEETINGS/BRIEFINGS COVERED IN DEMOBILIZATION UNIT

- Demobilization Planning Meetings
- Transition Out Meeting
- Team Debriefing
- Incident Close-Out

Visual 11.48

OTHER IMPORTANT PLANNING SECTION ACTIVITIES

Many All-Hazard Incident Commander students do not have a lot of experience in the ICS Planning Section. There are some key things an Incident Commander can look for as indicators of how things are going in the planning activities. The following visuals on the Resource Unit and Situation Unit positions are intended to give new ICs hints and tools to use as aids to monitor the effectiveness of the organization.

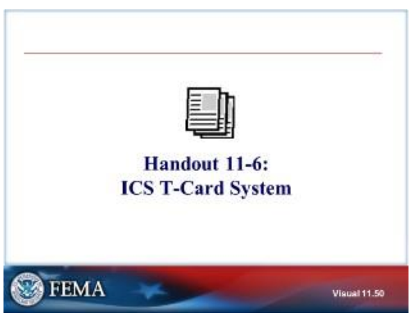


Visual 11.49

RESOURCE UNIT

The Resources Unit can provide you with counts of resources for the purposes of planning.

Make sure you and your Resources Unit know how to use a T-Card Rack; accurate use of this system can provide you with another valuable planning tool.



Visual 11.50

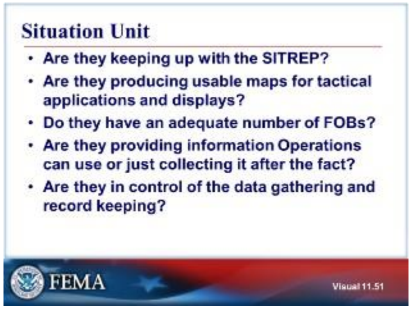
HANDOUT 11-6: ICS FORM 219 RESOURCE STATUS CARD (T-CARD) SYSTEM

Refer to Handout 11-6: ICS Form 219 Resource Status Card (T-Card) System, which is an informative document on how to use the system.

There is value and importance in using and maintaining an accurate T-card system. Many agencies that routinely use ICS have found that replacing the T-card system with computer based systems creates its own challenges.

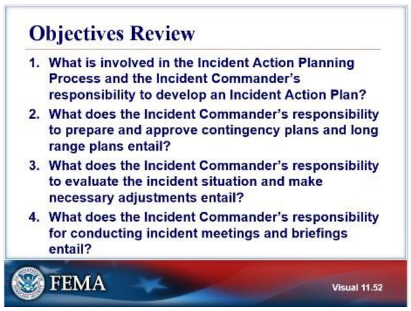
The T-card rack can provide a good visual representation of what is being used in the field on the incident.

ICS doesn’t require that you use this system in particular; but it does require that you use some kind of resource tracking system.



Visual 11.51

SITUATION UNIT



Visual 11.52

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the Incident Action Planning Process and the Incident Commander’s responsibility to develop an Incident Action Plan.
- Describe the Incident Commander’s responsibility to prepare and approve contingency plans and long-range plans.
- Describe the Incident Commander’s responsibility to evaluate the incident situation and make necessary adjustments.
- Describe the Incident Commander’s responsibility for conducting incident meetings and briefings.

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Supplemental Materials

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Handout 11-1: Central City Unrest IAP

Refer to EL_950_HO_11-1_ICS_Form_202.pdf

Refer to EL_950_HO_11-1_ICS_Form_203.pdf

Refer to EL_950_HO_11-1_ICS_Form_204_1_of_7.pdf

Refer to EL_950_HO_11-1_ICS_Form_204_2_of_7.pdf

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Refer to EL_950_HO_11-1_ICS_Form_205.pdf

Refer to EL_950_HO_11-1_ICS_Form_206.pdf

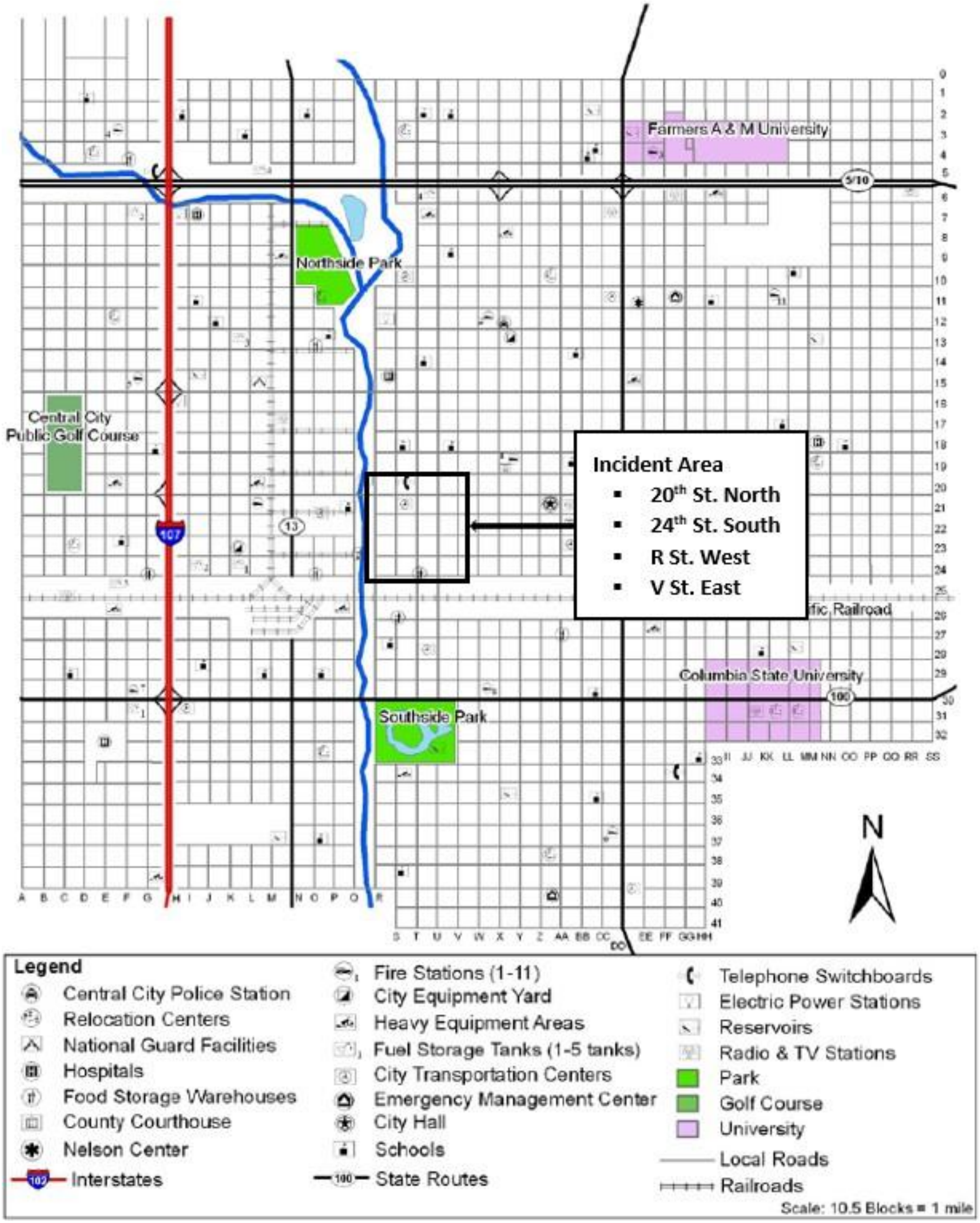
Refer to EL_950_HO_11-1_ICS_Form_208.pdf

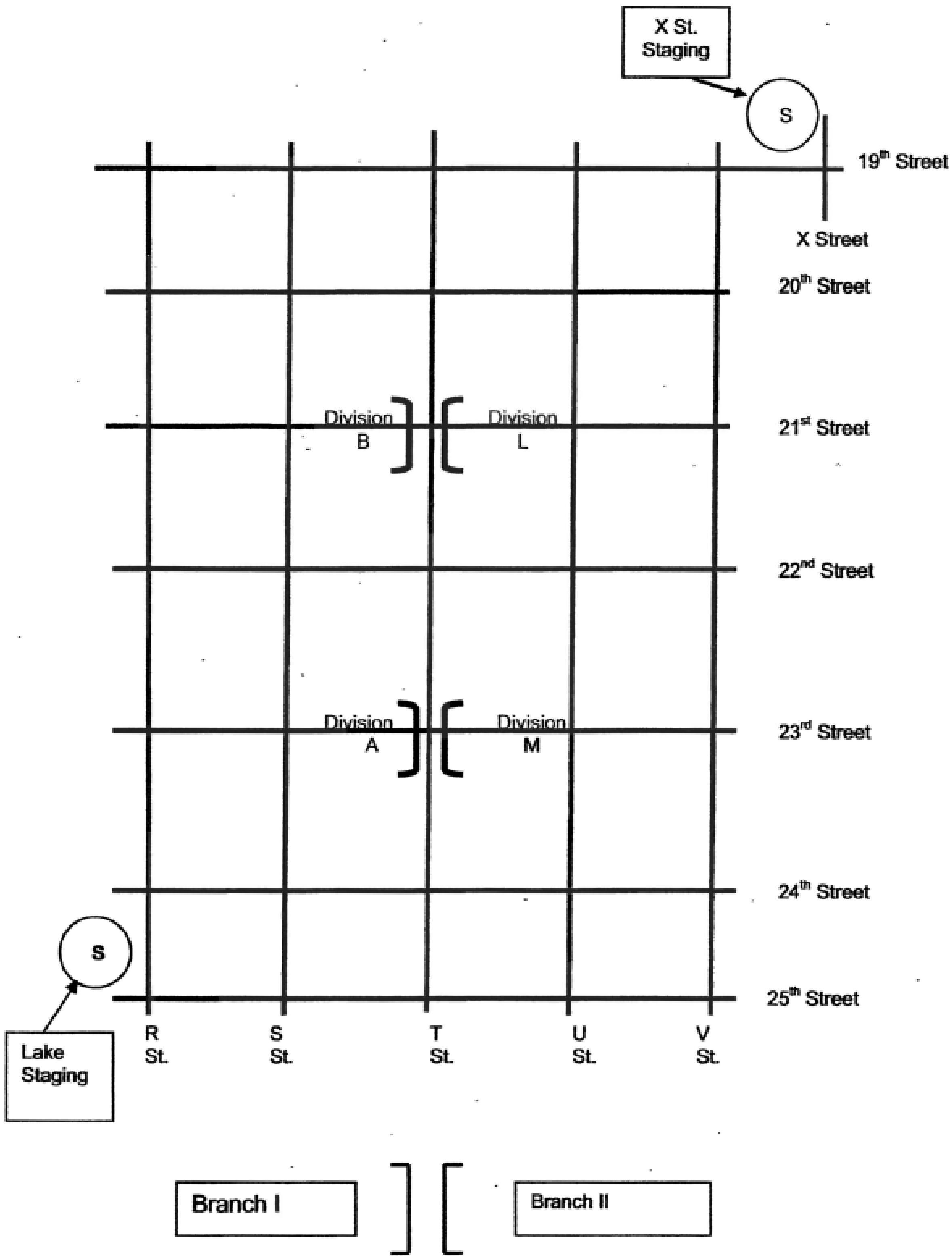
Use of Force

Officers shall use or allow to be used, only that amount of force reasonable and necessary to accomplish the mission. Authorization for use of force for “target specific” purposes will be dictated by Central City Police Department Use of Force Policy and Procedure. Squad, Team, Platoon leaders shall closely monitor the use of force by their members.

Prior to the deployment of any specialty weapons, the Incident Commander shall be contacted and provided with an update and assessment of the situation. The Incident Commander's authorization shall be required prior to deployment of specialty munitions. Once authorized by the Incident Commander, particular deployment of target specialty and chemical munitions (i.e. pepperball) by any Team shall require prior authorization by the Operations Section Chief. The deployment of non-target specific specialty munitions (i.e. stinger balls) shall require authorization by the Operations Section Chief. The deployment of chemical munitions for other than target specific purposes will require prior authorization from the Operations Section Chief who, if practicable, will first consult with the Incident Commander. A Technical Specialist shall be available to commanders for consultation with regard to the use of chemical or specialty munitions.

Central City




X St.
Staging
S
19th Street
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23rd Street
24th Street
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25th Street
Lake
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U
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V
St.
Branch I
Branch II

Handout 11-2: NIU Footbal IAP

DeKalb Fire Department
Incident Action Plan
for

NIU Football

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**

Handout 11-2: Northern Illinois University (NIU) IAP

Refer to EL_950_HO_11-2_ICS_Form_202.pdf

Refer to EL_950_HO_11-2_ICS_Form_203.pdf

Refer to EL_950_HO_11-2_ICS_Form_204_1_of_4.pdf

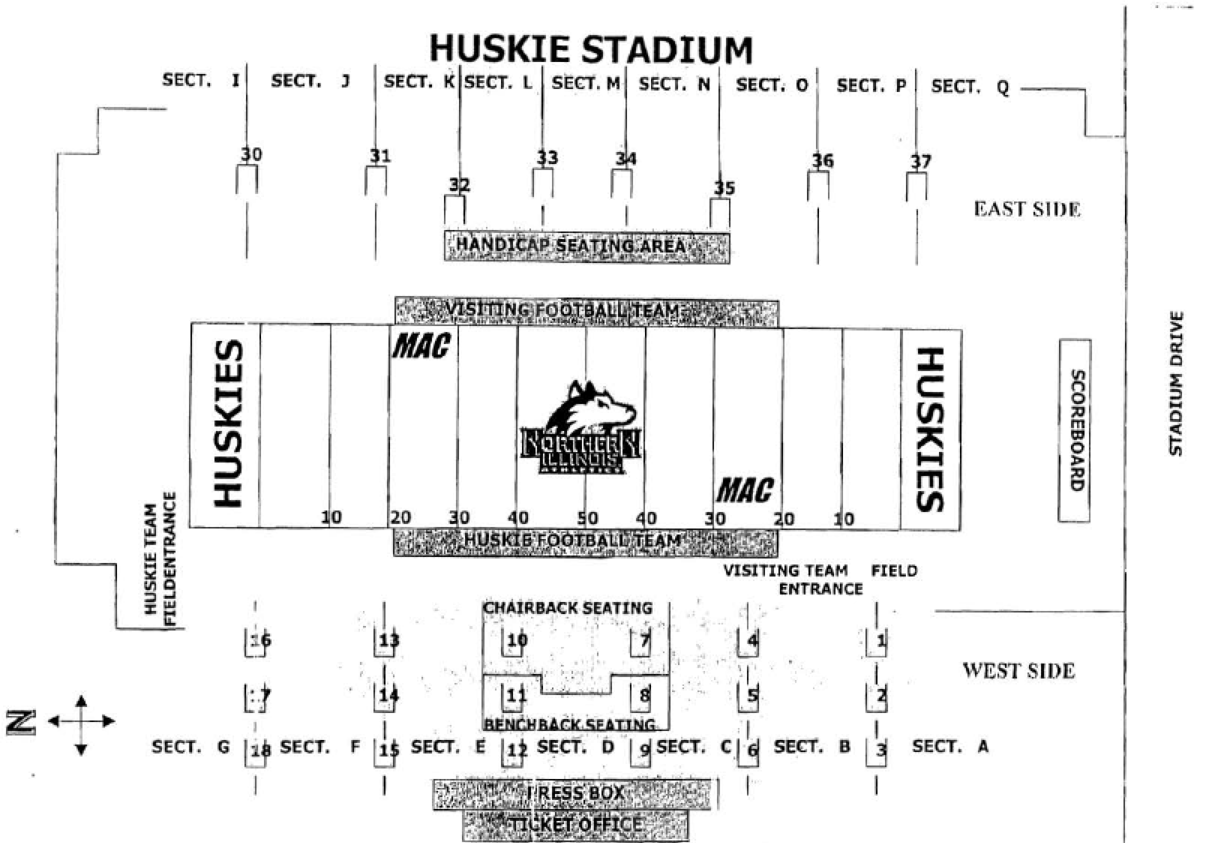
Refer to EL_950_HO_11-2_ICS_Form_204_2_of_4.pdf

Refer to EL_950_HO_11-2_ICS_Form_204_3_of_4.pdf

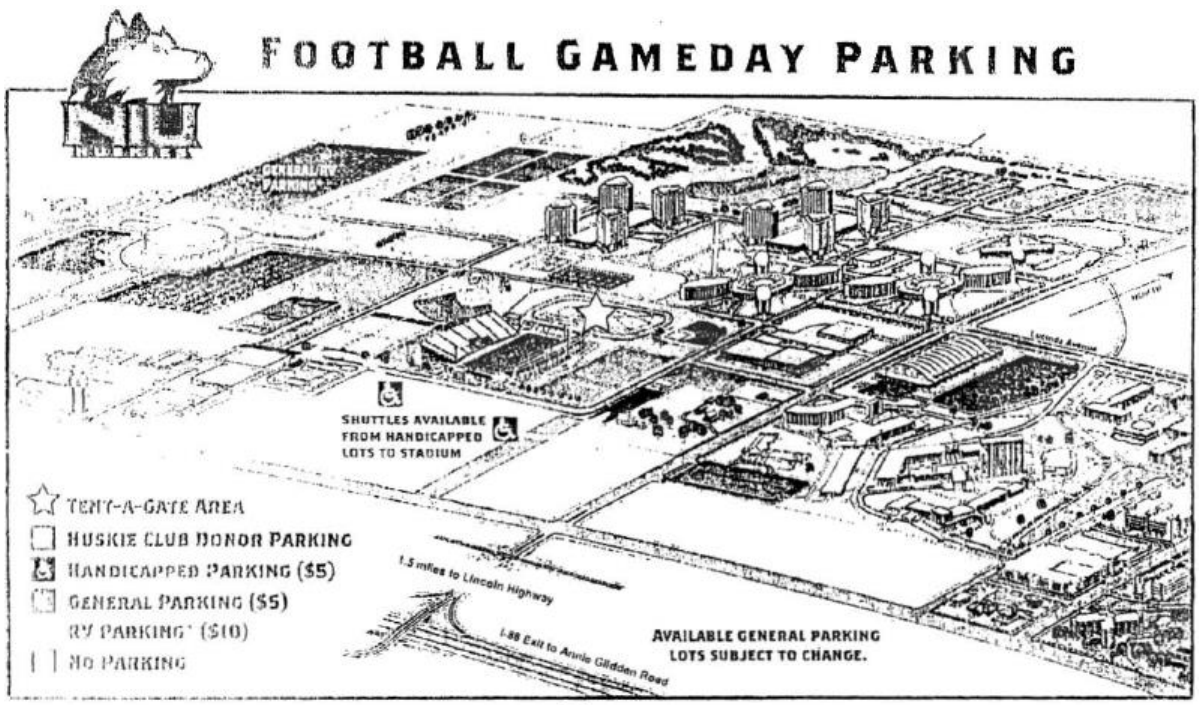
Refer to EL_950_HO_11-2_ICS_Form_204_4_of_4.pdf

Refer to EL_950_HO_11-2_ICS_Form_205.pdf

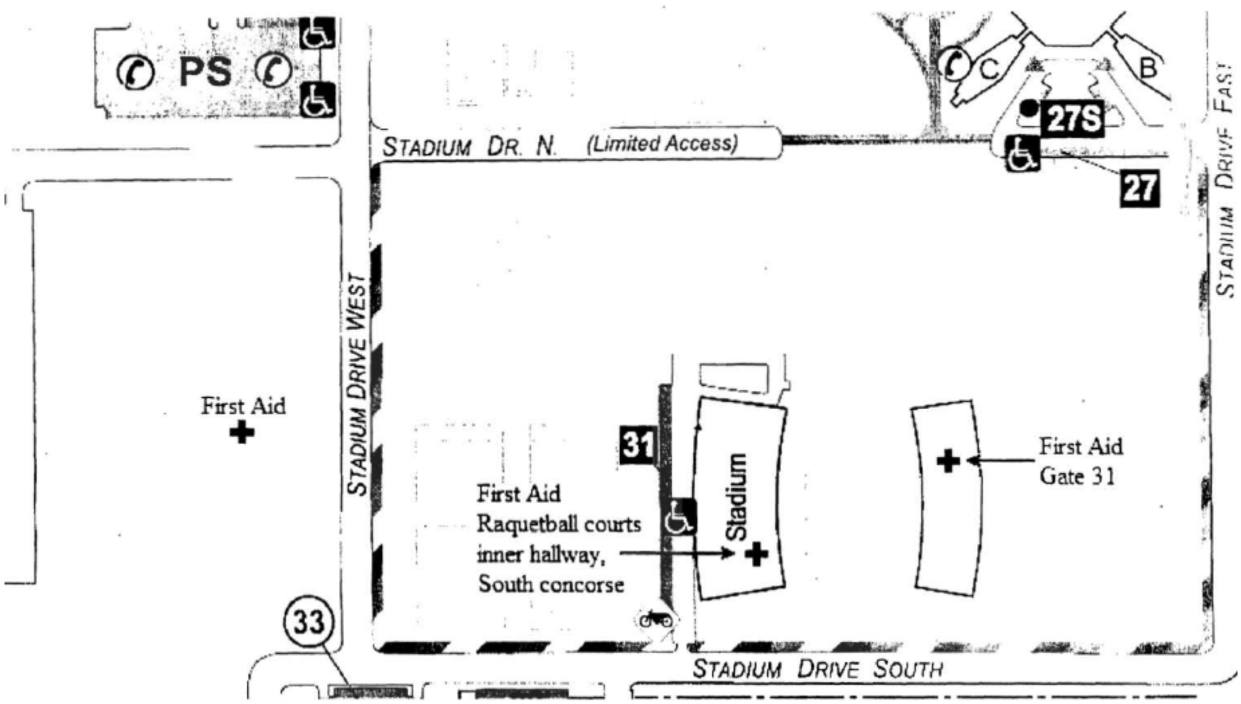
Refer to EL_950_HO_11-2_ICS_Form_206.pdf



UMBRELLAS, FOOD/DRINK, LARGE BAGS/BACKPACKS, ALCOHOL, COOLERS AND PETS ARE NOT PERMITTED INSIDE HUSKIE STADIUM



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
B
C
27S
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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Handout 11-3: Sample Daily Meeting Schedule

Refer to EL_950_HO_11-3_ICS_Form_230CG.pdf

DAILY MEETING SCHEDULE (ICS Form 230-CG)

Purpose. The Daily Meeting Schedule records information about the daily scheduled meeting activities.

Preparation. This form is prepared by the Situation Unit Leader and coordinated through the Unified Command for each operational period or as needed. Commonly-held meetings are already included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of these standard meetings are not scheduled, they should be crossed out on the form.

Distribution. After coordination with the Unified Command, the Situation Unit Leader will duplicate the schedule and post a copy at the Situation Status Board and distribute to the Command Staff, Section Chiefs, and appropriate Unit Leaders. All completed original forms MUST be given to the Documentation Unit.

Item #1 - Incident Name – Enter the name assigned to the incident.

Item #2 - Operational Period - Enter the time interval for which the form applies.

Item #3 - Meeting Schedule - For each scheduled meeting, enter the date/time, meeting name, purpose, attendees, and location. Note: Commonly-held meetings are included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of the standard meetings are not scheduled, they should be deleted from the form (normally the Situation Unit Leader).

Item #4 - Prepared By - Enter name and title of the person preparing the form, normally the Situation Unit Leader. Date/Time Enter date (month, day, year) and time prepared (24-hour clock).

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Handout 11-4: Katrina Incident Hurricane Evacuation Plan

Hurricane Katrina/Rita Incident Command Post New Orleans And Outlying Operation Areas Contingency Plan

Goal:

To provide an orderly, safe, and timely evacuation of EPA staff members from the Incident Command Post (ICP) and outlying operations in the event of a hurricane hitting on or near the Louisiana coastline.

Objectives:

- Maintain constant information flow among Command and General Staff and all forward operations so everyone is fully aware of weather situation and implementation phases of this plan.
- Provide transportation for personnel and baggage to execute the evacuation.
- Provide airline tickets, inland hotel accommodations or public shelter.
- Insure emergency food and water are available until arrival at a shelter or the emergency passes.

Assumptions:

Inland lodging will be limited due to displaced people from previous hurricanes.

Competition will be great for departing flights.

Highways will be crowded and gasoline in short supply.

Operation staff in the affected Parishes will frequently change location so that communications will best be managed through rigorous adherence to notification through the chain of command.

Sufficient radio and cell phone will be available to coordinate the evacuation.

Technical assistance contractors in the field will be able to evacuate without significant assistance.

Timelines are based on projected wind effects of greater than 20 mph expected in Louisiana delta area. The timelines precede the hurricanes projected landfall.

This plan applies to USEPA, cooperating agency and contractor personnel that normally work in the USEPA ICP in New Orleans, LA, and forward field operations.

Considerations:

- The USEPA ICP is located in part of the Louisiana Technical College at Metairie.
- Approximately 180 response personnel are housed in RVs adjacent to the ICP.
- There is an unusual amount of debris remaining in the New Orleans area as result of Hurricanes Katrina and Rita which makes the potential hazard much greater.

Critical Decision Points:

Commencing on 4 days before projected landfall:

1. Day 4, evening: based on storm predictions provided by NOAA, the Incident Commander will make a decision to evacuate USEPA ICP and field operation personnel or to shelter in place.

2. Day 3, 0600: If the decision is to evacuate, all field personnel from coastal zone response sites and non-essential personnel from the USEPA ICP and field operation personnel will evacuate to Baton Rouge, LA,. Baton Rouge-based personnel with permanent structures may elect to shelter in place.

3. Day 2, evening: Based on storm predictions provided by NOAA, the Incident Commander will make a decision to evacuate all remaining personnel from the USEPA ICP or shelter in place.

4. Day 1, 0600: If the decision is to evacuate, all personnel will depart for Baton Rouge, LA, with the exception of those specifically authorized to shelter in place.

5. Day 0, 0600: Hurricane Landfall

Implementation Timeline (assuming Incident Commander implements evacuation):

96 hours-plus before projected first affects within operations area:

Command Staff:

_______ Review evacuation plans for response sites within the Outlying Parishes.

NOAA:

_______ Provide updates as available from NOAA/National Weather Service on projected storm paths and probable impacts.
_______ Provide estimates of storm surge and tidal impacts for the response sites.

72 hours before projected first affects within operations area:

All Personnel:

_______ Identify packing needs in the event of an evacuation (e.g., number boxes for equipment and documentation).
_______ Ensure all vehicles (trucks, government vehicles, rental vehicles) are fueled and ready in the event of an evacuation.
_______ Prepare personal goods for evacuation.

Resources Unit:

_______ Develop / confirm list of rental vehicles belonging to assigned personnel.
_______ Confirm / validate government vehicle list.
_______ Compile list of non-essential personnel to be dispatched to evacuation site at 48-hour point.
_______ Confirm which cooperating agency and contractor personnel at the USEPA ICP will be evacuated.
_______ Compile and validate personnel rosters for all personnel.

Logistics:

_______ Confirm evacuation site in Baton Rouge, LA (LDEQ Office): finalize negotiated shelter & temporary ICP arrangements.
_______ Confirm transportation needs & sources: buses; U-Haul; 18 wheelers.
_______ Identify and confirm drivers for all vehicles.
_______ Develop lists of personnel assigned to specific evacuation vehicles.
_______ Procure packing materials.

Finance:

_______ Coordinate with Logistics to ensure evacuation site contracts are finalized.

Operations:

_______ Direct field operations in the various Parishes to demobilize, with all personnel to report to the Baton Rouge evacuation point.
_______ Direct personnel from remote response sites in the Outlying Parishes to demobilize and report to the USEPA ICP Baton Rouge.
_______ Conduct over flights of response sites in the Outlying Parishes and photo document pre-storm status.
_______ Confirm / validate equipment list and personnel counts at staging areas.
_______ Monitor implementation of response site evacuation plans.

Planning:

_______ Determine predicted storm landfall location & impact to USEPA ICP ICP & staging areas.
_______ Determine need to evacuate USEPA ICP & staging areas based on predictions provided by NOAA; provide recommendation to Incident Commander.

48 hours before projected first affects within operations area:

All Personnel:

_______ Pack personal gear and bring to USEPA ICP for loading, marked clearly with name, section assigned & address.
_______ Pack files, computers, load tables, chairs and equipment.

Command & General Staff:

_______ Confirm accountability for all members of Section/staff including phone numbers & estimated times of arrival from spill sites and remote assignment locations.
_______ Dispatch all field personnel from coastal zone response sites and non-essential personnel from the USEPA ICP and field operation to Baton Rouge, LA.

Logistics:

_______ Send advance team (one each from Logistics, Finance, Planning and technical support for communications and connectivity) to Baton Rouge, LA.
_______ Issue packing materials to personnel.
_______ Food and water staged at evacuation center.
_______ Notify wireless provider to set up new location in Baton Rouge, LA.
_______ Confirm with hotel and conference center and provide estimated time for arrival and in-transit communications.
_______ Mobilize transportation (e.g., buses, U-hauls, 18 wheelers) to the USEPA ICP.

Planning:

_______ Provide personnel lists to each element of the Command and General Staff.
_______ Provide maps to all drivers to the new location; include POC names & phone numbers for the site. ***All members must follow the designated route of travel to Baton Rouge, LA.***
_______ Establish check-in/accountability procedures for arrival of incoming personnel.
_______ Notify Regional Response Center.

Operations:

_______ Conduct over flights of response sites in the Outlying Parishes and photo document pre-storm status.
_______ Monitor implementation of response site evacuation plans.

Liaison Officer:

_______ Notify industry partners of the evacuation and provide temporary contact information at the evacuation site, including phone numbers.
_______ Verify industry contact information at industry evacuation sites in order to provide coordination of post-storm remobilization.

***48 hours before projected first affects within operations area*:**

_______ All personnel depart New Orleans, LA en route to Baton Rouge, LA evacuation site using route provided by Incident Command.

_______ Tail element consisting of at least one representative from Logistics, Finance, and Planning, depart after ensuring that:

_______ All members and vehicles are away;
_______ All RVs are vacant;
_______ The USEPA ICP is locked

_______ Immediately upon departure notify RRC of the final implementation of the evacuation.

APPROVED:

____

James Mullins, Incident Commander Date

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Handout 11-5: Sample Incident Emergency Plan

Sample Incident Emergency Plan (IEP)

Introduction

An emergency situation such as citizen injury, unexpected fire, serious vehicle accident, serious injury or medical emergency of a responder, or other unexpected event could occur on this incident resulting in a near miss, serious injuries or fatalities, destruction of property, and mental anguish. The emergency situation is likely to occur away from the ICP location and may occur at any time.

When we are working in remote or hazardous locations, expect longer than normal response times for local emergency response personnel. The Incident Management Team (IMT) will manage the emergency by assigning emergency situation responsibilities to team members.

The intent of this plan is to gain control of an emergency situation as quickly as possible by establishing responsibilities and procedures; time becomes critical when injured individuals require rapid response to provide initial medical treatment and transportation.

Responsibilities

The Incident Commander (IC) is responsible for the orientation of individual team members to the Incident Emergency Plan (IEP). The IC is also responsible for the implementation of the IEP in the event of an emergency, and for the performance of team members.

General Procedures

The nearest Division/Group Supervisor for that operational period will assume responsibility for the emergency situation and implement the IEP until relieved by the Operations Section Chief (OSC). Incident activity is likely to be intense at the time of the emergency, so the OSC/DIVS is to be relieved as soon as practicable to return to their incident assignment.

Radio communications will be on the established incident command frequency, or other designated repeater frequency, and declared by the OSC as exclusive to the management of the emergency situation.

Normal Incident activities will become a lower priority during the emergency, but not to the extent that additional hazards or risk are encountered that may result in another accident.

When citizens or surrounding structures are threatened by the event, a Protection Plan is to be completed by the Operations Section. When the ICP or other incident facility is threatened by the event, an Incident Facility Evacuation Plan is to be completed by the Logistics Section.

Names of injured or deceased individuals, crew names or designators, or other identifying information are not to be transmitted on the radio. The Agency Administrator having jurisdiction of the incident is the only authorized source of such identifying information.

Deceased individuals are not to be moved, except to accomplish rescue work or to protect the health and safety of others. Personal effects of the deceased are not to be moved or removed.

Each person involved with the management of the emergency will complete thorough written documentation of his or her respective actions. This is extremely important and is not to be overlooked. The ICS Form 214 may be utilized for initial notations, but subsequent narratives will be required.

IMT Assignments

When an emergency situation occurs on the incident, the following assignments are to be performed:

Incident Commander (IC)

1. Notifies Agency Administrator and coordinates information flow with designated Agency Representative. Makes the request through the Agency Administrator for the County Corner or Sheriff in the event of a fatality.
2. Ensures the Incident Emergency Plan is being followed.
3. Requests a Critical Incident Stress Debriefing Team via the Agency Administrator.

Safety Officer (SOFR)

1. Initiates the investigation of the emergency and calls for an accident investigation team to assume responsibility for the formal investigation.
2. Secures names and initial statements from witnesses.
3. Ensures the accident site is not contaminated.

Information Officer (IOFR)

1. Prepares and coordinate release of information in accordance with agency mandates.
2. Provides video equipment and operator to assist with investigation documentation.

Operations Section Chief (OSC)

1. Provides overall supervision of the emergency situation.
2. Implements the Structure Protection Plan, as needed.

Logistics Section Chief (LSC)

1. Implements the Incident Facility Evacuation Plan, as needed.
2. Supervises logistical support for the emergency.

Ground Support Unit Leader (GSUL)

1. Provides ground transportation as needed.
2. Arranges for damaged vehicle removal as needed.
3. During night shift operations, a ground support vehicle will be assigned to the medical unit.

Communications Unit Leader (COML)

1. Establishes emergency frequency and monitors its use.
2. Establishes communications with the hospital and ambulance services.
3. Establishes contact with the local Emergency Communications Center (ECC) prior to an emergency to provide them with a copy of the IEP and to arrange for a communication link between the incident and the hospital.

Medical Unit Leader (MEDL)

1. Provides medical personnel (EMTs) to stabilize patients and to accompany them in transit to the hospital.
2. Identifies number of injured and nature/severity of injuries.
3. Activates a triage unit, as needed, to provide ABC identification and treatment with priority tagging.
4. Implements emergency frequency and monitors its use.
5. Contacts the area hospital and provides them with a copy of the IEP, and discusses emergency procedures prior to any event.
6. Supervises the patient transport group who will maintain the patient information plan through Operations to the hospital (for the hospital alert system).
7. Determine patient transportation priorities with the treatment unit. Select the destination and mode of transportation for the patients.
8. Relay the final patient transportation action to the hospital through Operations.
9. Documentation by the transport group of victim identification, condition, transportation method and destination are mandatory. The Activity Log may be used for documentation.

Facilities Unit Leader (FACL)

1. Supervises the camp evacuation(s), as needed, and ensures it is accomplished calmly and safety.
2. Provides at least one law enforcement officer to secure accident site(s) 24 hours a day until the Investigations is complete.
3. Provides traffic control for citizen evacuations, as needed, and coordinates operations with local law enforcement agencies.
4. Provides law enforcement officers to assist the Safety Officer with the preliminary investigation.
5. Provides new incident facilities until personnel may return to previous facilities.

Food Unit Leader (FDUL)
Provides emergency meals and potable water to the personnel handling the emergency, as needed.

Supply Unit Leader (SPUL)
Provides necessary supplies to the emergency effort.

Planning Section Chief (PSC)

1. Orders resources in support of the emergency, as needed (as coordinated with the Operations Section Chief.)
2. To the extent possible, maintain the incident action planning process schedule to minimize the impact on the overall incident operational period planning cycle. Nonstandard methods may need to be employed to accomplish this task until the other IMT members can rejoin the process.

Resource Unit Leader (RESL)
Provides critical resource information.

Documentation Unit Leader (DOCL)
Compiles and prepares emergency event documentation reports.

Finance Section Chief (FSC)

1. Coordinates with agency administrative officer.
2. Oversees Comp/Claims Unit.

Comp/Claims Unit Leader (COMP)

1. Secures information for medical and claims reporting purposes.
2. Completes investigation reports, as needed.

Handout 11-6: ICS Form 219 Resource Status Card (T-Card) System

THE ICS T-CARD SYSTEM

The ICS T-Card system is often viewed as obsolete in light of the available computer based information tracking systems. Agencies that have been using ICS for many years have often asked this question, but continually decide to keep the system for its many advantages, even though they also use computer programs to track resources in various formats.

- Usually there is not a single computer program that compiles information on ALL resources on the incident. The T-cards do.
- It is not easy or possible for anyone to get an overview of the incident when viewing only one page of a computer program. You just can't get a feel or oversight of the whole thing. With the T-Cards you do.
- Computer systems are not always up to date or match each other. The T-cards are up to date and are usually the master inventory. Once the system is set up, people often use it to verify their computer information.
- The T-cards are quick and easy to access.
- A T-Card is created for every person on the incident, not just the positions displayed in the IAP.
- All tactical resources such as contractor equipment and crews are displayed and status determined.
- The cards should be constantly updated as the status of resources change throughout the day. Anyone who needs information can easily get the most up to date information available at any time.

Most of this information on the T-card system is also in some computer program. But it is not as easily and quickly obtained.

In order to be of value, T-Cards must be kept up to date. On a large incident this duty is usually assigned to a dedicated Resource Unit Leader (RESL) who has been trained in the system at the RESL training session. Other people can be taught to do it at the incident.

Second, Command & General Staff members and Unit Leaders must learn to read the T-cards and work with the RESL to use the information. This should take about 10 minutes.

Once the system is accurate it can be used for a wide variety of things by many people on the incident. Examples:

- Instead of time consuming data entry, Operations Section overhead often work with the RESL to use the cards to set up the organization for the next operational period. Once the T-Cards are set, the OPS chief can go about other business while the Planning Section uses the T-cards and ICS Form 215 to assign specific staffing to on the ICS Form 204s.

- OPS Chiefs often use the cards to quickly search for a specific resource or look for unassigned resources that are needed on the incident.
- The Situation Unit can use the cards to get an accurate count of all resources by type and agency on for the situation report.
- Anyone can track resources such as where they are, who they are, who they work for, which shift are they on etc.
- The color code system on the cards allows anyone to quickly obtain an overview of the incident and the distribution of resources by type and status (i.e. assigned, available or out of service.)
- Quickly ascertain where resources are assigned by agency or contractor and quickly evaluate if resources are in the appropriate assignment or other relative information.
- Quickly locate personnel in the event of an emergency at home.
- The IC can quickly ascertain how many resources are unassigned as an indicator of the need to begin demobilization discussions.
- Logistics personnel can use the information for feeding and housing needs and any other purpose when an accurate count is required.
- In the event of power loss or other impacts to the electronic system, the T-Cards can be a valuable back up.
- T-Cards have been used to convey resource information to Agency Administrators dignitaries and important visitors who want a quick overview of assigned resources.
- Command and Staff members often use the cards to verify who has arrived on the incident and been assigned to their functional area.
- In a significant event such as moving an incident base, evacuations etc., the cards are a way to confirm that all resources have been accounted for.
- Phone numbers and other contact info on the cards so someone has a source of information if they need to contact someone.
- Confirming that people are actually on the incident and have actually checked in.
- The T-Card rack is a focal point for Agency Representatives to confirm that their resources are accounted for, their location on the incident, that their information is correct and the displayed status is correct.

ICS 219-1: Header Card

Refer to EL_950_HO_11-6_ICS_Form_219-1.pdf

ICS 219-2: Crew/Team Card

Refer to EL_950_HO_11-6_ICS_Form_219-2.pdf

ICS 219-3: Engine Card

Refer to EL_950_HO_11-6_ICS_Form_219-3.pdf

ICS 219-4: Helicopter Card

Refer to EL_950_HO_11-6_ICS_Form_219-4.pdf

ICS 219-5: Personnel Card

Refer to EL_950_HO_11-6_ICS_Form_219-5.pdf

ICS 219-6: Fixed-Wing Card

Refer to EL_950_HO_11-6_ICS_Form_219-6.pdf

ICS 219-7: Equipment Card

Refer to EL_950_HO_11-6_ICS_Form_219-7.pdf

ICS 219-8: Miscellaneous Equipment/Task Force Card

Refer to EL_950_HO_11-6_ICS_Form_219-8.pdf

ICS 219-10: Generic Card

Refer to EL_950_HO_11-6_ICS_Form_219-10.pdf

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Unit 12: Staffing

STUDENT MANUAL

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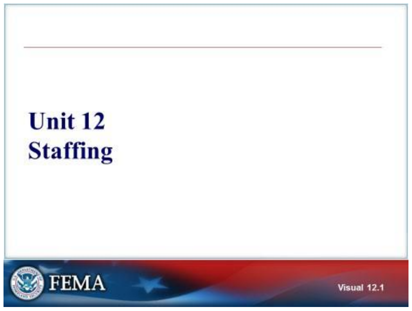
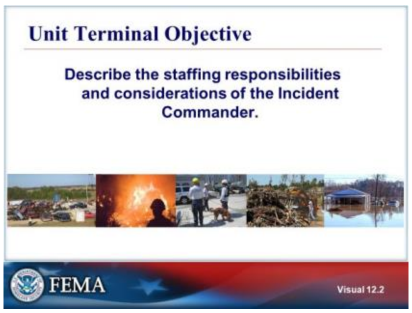


Visual 12.1

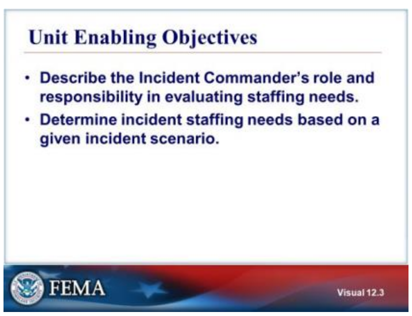
UNIT 12: STAFFING



Visual 12.2

UNIT TERMINAL OBJECTIVE

Describe the staffing responsibilities and considerations of the Incident Commander.

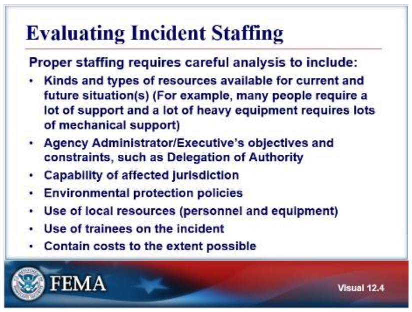


Visual 12.3

UNIT ENABLING OBJECTIVES

- Describe the Incident Commander’s role and responsibility in evaluating staffing needs.
- Determine incident staffing needs based on a given incident scenario.

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

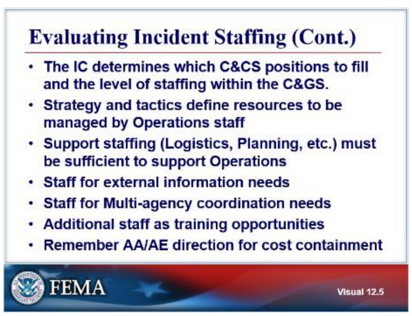


Visual 12.4

EVALUATING INCIDENT STAFFING

Proper staffing includes:

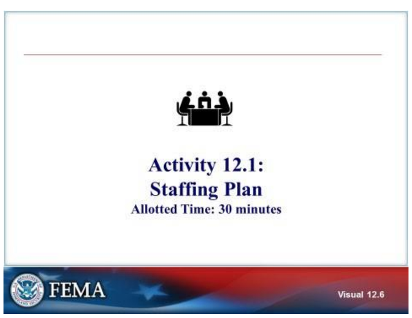
- Kinds and types of resources available for current and future situation(s) (For example, many people require a lot of support and a lot of heavy equipment requires lots of mechanical support)
- Agency Administrator/Executive’s objectives and constraints, such as Delegation of Authority
- Capability of affected jurisdiction
- Environmental protection policies
- Use of local resources (personnel and equipment)
- Use of trainees on the incident
- Contain costs to the extent possible



Visual 12.5

EVALUATING INCIDENT STAFFING (CONT.)

By position title, determine staffing needs that will be required to safely and effectively manage the incident to meet the objectives, constraints, and strategy of the situation. You should post your organization on a wall-sized ICS Form 207.

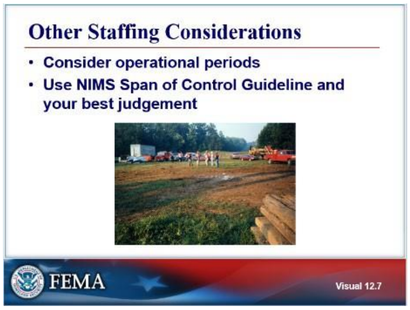


Visual 12.6

ACTIVITY 12.1: STAFFING PLAN

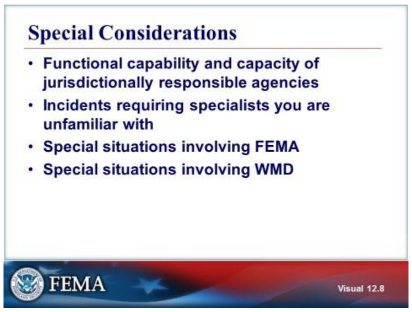
The instructor will explain Activity 12.1.

You will have 30 minutes to complete the activity.



Visual 12.7

OTHER STAFFING CONSIDERATIONS

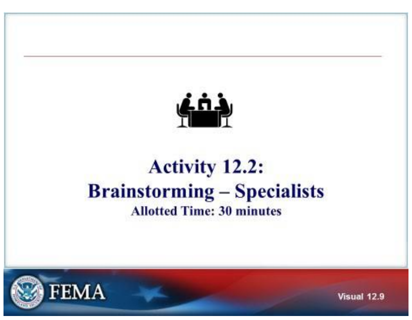


Visual 12.8

SPECIAL CONSIDERATIONS

- The IC must consider the functional capability and capacity of jurisdictional agencies supporting the response. In some instances, these agencies will not be able to fulfill their role. This will especially be the case in large, complex incidents. In other cases, they may have ample resources that the Incident Commander can utilize. The Incident Commander will have to consider this in their staffing needs.
- Special situations (especially ones involving other entities such as FEMA) to which you may want to assign additional Liaisons.
- Incidents may require Technical Specialists you are unfamiliar with. These could include weapons of mass destruction (WMD) assignments and other all-risk situations.

There may be many different influences (politics, policies, etc.) that will influence staffing decisions. Sometimes additional ICS positions are required simply to address these types of situations.



Visual 12.9

ACTIVITY 12.2: BRAINSTORMING - SPECIALISTS

Introduce

The instructor will explain Activity 12.2.

You will have 30 minutes to complete the activity.

Visual 12.10

AGENCIES AND SPECIALISTS

Federal Agencies

- National Transportation Safety Board (NTSB)
- Federal Aviation Agency (FAA)
- Federal Housing Administration (FHA)
- Occupational Safety and Health Administration (OSHA)
- Military
- Federal Railroad Administration
- Bureau of Reclamation
- U.S. Army Corps of Engineers
- National Chemical Safety Board

State Agencies

- State Police
- State Highway Department
- Regional Planning Districts
- State Fire Marshal
- State Drug Enforcement
- State Environmental Protection Agency
- State Public Health
- National Guard Community Support Team

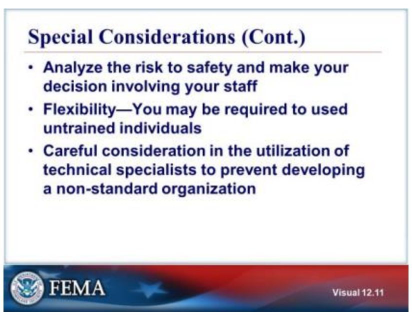
Non-Governmental Organizations

- Salvation Army
- Red Cross
- Churches
- Women’s organizations
- Service clubs
- Boy/Girl Scouts
- Animal rights/Local vet
- Mental health agency
- Chemical manufacturer

- Faith-based groups
- Volunteer Organizations Active in Disasters (VOAD)

Local Agencies

- Utilities
- Public works
- Law enforcement
- Fire
- EMA
- Health
- CERTS
- Hospital/Health Dept.



Visual 12.11

SPECIAL CONSIDERATIONS (CONT.)

When faced with volunteer and donation management, it is best to have the EOC be responsible for these functions. The local Emergency Management Agency typically develops plans for volunteer and donation utilization and management. If the IC takes responsibility for these functions, trained and adequate management staffing must be provided. Both of these functions can be high profile and politically sensitive.

Consider special situations involving FEMA where staffing needs include specialists and other personnel that are not specifically included in the Incident Command System. Flexibility may be required to use individuals that may be minimally qualified or unqualified, such as some volunteers. Analyze the risk to safety and make your decision involving your staff. Careful consideration must be given in the utilization of these Technical Specialists to prevent the development of a non-standard organization.

Visual 12.12

TECHNICAL SPECIALISTS

Technical specialists have special expertise and skills, and they are activated only when needed. No specific qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technical specialists may serve anywhere within the organization. They are most often assigned to the specific area (section, branch, division, group, or unit) where their services are needed. Technical specialists assigned to the Command Staff are called command advisors.

Generally, if the expertise is needed for only a short time and involves only one individual, that individual is assigned to the Situation Unit. If the expertise is needed on a long-term basis and necessitates several persons, a separate Technical Unit is normally established in the Planning Section. NIMS Examples of Technical Specialists include:

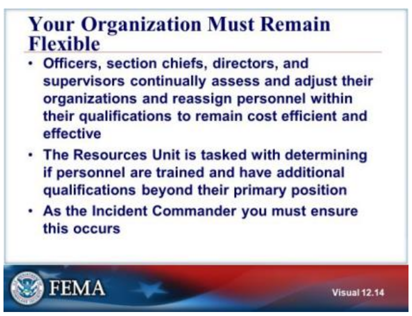
- Access and functional needs advisor
- Agricultural specialist
- Community representative
- Decontamination specialist
- Environmental impact specialist
- Epidemiologist
- Flood control specialist
- Health physicist
- Industrial hygienist
- Intelligence specialist
- Legal advisor
- Behavioral health specialist
- Meteorologist
- Science and technology advisor
- Pharmacist
- Toxicologist
- Veterinarian

Visual 12.13

ICS POSITION TITLES

- Commander
- Officer
- Chiefs
- Directors
- Supervisors
- Leaders
- Single Resources
- Technical Specialists

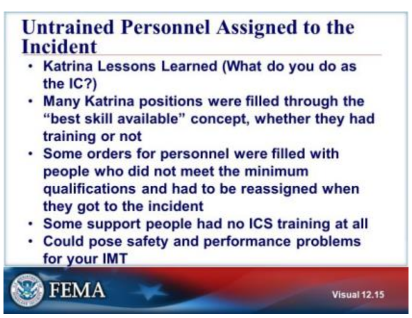
To maintain compliance with the standard ICS organization you should insist that the common ICS titles be used. Using non-standard titles in a multi-agency incident will likely cause confusion. Everyone should fit into a position or become a Technical Specialist. It's OK to name a Technical Specialist by the task they are accomplishing as long as everyone recognizes how they fit in it.



Visual 12.14

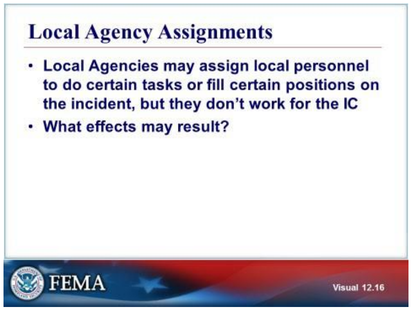
YOUR ORGANIZATION MUST REMAIN FLEXIBLE

Your organization must remain flexible. To fully use your organization, Officers, Section Chiefs, Directors and Supervisors must continually assess and adjust their organizations and reassign personnel within their qualifications to remain cost efficient and effective. You, as the Incident Commander, must ensure this occurs.



Visual 12.15

UNTRAINED PERSONNEL ASSIGNED TO THE INCIDENT

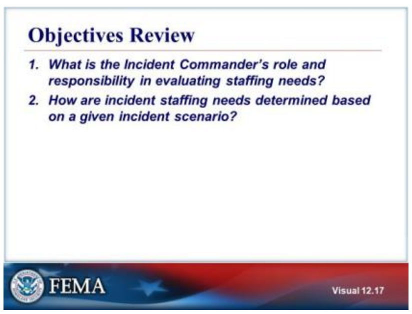


Visual 12.16

LOCAL AGENCY ASSIGNMENTS

The main point is that the Incident Commander is ultimately responsible for the job done, regardless of where staff comes from or if specific staff compromise the incident's management.

A real-life example is when an Agency Administrator assigned Contracting Officers and logistics personnel to an incident, but insisted that they work for him, not the Incident Commander. The work they were doing was intertwined with the work the IMT was doing. This causes problems in coordination and full integration throughout the incident.



Visual 12.17

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the Incident Commander's role and responsibility in evaluating staffing needs
- Determine incident staffing needs based on a given incident scenario

Supplemental Materials

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Activity 12.1: Staffing Plan

Activity 12.1 Overview—Unit 12

Purpose

The purpose of this activity is to provide students with an opportunity to gain experience considering staffing needs for an incident.

Objectives

Students will:

- Be able determine the staffing necessary for an incident.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the previously completed Agency Administrator Briefing Checklist and determine incident staffing needs. ach group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

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

1. Within your work group, select a group spokesperson.
2. Review the completed Agency Administrator Briefing checklist.
3. Identify incident staffing needs.
4. Present your conclusions to the rest of the class.

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

Activity 12.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

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Activity 12.1 Scenario

C&C Train Derailment Scenario (cont.)

Directions

Your Incident Management Team was training in Liberty County, Columbia, and has been ordered for the C&C Train Derailment Incident in Central City, Columbia. When you arrived, the Agency Administrator's Representative, Central City Judge J. B. Kincaid, gave you a briefing and a copy of the current ICS Form 201 Incident Briefing, and a Delegation of Authority. An Agency Administrator Briefing Checklist was completed during the meeting and is attached. Based on this information on this checklist, determine staffing needs by position title that will be required to safely and effectively manage the incident to meet the objectives, constraints, and strategy of the situation. Post your organization on a wall sized ICS Form 207 Incident Organization Chart.

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Agency Administrator Briefing Checklist

Incident Name:____________________ Incident #: ___________ Date __________

Agency Administrator/Official: ___________Incident Commander: _____________

Incident Description (ICS Form 209 Incident Status Summary) & IAP

In the early morning today a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). The Engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The Mayor has issued an evacuation order for residents in the surrounding area and is requesting assistance from the state. The Central City Hospital has exceeded its capability to staff the emergency room.

Location/Population Affected
Liberty County in the state of Columbia. Liberty County is the largest county in the State in terms of population, and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 400,000 and the metropolitan area population is approximately 800,000. Central City serves as a major transportation hub within the state: commercial river traffic, rail, air, and interstate traffic and is 40 miles from the Port of Charlotte, on the Big Ocean.

Threats to Humans (current/immediate)
Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

Central City Police Department cars are on both sides of the river at the derailment. Their police scanner picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The Red Cross is establishing an evacuation center at North High Schools in Central City. The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. There are numerous water intakes along this stretch of the Roaring River.

Threats to Natural Resources (current/immediate)
There are rumors that hundreds of Coho salmon, a federally listed threatened species have been killed. The Parks Department, County, and State Dept of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses for 25 miles downriver from the rail bridge site. There are numerous water intakes along this stretch of the Roaring River.

Political & Community Concerns
There is a pervasive rumor that the train Engineer's license to operate the engine had expired, but that must be verified. Whether true or not, this has potential to create perception issues among the community.

Financial Considerations
See Management Objectives.

Jurisdiction Students
There is uncertainty about whom or which agency is in charge of the incident. The IMT should aggressively pursue information on which agencies and jurisdictions have a responsibility to be in unified command. Responding agencies that should not be in unified command should be placed into one of the following categories: Assisting Agencies, Cooperating Agencies, and Stakeholders. The Liberty County Emergency Plan shall be followed. If the incident exceeds the response capability of Central City, resources shall be obtained from the county and state.

Response Options/Proposed Actions
Current response options include evacuation of residents and HAZMAT response. Search and rescue is underway in the derailment area. Options are limited. As soon as the rescue operations are completed, and the fires are extinguished, containment and clean up are the only options.

Resource Needs (e.g., Contractors)
It is unlikely that the local HAZMAT resources will be adequate for this incident. State and Federal environmental agencies should be involved in order to obtain the necessary contract HAZMAT resources. The Railroad should provide as many resources as possible from their resources.

Policy Issues
The Mayor has appointed Central City Judge J. B. Kincaid to be the Agency Administrator's Representative.

Stakeholders (Who are they and have they been notified?)
Displaced citizens due to evacuation, local business owners—All have been notified. Potential school closures need to be discussed with the School district.

Priorities

- Life and safety of citizens and Responders
- Protection of City Infrastructure
- Protection of Private property
- Stabilization
- Recovery
- Environmental Protection
- Minimize Economic Impact
- (See AA/AE Direction and Decisions for more detail)

Health/Safety
See AA/AE Direction and Decisions.

Schedule (Assume Command? IC Briefing? Planned Public Meeting? etc.)
The IMT should assume command of this incident immediately following this briefing. A formal transfer of command shall be accomplished with the personnel currently on the incident.

Visuals (maps, photos, etc.)
Obtain all maps, photos, etc. from the City and County public works depts.

Management Objectives

1. As always, top priority is the safety and rescue of the public, and safety of the responders.
2. Monitor responder work/rest guidance and insure your team implements appropriate work/rest mitigation processes to avoid cumulative fatigue of all assigned personnel.
3. Identify the threat to the public and the environment presented by materials involved in the derailment.
4. Prevent further damage to property, public facilities and the tourist economy by utilizing appropriate strategies to prevent the further release of materials from the rail cars.
5. Provide logistical support (food, water, and rest) for local resources assigned to your incident.

6. Complete a damage survey within 24hrs.
7. Obtain the necessary resources through the local EOC and return all public facilities you use to at least minimal operational condition within 48 hours.
8. Manage the Public Information process until the JIC is established, at which time, information releases will be generated by the IMT PIO and released by the JIC.
9. The Mayor of Central City has directed that all city resources ordered and assigned to your incident will work for you as an assisting or cooperating agency.
10. This incident shall be managed under the ICS system.
11. Maintain a high level of cooperation between all responding agencies and elected officials.
12. Manage the human resources assigned to the incident in a manner that promotes a positive and harassment free work environment.
13. Financial Considerations.
    a. After safety considerations, select the most cost-efficient alternatives for managing the incident.
    b. Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process. When possible select the least costly option. Provide cost analysis for activities with high costs.
    c. To the extent possible, utilize resources and services provided by the C&C Railroad to reduce cost to the City.
    d. All costs, claims, potential claims, etc. must be tracked and recorded in the final documentation package.

A standard final Incident Documentation package will be provided to the Mayor's Office prior to the team's release.

Need for Inter/Intra-Agency Support

Liberty County Emergency plan outlines inter/intra agency support. Follow the direction in the plan. The county EOC will support the incident. The EOC is also described in the plan.

Media Interest? How to handle release of information (Agency or IMT?)

One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reporters are lining up for interviews as well.

The IMT will be responsible for public warnings and emergency notifications. Media releases shall be coordinated and released through the Mayor's Public Affairs office. On-scene interviews should be controlled by the PIO on the IMT.

The report about the chlorine gas plume was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident.

Other Available Resources (water plans, city equipment, etc. and location or method of obtaining)
Contact the City Manager

Deficiencies in Information – Data Gaps

Exact contents of all the train cars and potential interaction and hazards.

It is not clear how many people were on the train when it derailed.

Other Command Post Locations or Facility Recommendations?
The current location of the ICP and staging areas are considered temporary until the threat assessment can be accomplished and safe locations identified. The Logistics Section of the IMT shall coordinate with the EOC and the city Manager on proposals for long term facilities, including an incident base or camps.

Special Information on Finance/Administration (burn rates, source of money, in-kind services ceilings)
The City and County Administrative Officers will issue specific financial direction within 24 hours.

Scope of Work (as defined) (Action Memos, Delegation of Authority, Mission Assignments)
A written letter of Delegation between the Mayor and the IC has been prepared and will be issued to the IC. Direction has been provided by the AA/AE. Normal laws and regulations shall be employed. The IC shall create specific incident objectives.

Logistics Concerns and Needs
No logistical support has yet been arranged for the initial responders. They will soon need food, water, replacement tanks, fuel etc. The river may cause logistical challenges to coordinate activities on both sides of the river.

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Activity 12.2: Brainstorming - Specialists

Activity 12.2 Overview—Unit 12

Purpose

The purpose of this activity is to provide students with an opportunity to brainstorm a list of agencies (federal, state, local, and non-government organizations) that may provide Technical Specialists on an incident.

Objectives

Students will:

- Be able to list agencies that may provide Technical Specialists on an incident.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will be divided into four groups and each group will be asked to list, on an easel pad, agencies with Technical Specialists that may be included on an incident.

Group 1 will focus on Non-Resource Management Federal Agencies

Group 2 will focus on State Agencies

Group 3 will focus on Local Agencies

Group 4 will focus on Non-Government Organizations

Each group will present their findings to the rest of the group.

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. Brainstorm and list agencies (within your group’s focus) that may provide Technical Specialists on an incident.
3. Present your conclusions to the rest of the class.

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

Activity 12.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Unit 13: Special Situations

STUDENT MANUAL

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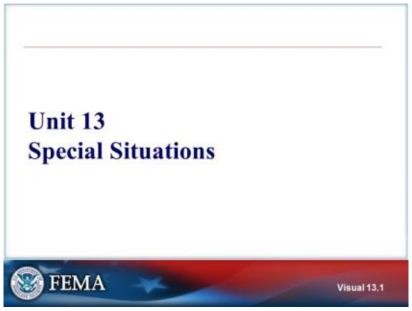
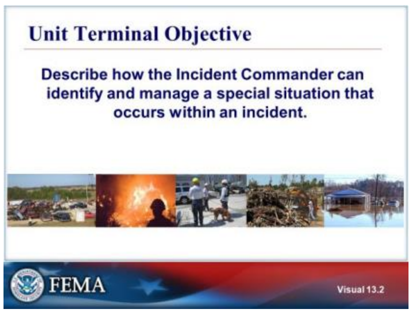


Visual 13.1

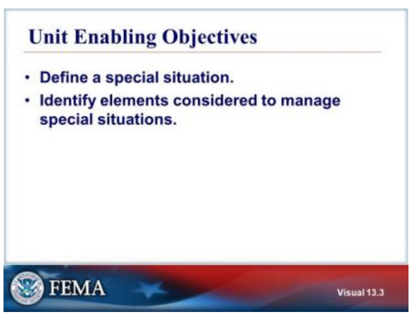
UNIT 13: SPECIAL SITUATIONS



Visual 13.2

UNIT TERMINAL OBJECTIVE

Describe how the Incident Commander can identify and manage a special situation that occurs within an incident.

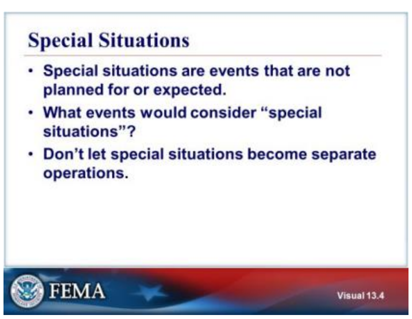


Visual 13.3

UNIT ENABLING OBJECTIVES

- Define a special situation.
- Identify elements to be considered to manage special situations.

The final exam questions are based on the Unit Enabling Objectives.



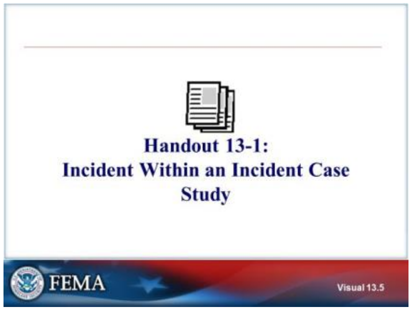
Visual 13.4

SPECIAL SITUATIONS

You, as an Incident Commander, will experience events for which you have not planned nor expected that may impact incident operations. These are called special situations. Don't let special situations become separate operations.

Examples:

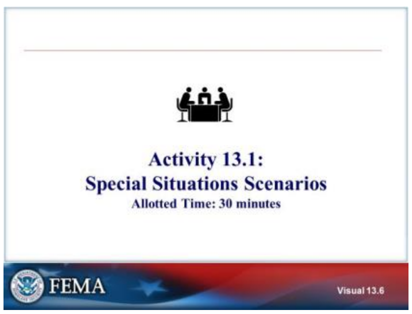
- Unanticipated release of hazardous materials
- Unaccounted for employees
- Serious injuries or fatalities



Visual 13.5

HANDOUT 13-1: INCIDENT WITHIN AN INCIDENT CASE STUDY

Refer to Handout 13-1: Incident Within an Incident Case Study.

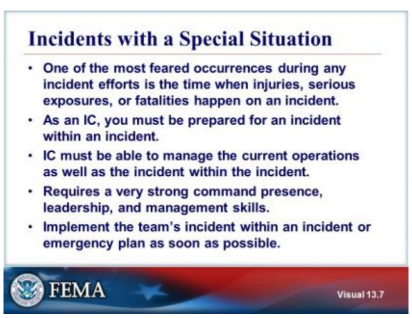


Visual 13.6

ACTIVITY 13.1: SPECIAL SITUATION SCENARIOS

The instructor will explain Activity 13.1.

You will have 30 minutes to complete the activity.

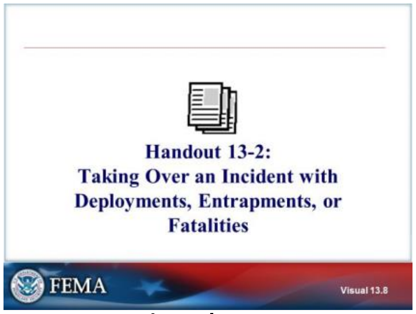


Visual 13.7

INCIDENTS WITH A SPECIAL SITUATION

As an IC, you must be prepared for an incident within an incident during your incident. Or, you may be tasked with assuming command of an incident due to the special situation occurring. In both cases, the IC must be able to manage the current operations as well as the incident within the incident. This requires a very strong command presence, leadership, and management skills. At the same time, the IC must display empathy and compassion if a serious injury or fatality has occurred.

Management of the special situation must be delegated to a Deputy IC or senior section chief and supported with appropriate staffing. The AA/AE, appropriate stakeholders, (e.g. family, home unit), and investigators/regulators must be notified as quickly as possible. Follow the steps in the emergency plan to ensure all critical items are addressed.

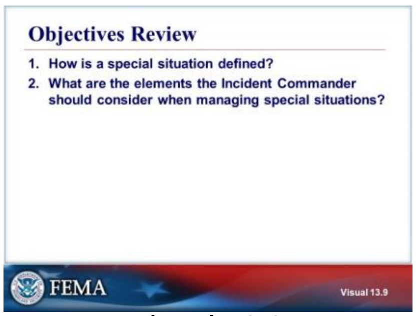


Visual 13.8

HANDOUT 13-2: TAKING OVER AN INCIDENT WITH DEPLOYMENTS, ENTRAPMENTS, OR FATALITIES

Refer to Handout 13-2.

Note: Handout 13-2 wildland-specific document but contains good issues that all disciplines should consider.



Visual 13.9

OBJECTIVES REVIEW

Unit Enabling Objectives

- Define a special situation.
- Identify elements to be considered to manage special situations.

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Supplemental Materials

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Handout 13-1: Incident Within an Incident Case Study

Incidents within an Incident
Lytle Creek Fire 2001

The following is a summary of several occurrences on one single-jurisdiction incident. These are examples of incidents within an incident.

Day 1 0600 Assume command.

0715—HAZMAT. Diesel fuel into a municipal water source from a punctured fuel tank when a water tender hit a rock.

0812—Body discovered in the fire area. Determine if it is a new body related to this incident or an old one that was already there? New body, called the Coroner. This person had set the fire. He was a 70-year-old man with dementia who was lost and lit the fire to attract help.

1000—Begin the Planning Meeting. 1003 Helicopter goes down in Lytle creek. Pilot safe, but now there is a helicopter and HAZMAT in the creek.

Day 2

Ozzie Osborne concert between ICP and the Fire. Traffic controls and other issues cause lots of complexity getting to the fire line.

Day 3

0600—Bomb report during transition between operational periods. Bomb squad activated. Sharp shooter punctures the container! "not a bomb"

0830—Inmate crew member requires a Medivac because it was not possible to evacuate him by ground. Victim trips on rocks and sustains facial injuries.

1400—Intentional damage to apparatus. Kids were rolling rocks from cliffs onto fire engines and tenders. Resources had to leave the area and bring in LE.

2015—Transient rummaging through firefighter packs at the incident base and stealing private property. Called in the City Police to handle.

Day 4

0015—While waiting for the Police to arrive and arrest the transient, there is a 4.1 earthquake. The epicenter was the ICP!

Day 5

0520—20,000 pot plants discovered within 500' of the incident.

0900—Crews find a suicide victim hanging in a tree.

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Activity 13.1: Special Situation Scenarios

Activity 13.1 Overview—Unit 13

Purpose

The purpose of this activity is to provide students with the opportunity to practice handling special situations that may fall under the purview of the Incident Commander.

Objectives

Students will:

- Be able to analyze special situations that may arise in the course of an incident and determine appropriate action.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will be divided into 4 work groups and each group will be assigned 1 of the 4 scenarios included on the next few pages. The C&C Train Derailment Scenario material from Activity 6.1 (Unit 6) will be used as background material for this activity. Students will work within their groups to best answer the questions that follow their assigned scenario. Each group will present their findings to the rest of the group.

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. Read the incident scenario that you are assigned by the facilitators. The C&C Train Derailment Scenario material from Activity 6.1 (Unit 6) will be used as background material for this activity.
3. Within your groups, answer the questions that follow the scenario.
4. Present your conclusions to the rest of the class.

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

Activity 13.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Activity 13.1 Scenarios

Use the C&C Train Derailment Incident material to complete the following scenarios.

Scenario #1

You are the Incident Commander on the C&C Train Derailment Incident. Your Incident Management Team is making progress; however, a contractor's mechanic is killed by a piece of equipment running over him.

Answer the following questions and be able to present a solution to the class.

1. What is the Incident Commander's responsibility at this time?

2. Who in the command and general staff should be involved?

3. Should the Agency Administrator/Agency Official be contacted at this time? Why or why not?

4. Is there a need for additional staffing (e.g., technical specialists) in order to handle the situation?

5. How would you handle the information flow from this event?

6. Any other complications or issues you can foresee?

Scenario #2

During the planning session, Operations Section Chief reports that incident activity has started a brush fire along the Roaring River embankment. The fire is moving rapidly towards homes and commercial buildings.

Answer the following questions and be able to present a solution to the class.

1. As the Incident Commander, what is your responsibility at this time?

2. Who on your staff should be involved at this time?

3. Is there a need for additional staffing (e.g., technical specialists) in order to handle the situation?

4. What agencies other than the team should be involved in this situation?

5. Should the Agency Administrator/Agency Official be contacted at this time?

6. Who should handle the information on the special situation?

7. Any other complications or issues you can foresee?

Scenario #3

While in the command post, you hear radio traffic that one of the crews is reporting unauthorized personnel within the incident area. They are identified as environmental protesters that have been expressing their concern about the endangered Coho salmon and the transportation of hazardous materials through Central City.

Answer the following questions and be able to present a solution to the class.

1. What is your responsibility as the Incident Commander at this time?

2. Who on the command and general staff should be involved with this situation?

3. Is there a need for additional staffing (e.g., technical specialists) in order to handle the situation?

4. What other agencies other than the team should be contacted concerning this information?

5. Should the team have preplanned for this event before its occurrence?

6. When do you contact the Agency Administrator/Agency Official?

7. Any other complications or issues you can foresee?

Scenario #4

Just after lunch the Operations Section Chief reports that Type-2 helicopter has crashed while making water drops on the brush fire. One crew member is DOA and the second one is being extricated from the helicopter and is in critical condition.

Answer the following questions and be able to present a solution to the class.

1. As the Incident Commander, what is your responsibility at this time?

2. Who on the command and general staff should be involved with this situation?

3. Is there a need for additional staffing (e.g., technical specialists) in order to handle the situation?

4. What other agencies other than the team should be contacted concerning this information?

5. Should the Agency Administrator/Agency Official be contacted at this time?

6. Who should handle the information of the special situation?

7. Any other complications or issues you can foresee?

Handout 13-2:Taking Over an Incident with Deployments, Entrapments, or Fatalities

TAKING OVER AN INCIDENT WITH DEPLOYMENTS, ENTRAPMENTS, OR FATALITIES

Items to consider....

"Managing the incident suppression is one of the easiest things we do, management of people is a test of our skills."
(South Canyon Incident, Deputy IC Tom Hutchinson)

During the agency briefing many individuals were still in shell shock. Some individuals could not provide information for items on the routine transition check list. Items relating to suppression were not as significant. Use tact and diplomacy when seeking information.

The IMT had no idea they were headed to the incident with reported fatalities. This may have changed how they prepared to arrive on the incident.
Always keep in the forefront that these folks have sustained a significant traumatic event.

Be prepared for OWNERSHIP of recovery efforts, etc. Your IMT may be viewed as outsiders, don't bulldoze over feelings and emotions.
Check with local agency officials on State laws for recovery/coroner responsibilities: who does what?

You may encounter resistance to relinquishing control/management of items. Emphasize as quickly as possible that early communications will prevent disputes and/or unnecessary disagreements, i.e., helicopters on incident dedicated to recovery efforts.

Your incident may have intense media and political interest, do you have enough staffing for local VIPs, and media visits? etc. Consider how and who to you must coordinate with. Identify early on the need for extra resources (FIOs, etc.).
Bring the cooperating agencies (search and rescue, emergency teams, coroners, local law enforcement, etc.) under unified command, expect duplicate efforts.

Identify need to remove affected locals, provide assistance and counseling, be prepared for the possibility that THEY MAY NOT WANT TO LEAVE....

Identify your incidents within incidents and set team objectives.
Expand traditional thinking on who needs Critical Incident Stress Debriefings,

identify needs and expect there may be others later on (local townspeople, medical providers, police, your own incident management team members).

Watch for internal human resource issues, some crews are reluctant to work close to an event site due to religious and/or cultural beliefs. Take them seriously and deal with them as soon as practical.

Be prepared for aggressive/persistent media. Armed LEOs were used at planning and strategy meetings, sleeping areas, and anytime the family members were in the vicinity to provide security and prevent unauthorized or information taken out of context. Check with local agencies for any laws on media restrictions or access.

Be prepared for out of the ordinary requests for assistance. (Removing firefighter belongings from site, pall bearers etc.)

Expect that you may need additional HRS, CIS teams, investigation teams, and IMT members, etc.

Be cautious how you talk to people and the words you use, e.g., search and rescue team vs recovery team, etc. Remember, your IMT will leave and return to their home units, the people you work with will live with the management actions and results of these events.

Unit 14: Financial Management and the Role of the Finance/Administration Section

STUDENT MANUAL

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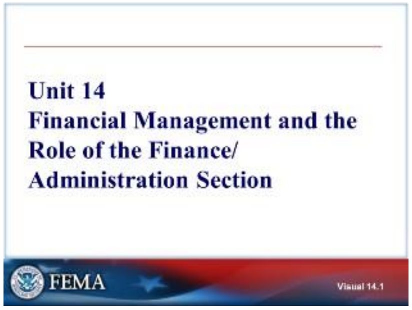
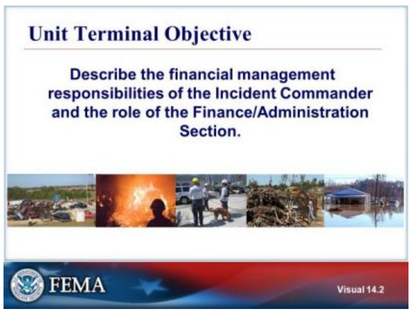


Visual 14.1

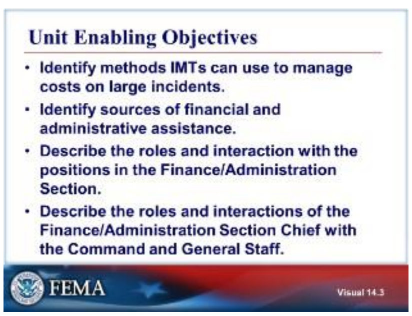
UNIT 14: FINANCIAL MANAGEMENT AND THE ROLE OF THE FINANCE/ADMINISTRATION SECTION



Visual 14.2

UNIT TERMINAL OBJECTIVE

Describe the financial management responsibilities of the Incident Commander and the role of the Finance/Administration Section.

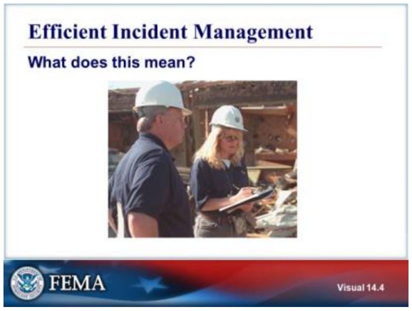


Visual 14.3

UNIT ENABLING OBJECTIVES

- Identify methods IMTs can use to manage costs on large incidents
- Identify sources of financial and administrative assistance
- Describe the roles and interaction with the positions in the Finance/Administration Section
- Describe the roles and interactions of the Finance/Administration Section Chief with the Command and General Staff

The final exam questions are based on the Unit Enabling Objectives.



Visual 14.4

EFFICIENT INCIDENT MANAGEMENT

Two of the most frequently used words found in Agency Administrator/Executive briefings are SAFETY and EFFICIENCY.

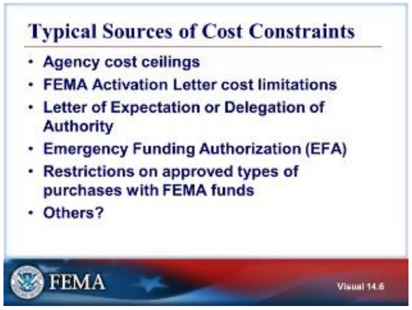
One definition of efficiency is: “Acting or producing effectively with a minimum of waste, expense, or unnecessary effort.” This might be a definition you want to retain. It clearly expresses what most Agency Administrators/Executives want you to do as an Incident Commander.

Visual 14.5

MAJOR INCIDENT COSTS

Major Incident Costs:

- Resources you need but few available
    - Control by having pre-arranged contract that prevents price gouging.
- Feeding of personnel
    - Be aware of what you can order in the local areas
    - Monitor dietary content and costs of specific types of food
- Aviation
    - Don’t order unless you really need them (match order to incident)
    - Let them go as soon as you are done with them (Resource typing can help)
- Personnel costs
    - Good incident management, effective tactics
    - Having right people assigned and the right number of people
- Early Demobilization Plan
    - Staging vs. planning
    - Control staging – make sure what is in staging is what needs to be here
- Contractors
    - Make sure Finance knows how much each costs
    - Ask Operations if we need these. Can we use someone in house?
    - Utilize resources that are under contract and can be direct billed to the responsible party (RP) if appropriate



Visual 14.6

TYPICAL SOURCES OF COST CONSTRAINTS

Visual 14.7

INCIDENT COST CATEGORIES

- Personnel costs include crews, overhead, and other personnel assigned to the incident
- Equipment costs include equipment under emergency equipment rental agreements, contracts, cooperators, agency equipment, etc.
- Aircraft costs include fixed wing, rotor wing, and retardant
- Support and supply costs
  - On-incident support costs include catering unit, shower units, cache supplies and materials, etc.
  - Off-incident support costs include expanded Dispatch, Buying Teams, Administrative Payment Teams, Cache personnel, Area Command, transportation to and from the incident, etc.
    - These costs are difficult to estimate
- EOC costs

The Finance/Administration Section Chief can be of great help to you when dealing with incident costs.

There may be off-incident costs that are being charged to the incident and the Incident Commander doesn’t even know about it (EOCs for example). Incident Commanders need to be careful that there is a clear understanding with the agency of what costs he or she is responsible for.

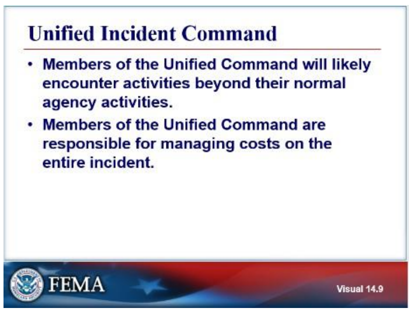
The Incident Commander has very little control over costs that are off-site and supporting the incident, e.g. EOC. Typically, these external costs are added to the on-site cost when seeking reimbursement from a responsible party (RP), FEMA, etc.

The primary incident cost categories may be further categorized depending on incident complexity and Agency Administrator/Executive requirement.

Visual 14.8

DISCRETIONARY COST ITEMS

It is not possible to control all costs. However, if an Incident Commander is demonstrating that he or she is choosing the lowest cost option whenever possible, it will reduce some of the pressure or interference. It's a good idea to document these types of decisions to show that you are attempting to keep costs as low as possible.



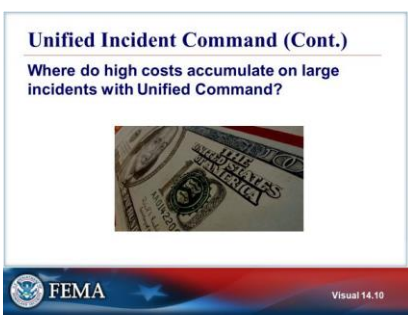
Visual 14.9

UNIFIED INCIDENT COMMAND

Large, complex incidents and Unified Command place Incident Commanders in positions where they may have to agree on certain expenditures and be required to manage costs on activities that they never deal with during their normal duties. Incident Commanders must be aware of these and manage them too.

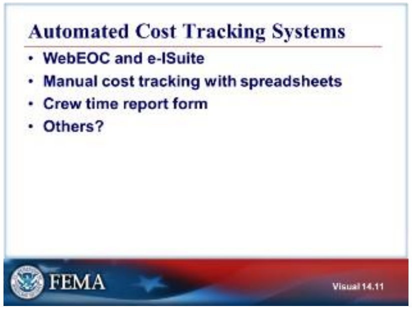
Use your Finance/Administration Section Chief to help identify these unusual expenditures and help you manage them.

The members of the Unified Command will have to agree to incur incident costs. In some cases, the costs will be divided or apportioned based on statutory responsibilities geographical or jurisdictional areas, etc.



Visual 14.10

UNIFIED INCIDENT COMMAND (CONT.)



Visual 14.11

AUTOMATED COST TRACKING SYSTEMS

The automated method of tracking and reporting costs used will be dependent on incident size, complexity, projected length, as well as skills and technology available on the incident.

WebEOC

WebEOC is used primarily by Emergency Management agencies. WebEOC is built to support the mission of crisis management, public safety and emergency response personnel, the solution has evolved to provide simplified information access promoting effective incident response. The software provides organizations of all sizes with a platform for daily operational and emergency management support through a uniquely customizable set of utilities for complete situational awareness.

WebEOC builds a common repository of information for daily use. Personnel can keep track of files, contact information, plans, procedures and compliance reports. WebEOC makes it simple to access important resources to enhance your emergency preparedness initiatives, keeping your organization primed to manage events of any size.

The WebEOC solution provides position-specific activity logging and significant events tracking for a real-time shared situational picture of the lifecycle of an incident. Situational reports, or SITREPs, can be easily published in ICS or ESF format, including ICS Form 214 Activity Log.

The software allows for resource requests and task assignments to be submitted in the field via mobile device or in the EOC. The received requests can then be routed to the appropriate position, allowing staff to manage all related activity. During daily operations, WebEOC also allows for the management of non-emergency tasks and requests.

e-ISuite

I-Suite is primarily used by agencies affiliated with the NWCG or wildland fire agencies. The I-Suite application consists of a Resource, Cost, Time, Incident Action Plan, and Supply Units.

These units are integrated, which means they have a similar user interface, and share a common database.

Data only needs to be entered once during the check-in process and is then available to all of the different units, e.g. Resources, Time, Supply, etc. within the IMT.

Spreadsheets

There are a variety of automated spreadsheet packages available, which are generally used to replicate manual accounting and track costs in major categories (e.g., 20 engines, 15 hand crews).

Visual 14.12

MANUAL COST TRACKING

Manual cost tracking systems are becoming a thing of the past in light of the automated or custom computer programs. However, manual systems still have a place, especially in the early stages of an incident while computer support is being established.

- This involves using standard costs and quantities of resources
    - These resources can then be tracked on a daily basis and displayed in various formats
- Agency may display information in a table format daily in the SITREP
- Ensure that your Finance Section calculates all of your incident costs, e.g. personnel, equipment, supplies, support, operating costs, contracts, etc.

Visual 14.13

OFF-INCIDENT FINANCIAL SUPPORT

Any agency will assign some type of cost and financial oversight to an incident. It is one of the responsibilities of the Agency Administrator/Executive to ensure financial procedures are followed.

Your Finance/Administration Section Chief should be your IMT's primary contact with the agency Finance/Admin personnel. This relationship should be positive and cooperative. Make sure everyone feels like they are part of the solution and don't allow an adversarial relationship to develop.

Positions and Team

Incident Business Advisor (IBA) - The IBA works for the Agency Administrator to provide oversight of business management functions, as well as communicate and exchange financial related information between the incident agency and Incident Management Team. It is a wildland position and is sometimes called a Comptroller.

Administrative Payment Team (APT) and Assistant Disbursing Officer (ADO) - An APT/ADO is ordered by the incident agency to make equipment, contract, and casual hire payment. The APT/ADO works for the Agency Administrator.

Buying Team - A Buying Team is ordered by the incident agency to provide acquisition services to the IMT.

Cost Apportionment Team (CAT) - Some geographic areas use CATs to assist incident agencies in tracking and documenting incident costs. The CAT leader meets with the Incident Commander and other IMT members to discuss the apportionment process and documentation requirements. The Incident Commander reviews and validates by signature the daily apportionment records. The CAT may be assigned to the incident and report to the cost unit leader, or directly to the Finance/Administration Section Chief, or be assigned to the incident agency and report to the Agency Administrator.

- Daily Cost Reports
- Cost Projections

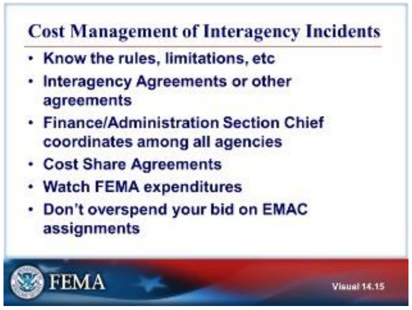
Incident Security and Accountability

- FEMA Incidents
  - FEMA CFO
  - OFA CFO
  - DHS-FEMA Comptroller
  - JFO
  - GSA
  - NRCC
  - Certifying Officers
  - RRCC

Visual 14.14

COST MONITORING & MANAGEMENT TECHNIQUES

Keep track of equipment. Equipment must have name attached to it when it leaves supply unit. Sign it out. If they have to leave it at the incident, must have the signature of whomever they left it with (who is now responsible).



Visual 14.15

COST MANAGEMENT OF INTERAGENCY INCIDENTS

As an Incident Commander, you are in charge of managing a business. You and the IMT must provide the services requested in the most efficient and effective way possible.

As an Incident Commander, ensure you know the rules, limitations, etc. Make sure you get a Letter of Expectation/Intent or Delegation of Authority, and that you understand it thoroughly. Ensure your Finance/Administration Section Chief is working with the agencies involved on financial considerations. Ensure you understand the expectations and roles of the involved agencies.

In many Letters of Expectations or Delegations of Authority, the IMT is directed to order resources through the EOC as a single ordering point. It is important for the Incident Commander to realize that these costs are still being charged to the incident and the IC/UC is responsible for them. The IMT must track the costs once the resources arrive on the incident. The IMT (Resources Unit Leader, Operations, Finance, and documented on the IAP) is the only entity that knows the actual hours worked, standby hours, out of service time, etc. necessary to calculate the actual costs.

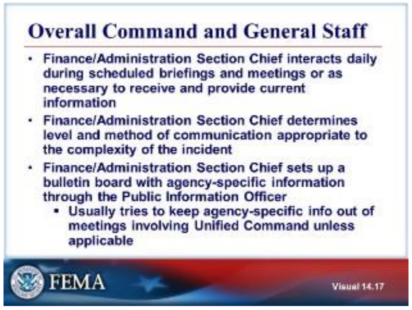
A cost-share agreement documents the financial responsibility for incident resource costs. It may also identify requirements of other party payments. It should be prepared for multi-jurisdictional incidents where a decision has been made to share resource costs.

Visual 14.16

IC & FINANCE/ADMINISTRATION SECTION CHIEF

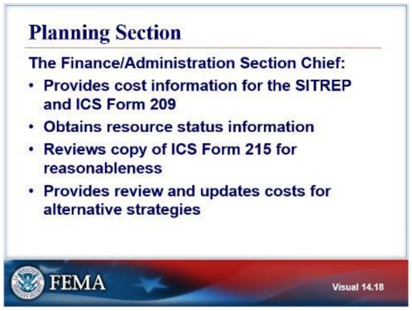
Stakeholders (public, media, government officials, your agency) will care how much is spent on the incident, and if the money was spent wisely.

The Finance/ Administration Section Chief can be the voice of reality for the Incident Commander, and the best Finance/Administration Section Chiefs will ask the tough, key questions about the financial end of incident management (e.g., Can we do this another way?).



Visual 14.17

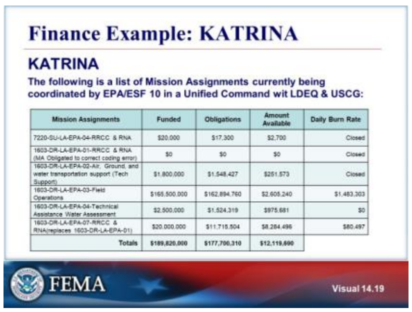
OVERALL COMMAND AND GENERAL STAFF



Visual 14.18

PLANNING SECTION

FINANCE/ADMINISTRATION SECTION CHIEF INTERACTIONS WITH THE PLANNING SECTION

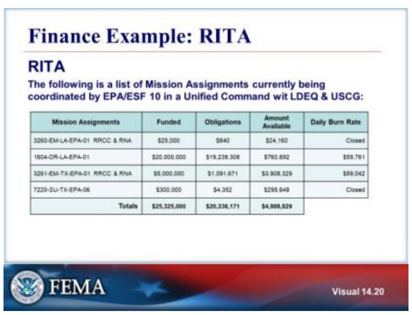


Mission Assignments	Funded	Obligations	Amount Available	Daily Burn Rate
7220-SU-LA-EPA-04-RRCC & RNA	$20,000	$17,300	$2,700	Closed
1603-DR-LA-EPA-01-RRCC & RNA (MA Obligated to correct coding error)	$0	$0	$0	Closed
1603-DR-LA-EPA-02-Air, Ground, and water transportation support (Tech Support)	$1,800,000	$1,548,427	$251,573	Closed
1603-DR-LA-EPA-03-Field Operations	$165,500,000	$162,894,760	$2,605,240	$1,483,303
1603-DR-LA-EPA-04-Technical Assistance Water Assessment	$2,500,000	$1,524,319	$975,681	$0
1603-DR-LA-EPA-07-RRCC & RNA(replaces 1603-DR-LA-EPA-01)	$20,000,000	$11,715,504	$8,284,496	$80,497
Totals	$189,820,000	$177,700,310	$12,119,690	

Visual 14.19

FINANCE EXAMPLE: KATRINA

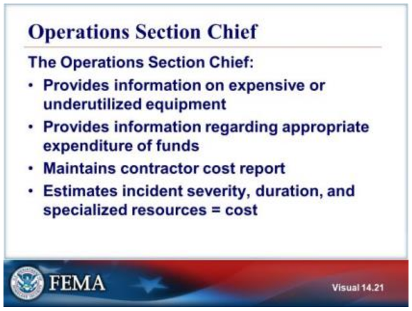
A lot of funding comes to the IMT, and the Finance/Administration Section Chief is supposed to keep track of how this is being spent.



Mission Assignments	Funded	Obligations	Amount Available	Daily Burn Rate
3260-EM-LA-EPA-01 RRCC & RNA	$25,000	$840	$24,160	Closed
1604-DR-LA-EPA-01	$20,000,000	$19,239,308	$760,692	$59,761
3261-EM-TX-EPA-01 RRCC & RNA	$5,000,000	$1,091,671	$3,908,329	$59,042
7220-SU-TX-EPA-06	$300,000	$4,352	$295,648	Closed
Totals	$25,325,000	$20,336,171	$4,988,829	

Visual 14.20

FINANCE EXAMPLE: KATRINA



Visual 14.21

OPERATIONS SECTION CHIEF

Finance/Administration Section Chief interactions with the Operations Section.

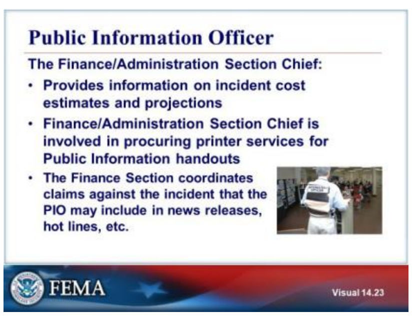
The Operations Section Chief delegates contractor cost reporting to the Division/Group Supervisor. The Division/Group Supervisor is responsible to make sure that contractor documentation is getting to the Finance/Administration Section.

Visual 14.22

LOGISTICS

Finance/Administration Section Chief interactions with the Logistics Section.

If the incident is heavy into tactics, the Finance/Administration Section Chief and Operations Section Chief must work very closely together. If the incident is heavy into logistics, the Logistics Section Chief and Finance/Administration Section Chief must work closely together too.



Visual 14.23

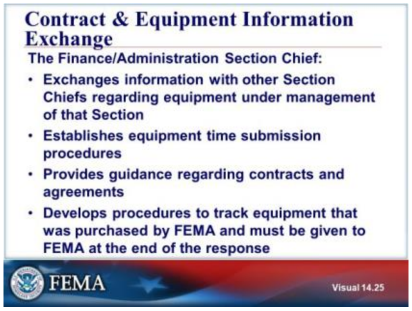
PUBLIC INFORMATION OFFICER

Finance/Administration Section Chief interactions with the Public Information Officer.

Visual 14.24

OVERALL PAY AND TIME-KEEPING

Many agencies that provide people want to know what's going on with respect to overtime, so the Finance/Administration Section Chief needs to interact with source agencies. Union agreements will also need to be factored in.



Visual 14.25

CONTRACT & EQUIPMENT INFORMATION EXCHANGE

Finance/Administration Section Chief's role in contract and equipment information exchange.

- Exchanges information w/other Section Chiefs regarding equipment under management of that Section
- Establishes equipment time submission procedures
- Provides guidance regarding contracts and agreements
    - If you are unsure how to use a particular contract, a Finance/Administration Section Chief will help you figure it out
- Develops procedures to track equipment that was purchased by FEMA and must be given to FEMA at the end of the response
    - FEMA may demand supplies back
    - May require coordination between Logistics, Finance/Administration Section Chief, and Operations

Visual 14.26

COMPENSATION & CLAIMS

Finance/Administration Section Chief's role in processing compensation and claims.

The Finance/Administration Section Chief exchanges information with other Section Chiefs and affected incident stakeholders regarding injury compensation claims, employee claims, tort (damage/harm) claims, and government property claims.

Each region has their procedures and POC for handling claims. Finance/Administration Section Chief is the contact and coordinator between the IMT and the region.

Visual 14.27

DEMOBILIZATION INFORMATION EXCHANGE

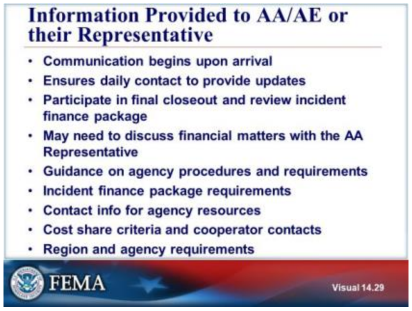
Finance/Administration Section Chief's role in demobilization.

- Assists in development and approval of Demobilization Plan
- Collects bankcard holder information and receipts
- Coordinates release of Finance/Administration Section positions
- Helps identify underutilized equipment and notifies appropriate Section
- Continually readjusts Demobilization Plan finances
- Tracks travel costs
- Makes sure comp/claims records are complete before resource is demobilized
- Helps you handle leftovers/returns

Visual 14.28

INTERACTION & COORDINATION WITH PARTICIPATING AGENCIES

Finance/Administration Section Chief role when interacting with participating agencies.



Visual 14.29

INFORMATION PROVIDED TO AA/AE OR THEIR REPRESENTATIVE

The Agency Administrator/Executive Representative is the conduit of information between the agency and the Finance/Administration Section Chief on the incident.

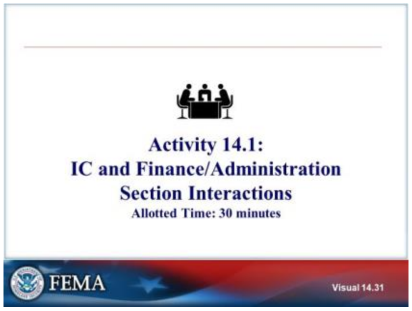
At the end of the incident, there needs to be a very complete set of information and it needs to be organized electronically. All this information will be filed and handed out to agencies. This package is critically important to the agency responsible for the incident (and therefore important to the Incident Commander).

- Communication begins upon arrival at incident
- Finance/Administration Section Chief ensures daily contact to provide updates on issues, concerns, and progress of the Section
- Finance/Administration Section Chief and staff will participate in final closeout and provide opportunity to review incident finance package
- May need to discuss financial matters with the Agency Administrator/Executive's Representative
- Guidance on agency procedures and requirements
- Incident finance package requirements
- Contact names, numbers, and availability of agency resources
- Cost-share criteria and cooperator contacts
- Region and agency requirements

Visual 14.30

HANDOUT 14-1: TRADITIONAL ICS ADMIN/PROCUREMENT ORGANIZATION

Refer to Handout 14-1: Traditional ICS Admin/Procurement Organization.

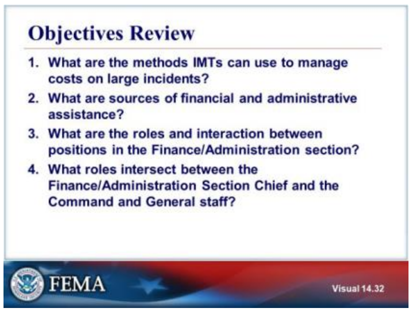


Visual 14.31

ACTIVITY 14.1: IC AND FINANCE/ADMINISTRATION SECTION INTERACTIONS

The instructor will explain Activity 14.1.

You will have 30 minutes to complete the activity.



Visual 14.32

OBJECTIVES REVIEW

Unit Enabling Objectives

- Identify methods IMTs can use to manage costs on large incidents.
- Identify sources of financial and administrative assistance
- Describe the roles and interaction with the positions in the Finance/Administration Section.
- Describe the roles and interactions of the Finance/Administration Section Chief with the Command and General Staff

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Supplemental Materials

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Handout 14-1: Traditional ICS Admin/Procurement Organization

TRADITIONAL INCIDENT ADMINISTRATION AND PROCUREMENT CONFIGURATION IN ICS

The following is a description of Contracting Officer and Procurement Unit configuration applied by Federal Agencies that commonly use the ICS system for incident management. There are variations depending on the situation, but these examples are most often used on large incidents.

National Contracts (Such as Food Caterers and Shower Units)
These national contracts are under the control of COs at the National Coordination Center in Boise. The COs seldom come to an incident, but occasionally visit or to take care of a problem.

The contracts are managed on-scene by a combination of the Logistics Section Chief, who has delegated COR authority, and a Contracting Officer's Technical Representative (COTR), who works for the Section Chief or a Unit Leader.

The COTR is trained on the contract details and provides inspection and implementation duties. The COTR reports to the COR in regards to contract issues. If a contractor does not perform to contract specifications, the COR works with the CO to arrange for a replacement and then releases the non-performer.

Incident Business Advisor (IBA)
This is a person who is trained in incident business and administrative issues. They are often a CFO, but it is not required. They do not have to be an employee of the unit where the incident is taking place. They work for the Agency Administrator, but rather than act as the old fashioned "Comptroller", they act more like a coordinator and advocate to insure the administrative aspects of the response are as effective and successful as possible.

IBAs are usually based at the AA's office, but spend a lot of time at the incident too. They have the responsibility to coordinate all the financial and administrative activities between the IMT and the Agency. They are advisors, not supervisors, and are not in the chain of command.

IBAs also provide information and advice to both the IC and the AA on things like extravagant or unnecessary expenditures, inefficiencies and other financial issues to help them control costs and insure purchases are appropriate.

Good IBAs are a valuable resource and can solve and prevent a lot of problems. Although they work for the AA, they are taught how to also represent the IMT's side of the issue so all personnel gain an understanding of both sides of the operation. IBAs must be trained in the ICS system.

Information on IBAs can be found at www.nwcg.gov

Procurement Unit (On-Scene COs and Purchasing Agents)

One or more COs are usually assigned to the Procurement Unit of the Finance/Administration Section the IMT. The Procurement Unit is under the supervision of Finance Section Chief (FSC). Neither the FSC nor the Procurement Unit Leader are required to be CO qualified. The on-scene COs provide local, immediate contracting services such as creating land use agreements, garbage service, space rental and whatever the IMT needs to accomplish the objectives of the Agency Administrator.

If the agency cannot provide an on site CO to the Finance Section with enough authority to accomplish the required procurement, those duties must be done from an office. It is always better to have as much CO authority at the incident as possible to insure timely and effective procurement as required by the incident.

Other personnel with procurement or purchasing authority may also be assigned to the Procurement Unit for ordinary purchases.

Buying Unit

A Buying Unit is team of people with various levels of purchasing authority. They work under a trained Buying Unit Leader. When an incident requires a lot of purchasing and is not near a city with a sufficient number of vendors, the agency will set up a Buying Unit to support the incident. It is usually set up in the nearest community with adequate stores and services.

If the ICP is located in a town with an adequate number of vendors, purchasing may be handled by filling the required positions in the IMT Procurement Unit at the incident and a Buying Unit is not necessary.

When a Buying Unit is used, the Ordering Manager in the Supply Unit places the orders for supplies through the EOC or directly to the Buying Unit who procures the supplies. Delivery methods are coordinated with Supply.

Summary

Most agencies try to assign as much contracting and purchasing authority as possible to the Finance Section of the IMT at the incident level. This facilitates timely procurement, effective management of contracts and insures the contracts meet the needs of the incident. It saves time, money and provides the maximum amount of flexibility to the IMT to support the field operations, which is the entire purpose of the rest of the ICS system and the support activities of the responsible agency.

Activity 14.1: IC and Finance/Administration Section Interactions

Activity 14.1 Overview—Unit 14

Purpose

The purpose of this activity is to provide students with the opportunity to review the duties and responsibilities of the positions in the Finance/Admin Section and determine the level of involvement an Incident Commander should have in each.

Objectives

Students will:

- Be able to describe the role of the positions within the Finance/Admin Section and the level of involvement the IC

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will be divided into 5 work groups and each group will be assigned 1 of the 5 following positions:

- Finance/Admin Section Chief
- Personnel and Equipment Time Unit Leader
- Claims/Compensation for Injury Unit Leader
- Procurement Unit Leader
- Cost Unit Leader

Students will work within their groups to best describe the level of involvement the Incident Commander should have in their assigned position. Position descriptions for each of the 5 positions listed are included with this activity. Each group will present their findings to the rest of the group.

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. Utilizing the position descriptions (on the following pages), describe the level of involvement the Incident Commander should have in the position your group was assigned.
3. Beside each duty, list the following codes for these two elements:
   a. **Knowledge of or expertise in the duty.**

      E = Expert (Knows how to do it without help. Is a source of expertise on the subject)

W = Working knowledge (Must be familiar with the process but does not need to be an expert)

F = Familiar (Requires little knowledge or expertise)

b. **Level of involvement**

C = Constant (needs to know what is going on at all times during the incident)

O = Occasional (needs to be updated periodically or seeks updates when needed)

S = Seldom (seldom needs to know the details or be involved in the duty)

4. Present your conclusions to the rest of the class.

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

Activity 14.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

UNIT LEADER COMMON RESPONSIBILITIES

Common responsibilities that must be accomplished by all Unit Leaders include (These responsibilities are not repeated in each Unit listing):

1. Participate in incident planning meetings, as required.
2. Determine current status of unit activities.
3. Confirm dispatch and estimated time of arrival of staff and supplies.
4. Assign specific duties to staff; supervise staff.
5. Determine resource needs.
6. Develop and implement accountability, safety and security measures for personnel and resources.
7. Supervise demobilization of unit, including storage of supplies.
8. Provide Supply Unit Leader with a list of supplies to be replenished.

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Finance/Administration Section Duties

Finance/Administration Section Chief

The Finance/Administration Section Chief, a member of the General Staff of the IMT, is responsible for overall financial planning and strategic guidance for financial matters to the incident and for coordinating the duties of the Finance/Administration Section staff. The position includes financial management of contractor personnel. The major responsibilities of the Financial Section Chief are:

1. Review Common Responsibilities
2. Attend planning meetings to gather information on overall strategy as required.
3. Gather pertinent information from briefings with supporting agencies/organizations.
4. Initiate daily sign in/out log and exclusion (“hot”) zone log procedures.
5. Institute a standardized site filing system.
6. Ensure that all site authorization and activation documents (i.e., Action Memo, Task Orders, ICGE) and site-specific contract certifications (i.e., DBA, CBI, COI) are completed, signed and available for review and filing.
7. Coordinate with designated project officers and contracting officers to ensure effective use of the ERRS and START contract mechanisms.
8. Provide timely cost analysis and budget guidance, as appropriate.
9. Coordinate with other regional and headquarters’ staff and units to carry out cost collection, cost analysis, and accounting activities, as needed.
10. Provide guidance regarding contract issues and costing tracking with on-site ERRS administrative personnel and lead START member(s).
11. Review and process daily, weekly and monthly contractor cost documents (i.e., RCMS 1900-055s, time records, invoices) and address discrepancies.
12. Disseminate site-specific financial and administrative information to onsite agency personnel regarding payroll and travel policies including proper document preparation.
13. Provide policy guidance and contracting support and expertise for procurement of open market service and commercial items.
14. Provide input in planning sessions on financial, administrative and cost analysis matters.
15. Meet with assisting and cooperating representatives as required.
16. Brief incoming replacement and IMAT regarding position status and outstanding items prior to leaving incident.
17. Maintain ICS Form 214 Activity Log.

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Personnel and Equipment Time Unit Leader

The Personnel and Equipment Time Unit Leader is responsible for agency and agency-support organizations' equipment and personnel time recording. The major responsibilities of the Time Unit Leader are:

1. Review Common Responsibilities
2. Review Unit Leader Responsibilities
3. Obtain briefing from Finance/Administration Section Chief
4. Determine incident resource and personnel and equipment recording requirements
5. Establish contact with appropriate agency personnel/representatives
6. Establish time unit
7. Ensure that daily personnel and equipment tracking procedures are in effect and in compliance with agency policy and documentation is complete and accurate
8. Submit cost estimate data forms to the Cost Unit, as required
9. Maintain record security
10. Ensure that all records are current and complete prior to demobilization
11. Distribute time logs and reports to respective Agency Representatives
12. Brief Finance/Administration Section Chief and incoming replacement on position status and outstanding items prior to leaving incident
13. Maintain Unit/Activity Log (ICS 214)

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Claims/Compensation for Injury Unit Leader

The Claims/Compensation for Injury Unit Leader is responsible for resolving injury/illness/claims problems/questions with incident personnel. The major responsibilities of the Claims/Compensation Unit Leader are:

1. Coordinate with medical unit for incident reporting
2. Establish process for compensation for injuries and illnesses
3. Establish claims process for property damage and other claims
4. Provide technical guidance regarding all aspects of injury/illness, property damage and claims
5. Coordinate with medical unit for incident reporting
6. Establish process for receiving injury/claims forms
7. Review the Incident Medical Plan for appropriate medical evacuation procedures and notifications
8. Maintain an injury/illness log
9. Investigate, document, and process claims, and coordinate with other incident personnel involved in claim process, and advise others of the claims process

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Procurement Unit Leader

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases and fiscal agreements. The major responsibilities of the Procurement Unit Leader are:

1. Review Common Responsibilities.
2. Review Unit Leader Responsibilities.
3. Obtain briefing from Finance/Administration Section Chief.
4. Contact appropriate unit leaders on incident needs and any special procedures.
5. Coordinate with agency lead personnel on plan and supply sources.
6. Obtain Incident Procurement Plan.
7. Coordinate with assigned agency contracting officer(s) and project officer(s) to arrange for purchase agreements, vendor contracts and land use agreements as needed.
8. Draft memoranda of understanding as necessary.
9. Determine the availability of supplies through local vendors and develop purchase arrangements (i.e., bank card).
10. Interpret contracts/agreements and resolve disputes within delegated authority.
11. Coordinate cost data in contracts with Cost Unit Leader.
12. Brief Finance Section Chief and incoming replacement on position status and outstanding items prior to leaving incident.
13. Maintain ICS Form 214 Activity Log.

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Cost Unit Leader

The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analysis and providing cost estimates and cost saving recommendations of the incident. The major responsibilities of the Cost Unit Leader are:

1. Review Unit Leader Responsibilities.
2. Obtain briefing from the Finance/Administration Section Chief.
3. Coordinate with agency headquarters on cost reporting procedures.
4. Obtain and record all cost data.
5. Prepare incident cost summaries.
6. Prepare resource-use cost estimates for the Planning Section.
7. Make cost-saving recommendations to the Finance Section Chief.
8. Ensure that cost documents are accurate and complete.
9. Maintain cumulative incident costs records.
10. Brief Finance/Administration Section Chief and incoming replacement on position status and outstanding items prior to leaving incident.
11. Provide records to Finance/Administration Section Chief.
12. Maintain ICS Form 214 Activity Log.

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Unit 15: Agreements

STUDENT MANUAL

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Visual 15.1

UNIT 15: AGREEMENTS

Visual 15.2

UNIT TERMINAL OBJECTIVE

Describe the agreements that the Incident Commander may encounter while managing incidents.

Visual 15.3

UNIT ENABLING OBJECTIVES

- Differentiate between a Cooperative Agreement and a Memorandum of Understanding.
- Identify the types of agreements an Incident Commander needs to be aware of.
- Describe the utility and limitations of agreements.

The final exam questions are based on the Unit Enabling Objectives.

Visual 15.4

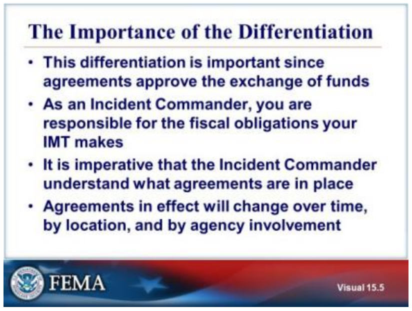
DIFFERENTIATE BETWEEN COOPERATIVE AGREEMENTS & MOUS

Cooperative Agreement or Interagency Agreement

- This type of agreement is used between entities for all types of incident management purposes, including training for protection, prevention, response, recovery and mitigation.
- A cooperative agreement is a fund obligating document. Fund-obligated means that funds are available and dedicated for the services, training, response, etc. outlined in the agreement. However, the agency cannot commit to, or guarantee, more funds than appropriated.

MOU

- This is a written plan between Federal and non-Federal cooperators to carry out separate activities in a coordinated and mutually beneficial manner
- Each party directs its own activities and resources
- An MOU is not a fund obligating document. Non-obligated simply means that an agreement is in place, e.g. MOU, but that funding is not earmarked or guaranteed.

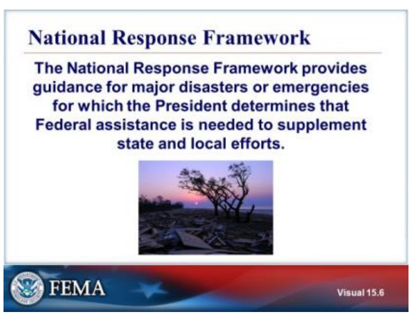


Visual 15.5

THE IMPORTANCE OF THE DIFFERENTIATION

It is important to start with this differentiation because agreements are the documents that approve the exchange of funds. Knowing this is step one in ensuring you are in control of the fiscal obligations your team makes. It is imperative that the Incident Commander understands what agreements are in place when they accept the assignment and how they affect the management of the incident. The status of these agreements will have a major effect on organizational coordination and commitments. The Incident Commander will also need this information to establish the structure for the fiscal obligations the Incident Management Team will make.

As an Incident Commander, you must realize that the agreements in effect will change over time, by location, and by agency involvement. You must check on their status on a regular basis, the frequency of which will be dictated by the changes in the incident status.



Visual 15.6

NATIONAL RESPONSE FRAMEWORK (NRF)

The National Response Framework was developed to provide guidance for major disasters or emergencies for which the President determines that Federal assistance is needed to supplement state and local efforts and capabilities. If you assume command of an incident where this declaration is in place, reference to the plan's direction and limitations is essential.

Even if your organization is responding under EMAC, your documentation may need to meet FEMA requirements for the requesting agency to get reimbursed by FEMA.

NRF on FEMA's Web site (www.FEMA.gov).

Visual 15.7

OFFICE OF FOREIGN DISASTER ASSISTANCE (OFDA)

The U.S. State Department, Agency for International Development (USAID) is a signatory to an agreement with several agencies through which resources and equipment may be utilized in foreign countries. No IMTs have taken foreign assignments under this authority as of this revision. IMTs have been placed on standby, and crews, individual overhead, and equipment have been utilized. Continued exchange of resources and personnel can be expected.

Visual 15.8

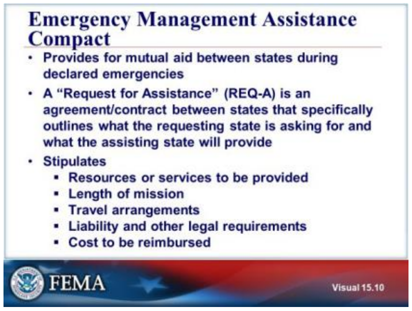
INTERNATIONAL AGREEMENTS

Many of these are primarily HAZMAT.

Visual 15.9

MUTUAL AID AGREEMENTS

- Determine what resources are available, e.g. law enforcement, public works, EMS, fire
- Determine the cost associated with the resources, e.g. absorbed or reimbursed
- Determine if there is a limit to the time the resources can be committed or utilized
- Determine if there are other limitations, e.g. use of police powers, etc.



Visual 15.10

EMERGENCY MANAGEMENT ASSISTANCE COMPACT

The Emergency Management Assistance Compact (EMAC) provides for interstate mutual aid when a disaster or other serious incident occurs.

The Governor of the requesting state must declare a state of emergency to enact the system. Impacted states can request assistance from the Federal Government through FEMA (Stafford Act) and through EMAC if necessary. EMAC is coordinated by the National Emergency Management Association.

- Provides for mutual aid between states during declared emergencies
- A "Request for Assistance" (REQ-A) is an agreement/contract between states that specifically outlines what the requesting state is asking for and what the assisting state will provide.
- Stipulates:
    - Resources or services to be provided
    - Length of mission
    - Travel arrangements
    - Liability and other legal requirements
    - Cost to be reimbursed
- Both the requesting and assisting states must agree on the terms and conditions of the (REQ-A) agreement.

Visual 15.11

ACTIVITY 15.1: AGREEMENT ACTIVITY

The instructor will explain Activity 15.1.

You will have 30 minutes to complete the activity.

Visual 15.12

COST-SHARING AGREEMENTS

As Incident Commander, you will be asked to approve these agreements for the agency you represent.

- A cost-share agreement
- Which agency pays for committed resources
- Incident Commanders approve by signing for the agency they represent

Visual 15.13

EMERGENCY RENTAL AGREEMENTS

Be aware of how long you hold onto resources and be aware of the specific requirements of the contract that could increase costs significantly.

Visual 15.14

LOCAL AGREEMENTS

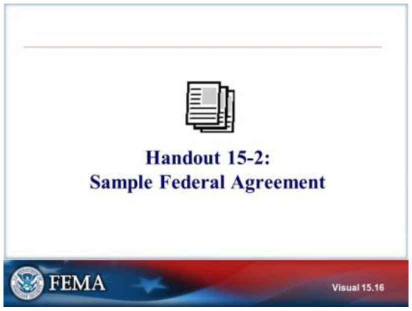
After the team leaves, an Incident Commander is represented by his or her final incident package.

One important component of this package is the financial package. If the agreements are unclear or incorrect, the hosting unit’s impression is often less than positive.

Visual 15.15

HANDOUT 15-1: SAMPLE JOINT COOPERATIVE AGREEMENT

Refer to Handout 15-1: Sample Joint Cooperative Agreement as an example of a local agreement.

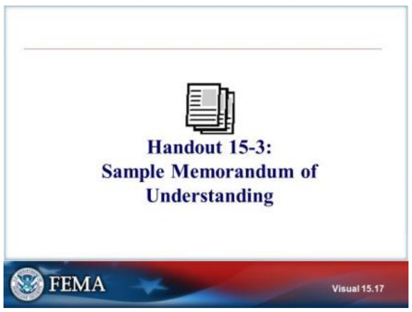


Visual 15.16

HANDOUT 15-2: SAMPLE FEDERAL AGREEMENT

Refer to Handout 15-2: Sample Federal Agreement.

This example is from Kern County and allows Kern County crews to participate on Federal wildland fires and get paid.



Visual 15.17

HANDOUT 15-3: SAMPLE MEMORANDUM OF UNDERSTANDING

Refer to Handout 15-3: Sample Memorandum of Understanding.

Visual 15.18

OBJECTIVES REVIEW

Unit Enabling Objectives

- Differentiate between a Cooperative Agreement and a Memorandum of Understanding.
- Identify the types of agreements an IC needs to be aware of.
- Describe the utility and limitations of agreements.

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Supplemental Materials

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Activity 15.1: Agreement Activity

Activity 15.1 Overview—Unit 15

Purpose

The purpose of this activity is to provide students with the opportunity to practice implementing an Emergency Management Assistance Compact (EMAC) from the perspective of an Incident Commander.

Objectives

Students will:

- Be able to discuss the utility and limitations of an Emergency Management Assistance Compact (EMAC) in a given scenario.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will be divided into 4 work groups and each group will be assigned the scenario included on the next pages. Students will work within their groups to best answer the questions that follow the scenario. Each group will present their findings to the rest of the group.

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. Read the incident scenario.
3. Within your groups, answer the questions that follow the scenario.
4. Present your conclusions to the rest of the class.

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

Activity 15.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Activity 15.1 Scenario

You are the Incident Commander on the C&C Train Derailment Incident. Your Incident Management Team is making progress; however, a contractor's mechanic is killed by a piece of equipment running over him.

Your IMT has been deployed for an assignment to another state through an Emergency Management Assistance Compact (EMAC) agreement. The REQ-A stipulates the following services and conditions:

- Deployment of a 15-member short-team to assist with initial recovery from a tornado
- 14-day deployment
- 12-hour operational shifts
- Lodging and per diem at the GSA rates for the area
- The team has a fixed price for operating costs identified in the REQ-A

Upon arrival at the briefing with the AA/AE, you determine the actual conditions?

- Deployment of a 15-member short-team to assist with initial recovery from a tornado
- The AA/AE expects a 14-day deployment on site. However, it took the team 1.5 days to travel to the incident and it will take 1.5 days to return home
- The responders are working 12-hour operational shifts. The IMT will need to arrive at least an hour before the shift to prepare for the operational briefing and an after the shift to debrief and close out the operational period. Additionally, the closest hotel is 30-minute travel time each way, each day.
- Lodging and per diem at the GSA rates for the area. However, due to demand, the prices for the hotel rooms and meals have increased considerably.
- The team has a fixed price for operating costs identified in the REQ-A. The cell phone towers in the area have all been damaged. The IMT has to rely on satellite service for cell phone and data coverage for all communications.

Activity 15.1 Questions

Answer the following questions and be able to present a solution to the class.

1. As an IC, what challenges have you identified with implementing the EMAC agreement?

2. Who will you discuss these issues and challenges with?

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Handout 15-1: Sample Joint Cooperative Agreement

JOINT COOPERATIVE AGREEMENT FOR USE OF FIRE PERSONNEL AND EQUIPMENT
Minneapolis Fire Department and St. Paul Fire Department
August 2005

I. Purpose

This agreement is made pursuant to Minnesota Statutes 471.59 which authorizes the joint and cooperative exercise of powers common to contracting parties. The intent of this agreement is to make equipment, persom1el and other resources available to the Cities of St. Paul and Minneapolis.

II. Definitions

- "Party" means Minneapolis Fire Department and St. Paul Fire Department.
- "Requesting Official" means the person designated by a Party who is responsible for requesting Assistance from the other Party. '
- "Requesting Party" means a party that requests assistance from the other party.
- "Responding Official means the person designated by a party who is responsible to determine whether and to what extent that party will provide assistance to a Requesting Party.
- "Responding Party" means a party that provides assistance to a Requesting Party.
- "Assistance" means, fire and/or emergency medical services personnel and/or associated equipment.
- "Specialized Activities" means non-emergency Assistance to include but not be limited to: fire investigators, fire inspectors, fire educators, fire instructors, training personnel and associated equipment and facilities.

III. PARTIES

The parties of this agreement shall consist of the City of Minneapolis and the City of St. Paul Fire Departments.

IV. Procedure

Subd. 1.**Request for assistance.**

When other party, the Requesting Official may call upon the Responding Official of the other party to furnish assistance. Specialized activities of a non-emergency nature may also be requested and/or provided by the Parties of this Agreement

Subd. 2. **Response to request.**

Upon the request for assistance from a Requesting Party, the Responding Official may authorize and direct his/her party's personnel to provide assistance to the Requesting Party. This decision will be made after considering the needs of the responding party and the availability of resources.

Subd. 3. **Recall of Assistance.**

The Responding Official may at any time recall such assistance when in his or her best judgement or by an order from the governing body of the Responding Party, it is considered to be in the best interests of the Responding Party to do so.

Subd. 4. **Command of Scene.**

The Requesting Party shall be in command of the mutual aid scene. All mutual aid operations will be carried out according to the National Incident Management System (NIMS). The personnel and equipment of the Responding Party shall be under the direction and control of the Requesting Party until the Responding Official withdraws.

V. Workers' compensation

Each party shall be responsible for injuries or death of its own personnel. Each party will maintain workers' compensation insurance or self-insurance coverage, covering its own personnel while they are providing assistance pursuant to this agreement. Each party waives the right to sue any other party for any workers' compensation benefits paid to its own employee or their dependents, even if the injuries were caused wholly or partially by the negligence of any other party or its officers, employees, agents, or volunteers.

VI. Damage to equipment

Each party shall be responsible for damages to or loss of its own equipment. Each party waives the right to sue any other party for any damages to or loss of its equipment, even if the damages or losses were caused wholly or partially by the negligence of any other party or its officers, employees, or volunteers.

VII. Liability

Subd. 1. For the purposes of the Minnesota Municipal Tort Liability Act (Minn. Stat. 466), the employees and officers of the Responding Party are deemed to be employees (as defined in Minn. Stat. 466.01, subdivision 6) of the Requesting Party.

Subd. 2. The Requesting Party agrees to defend and indemnify the Responding Party against any claims brought or actions filed against the Responding Party or any officer, employee, of the Responding Party for injury to, death of, or damage to the property of any third person or persons, arising from the performance and provision of assistance in responding to a request for assistance by the Requesting Party pursuant to this agreement.

Under no circumstances, however, shall a party be required to pay on behalf of itself and other parties, any amounts in excess of the limits on liability established in Minnesota Statutes Chapter 466 applicable to any one party. The limits of liability for some or all of the parties may not be added together to determine the maximum amount of liability for any party.

The intent of this subdivision is to impose on each Requesting Party a limited duty to defend and indemnify a Responding Party for claims arising within the Requesting Party's jurisdiction subject to the limits of liability under Minnesota Statutes Chapter 466. The purpose of creating this duty to defend and indemnify is to simplify the defense of claims by eliminating conflicts among defendants and to permit liability claims against multiple defendants from a single occurrence to be defended by a single attorney.

Subd. 3. No party to this agreement nor any officer of any Party shall be liable to any other Party or to any other person for failure of any party to furnish assistance to any other party, or for recalling assistance, both as described in this agreement.

VIII. Charges to the Requesting Party

Subd. 1. A Responding Party to this agreement will levy no charges for assistance rendered to a Requesting Party under the terms of this agreement unless the assistance provided for a single incident response or a group of associated incidents continues for a period of more than eight (8) hours. The Requesting Party shall regardless to 1he length of time of the assistance, reimburse the Responding Party for supplies used. If assistance provided under this agreement continues for more than eight (8) hours, the Responding Party will submit to the Requesting Party an itemized bill for the actual cost of any assistance provided after the initial eight (8) hour period, including salaries, overtime, materials and supplies and other necessary expenses; and the Requesting Party shall reimburse the party providing the assistance for that amount.

Subd. 2. Such charges are not contingent upon the availability of federal or state government funds.

IX. Duration

This agreement will be in force from the date of execution andnotification by the Cities of Minneapolis and St. Paul. Either party may withdraw from this agreement upon thirty (30) days written notice to the other party or parties to the agreement.

X. Execution

Each party hereto has read, agreed to and executed this Mutual Aid Agreement on the date indicated.

Entity: City of St. Paul

By: ______________________________ Date: ____________

Title: Mayor.

By: ______________________________ Date: ____________

Title: Fire Chief

By: ______________________________ Date: ____________

Title: Director Office of Financial Services

Entity: City of Minneapolis

By: ______________________________ Date: ____________

Title: Mayor

By: ______________________________ Date: ____________

Title: Fire Chief

By: ______________________________ Date: ____________

Title: Assistant City Attorney

Handout 15-2: Sample Federal Agreement

COOPERATIVE FIRE PROTECTION AGREEMENT BETWEEN

ANGELES, LOS PADRES AND SEQUOIA NATIONAL FORESTS,
USDI BUREAU OF LAND MANAGEMENT,
BAKERSFIELD FIELD OFFICE, CALIFORNIA DESERT DISTRICT,
US FISH AND WILDLIFE SERVICE
and
COUNTY OF KERN

THIS COOPERATIVE FIRE PROTECTION AGREEMENT is made and entered into by and between the USDA Forest Service, Angeles, Los Padres, and Sequoia National Forests, the USDI Bureau of Land Management ("BLM"), Bakersfield Field Office ("BBD") and California Desert District ("CDD"), and US Fish and Wildlife Service ("FWS"), hereinafter referred to as the "FEDERAL AGENCIES", and the County of Kern, hereinafter referred to as the "COUNTY" and jointly referred to as PARTIES under the authority and provisions of the Reciprocal Fire Protection Act of May 27, 1955 (42 USC 1856), the Stafford Act, Public Law 93-288 as amended (42 USC 5121 et. seq.), the Granger-Thye Act of April 24, 1950 (16 USC 572), and the Cooperative Funds and Deposits Act of Dec 12, 1975 (16 USC 565a1-3).

I. PURPOSE

The purpose of this Agreement is to provide for cooperation in the prevention, detection and suppression of wildland fires within the protection areas of PARTIES signatory to this Agreement. This Agreement describes the conditions in which "mutual aid" periods are established to provide resources to each other on a non-reimbursable basis. This Agreement also describes the conditions of "Assistance by Hire" on a reimbursable basis.

It is also meant to provide overhead personnel for Federal Incident Management Teams and miscellaneous overhead resources. This agreement is primarily for wildland fire protection purposes, but may include multi-risk emergency responses.

The Agreement also provides for cooperation in wildfire mitigation and education, fuels planning and treatments, and prescribed burning within the protection areas of the PARTIES signatory to this Agreement.

II. STATEMENT OF MUTUAL BENEFITS AND INTERESTS

The FEDERAL AGENCIES and COUNTY have responsibilities for prevention and suppression on lands administered by each agency, on private lands, and on other lands for which both parties have assumed fire management responsibilities through authorized agreements.

The COUNTY is responsible for prevention, protection and suppression of structure and other non-wildland fires within the county on private lands both within and adjacent to Federal Responsibility Areas (“FRA”); and for wildland vegetation fire protection on designated State Responsibility Area (“SRA”) lands. SRA outside of forest boundaries and the BLM Direct Protection Area (“DPA”) remain the DPA of the California Department of Forestry and Fire Protection, with COUNTY providing initial attack fire suppression under contract. In the event of wildland fires in these areas, COUNTY will notify the State, and if appropriate, request a State Agency Representative/Administrator to determine and authorize the State’s fiscal responsibility through approvals of requests for State paid assistance or interagency cost share agreement.

As both PARTIES maintain prevention, detection and suppression forces to protect areas each is responsible for, it is mutually advantageous and in the public interest for the parties to this Agreement to coordinate and assist in each other’s efforts in prevention, detection, and suppression of wildland fires in and adjacent to their areas of responsibility. It is also mutually advantageous for both PARTIES to provide support and participate in non-fire emergencies of national scope.

III. DEFINITIONS

See Exhibit A.

IV. GENERAL PROVISIONS

1. ANNUAL OPERATING PLANS

The PARTIES will meet annually, to prepare an Annual Operating Plan (AOP). This AOP will include protection area maps for all parties, current rates for use of equipment and personnel, lists of principal personnel, dispatching procedures, and any other items identified in this Agreement as necessary for efficient implementation. This AOP shall become attached to and made a part of this Agreement.

2. RECIPROCAL FIRE PROTECTION (MUTUAL AID)

As deemed appropriate, the PARTIES will establish reciprocal initial attack areas for lands of intermingled or adjoining protection responsibilities. Within such areas a Supporting PARTY will, upon request or voluntarily, take initial attack action in support of the Protecting PARTY. **The Protecting PARTY will not be required to reimburse the Supporting PARTY for initial attack actions taking place in these areas within the first 12 hours following initial dispatch of all suppression resources except aircraft (reimbursement will start at time of dispatch for USFS/KCFD mutual aid fires and after two hours for BLM/KCFD mutual aid fires)**.

All assistance beyond this mutual aid period will be Assistance by Hire and will be billed retroactively for the full period from the time of initial dispatch. Reciprocal initial attack will follow the guidelines specified in the attached AOP.

3. ASSISTANCE BY HIRE

Assistance by Hire is the provision of fire suppression resources, by one PARTY to another, on a reimbursement basis. All requests to hire fire protection assistance must be clear and precise and shall be processed and recorded through the dispatching systems of the PARTIES. Requests not processed in this manner will not be reimbursable. Personnel, equipment, supplies or services provided by the Supporting PARTY and essential to filling the resource order, which are necessary and reasonable, shall be considered as reimbursable as Assistance by Hire. The COUNTY may provide out-of-state assistance to the FEDERAL AGENCIES when requested.

Except for Mutual Aid, all requests for fire suppression assistance in either PARTY'S DPA shall be Assistance by Hire. Any other resources provided by a supporting PARTY, and not specifically ordered by the protecting PARTY, shall be considered a voluntary contribution.

4. INDEPENDENT ACTION

Except as otherwise described in the AOP, any party on its own initiative and without reimbursement may go upon lands protected by the other PARTY to suppress wildfires, if the fire is a threat to property within that PARTY'S protection responsibility. In such instances, the PARTY taking action will promptly notify the protecting PARTY.

If either PARTY takes action on a fire independently, the Supporting PARTY will furnish the Protecting PARTY a preliminary report (oral) within 24 hours of the action taken and a written incident report when requested.

5. CLOSEST FORCES

The PARTIES agree to aggressively pursue initial attack plans that utilize "Closest Forces" wherever appropriate, and to identify preplanned initial attack areas within their respective jurisdictions. This philosophy dictates that the closest available resources, regardless of ownership, shall be utilized initially. The emphasis to get the closest resources to respond to initial attack fires is in the best interest of all PARTIES.

Beyond initial attack, the closest forces concept is modified and the Protecting AGENCY will apply the philosophy of the "Most Appropriate Resource" to aid in the suppression of a wildfire.

6. NOTIFICATIONS

Each PARTY will promptly notify the Protecting PARTY of fires burning on or threatening lands for which that PARTY has protection responsibility. When taking action, the Supporting PARTY will, as soon as possible, notify the Protecting PARTY in accordance with the AOP; detailing what equipment and personnel have been dispatched to the incident location. The PARTIES have established pre-designated Unified Ordering Points that are identified in the AOP.

7. BOUNDARY LINE FIRES

Boundary line fires will be the initial attack responsibility of the Protecting PARTIES on either side of the boundary. Neither PARTY will assume the other is aware of the fire, or is taking action. The officer-in-charge who arrives first at the fire will act as Incident Commander. When both PARTIES have arrived, it will be mutually agreed to the designation of the Incident Commander or the initiation of a Unified Command Structure.

8. COST SHARING

On multi-jurisdictional incidents and incidents which threaten or burn across direct protection boundaries, the PARTIES will jointly develop and execute a written cost share Agreement which describes a fair distribution of financial responsibilities. Billing timeframes are dictated by the cost share agreement. These timeframes supersede the billing timelines identified in Clause 16.

9. COMMUNICATION SYSTEMS

The PARTIES agree to share the use of communication systems, radios and radio frequencies for the execution of this Agreement. Sharing of frequencies must be approved only by authorized personnel for each PARTY and documented in the AOP.

10. FACILITIES, EQUIPMENT AND SUPPORT

The PARTIES may procure, loan, lease, share or exchange facilities, equipment and support services. This may include, but is not limited to, such things as dispatch centers, training facilities, administrative offices, fire stations, air attack bases, lookouts, warehouses, vehicles, fire equipment, mobile kitchen unit, remote automated weather stations, lightning “detection” equipment and communications equipment. AOPs may outline conditions for specific situations. Whenever it has been mutually agreed, fees for such use, as might be found in special use permits or other similar documents, may be waived. Any operational costs required for such proposed use may be shared and reimbursed by the using PARTY.

Any shared cost or reimbursements will be governed in accordance with the existing policy of each PARTY.

11. JOINT PROJECTS

The PARTIES may jointly conduct appropriate mutual interest projects to maintain or improve the fire protection capability of the PARTIES. Such projects will be properly documented, with the objectives of each undertaking and the role each PARTY will play in accomplishing that objective fully explained. Anticipated cost and the amount of each PARTY'S share of the cost will be shown and itemized.

12. REPLACEMENT OF FIRE SUPPLIES

Replacement of PARTY-owned supplies that are lost, damaged, or expended may be re-supplied at the incident prior to demobilization and according to procedures established by the Incident Logistics Section Chief. Items not available at the incident will be documented and an "S" number will be issued. Lost items will be replaced in a timely manner by the responsible agency.

13. DETERMINATION OF CAUSE AND PRESERVATION OF EVIDENCE

The PARTIES will attempt to protect the point of origin of the fire and evidence pertaining to the fire cause. On initial attack actions, the PARTY taking the action is responsible to gather and preserve evidence and information pertaining to the origin and cause of the fire. To the extent permitted by applicable County, State and Federal laws, the PARTIES will cooperate to jointly investigate wildland fires of mutual interest and provide the appropriate jurisdictional PARTY with investigation files relative to specific fires.

14. TRAINING

The PARTIES will cooperate to insure that jointly provided training will produce safe and effective fire and aviation programs. The intent is to provide high quality training that will minimize training costs by sharing of resources, standardization of courses, improve firefighting efficiency and safety. Training also includes participation of fire team members at annual Incident Management Team meetings so members can maintain competency for their specific positions. Each PARTY will bear the cost of training for their respective employees unless specifically addressed in the AOP.

15. FIRE TRAINING CENTERS

The PARTIES to this Agreement agree to reimburse (or bill) the other PARTY for fire training rendered at PARTY'S training center(s). Billing and reimbursement procedures for this training will use the process identified at the respective fire training facility. Reimbursement and billing arrangements for the rent of either PARTY'S training facilities is also considered part of this Agreement and billings will also be processed as identified by each training facility.

16. BILLING PROCEDURES

The Supporting PARTY will bill the Protecting PARTY for costs incurred for assistance provided and identified as reimbursable. Reimbursable costs may also include transportation, salary, benefits, overtime, and per diem of COUNTY personnel assigned to FOREST SERVICE Incident Management Teams and miscellaneous overhead assignments. Rates and conditions of use for the equipment and personnel will be mutually agreed to and documented in the AOP. The costs of "backfilling" employees of either PARTY into local home unit positions for personnel that have been mobilized to incidents are not reimbursable.

PARTIES are expected to submit a bill within 90 days of the close of the incident. Billings later than 90 days should be the exception. If this occurs, the billing party will notify the paying party, with a date the delayed bill will be submitted.

PARTIES must use their own invoice for billing under this Agreement to avoid any confusion with other services that may have been ordered under other agreement(s). **For the purpose of this Agreement, OES F-42 is not an acceptable support document.** Invoices must identify Supporting PARTY name, address, and Taxpayer Identification Number (COUNTY only), fire name, order and request number, and bill number and amount. Invoice supporting documentation must include description of services performed, period of services performed, and any applicable cost share agreements. Supporting documentation will itemize details of billing, listing personnel, equipment, travel and per diem, aircraft, supplies and purchases as approved in the attached AOP. It will also include itemized deductions for fuel, oil, maintenance and repair of equipment.

The applicable administrative rate may be applied to reimbursement billings. All administrative rates must be developed according to and meet all conditions of the Office of Management and Budget's, "Cost Principles for State, Local, and Indian Tribal Governments" OMB Circular A-87 (60 FR 26484, dated May 17th, 1995). Applicable administrative rates must be approved and identified in the attached AOP.

BLM is designated as the FEDERAL AGENCY for the COUNTY to receive and process their billing for services provided at Federal AGENCY request for orders not in the areas covered by this Agreement, regardless of what Federal agency initiated the request.

Invoices for services under this agreement must be sent to:

Billings to the Forest Service

USDA Forest Service
Los Padres National Forest
6755 Hollister Ave., Suite 150
Goleta, CA 93117

USDA Forest Service
Angeles National Forest
701 North Santa Anita Blvd
Arcadia, CA 91006-2725

USDA Forest Service
Sequoia National Forest
2750 Yowlumne, Suite B
Porterville, CA 93257

The Central California Incident Command Center (CCICC) will review and verify the invoices for the SQF, then forward the invoices for payment to:

USDA Forest Service
Albuquerque Service Center
Incident Business
101 B Sun Avenue NE
Phone 1-877-372-7248 FAX 1-866-816-9532
E-mail ASC IPC@fs.fed.us

Billings to the Bureau of Land Management:

USDI Bureau of Land Management
California State Office
2800 Cottage Way, Rm W-1834
Sacramento, CA 95825

Billings to the US Fish and Wildlife Service:

US Fish and Wildlife Service
2800 Cottage Way Suite W-2606
Sacramento, CA 95825

Address of Fire Department:

Kern County Fire Department
5642 Victor Street
Bakersfield, CA. 93308

All bills will have a payment due date 60 days following receipt by the COUNTY or FEDERAL AGENCY.

Contested Billings: Written notice that a bill is contested will be mailed to the PARTY within 60 days of receipt of the invoice and will fully explain the contested items. Contested items will be resolved by negotiations between the COUNTY and the AGENCY no later than 60 days following receipt of the written notice. PARTIES are responsible for facilitating resolution of contested billings.

17. FIRE PREVENTION

PARTIES agree to share responsibilities and materials for fire prevention activities. PARTIES will share responsibility for fire prevention and rural fire safety presentations and demonstrations.

18. FIRE RESTRICTIONS AND CLOSURES

PARTIES will coordinate declarations, such as fire season, fire restrictions and closures, within each PARTY'S policy and procedures.

19. PRESCRIBED FIRE AND FUELS MANAGEMENT

This AGREEMENT is meant to cover the cooperation and use of resources for the purposes of Prescribed Fire and Fuels Treatments. The PARTIES may cooperate in the development and implementation of Prescribed Fire plans. Mutually beneficial projects may be at no cost or Assistance by Hire where appropriate. In the event a wildfire results from Prescribed Burning operations, responsibility and accountability for the cost of suppression rests with the PARTY that has jurisdiction and authority for igniting the burn as identified in the Prescribed Burn Plan. If the Prescribed Burn is a joint operation in jurisdictions of both the COUNTY and the Federal Agency, the cost of suppression of a resulting wildfire will be shared according to the acre distribution between the PARTIES in the original Burn Plan. Each PARTY will keep the other PARTY informed of all Prescribed Fire operations.

20. NATIONAL EMERGENCIES

The PARTIES to this Agreement may respond upon request to Nationally declared emergencies providing there are no statutory prohibitions against such use. Legal citations for this use are not outlined in this Agreement and therefore reimbursement provisions may be different than what is described herein.

21. EMPLOYMENT POLICY

Employees of the parties to this Agreement shall at all times be subject only to the laws, regulations, and rules governing their employment, regardless of incident location, and shall not be entitled to compensation or other benefits of any kind other than specifically provided by the terms of their employment.

22. EXAMINATION OF RECORDS

Each PARTY shall give the other, or their authorized representative, access to, and the right to examine all records, books, papers and documents related to this Agreement. PARTIES shall make supporting documents available for a period of 3 years after final payment.

23. PREVIOUS AGREEMENTS CANCELLED

This Agreement supersedes and cancels any prior Cooperative Fire Protection Agreement between the PARTIES.

24. FUNDING LIMITATION

Nothing herein shall be considered as obligating either PARTY to expend, or as involving either PARTY in any contract or other obligation for the future payment of, money in excess of funding approved and made available for payment under this Agreement and any modification thereto.

25. MODIFICATIONS

Modifications to this Agreement shall be made by mutual consent of the parties, by the issuance of a written modification, signed and dated by both parties, prior to any changes being made.

26. NATIONAL INCIDENT MANAGEMENT SYSTEM

The PARTIES to this Agreement will operate under the concepts defined in the National Incident Management System (NIMS) including: Incident Command System (ICS), qualifications system, certification system, training system, the management of publications, and participate in the review, exchange, and transfer of technology as appropriate for providing qualified resources, and for the management of incidents covered by this Agreement.

27. FIREFIGHTER & OVERHEAD QUALIFICATIONS

FEDERAL AGENCY agrees to send qualified personnel who meet all the position requirements specified in FSH 5109.17 (meets or exceeds PMS 310-1) to any COUNTY incident. The COUNTY agrees to send qualified personnel who (meet or exceed) the training and qualification standards specified in National Wildfire Coordinating Group's (NWCG) PMS 310-1 to any FEDERAL AGENCY incident, IMT assignment or overhead request.

28. PERSONAL PROTECTIVE EQUIPMENT

The PARTIES agree to provide their respective responding personnel with approved personal protective equipment (PPE) suitable for the assignment. In the case of FEDERAL AGENCY resources, NFPA standards apply in wildland fire situations. In the case of COUNTY resources NFPA or CAL OSHA, title 8 specifications meet the requirement. At no time will personnel respond without the approved PPE.

29. LAW ENFORCEMENT

Law enforcement efforts shall be coordinated to the maximum extent possible, at all levels by all PARTIES. The PARTIES shall render mutual assistance in law enforcement activities and the gathering of evidence, and in actual court prosecutions to the fullest extent practicable.

30. EQUIPMENT

Equipment owned and used by either PARTY to suppress fires on lands for which the other is responsible shall normally be operated, serviced, and repaired by the owning PARTY. Fuel, lubricants, and maintenance are the fiscal responsibility of the Supporting PARTY. Special rates for Federal Excess Personal Property (FEPP) equipment will be displayed in the rate schedules, which eliminate any purchase or replacement costs for the apparatus.

31. WAIVER OF CLAIMS AGAINST THE PARTIES

The PARTIES signatory to this Agreement hereby waive all claims between and against each other, arising in the performance of this Agreement, for compensation for loss or damage to each other's property, and personal injury, including death, of employees, agents and contractors, except that this waiver shall not apply to intentional torts or acts of violence against such persons or property.

32. NONDISCRIMINATION

The PARTIES shall comply with all Federal statutes relating to nondiscrimination and all applicable requirements of all other Federal laws, Executive orders, regulations, and policies. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d, 2000e-16), which prohibits discrimination on the basis of race, color, disability, or national origin; (b) Title IX of the Education amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; and Section 504 of the Rehabilitation Act of 1973 as amended (29 U.S.C. 794) which prohibits discrimination on the basis of disabilities.

33. ACCIDENT INVESTIGATIONS

Whenever an accident occurs involving the equipment or personnel of a Supporting PARTY, the Protecting PARTY shall take immediate steps to notify the Supporting PARTY that an accident has occurred. As soon as practical, the Protecting PARTY shall conduct an investigation of the accident. Costs for investigation personnel are PARTY-specific and will be borne by the sending PARTY. Other accident or incident investigation costs are the fiscal responsibility of the PARTY (IES) that has jurisdiction and/or investigative responsibility. The sharing of information between PARTIES on accident investigations and their findings and probable causes is a valuable tool for safety and must be encouraged.

34. FREEDOM OF INFORMATION ACT (FOIA)

Any information furnished to the Federal Agency under this instrument is subject to the Freedom of Information Act (5 U.S.C. 552).

35. DEBT COLLECTION IMPROVEMENT ACT

The COUNTY shall furnish their tax identification number (TIN) upon execution of this Agreement. The COUNTY may wish to enroll in the Automatic Deposit program. Information concerning this program can be found at: https://www.nfc.usda.gov/Services/HRLOB/payroll/debtManagement.php.

36. TERMINATION

Both PARTIES retain the right to terminate their participation under this Agreement by providing 30 days written notice to the other PARTY.

37. LEGAL AUTHORITY

The COUNTY certifies that the person executing this on their behalf has the legal authority to enter into this Agreement.

38. COMMENCEMENT/EXPIRATION DATE

This instrument is executed as of the date of last signature and is effective for five years from that date, at which time it will expire unless renewed.

39. ALTERNATE DISPUTE RESOLUTION

In the event of any issue of controversy under this Agreement, the PARTIES may pursue Alternate Dispute Resolution procedures to voluntarily resolve those issues. These procedures may include, but are not limited to, conciliation, facilitation, mediation, and fact finding.

40. PRINCIPAL CONTACTS

The principal contacts for this instrument are listed in an attachment to the Annual Operating Plan.

COUNTY TAXPAYER IDENTIFICATION NUMBER: 95-6000-925

APPROVALS:

Date: ____________________
Dennis L. Thompson (Approved as to form)
Kern County Fire Chief
KERN COUNTY FIRE DEPARTMENT

Date: ____________________
Deputy County Counsel
KERN COUNTY OFFICE OF COUNTY CONSEL

Date: ____________________
Chairman
Board of Supervisors
COUNTY OF KERN

Date: ____________________
Julia Lang
Contracting Officer
CALIFORNIA STATE OFFICE
BUREAU OF LAND MANAGEMENT

Date: ____________________
Ron Huntsinger
Field Office Manager
BAKERSFIELD FIELD OFFICE
BUREAU OF LAND MANAGEMENT

Date: ____________________
Linda Hansen
District Manager
CALIFORNIA DESERT DISTRICT
BUREAU OF LAND MANAGEMENT

Date: ____________________
Judy Norion
Forest Supervisor
ANGELES NATIONAL FOREST
UNITED STATES FOREST SERVICE

Date: ____________________
Gloria Brown
Forest Supervisor
LOS PADRES NATIONAL FOREST
UNITED STATES FOREST SERVICE

Date: ______________________
Arthur L. Gaffrey
Forest Supervisor

SEQUOIA NATIONAL FOREST
UNITED STATES FOREST SERVICE

Date: ______________________
Ramona L. Robertson
Contracting Specialist/ Grants & Agreements
SOUTHERN SIERRA PROVINCE
UNITED STATES FOREST SERVICE

Date: ______________________
Marc Weitzel
Project Leader
HOPPER MOUNTAIN NWRC
UNITED STATES
FISH AND WILDLIFE SERVICE

Date: ______________________
Dave Hardt
Refuge Manager
UNITED STATES
FISH AND WILDLIFE SERVICE

Exhibit A, DEFINITIONS

Exhibit B, ANNUAL OPERATING PLAN

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COOPERATIVE FIRE PROTECTION AGREEMENT
EXHIBIT A
DEFINITIONS

ADMINISTRATIVE RATE: The pre-established percentage charge that will be applied by the billing PARTY.

AIRCRAFT: Any firefighting fixed or rotary-winged aircraft owned or contracted exclusively to the COUNTY or FEDERAL AGENCY.

ASSISTANCE BY HIRE: Fire suppression resources and associated support resources needed to fill the incident order that are to be paid for by the Protecting PARTY. Reimbursement may be the actual cost or according to pre-established rates.

AVAILABLE: Following the Incident Command System protocols, the status of a fire fighting resource that indicates its availability for assignment on an incident.

BACKFILLING: The act of providing cover staffing at the station or administrative site that has been vacated by the resources provided to the incident

BOUNDARY FIRE: A fire burning on or directly adjacent to the Direct Protection Boundary between the COUNTY and the FEDERAL AGENCY.

CLOSEST FORCES CONCEPT: The philosophy of committing the closest available appropriate resources, regardless of ownership, as described in the Annual Operating Plan, to a wildfire for initial attack or for critical need.

COOPERATIVE FIRE PROTECTION: Specific fire protection services furnished by one party to the other on a reimbursable basis pursuant to the Annual Operation Plan.

COST SHARE AGREEMENT: An interagency agreement describing the conditions and/or percentage of COUNTY and FEDERAL AGENCY financial responsibility for costs incurred as a result of jointly approved operations pursuant to the terms of this agreement.

COUNTY SRA PROTECTION AREA (CPA): SRA outside of forest boundaries and the BLM Direct Protection Area remain the DPA of the California Department of Forestry and Fire Protection, with COUNTY providing initial attack fire suppression under contract.

DETECTION: The act or system of discovering and locating a fire.

DIRECT PROTECTION AREA (DPA): That area which, by law or pursuant to the terms of this agreement, is provided wildland fire protection by the COUNTY, COUNTY under contract with the STATE, or by the FEDERAL AGENCY. DPAs may include a mixture of COUNTY, STATE and FEDERAL AGENCY responsibility areas.

DIRECT PROTECTION AREA MAPS: Official maps which identify areas of direct wildland fire protection for each PARTY.

FEDERAL EXCESS PERSONAL PROPERTY (FEPP) PROGRAM: A program in which Federal property originally purchased for use by a Federal agency, but no longer needed by that entity, is acquired by the USDA Forest Service for loan to one of the 50 States or the Territories for use in the State's rural or wildland fire protection program. As a result, the equipment stays in service to America, protecting lives and property across the nation. The term "personal" simply refers to any tangible property that is not real estate. This can include trucks, aircraft, personal protective equipment, fire hose, et cetera, but not buildings.

FIRE HELICOPTER: A rotary wing aircraft provided by the COUNTY or the FEDERAL AGENCY for planned availability and initial attack fire response.

FIRE PREVENTION: Activities directed at reducing the number of fires that start, including public education, law enforcement, and dissemination of information and the reduction of hazards through engineering methods.

FIRESCOPE (Firefighting Resources of California for Potential Emergencies): A cooperative effort involving all agencies with firefighting responsibilities in California. Organized to create and implement new applications in fire service management, technology and coordination, with an emphasis on incident command and multi-agency coordination.

HANDCREW: A wildland fire suppression crew consisting of approximately 15 to 20 persons.

HELITACK: A firefighting module consisting of a “fire helicopter”, heli-tender, and firefighting crew. The number of personnel in the crew may vary.

HOSTING UNIT: The organization or PARTY responsible for the incident or the area where the incident occurs.

INCIDENT: An occurrence or event, either human-caused or natural phenomenon that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

INITIAL ATTACK: Resources initially committed to an incident.

LINE OFFICER/AGENCY REPRESENTATIVE: A Supporting PARTY employee with full authority to make decisions on all matters affecting that PARTY’S participation at the incident.

MOVE-UP AND COVER: Identifies a relocation of fire suppression resources from their established location to a temporary location to provide fire protection coverage for an initial attack response area.

MUTUAL AID: Automatic initial attack response by suppression resources as specified in the Operating Plan for specific pre-planned initial attack response areas and provided at no cost to the Protecting PARTY for the first specified hours from the time of initial report. Mutual Aid is limited to those Initial Attack resources or move-up and cover assignments that have been determined to be appropriate in the annual Operating Plans. Aircraft (fixed and rotary-winged, including pilot[s]) will be Assistance by Hire unless the response is under unified command and the fire is a threat to both local and federal jurisdictions. The Mutual Aid period is defined in the Annual Operating Plan.

PRESCRIBED FIRE: The planned use of fire on wildlands to accomplish specific objectives including reducing fire hazard, providing flood protection, enhancing wildlife and fisheries, or improving water yields and/or air quality.

PROTECTING PARTY: The PARTY responsible for providing direct wildland fire protection to a given area, pursuant to this agreement.

RECIPROCAL FIRE PROTECTION (MUTUAL AID): Automatic initial attack response by suppression resources as specified in the Annual Operating Plan for specific pre-planned initial attack response areas and provided at no cost to the PROTECTING PARTY for the specified mutual aid period. Aid is limited to those resources or move-up and cover assignments that have been determined to be appropriate in the Annual Operation Plan.

REIMBURSABLE WORK: Reinforcements exceeding reciprocal fire protection services furnished by either PARTY, at the request of the other, or fire protection furnished as a chargeable cooperative fire protection service.

REPAIR OF SUPPRESSION ACTIVITY DAMAGE: Those activities undertaken by fire suppression forces during or immediately after the control of a wildfire to insure the prevention of erosion or to repair other damages resulting from fire suppression activities.

STATE RESPONSIBILITY AREA (SRA): Areas in the County that are the DPA of the California Department of Forestry and Fire Protection, with the County providing initial attack fire suppression under contract.

STRUCTURE PROTECTION AND PERIMETER CONTROL: *FIRESCOPE defines these as:

Structure Protection: Those actions taken in advance of a fire reaching the structure/s to safely prevent the fire from damaging/destroying structures and/or improvements.

Perimeter Control: Assertive actions taken to directly engage the fire for control or extinguishment. *FIRESCOPE Board of Directors and CWCG are considering refinement of these definitions. Once approved, these definitions will be incorporated into the AOP.

SUPPORTING PARTY: The PARTY directly contributing suppression, rescue, and support or service resources to the PARTY possessing direct fire protection responsibility for the area upon which an incident is located.

SUPPRESSION: All the work of confining and extinguishing a fire beginning with its discovery.

UNIFIED COMMAND: The organizational structure implemented on multi-jurisdictional incidents. The PARTIES’ respective members of the Unified Command will jointly determine incident objectives.

WILDFIRE: An unwanted fire burning uncontrolled on wildland.

WILDLAND: Lands covered wholly or in part by timber, brush, grass, grain, or other flammable vegetation.

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Handout 15-3: Sample Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING BETWEEN:
Clark County City of Las Vegas
Clark County School District Nevada Division of Forestry Southern Nevada Health District MedicWest Ambulance Company
Las Vegas Metropolitan Police Department
Lake Mead National Rec. Area/Parashant National Park

This Memorandum of Understanding, (hereinafter referred to as "MOU") among the aforementioned parties hereinafter known collectively as the "Parties," for the purpose of developing an Incident Management Team hereinafter referred to as "IMT" to act as a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within the region, and to be activated to support incident management at incidents that extend beyond one 12-hour operational period or for large-scale community events hereinafter referred to as "incidents."

PURPOSE AND MISSION

The purpose of this MOU is to formalize the concept of the Parties regarding the operations of the IMT. The Parties recognize that a regional approach to critical incidents will enhance public safety in the metropolitan area of Las Vegas and Clark County, by combining the equipment, personnel, expertise, and other resources of the Parties in order to respond to all hazardous and/or terrorist-related incidents, including but are not limited to the following: chemical, biological, radiological, nuclear, explosive, and incendiary incidents.

The IMT is trained and will operate under the National Incident Management System (NIMS), and have the following responsibilities when responding to Incidents:

Assist local emergency services and support unusually large, complex, or long-term incidents, when requested.

The IMT consists of public safety officials from appropriate disciplines (fire, rescue, emergency medical, hazardous materials, law enforcement, public works, public health, and emergency management) trained to perform the functions of the Command and General Staff of the Incident Command System (JCS).

Page 1 of 5

ICS functions include Command, Operations, Planning, Logistics, and Administration/Finance, as well as Safety, Information, and Liaison. Members of the initial responding departments often fill these functions; however, the size, scope, or duration of an incident may indicate the need for an IMT to support them. Any Incident Commander can request, through standard mutual aid procedures, an IMT to help support management of the incident.

MANAGEMENT

Decision-making or operations and the future course of the IMT shall be made, to the greatest extent possible, by consensus and shared among the Parties ensuring that no party will act unilaterally.

Administrative management responsibilities for the IMT will be borne by Clark County, hereinafter referred to as "Agent" with the assistance of Parties.

Day-to-day supervision of the IMT will be shared among the supervisory personnel of the Parties. Periodic briefings on the status of incidents will be provided to the Agent. Operational issues will be mutually addressed and agreed upon by Party representatives.

OPERATIONAL MANAGEMENT

The Parties will direct operations in a manner that will maximize public safety. Each incident will be addressed with the full available resources of all participating agencies, as needed. Since the Parties have extensive operational knowledge in their respective areas of expertise, an Operational Protocol will be drafted, implemented, and maintained by the IMT members.

COMPOSITION

Each party will contribute one or more persons who are or will be trained in IMT. When responding to incidents, IMT members will operate under the direction of the IMT Incident Commander in support of the incident.

SELECTION, TRAINING, and RETENTION

The IMT member selection criteria will be determined by meeting prerequisite training as defined by the Federal Emergency Management Agency (FEMA) and approval of the represented Party. The criteria will include, at minimum, the following: minimum time in service, training, experience and education, and any other requirements or attributes as determined by the prerequisites specified by FEMA.

Page 2 of 5

The Parties will jointly develop a training program based upon their joint determination of the requisites for minimum recertification, and continuing training.

EQUIPMENT and FUNDING

The Parties agree to support the IMT through their respective personnel, equipment, training, and capital expenditures to the extent possible.

The Parties agree to provide the services of their respective personnel and to assume all personnel costs, including salaries, fringe benefits, and overtime. The Parties agree to provide their respective personnel with equipment necessary and consistent with their responsibilities.

LIABILITY:

It is agreed that no participating agency will be considered the agent of the other for civil liability purposes. To the extent permitted by Chapter 41 of the Nevada Revised Statues, each participating agency agrees to assume full and complete liability, including liability for property damage, for any wrongful act or omission of any of its employees and agrees to defend, indemnify, and hold harmless any assisting party.

This Agreement shall commence on the date of signature by authorized representatives of all Parties and shall continue as long as the Parties deem necessary.

IN WITNESS WHEREOF, the Parties cause the Agreement to be executed by their duly authorized officers.

Page 3 of 5

Clark County

By: ______________________________ Date: ____________________

Rory Reid, County Commissioner Chair
500 S. Grand Central Parkway
Las Vegas, Nevada 89155

By: ______________________________ Date: ____________________

Thom Reilly, County Manager
500 S. Grand Central Parkway
Las Vegas, Nevada 89155

City Of Las Vegas

By: ______________________________ Date: ____________________

Oscar B. Goodman, Mayor
400 E. Stewart Avenue
Las Vegas, Nevada 89101

By: ______________________________ Date: ____________________

Douglas Selby, City Manager
400 E. Stewart Avenue
Las Vegas, Nevada 89101

Las Vegas Metropolitan Police Department

By: ______________________________ Date: ____________________

Bill Young, Sheriff
3141 E. Sunrise Avenue
Las Vegas, Nevada 89101

Clark County School District

By: ______________________________ Date: ____________________
Authorized Signatory, Title
Street Address
City, State, Zip

Nevada Division of Forests

By: ______________________________ Date: ____________________
Authorized Signatory, Title
Street Address
City, State, Zip

Southern Nevada Division of Forests

By: ______________________________ Date: ____________________
Authorized Signatory, Title
Street Address
City, State, Zip

MedicWest Ambulance Company

By: ______________________________ Date: ____________________
Authorized Signatory, Title
Street Address
City, State, Zip

Lake Mead National Rec. Area/Parashant National Park

By: ______________________________ Date: ____________________
Authorized Signatory, Title
Street Address
City, State, Zip

Page 5 of 5

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Unit 16: Personal Documentation

STUDENT MANUAL

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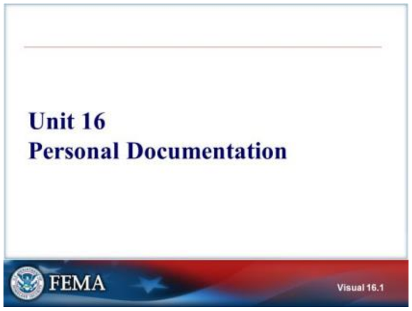


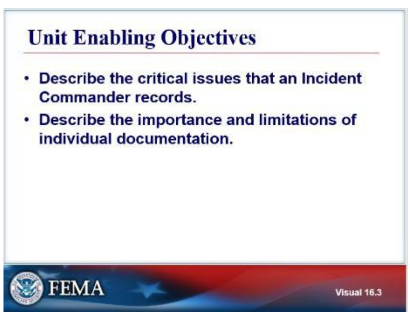
Visual 16.1

UNIT 16: PERSONAL DOCUMENTATION

Visual 16.2

UNIT TERMINAL OBJECTIVE

Describe effective personal documentation practices for the position of Incident Commander.

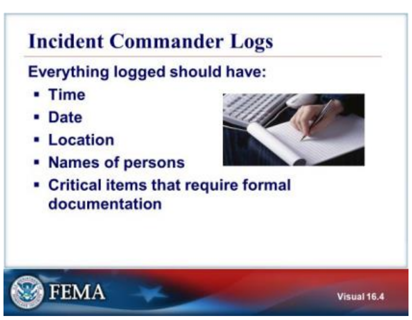


Visual 16.3

UNIT ENABLING OBJECTIVES

- Describe the critical issues that an Incident Commander records.
- Describe the importance and limitations of individual documentation.

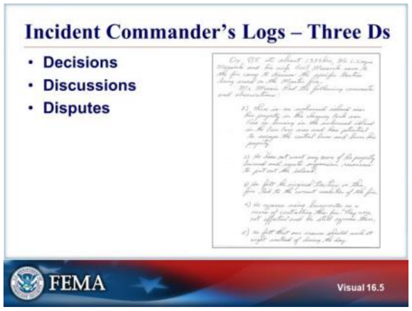
The final exam questions are based on the Unit Enabling Objectives.



Visual 16.4

INCIDENT COMMANDER LOGS

The IC makes decisions, gives direction/orders, enters into agreements, etc. that should be documented daily. Additionally, accidents, injuries, or tactical actions occur that could result in civil or criminal litigation many years after the incident, The IC must ensure that he/she maintains adequate documentation to protect the agency and their personal interests.



Visual 16.5

INCIDENT COMMANDER LOGS – THREE D'S

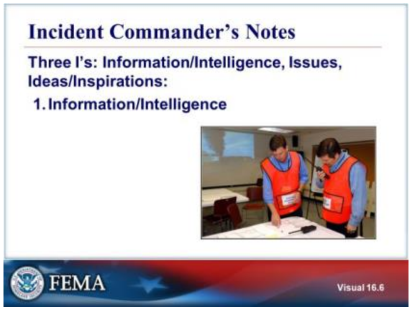
The three information categories (Decisions, Discussions, and Disputes) that the Incident Commander should personally document.

Key decisions made by the Incident Commander or members of the Command and General Staff need to be logged. Any critical information that led up to the decision should also be included.

Discussions that lead up to policy, strategy, or objective changes and modifications should be logged. It is not necessary to log all the details. A simple statement concerning the topic of discussion and the names of those present should suffice.

The ICS Form 214 is often the best form to use to record decisions, discussions, and disputes.

You may want to create two copies of documentation: One for the incident file and one for your personal files. It is important to keep both official and unofficial (ones you keep) reports. You don't know what will happen with official forms, so it is important to keep your own notes as well.



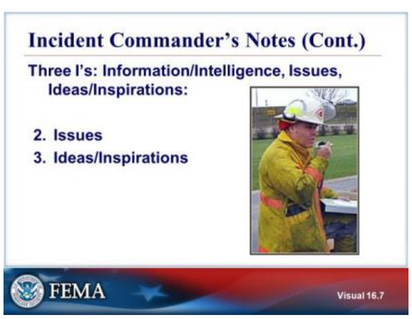
Visual 16.6

INCIDENT COMMANDER'S NOTES

The three I's—Information/Intelligence, Issues, and Ideas/Inspirations—represent the three types of notes the Incident Commander should take.

Information/Intelligence

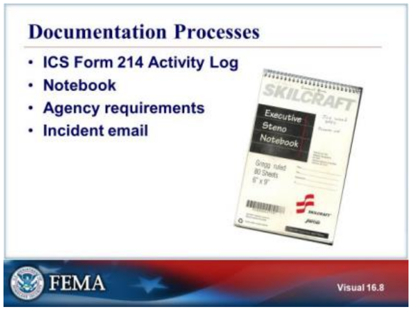
- Public Information is knowledge concerning the incident that can be released to the public
- Incident Information is knowledge concerning the incident that is primarily used internally within the incident to assist in making decisions
- In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.
- During routine inspections, at the command post, and during briefings and debriefings, the Incident Commander will become aware of information (and in some cases intelligence) concerning the incident that may be useful for future decision making or better describing the situation to others
  - For example: "During a briefing, a Division Supervisor reports that the fuel truck at Drop Point 3 does not carry gasoline. It only has diesel."
- This item may be discussed later with the Logistic Section Chief



Visual 16.7

INCIDENT COMMANDER'S NOTES (CONT.)

- Issues are policy questions that come to the Incident Commander that may need resolution later. In some cases, the issues need to be resolved by the Agency Administrator/Executive. Others may require internal team adjustments and still others may be issues that are discussed at the debriefing and will be resolved by changes in law, policy, or procedure.
- During the course of any incident, the Incident Commander will come across ideas from others as well as from their own inspiration to improve the operation.



Visual 16.8

DOCUMENTATION PROCESSES

- Activity Logs

  ICS Form 214 Activity Log is the official document to use for keeping records in the Incident Command System. By design, it is used at the Unit Leader, Strike (Resource)Team/Task Force or Division/Group level and above. It does not lend itself well to application at the Incident Commander, Section Chief, or Command Staff level. If it is used the Incident Commander should be careful to note whether the item is logged or simply noted.

- Notebooks

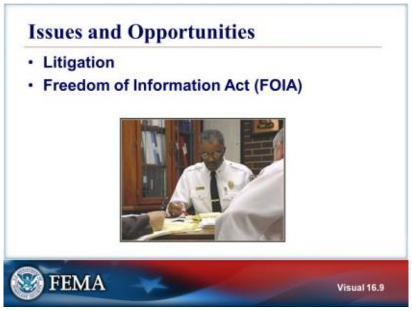
  The Incident Commander is probably best served by keeping a notebook.

- Agency Requirements

  Regarding agency requirements, know that some agencies may have specific requirements for documentation on an incident.

- Emails

  Incident email has been captured electronically for documentation on some incidents. Incident Commanders need to know what policies and practices are required on their incidents. Caution should be used when electronic documentation is used. Make sure only official information is exchanged via emails.



Visual 16.9

ISSUES AND OPPORTUNITIES

Litigation

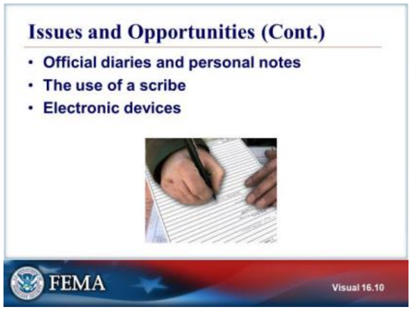
Think about how you will handle notes because it is possible that they may be discoverable in the midst of a lawsuit and utilized in court or be made available to the media.

The written documentation of an incident is a very powerful tool. It is, however, a double-edged sword. Cutting both ways, it can be used equally to exonerate and absolve or castigate and criticize. Therefore, it is very important that the Incident Commander have clean and honest notes. Logged items must be straight-forward, correct, and complete. Conjecture and personal bias do not belong in the log.

While solid documentation will not prevent litigation, it will go a long way toward resolving issues quickly and fairly.

Freedom of Information Act (FOIA)

The Federal Government and most State governments have freedom of information acts of various sorts. It is wise to assume that your documentation is at least discoverable in a lawsuit. It is more likely that news organizations have a legitimate right to copies of your documentation. Obvious personnel issues are usually exempt, but everything else is probably open to public inspection. Always write your notes as though they could be published in the local paper.



Visual 16.10

ISSUES AND OPPORTUNITIES (CONT.)

Diaries

Everything you produce while on the job, including your notes is public property. A diary that you keep during your off hours for your own personal use is an entirely different issue; however, care should be taken not to include official material, or it may be discoverable and become open to public inspection.

Scribe

If you are on a fast-paced incident and can't take notes yourself, hire a scribe. Often, too many things are going on for the Incident Commander to personally take notes. After the meeting the Incident Commander can pull the necessary items from the scribe's notes and enter them into his or her log or notes.

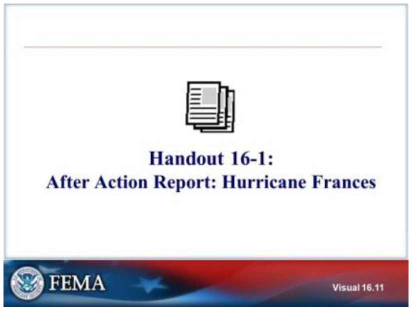
Electronic Devices

Electronic recording is also useful. A small pocket-sized electronic device, either voice activated or push-button activated, is extremely handy to take brief notes when driving, flying, or walking. Have them transcribed by a scribe as soon as possible.

Don't record others. Only use electronic devices to make verbal notes to yourself. Know that the recordings are susceptible to being discoverable and are subject to FOIA if you are using recording devices as part of your job.

Recording meetings is generally a bad idea. A lot of conversation useless for the record is picked up and it is very hard to find the key points later unless the material is transcribed. The transcription job is often difficult.

Interviews, particularly for investigations, should be electronically recorded.



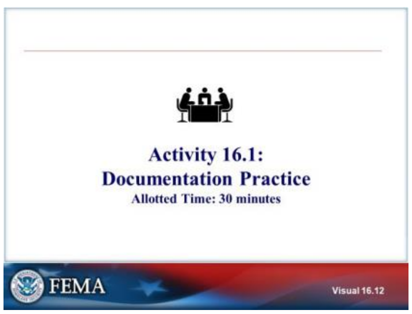
Visual 16.11

HANDOUT 16-1: AFTER ACTION REPORT HURRICANE FRANCES

Refer to Handout 16-1.

The After-Action Report (AAR), another form of documentation, is an informal summary of what has occurred. The AAR is in addition to the formal documentation package that is provided to the AA/AE at the completion of the incident.

The Incident Commander decides how the AAR looks and determines the process for completing the AAR (the Command and General Staff is completing the report for you). A Deputy Incident Commander can coordinate the preparation of these reports.

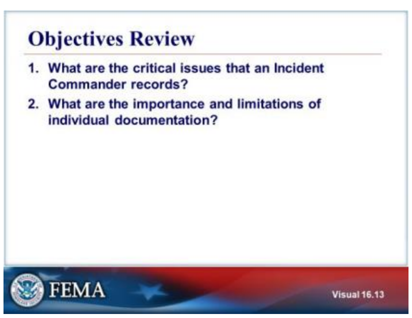


Visual 16.12

ACTIVITY 16.1: DOCUMENTATION PRACTICE

The instructor will explain Activity 16.1.

You will have 30 minutes to complete the activity.



Visual 16.13

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the critical issues that an Incident Commander records.
- Describe the importance and limitations of individual documentation.

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Supplemental Materials

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Handout 16-1: After Action Report – Hurricane Frances

AFTER ACTION REPORT
HURRICANE FRANCES
CALIFORNIA INTERAGENCY INCIDENT MANAGEMENT TEAM 2

Background

During mid-August 2004 subsequent to the passage of Hurricane Charley and the wide spread damage that occurred, it was identified that Incident Management Teams would be required to support FEMA and the state of Florida with recovery efforts. The Southern Area Type I Incident Management Team (Red Team) and the state of Florida's Incident Management Team (Blue Team) were tasked with managing the Mob Center at Lakeland/Linder Regional Airport. By August 29th with most of the major receiving and distribution activities completed and the threat from Hurricane Frances both teams were released.

With the arrival of Hurricane Frances and predicted wide spread damage, it was decided that the facility at Lakeland/Linder Regional Airport would be reactivated under the management of two Incident Management Teams as a Federal Commodities Receiving Station.

Summary of Assignment

California Interagency Incident Management Team 2 (CIIMT2) was ordered to report on a surge request to Atlanta for mission tasking. The team traveled September 2, 2004 and received in-briefing on Friday, Sept. 3 by regional staff. General directions were to prepare for the activation and management of the Mob Center and Incident Base/Camp located at the Lakeland/Linder Regional Airport on Monday, Sept. 6. The Command and general staff were in place by 0600, and quickly assembled a day shift that was put into operation to park and stage trucks containing relief supplies. The original mission was to include support for another Incident Base/Camp at Orlando to support 1200 personnel. These additional missions would create resource accountability and tracking problems for our Finance, Logistics and Planning Sections. The Orlando Base mission was deleted from our Tasking on Tuesday, September 7, 2004.

Upon arrival at the Mob Center, it became evident that in order to accomplish both the FEMA and Florida State SERT missions all agencies would need to work cooperatively. The State of Florida identified that an additional IMT would be required. The Georgia Forestry Commission Type 2 Team (Kline, I.C.) would be assigned and co-located with CIIMT2. The GFC arrived mid-morning and met with CIIMT2 and the decision was made to work as a unified command. The members of the Unified Command agreed that CIIMT2 would stage, park and track incoming and outgoing trucks as well as to support warehouse operations. The GFC Team would run the state "Tracker" system and fill orders based on these Tracker missions. In addition, the GFC Team would manage a separate state warehouse on site and track orders for food commodities and personal hygiene items.

Both teams worked extremely well together. Operations for both teams peaked and receded during the 4 days of the assignment, the primary focus became warehousing excess water and moving staged ice to Logistical Support Area (LSA) storage facilities. On September 9 the decision was made for both teams to lock down the operation pending the arrival of Hurricane Ivan which was expected to track into the West Central coast of Florida. The facility was secured and both teams departed, the GFC Team back to their home units, and CIIMT2 back to Atlanta.

Safety Section Summary

CIIMT2 provided 2 Safety Officers to the mission. Initially they met with the Florida SERT representatives, the FEMA representatives, the Lakeland Airport operation's managers and representatives from several private contractors. They worked jointly with the safety officer from the Georgia Team analyzing the proposed operational plan and provided input to the plan. There were several significant safety issues identified including managing a major commodity receiving and distribution warehouse operation which was co-located on an active airport. All the safety concerns identified with a commodity handling facility were also identified including forklift safety, personnel working around heavily laden pallets, and large truck traffic, additionally crew hydration and fatigue issues were identified. Finally, thunderstorms with heavy rains were recognized. Safety officers mitigated these issues by making sure all forklift operators were properly certified and followed safe operating procedures. Personnel were continually reminded during meetings and briefings to maintain proper levels of hydration. A severe weather and safety contingency safety plan was developed for the facility. Safety worked closely with the FBAN monitoring weather forecast and activating watches and warnings during periods of inclement weather.

Information Section Summary

Cheryl Chatham, Information Officer with Area Command, was present at the in-briefing. She notified us that Area Command would participate in the Joint Information Center at the Disaster Field Office. Once the DFO was operating, we provided daily updates and received general guidance on mission objectives.

Community and Media information was conducted and coordinated by on-site FEMA Information Officer. All requests by media were routed to the FEMA News Desk, which notified the FEMA Information Office assigned to Lakeland to respond to questions about the mission at the Lakeland Airport. There was only one interview conducted by the FEMA Information Officer. The Forest Service Information Officers were not involved in that interview.

With the exception of a few walk-ins from residents in the local area, community contacts were not made. Primary interaction was in support of those assigned to Lakeland, i.e. State and Federal personnel, contractor and truck drivers. Contacts were made with home units and hometown media tracking crews and personnel assigned to Hurricane Frances. An important local contact was made with the Lakeland Police Department through their Public Information Officer, Jack Gillen.

A "Driver Information Sheet" was developed for arriving truck drivers that provided safety information for working and driving in and around the active airport, locations of caterers, showers, driver's comfort station, meal schedules and shower schedules, etc.

The information function also maintained bulletin boards in the ICP with safety information, updated weather, important FEMA phone number and websites.

Operations Section Summary

After an initial agency briefing on September 7, members of both CIIMT2 and the GFC team operations' sections held a meeting to discuss our mission. CIIMT2 was to receive shipments and maintain current inventory and the GFC team's mission was to distribute and track shipments of supplies to various distribution points. Both operation sections began to interface with key players from FEMA, Army Corps of Engineers, Wackenhut Security, Garner contracting, Landstar Trucking brokers, and Airport Authority. Operations then developed standard operating procedures and an operational flowchart for the receiving and distribution of supplies. Working with the planning section various spreadsheets were developed to efficiently and accurately track the warehousing and movement of relief supplies. Due to the number of agencies and contractors working at the facility, the operations' sections faced several challenges including accounting for relief supplies that remained from Hurricane Charley, developing systems for tracking relief supplies without duplicating the work of other agencies and establishing a centralized point for data location. Operations personnel staffed both check-in, check-out points and the warehouse. They also provided assistance to the Florida Air National Guard airlifting water to various distribution points. The daily operational period ran from 0700-2400 utilizing a swing shift from 1200-2400.

Logistics Section Summary

CIIMT2 logistics section received a valuable in-briefing from the logistics section of the Southern Region Red Team. They provided information concerning the site location and operation they had established at the Lakeland/Linder Airport. With the number of agencies involved with the operation of the FCRS several challenges were realized including multiple agencies contracting for different services such as sanitation and catering, rather than a centralized contracting point, including continual fuel shortages for incident vehicles, locally contracted support functions hired under Emergency Rental Agreements in Region 8 struggling to meet the standards established under National contracts.

Both CIIMT2 and GFC logistics sections worked together establishing office space for the IMTs on the 3rd floor of the GSA leased building at the airport. The communications unit supported communication's needs through the use of a cache start-up kit. The ground support unit continually monitored the use and maintenance of leased vehicles.

Planning Section Summary

On arrival at the Lakeland FCRS and establishing workspace on the 3rd floor of the leased building, members of the CIIMT2 and GFC planning sections began building systems to accurately account for and report the distribution of emergency relief supplies. An Incident Action Plan, Operational Briefings, and Planning Meetings were jointly developed and presented each day. The Situation Unit provided mapping services including travel maps, security maps, and evacuation contingency maps. Twice daily they compiled a comprehensive report of receiving and distribution activities. They also prepared and submitted a daily ICS Form 209 Incident Status Summary at 1800 hours to the Florida Interagency Coordination Center. The Resource Unit worked closely with the Operations Section, developing and refining a database for tracking the status of relief supplies. They used the ISUITE database to track equipment and personnel resources assigned to the IMTs. The Fire Behavior Analyst functioned as the incident meteorologist. Contact was established with the National Weather Service Office in Tampa, FL, Hurricane status and current weather forecasts were monitored continually throughout the mission. Two thunderstorm warnings and two watches were issued for the facility during operational periods allowing personnel to reach cover in a timely manner. A weather forecast was included at each operational briefing an in all IAP’s. The incident was able to facilitate approximately 6 trainees’ from CIIMT 2 on the Hurricane Frances Incident. One trainee was in the Planning section, one in the Operations section, one in the Command section, two in the Logistics section and one in the Finance section. Because this was an “all risk” incident all trainees received a challenging assignment.

Finance Section Summary

Incident Business Coordination – An Incident Business Advisor was assigned to provide administrative coordination and oversight. The various IBAs reported to the Regional Incident Business Coordinator. This reporting relationship did not provide adequate coordination with Area Command which was located at FEMAs Disaster Field Office. There were different expectations for duty hours and work articulated by the IBAs which were different than was communicated to the IC’s by Area Command. A preferred structure would have the lead IBA be assigned to Area Command so that the staff function business would be better coordinated with operational direction.

While there was some benefit of an Incident Business Advisor, on the whole there was insufficient workload to warrant a full time IBA to accompany the team. The primary benefit was in the coordination of cost reporting information from the State teams and in obtaining approvals for unusual procurements. Confusion of roles and function is exacerbated when you have assignment of an IBA at the ICP when there is an insufficient workload and complexity of assignment.

Mission Assignment/Tasking – The transition from pre-positioning under the “Surge” to a mission assignment under a new F code needs to be improved. IMTs were instructed to purchase enough supplies needed to be self-sufficient for the first 72 hours. Initially there was reluctance to issue S numbers for the supplies because a new F code and a new tasking from FEMA had not been received. This created a situation where PROCs were reluctant to procure items because the proper procedures were not followed. LSCs could not issue S numbers because they needed to come from SACC. It took approximately 18 hours before S numbers were issued delaying our deployment to Lakeland.

Incident Automation/ISuite – The 2004 version of ISuite is being used for resource status tracking (IRSS), personnel and equipment timekeeping (ITS), and for costs (ICARS). The upgrade to ISuite provided many improvements in the stability of the program and helping speed up finance procedures and processes. The download from the ROSS database has greatly improved the tracking of incident resources. Jeff Park and Donna Tate worked with each of the IMTs to help install ISuite and provide technical assistance which was extremely helpful in operating ISuite.

Incident Accruals/Obligations – Team 2 was reporting accruals/obligations for two State teams who were ordering resources from the Federal system when they were unable to obtain resources from the state system. The Georgia Forestry Commission IMT was located in Lakeland, FL and managed the distribution of commodities. Support was also provided the Florida State Blue Team who managed a R&D facility in Orlando, FL. The state teams were provided two “F” codes for their incident for state and Federal orders. The “F” codes for Federal orders were the same as the “F” code for Team 2. This process worked well.

The Procurement Unit managed only 4 EERAs which covered a CWN caterer, a refrigeration van, a handwashing unit and the portable shower unit. The caterer and shower unit remain under contract when Team 2 evacuated the Lakeland facility. A partial payment was processed which included mileage to the Atlanta staging area in anticipation of redeployment to Lakeland after Hurricane Ivan. The Time Unit was kept for only 100 personnel some of which were local government who turned in CTRs for documentation only. The Compensation and Claims Unit had only one compensation case and no claims.

APPENDIX

1. FCRS Operational Guidelines - Page 1 and 2
2. Operational Receiving and Resource Tracking Summary
3. Operational Flowchart
4. Operational Safety Message for Truck Drivers
5. FCRS Facilities Map

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Activity 16.1: Documentation Practice

Activity 16.1 Overview—Unit 16

Purpose

The purpose of this activity is to provide students with the opportunity to practice confronting and handling personnel issues in a given scenario.

Objectives

Students will:

- Be able to describe the role of the IC in confronting and handling personnel issues.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students, within their work groups will read the scenario on the next page and determine the actions that should be taken. Each group will present their findings to the rest of the group.

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. Read the scenario on the next page.
3. Describe the actions you would take to resolve the scenario. The questions that follow the scenario may be used as prompts.
4. Present your conclusions to the rest of the class.

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

Activity 16.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	20 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

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Activity 16.1 Scenario

A woman walks into your IC office at the ICP. She is a contract employee who has been working at the check-in desk. You do not know her.

She reports that a male employee has been making advances towards her and a few minutes ago made some inappropriate sexual remarks. He is from another federal agency assigned to your ICP as an Agency Representative. She wants you to do something about it.

Your Deputy tracks down the man she described and asked him to your office to discuss it. The woman refuses to be in the same room with him. He claims that he did nothing wrong and it was she who started the whole thing by saying suggestive things to him.

The woman returns with another woman who works at the check in desk, also a contractor. The other woman tells you that she heard the man make the remarks, which were clearly inappropriate in the work place.

The woman's supervisor contacts you and says the woman has asked for a company lawyer.

Describe the actions you would take.

Examples:

What would you do?

What documentation would you collect?

What would you do with it?

What do you do with the people involved?

Notes

Unit 17: Demobilization, Incident Closeout, and Course Closeout

STUDENT MANUAL

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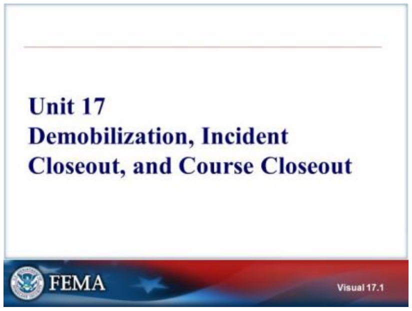
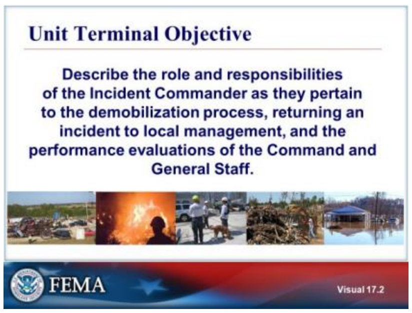


Visual 17.1

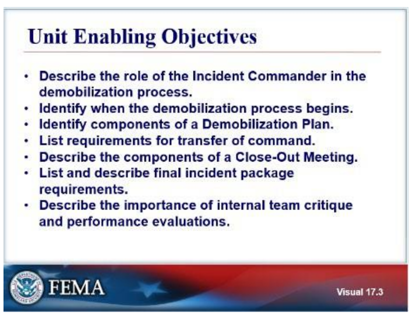
UNIT 17: DEMOBILIZATION, INCIDENT CLOSEOUT, AND COURSE CLOSEOUT.



Visual 17.2

UNIT TERMINAL OBJECTIVE

Describe the role and responsibilities of the Incident Commander as they pertain to the demobilization process, returning an incident to local management, and the performance evaluations of the Command and General Staff.

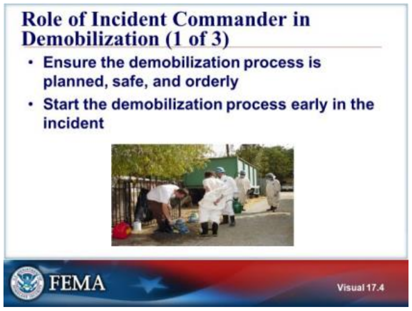


Visual 17.3

UNIT ENABLING OBJECTIVES

- Describe the role of the Incident Commander in the demobilization process
- Identify when the demobilization process begins
- Identify components of a Demobilization Plan
- List requirements for returning an incident to local management
- Describe the components of a Close-Out Meeting
- List and describe final incident package requirements
- Describe the importance of internal team critique and performance evaluations

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



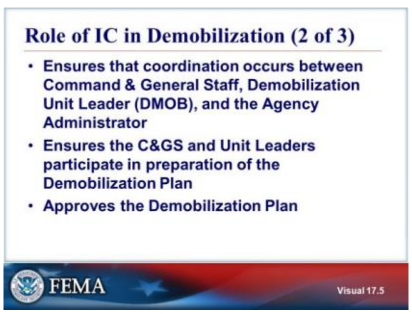
Visual 17.4

ROLE OF INCIDENT COMMANDER IN DEMOBILIZATION (1 OF 3)

The Incident Commander, through the IMT, integrates safety considerations into all aspects of incident management including demobilization.

The morale and physical condition of incident personnel at the time of the demobilization may require special safety considerations. Adequate rest prior to demobilization is important when long travel times are anticipated. Don't sacrifice safety and cost effectiveness for speed.

Keep resources in incident facilities until priorities and transportation arrangements are confirmed. Getting resources home in a safe, orderly and cost effective manner is key.

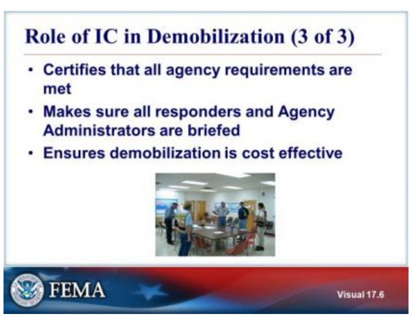


Visual 17.5

ROLE OF IC IN DEMOBILIZATION (2 OF 3)

The Incident Commander ensures that the Planning Section Chief conducts a Demobilization Meeting(s) with the Command and General staff, Demobilization Unit Leader, Agency Administrator/Executive, and/or Agency Dispatch to determine how the demobilization process will occur.

The Incident Commander approves the Demobilization Plan.

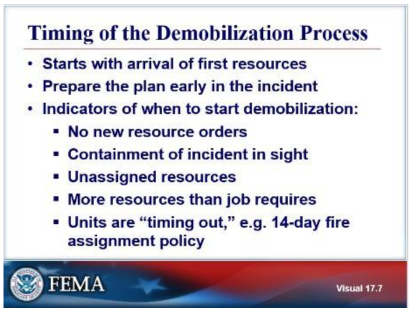


Visual 17.6

ROLE OF IC IN DEMOBILIZATION (3 OF 3)

The Incident Commander is responsible for an orderly, safe, and cost-effective demobilization operation and it is a critical part of the Incident Commander's job.

Everyone needs to know how they are getting home, so be aware of agency requirements and meet them. There is an unfortunate history of accidents and deaths occurring during travel home from an incident.

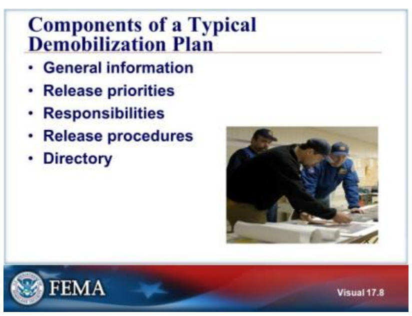


Visual 17.7

TIMING OF THE DEMOBILIZATION PROCESS

One of the first things an Incident Commander must do is to recognize when to start demobilizing resources. As the Incident Commander, you should start thinking about it as soon as you mobilize.

- Initiate demobilization process
  - Demobilization of resources on an incident starts with the first resources arriving on the incident
  - Initiate demobilization process early enough in the incident so that an adequate plan is in place prior to the actual need to demobilize resources
- Indicators of when to start demobilization
  - No new resource orders
  - Containment of incident in sight
  - Unassigned resources
  - More resources than job requires
  - Units are "timing out," e.g. 14-day fire assignment policy



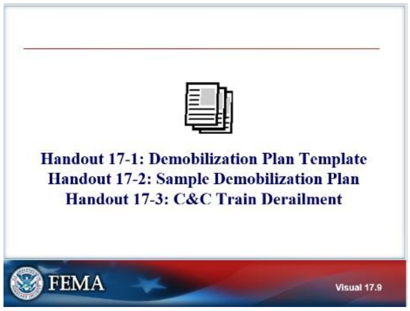
Visual 17.8

COMPONENTS OF A TYPICAL DEMOBILIZATION PLAN

Post the plan in the ICP, an information board or chow-line—wherever the IMT can get access.

Demobilization is not a mirror image of mobilization. When mobilizing, many individuals in widely separated places direct, coordinate, and provide transportation to get incident resources to a single point. Demobilization is the responsibility of a few people to return these same resources to their departure points or to new assignments.

The preparation of the Demobilization Plan and schedule must involve personnel from all functions and agency dispatch. The demobilization schedule may be a separate document to facilitate changing demobilization times, transportation arrangements, etc., and posting/distribution for incident personnel. On major incidents, Demobilization Plans should be written.



Visual 17.9

HANDOUT 17-1: DEMOBILIZATION PLAN TEMPLATE

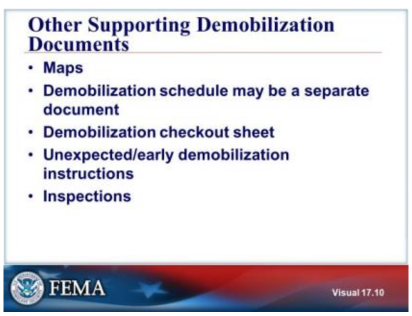
HANDOUT 17-2: SAMPLE DEMOBILIZATION PLAN

HANDOUT 17-3: C&C TRAIN DERAILMENT DEMOBILIZATION PLAN

Refer to Handout 17-1: Demobilization Plan Template as a boilerplate example of a Demobilization Plan that students may modify for their own use on an incident.

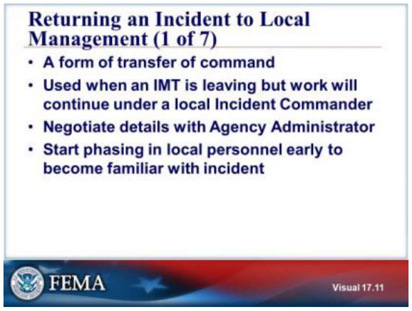
Refer to Handout 17-2: Sample Demobilization Plan as an example of a Demobilization Plan.

Refer to Handout 17-3: Central City Train Derailment Demobilization Plan as another example of a Demobilization Plan; this one is specific to the Central City Scenario used in earlier activities.



Visual 17.10

OTHER SUPPORTING DEMOBILIZATION DOCUMENTS



Visual 17.11

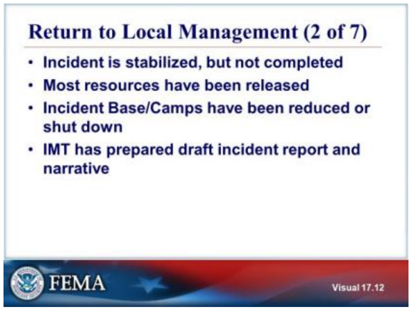
RETURNING AN INCIDENT TO THE LOCAL MANAGEMENT (1 OF 7)

Transfer of command and closeout.

- Used when an IMT is leaving but work will continue under a local Incident Commander
- The specifics of the transfer should be negotiated with the Agency Administrator/Executive and the incoming Incident Commander
- Should negotiate "turn-back standards" (What will it look like when I give it back to you? What do you want it to look like?)
  - Negotiate early
- The Incident Commander should start phasing in the local team as soon as demobilization begins

At some point, large, complex incidents wind down to a point where an IMT is no longer needed, but the incident still needs attention. Often this is accomplished by releasing the IMT and assigning local personnel to finish the incident.

This process needs to be done in an orderly process to ensure safety and that nothing is lost or is not managed properly. There must be close coordination between the Incident Commander and the Agency Administrator/Executive.

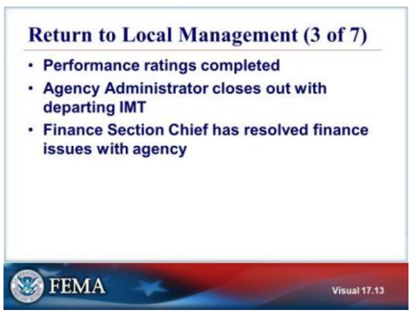


Visual 17.12

RETURN TO LOCAL MANAGEMENT (2 OF 7)

The current team should not be released from the incident until activity and workload is at a level that the incoming team can reasonably assume. Some considerations to assist in this determination are:

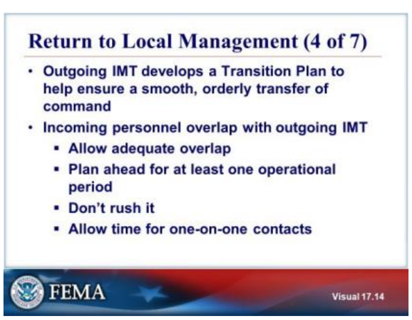
- Unneeded resources have been released.
- Incident Base/Camp(s) are shut down, reduced, or are being shut down.
- Planning Section Chief has prepared a draft copy of the final report and narrative.
- Response or recovery efforts are to the point where the agency is satisfied with assuming the remaining work.



Visual 17.13

RETURN TO LOCAL MANAGEMENT (3 OF 7)

- Overhead (C&GS by IC, Unit Leaders by C&GS) performance ratings are completed.
- The departing team should have an internal debriefing session prior to meeting with the agency.
- Administrator/Agency Official
  - The Agency Administrator/Executive should debrief the departing team and prepare a written evaluation as soon as possible after release
  - Finance/Administration Section Chief should have resolved known finance problems
    - Contact should be made with agency fiscal personnel



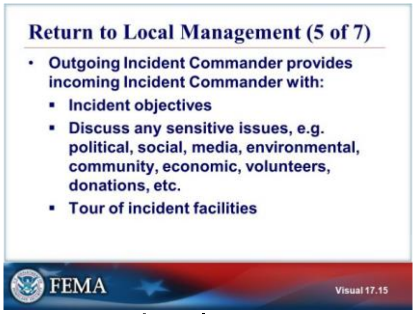
Visual 17.14

RETURN TO LOCAL MANAGEMENT (4 OF 7)

A Transition Plan should be prepared for the incoming IMT by the team being released.

Give the team and the Agency Administrator/Executive a minimum of 24 hours' notice of the turnover.

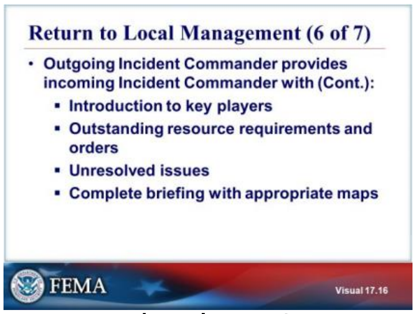
To ensure an orderly transition, plan to "phase-in" local counterparts with your team members for at least one operational period.



Visual 17.15

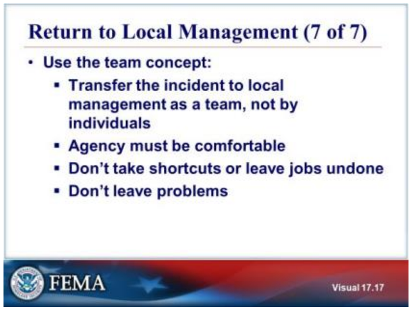
RETURN TO LOCAL MANAGEMENT (5 OF 7)

Ensure the in-coming IC is made fully aware of any sensitive or controversial issues, e.g. political, volunteer or donation management, progress on mitigation, labor challenges, social/community issues, media, environmental, economic issues, etc.



Visual 17.16

RETURN TO LOCAL MANAGEMENT (6 OF 7)



Visual 17.17

RETURN TO LOCAL MANAGEMENT (7 OF 7)

Returning the incident to local management should be as a team, not by individual team members. You may need to leave a Finance or Logistics person to help with remaining problems, settle unresolved claims, and assist in shipping equipment to caches (Demobilization Unit Leader). Do what needs to be done to finish the job.

Know your overall responsibilities:

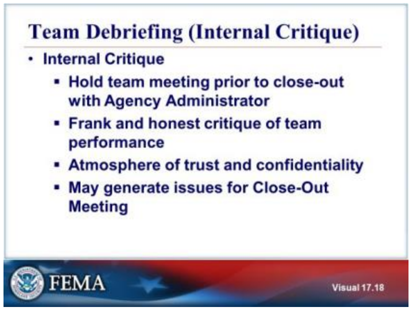
- The Incident Commander must be certain qualified persons are filling positions for the remainder of the incident.
- The point at which locals can handle a situation will vary from incident to incident, depending on local staffing and capabilities.
- Team members must be comfortable when transfer of command occurs.
- The local agency must be comfortable when transfer of command occurs.

Don't take shortcuts or leave jobs undone. Be thorough. If some details are left undone, leave sufficient tracks. Don't leave a demobilization problem(s) for locals to resolve. Meet frequently with the Agency Administrator/Agency Official to ensure home unit concerns are taken care of.

Debriefing or closeout with Agency Administrator gives you the opportunity to critique management objectives, review performance, and make constructive suggestions.

Your overall performance will be measured weeks after you leave. Don't leave known problems behind. Leave plenty of tracks. Your performance will determine future attitudes of local managers and cooperators toward other teams.

Throughout the incident, keep in mind how you would like to be treated if an IMT came to your community. Treat others with respect. Above all, conduct yourself as a professional.



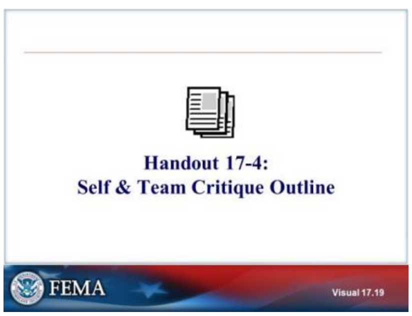
Visual 17.18

TEAM DEBRIEFING (INTERNAL CRITIQUE)

This meeting is for the team to critique its own performance.

- The agenda, documentation, and organization of this meeting are up to the team Incident Commander.
- Generally, it is a good practice to hold this debriefing prior to the incident closeout.
- Team members can decide what issues they wish to raise at the close-out that will be valuable for the jurisdictional agency and for the team
- An atmosphere of trust and confidentiality must be practiced and adopted by the entire team so that all members feel free to discuss the team's shortcomings.

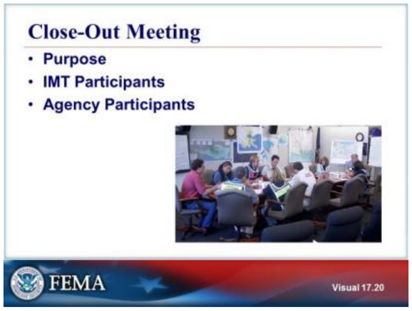
The team internal critique at the end of an assignment is an important part of team performance, morale, and self-improvement.



Visual 17.19

HANDOUT 17-4: SELF & TEAM CRITIQUE OUTLINE

Refer to Handout 17-4: Self & Team Critique Outline



Visual 17.20

CLOSE-OUT MEETING

- Agency and IMT meet to discuss incident and agency support issues
- Discuss successes and problems, including recommendations
- Focus on improving the process, not personal attacks
- Include commendations, if warranted
- Establish follow-up on recommendations

The Incident Commander will make arrangements (time and place) with the Agency Administrator/Executive for close-out. Agency and IMT participation will meet agency requirements.

Minimum IMT participation should include:

- Command staff
- General staff
- Air Operations Director
- Documentation Unit Leader
- Other IMT members as needed

Agency participation should include:

- Agency Administrator/Executive
- Other agency staff as requested
- Incident Business Advisor
- EOC Director
- Other agency support leaders as requested by the Agency Administrator/Executive (e.g., warehouse managers, contracting officer, buying teams)

The Close-Out Meeting is a form of AAR but focuses on the overall management and the interaction between the IMT and the agency. It is not well known outside the NWCG agencies but is always done by them at the end of an assignment. It can be a highly politicized meeting. The Incident Commander should give direction to the team on appropriate participation and try to get a feel beforehand on what people will say.

If possible, try to negotiate with the Agency Administrator/Executive that your IMT will coordinate the meeting. Get agenda items from the Agency Administrator/Executive. If the Agency Administrator/Executive agrees, your Planning Section Chief facilitates this meeting (you want as much control as possible).

The Close-Out Meeting is the point to give out pins and commendation to your team.

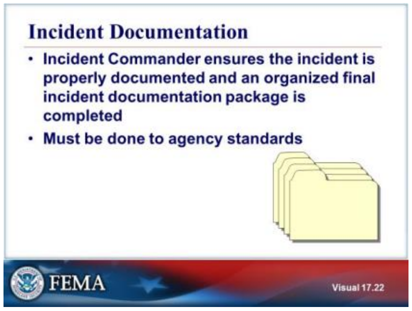
Visual 17.21

COMPONENTS OF A CLOSE-OUT MEETING

Each member of the Command and General staff and the Air Operations Director should be prepared to give a short summary of the activities of their Section.

Presentations should be:

- Professional
- Positive
- Constructive
- Focused only on major points
- Summaries should include:
  - Identify commendations
  - Incident actions
  - Significant events
  - Key decisions made
  - Effective outcomes
  - Problems with recommendations for future action



Visual 17.22

INCIDENT DOCUMENTATION

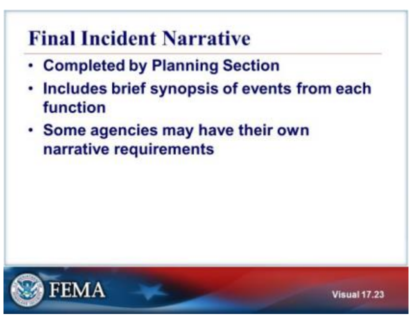
More than anything else, it is a leadership issue to ensure that the incident is properly documented and that an organized, incident documentation package is completed.

The package is divided into five major sections:

- General Index
- Command/Planning/Operations
- Logistics
- Finance
- Demobilization

Good records are essential to the follow-up work that must take place. It can also end up in court or used in investigations.

Each agency may have its own requirements for incident documentation. However, the documentation is handled, the final incident documentation package should be current, complete, and organized according to host agency standards.



Visual 17.23

FINAL INCIDENT NARRATIVE

The Planning Section is responsible for completing a narrative description of the incident events.

- Input for the narrative will include a brief synopsis of events from each function
- The narrative will be completed prior to the IMT Close-Out Meeting
- There may be agency-specific requirements for the final incident narrative
  - Need to capture these requirements at the in-briefing

This is part of the After-Action Report. It is a history of the incident as you have managed it (a chance to tell your story).

Visual 17.24

PERFORMANCE EVALUATIONS

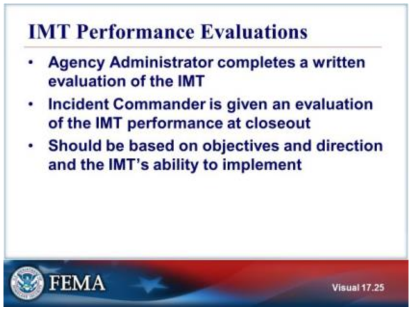
- Subordinate incident personnel performance evaluations should be completed, as required by the IMT or agency policy.
- Communicating expectations is critical to success
  - If you don’t tell your IMT what you want done (performance) and the quality you expect (standards), don’t be surprised; people will normally do their best, but may miss the mark if they don’t know what’s expected
  - Model the expected behavior as a function of leadership
    - If you want an injury-free incident operation, model safe practices
    - If you want a discrimination-free operation be sensitive to all persons, and do not tolerate unacceptable behavior
    - If you want good documentation, keep a good log and check to make sure that other logs are being done
    - The things you pay attention to will become the individual and team priorities
- The ICS Form 225 Incident Personnel Performance Rating can be used for performance evaluations.
- There are two target groups that will need evaluation:
  - Trainees
  - Exceptional performers (exceptionally good or exceptionally poor)

There is not a set format beyond the ICS Form.

You may want to ask the Agency Administrator/Executive if they would be willing to prepare a performance evaluation for your team. If you desire evaluations or want everyone to get a performance appraisal, that needs to be stated at the beginning so that supervisors can be prepared. Performance appraisals for trainees should focus on the Position Task Book requirements. Using the checklist as the basis of appraisal makes it very objective.

Performance evaluations should include the following characteristics:

- Candid and objective
- Emphasize results rather than processes
- Concentrate on performance and behaviors
- Emphasize the important issues
- Be based on objectives and direction provided
- Finalized in face-to-face exchange with the individuals
- Complete performance evaluations before the individuals are released from the incident
- Facilitate a process to deal with substandard performance or conduct
- Prepared, documented, and distributed



Visual 17.25

IMT PERFORMANCE EVALUATIONS

Evaluations are not intended to criticize team performance. However, it is intended as a constructive evaluation of both the strengths of the team and areas for improvement.

At the incident close-out, the Incident Commander is given an evaluation of the IMT's performance. A follow-up evaluation must be completed within 6 months after demobilization of the IMT. This delay in preparing the final written evaluation will provide the Agency Administrator/Executive with the opportunity to evaluate the IMT's effectiveness with cooperating agencies, the media, and neighbors.

The Agency Administrator/Executive will provide a copy of the evaluation to the Incident Commander and retain a copy for the final incident package. The Agency Administrator/Executive will be responsible for providing a copy of any evaluation documenting superior or deficient performance to the geographic area board managing the IMT in question.

IMT's performance evaluation should be based on objectives and direction provided by the Agency Administrator/Executive and the IMT's ability to achieve strategic and tactical implementation. For this reason, it is important that the Incident Commander and the Agency Administrator/Executive have a good common understanding of the IMT's direction and objectives.

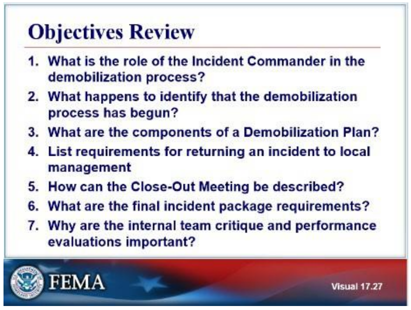
Visual 17.26

IMT PERFORMANCE EVALUATIONS (CONT.)

Factors considered in a written evaluation of an IMT:

- Compliance with Delegation of Authority
- Compliance with laws and regulations
- Compliance with Agency Administrator/Executive directions
- Orderly transition; local unit to team and team to local unit
- Human resource management
- Personnel safety records
- Financial performance compared to situation analysis predictions
- Accountability and control of all accountable property
- Documentation of incident costs
- Completeness of claims investigations and documentation
- Media relations
- Interaction with cooperative agencies/office staff/neighbors
- Effectiveness of suppression damage rehabilitation
- Orderly demobilization
- Completeness of final incident package

Team performance evaluations help to quantify and document team performance. It is an important step to continuous team development and improvement.



Visual 17.27

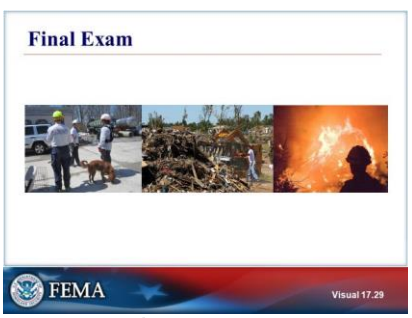
OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the role of the Incident Commander in the demobilization process.
- Identify when the demobilization process begins.
- Identify components of a Demobilization Plan.
- List requirements for returning an incident to local management
- Describe the components of a Close-Out Meeting.
- List and describe final incident package requirements.
- Describe the importance of internal team critique and performance evaluations.

Visual 17.28

REVIEW COURSE EXPECTATIONS



Visual 17.29

FINAL EXAM

END OF COURSE

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Supplemental Materials

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Handout 17-1: Demobilization Plan Template

Demobilization plan

Incident:_______________________________________

Location:_______________________________________

Date and Time Prepared:_________________________

Prepared by:_________________________ Title:____________________

Approved by:_________________________ Title:____________________

Approved by:_________________________ Title:____________________

Approved by:_________________________ Title:____________________

Approved by:_________________________ Title:____________________

Approved by:_________________________ Title:____________________

Approved by:_________________________ Title:____________________

Approved by:_________________________ Title:____________________

DEMOBILIZATION PLAN

This Demobilization Plan contains five (5) sections:

1. General Information
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. Travel Information

1. General Information:

All releases of resources from the Incident will be initiated in the Demobilization Unit after the approval of the Incident Commander

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner.

No resources are to leave the Incident until authorized to do so.

At this time, no off-Incident Demobilization center will be activated.
(An off –Incident Staging Area could be established at________________________).

The Logistics Section will provide for all ground transportation of released personnel and equipment.

The Demobilization Unit will provide for any flight arrangements giving at least 24 hours notice to expanded dispatch.

All property, including rental vehicles shall be properly returned and appropriate records forwarded to finance.

The following are general guidelines to be followed for resources that are leaving the Incident:

A. No person(s) will be released without having a MINIMUM of _________hours rest.

   (Unless specifically approved by the Incident Commander)

B. All vehicles leaving the incident will have a safety inspection.

   (Any deficiencies noted or corrected)

C. If applicable, all oversize vehicles (e.g. cranes, transports) MUST have appropriate permits to comply with State Vehicle Codes and State Road Department and Highway Patrol requirements.

D. All resources MUST be able to arrive at their home base prior to 2200 hours 10 PM.

E. All resources must meet their individual agency regulations pertaining to rest and travel.

F. All Strike (Resource) Team/Task Force Leaders, Single Resources, and IMT members will be thoroughly briefed
prior to leaving the Incident. The briefing should include:

1. Method of travel
2. Personnel
3. Destination
4. ETD Camp/ETA Home Base
5. Transportation arrangements

G. All personnel traveling on commercial aircraft should be clean.

H. To prevent delays and work overloads:

1. Notify Logistics and Finance as soon as resources of identified for demobilization at least 24 hours in advance.
2. Expanded dispatch will be notified a minimum of 24 hours in advance.
3. Notification of Incident personnel will be by posting of Tentative Releases 36 hours in advance.
4. Strike (Resource) Team/Task Force Leaders, Single Resources and IMT members will also be paged when their demobilization process begins.
5. Performance Ratings are required for all personnel.

2. Responsibilities

Section Chief and Unit Leaders are responsible for determining resources surplus to their needs and submitting lists to the Demobilization and Resources Unit Leader or the Planning Section Chief.

Demobilization Unit Leader or (Planning Section) is responsible for:
Preparing the Demobilization Plan
Compiling “Tentative” and “Final” Release sheets
Making all notifications regarding tentative and final releases from the incident (on and off Incident)
Working with jurisdictional agency to arrange air transportation
Ensure all signatures are obtained on the Demobilization Checkout form ICS Form 221 Demobilization Check-Out
Monitors the Demobilization Process and make any adjustments

The Incident Commander is responsible for:
Establishing the release priorities
Review and approval of the Demobilization plan
Review and approval of all tentative release sheets

The Safety Officer is responsible for:
Identifying any special safety considerations for the Demobilization Plan

The Planning Section Chief is responsible for:
Review and approval of the Demobilization plan

The Logistics Section Chief is responsible for:
Ensuring through:
Facilities - that all personnel scheduled for release have good facilities for proper rest
Facilities - that all sleeping and work areas are cleaned up before personnel are released
Supply: - will ensure that all non-expendable items are returned or accounted for prior to release
Transportation - will ensure that there is adequate ground transportation during the release process.
Communications - will ensure that all radios, phones and pagers are returned or accounted for Food unit leader - will ensure that there will be adequate meals for those being released and those remaining

The Finance Section Chief is responsible for:
Completion of all personal time reports
Completion of all rental and agency equipment time reports
Contract equipment payments as required

3. Release Priorities:

The Following release priorities have been established by the Incident Commander.

- ____________________________________
- ____________________________________

4. Release procedures:

All IMT members shall be released at the same time to allow for after action issues and smooth transition

Section Chiefs and Unit Leaders will identify surpluses within their units and submit a list(s) to the Demobilization Unit leader in the Planning Section

Demobilization unit will form a “tentative release” list for approval by Incident Commander

Demobilization unit will work with resources to ensure that status board(s) are current

After “Tentative Release” approval, Plans will contact expanded dispatch or appropriate agency

Dispatch system will contact all respective home agencies

Demobilization unit will give a minimum of 24 hours notice for all resources needing flight arrangements

Demobilization unit will give transportation lead-time to arrange for ground transportation

When final approval for releases is obtained the Demobilization unit will
Prepare transportation manifests
Notify or page Incident Supervisors and/or personnel to be released

Give Incident Supervisors and/or personnel the final release and briefing
Resources and/or personnel will take the ICS Form 221 Demobilization Check-Out to:

- Communications Unit Leader: if communication equipment is issued
- Transportation Unit Leader: transportation plan, rental vehicle issued, and vehicle safety inspection
- Facilities Unit Leader: to insure all facilities are clean
- Supply Unit Leader: all expendable supplies are returned
- Finance Section: close out all personnel and equipment time records
- Documentation Unit Leader: turn in all ICS Form 214's and any necessary paperwork
- Demobilization Unit Leader: turn in ICS Form 221 with all the signatures

Demobilization Unit will be the last stop in the release process and:

Sign off the ICS Form 221 Demobilization Check-Out
Notify the Resource Unit so that "T" card information is complete
Notify local agency and home unit of ETD and ETA, destination and travel arrangements
Collect and send all Demobilization paperwork to the Documentation Unit

5. Travel Information:

All resources will have a minimum amount of rest prior to being released from the incident.

Personnel traveling on commercial aircraft will be given time to shower and dress in clean clothes.

Any heavy or oversize equipment must have appropriate permits and follow any limitations on the movement of their equipment on public highways.

All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel.

During travel by ground resources should check in with the Dispatch every 2 hours.

During travel resources should check in with the Dispatch immediately should any problems occur.

All released resources upon arrival at their home unit will check-in with their home unit.

Incident Directory:

See attached Incident communication plan and phone lists.

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Handout 17-2: Sample Demobilization Plan

SAMPLE DEMOBILIZATION PLAN

Gap Fire Incident Demobilization Plan

GENERAL INFORMATION

All functional units (Operations, Logistics, Finance, Command & General Staff) will advise the Planning Section of resources that are surplus to their sections/units. The Planning Section will identify resources surplus to the incident's needs and obtain approval from the Incident Commander for release. The Demob Unit will manage the release, return or reassignment of all surplus resources. The Demob process requires close coordination between the Incident Demobilization Unit Leader and (Incident Dispatch Center(s) Location).

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel while in the demobilization process.

GENERAL GUIDELINES

A NO resources will leave the Incident until authorized to do so by the Incident Commander facilitated through the Demob Unit.

B All releases and travel home or to a reassignment will be in compliance with the National Work/Rest Guidelines. Emphasis will be placed to ensure that all released personnel arrive home no later than 2200 hours local time or as authorized by the Incident Commander. Resources will have a minimum of at least 8 consecutive hours off duty before beginning a shift or demobilization (re; Sec 23. 1.1 R5 Mob Guide).

C All Vehicles leaving the incident will have a safety inspection and deficiencies will be corrected prior to departure for home or reassignment. In addition, all vehicles will be washed to prevent the spread of noxious weeds.

D All Party Chiefs, Crew Supervisors, and Strike (Resource) Team Leaders will be briefed by the Demob Unit prior to leaving the incident. The briefing will include: 1) method of travel 2) itinerary 3) manifests with destinations.

E All personnel flying commercial airlines will be given time to shower and dress in clean clothes prior to departure. A photo I.D. and travel authorization number (if necessary) is required by all personnel. The Demob Unit and/or Expanded Dispatch will make all flight arrangements unless another process is agreed upon.

F Notification of Incident personnel will be by posting of “Tentative Releases” in advance. Crew supervisors will be paged when the Demob process is to begin.

G Resources that have been reassigned within Geographic Areas will always be released on the original order and request number.

H Contractors/Operators of oversize vehicles (e.g. transports) are responsible for obtaining required permits for the return trip back to their point of hire.

I Actual departure times and estimated time of arrival (ETA) at final destination will be relayed to Expanded Dispatch upon departure of all resources from the incident base. This includes all contract equipment and services.

J Performance Ratings are required for:

a. Trainees
b. Outstanding performance
c. Deficient performance
d. By personal request

RESPONSIBLITIES

Section Chiefs are responsible for determining resources surplus to their needs and submitting a written list to the Planning Section with destination, travel needs and Request Numbers.

The Demobilization Unit Leader is responsible for:

- Preparing the Demobilization Plan with input from the TNF Center Manager or Expanded Dispatch.
- Providing Expanded Dispatch with “Tentative” releases.
- Providing Expanded Dispatch with confirmation of departing resources (including contract equipment) with their departure time and ETD at their final destination (if they have their own transportation).
- Making advance notification to incident personnel regarding tentative and final releases.
- Ensuring that all signatures are obtained on the ICS Form 221 Demobilization Check-Out.
- Monitoring the Demob process and making necessary adjustments in the process to maintain an orderly and safe release of all resources and ensure accurate and timely flow of release information.

The Incident Commander is responsible for:

- Establishing Incident release priorities in concert with the Geographic Area Coordinator.

- Review and approval of the Demobilization Plan.
- Review and approval of tentative release lists.

The Safety Officer is responsible for:

- Identifying any special safety considerations for the Demob Plan.
- Approval of tentative surplus resources.

The Planning Section Chief is responsible for:

- Review and approval of the Demob Plan.
- Review and approval of the tentative release lists.

The Logistics Section Chief is responsible for:

- Insuring through the Facilities Unit, that all sleeping and work areas are cleaned up prior to release.
- Insuring, through the Supply Unit, that all non-expendable property items are returned or accounted for prior to release.
- Insuring, through Ground Support, that there will be adequate ground transportation during the release process and that all vehicles receive a safety inspection prior to leaving the incident. Any deficiencies must be corrected. Prevention of the spread of Noxious Weeds, by vehicles, will be followed as per (Location).
- Insuring through the Communications Unit that all communications equipment has been returned or accounted for.
- Insuring, through the Food Unit, that there will be adequate meals for those being released and for those remaining in camp.
- Follow the Hazardous Material Haulback Guide (R-5 letter dated 5/24/2000).
- Review and approval of the Demob Plan.
- Approval of tentative surplus (Logistics) resources.

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released resources.

- Coordination for any ADO payoff(s).
- Contract equipment payments.
- Reviewing and providing excessive shift length justification with IC's signature.
- Approval of tentative surplus (Finance) personnel.
- Review of the Demob Plan.

The Operations Section Chief is responsible for:

- Review of the Demob Plan.
- Approval of the tentative surplus (Operations) personnel.

The Liaison Officer is responsible for:

- Providing any agency specific requirements for the Demob Plan.

IV. RELEASE PRIORITIES

The following release priorities have been established by the IC in concert with TNF (Tahoe National Forest) Expanded Dispatch and the GACC (Northern California Redding):

1. Local Government and OES Engines (Type 1,2,& 3) (Priorities coordinated with OES Agency Representative)
2. CDF Engines (Priorities coordinated with CDF Agency Representative)
3. CDF Crews (Priorities coordinated with CDF Agency Representative)
4. State and Local Government Overhead
5. Forest Service Engines
6. Forest Service Type 2 crews
7. Federal Overhead

V. RELEASE PROCEDURES

Section Chiefs and Command & General Staff will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section.

Demob will combine lists and form a "Tentative Release" list to be submitted to the Planning Section Chief and Incident Commander for review and approval. The Demob Unit will coordinate with the Resources Unit so that the resource status board(s) can be kept current. All incident formed Strike (Resource) Teams and/or Task Forces must be disbanded before IC approval and release from the incident.

After IC approval, Demob will notify Expanded Dispatch of the tentative releases and obtain approval. **Demob will provide a minimum of 24 hours notice for all resources**. Demob will also give Ground Support sufficient time to arrange for ground transportation for crews and overhead from the incident base to the departure point.

Demob will advise Expanded Dispatch of all surplus resources available for release, specifying those needing air transportation, identifying the nearest commercial airport to their home unit.

Expanded Dispatch will notify the appropriate GACC (Redding or Riverside) of all State and Federal surplus resources.

Expanded Dispatch will notify GVECC/OES R-4 Dispatch (Grass Valley) of all surplus/released OES 5 Party resources.

If the resource is to be reassigned, Expanded Dispatch will so advise the Demob Unit. The resource will be released to the new assignment and Expanded Dispatch advised of the ETD & ETA.

If there is no reassignment for the resources and the resource has transportation, Expanded Dispatch will advise Demob to release the resource back to the home unit. If the resource requires ground transportation, the Ground Support Unit will arrange transportation and coordinate with the Demob Unit.

When the Demob Unit receives confirmation of the release from Expanded Dispatch, notification will be as follows:

- Personnel to be released and prepare transportation manifests.
- Provide the crew leader or individual the ICS Form 221 Demobilization Check-Out.
- Crew leader or individual will take the ICS Form 221 Demobilization Check-Out to the destinations checked off to:
    - Communications U.L. (if communications equipment has been issued).
    - Ground Support U.L. (for vehicle safety inspection as needed)
    - Facilities U.L. (to be sure all sleeping areas are clean)
    - Supply U.L. (to return all non-expendable property)
    - Finance Unit (to close our time and obtain Fire Time Report)
    - Documentation Unit (i.e.: Unit Logs, performance ratings)
    - Demob U.L. (**WITH ALL SIGNATURES**)

Demob Unit will be last stop in the release process. Demob will:

- Collect and sign-off the ICS Form 221 Demobilization Check-Out.
- Brief the released personnel on method of travel, schedule, and time frames.
- Release the resource from the incident base.
- Advise Expanded Dispatch of ETD & ETA to the home base or transportation point.
- Coordinate with the Resources Unit so that resource status is kept current.
- Coordinate with Security for inspection, if required by the Incident Commander.

VI. TRAVEL INFORMATION- Incident Directory

INCIDENT BASE PHONE NUMBERS

COMMUNICATIONS____________________
DEMOB- ____________________________________
PLANS- ____________________________________
SUPPLY- ____________________________________
FINANCE- ___________________________________
PIO- ____
GROUND SUPPORT- __________________________

EXPANDED DISPATCH -______________________

RADIO FREQUENCIES:

AGENCY DISPATCH:

FOREST NET: RX________________
TX________________

Handout 17-3: C&C Train Derailment Demobilization Plan

TRAIN INCIDENT

DEMOBILIZATION PLAN

Reviewed By:____________________________________ Planning Section Chief

Reviewed By:____________________________________ Operations Section Chief

Reviewed By:____________________________________ Finance Section Chief

Reviewed By:____________________________________ Logistics Section Chief

Reviewed By:____________________________________ Safety Officer

Reviewed By:____________________________________ Liaison Officer

Reviewed By:____________________________________ Information Officer

Approved By:____________________________________ Incident Commander

Date Approved: 1-22-xx

DEMOBILIZATION PLAN

I. **General Information:** This Demobilization Plan will be adjusted and implemented within the operational/planning cycle of the incident. Guidelines contained within this plan will be used by the Command and General Staff in their efforts to properly release personnel and equipment from the scene with the approval of the Incident Commander. Staffing standards, work hours, overtime, and other personnel matters 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 Incident Commander. Demobilization of critical resources is 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. All equipment checked out must be returned to the appropriate originator.

B. Emergency Operations Center Director

1. The role of EOC Director is to facilitate demobilization through normal operating procedures, and assure the demobilization priorities are consistent with geographic area and national guidelines.

C. Incident Commander

1. The Incident Commander will follow normal procedures of developing and approving the Demobilization Plan and implementation procedures. The Incident Commander may use the County/State’s plan if it meets the needs or develop a new plan that addresses these issues.

A. 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.

B. Operations Section Chief

1. Identify surplus personnel and equipment to the Incident Commander.

2. Communicate excess personnel and equipment available for demobilization to the Planning Section Chief.

C. 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.

D. Finance/Administration Section Chief

1. All personnel time reports are up-to-date.

2. All equipment time reports are completed.

3. All known claims are recorded.

III. Critical Resource and Release Priorities:

A. Critical Resources

1. The County EOC will assist the Incident Commander in identifying critical resources.

2. The Incident Commander will determine the release priorities for any critical resources in the Incident Management Organization. Prior to scheduling the release of a critical resource the Planning Section Chief will notify the EOC Director.

B. Non-Critical Resource Exchange

1. All non-critical resources will be demobilized through normal procedures.

C. Priority Release Guidelines.

Personnel:

1. Personnel that have worked continuously for 14 days. This time standard should not be flexible based on the national work rest guidelines.
2. Out-of-County Personnel
3. Assisting Agency personnel will be released in accordance with agreements or other arrangements made with their respective agency.
4. Local Personnel

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.

I. Personnel Demobilization Guidelines:

A. 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 incident shall complete an ICS Form 221 Demobilization Check-Out. This form will facilitate the return of:

   - Non-expendable equipment
   - Communications gear
   - Vehicles
   - Other equipment or administrative matters that need to be addressed before the release of the individual (i.e., removal of person for rosters, employee profile database, etc.).

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 debriefs serves as a check to the Incident Management Team 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).

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

II. Equipment Demobilization Guidelines:

A. Equipment Demobilization.

1. Check-out. All equipment demobilizing permanently from the incident shall be noted on the ICS Form 221 Demobilization Check-Out.

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 IMT or 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.

Logistics

- [ ] **Logistics**. The Logistics Section Chief will ensure that lodging and other support needs are in-place for the demobilized individual while they are returning to their quarters. This would include transportation and other applicable issues needed to support their departure.

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. Individuals are responsible for the return of the vehicle assigned to them clean and inspected.

Finance

- [ ] **Timekeeping**. Each person will be responsible for insuring their time records are completed prior to departure from the incident.

Health and Safety / Medical Debrief / Critical Incident Stress Management (CISM) Debrief

Health and Safety

☐	**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.
☐	**Departure Rest**. All responders shall ensure that they receive the proper amount of rest before departing the incident. This is especially important for those driving.

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Handout 17-4: Self & Team Critique Outline

IMT SELF CRITIQUE GUIDANCE

The Team Self Critique should be a private activity and not shared outside the team unless you all agree. Parts of it should be private and parts may be shared, but you all must agree on which is which.

It should be used to review how you did as a team, where the problem areas were, where the successes were, and how you can do better next time. It should be open and frank.

A good IMT cannot allow "bad feelings" to interfere with effective management of an incident. You must be able to get over it, work through your issues and get the job done. There are too many people depending on you. The interpersonal communication parts of the process must be done in person and should be done while you are all in the meeting. This is some of that human to human communication that is so important in the IMT process.

If someone had problems with someone else on the team, or didn't think a team process was handled correctly, this is the time to get it out in the open so it does not affect your team performance in the future. Use this as a lessons learned process to continue your development towards becoming the best IMT.

The discussions should include interpersonal communication, performance in each functional area and agreements on how you should work together to improve your effectiveness.

Parts of the discussion may be summarized and sent up the chain to decision makers in the agency. Such things might include recommendations on the ordering process, or other things that are beyond the control of the IMT but have effects on incident management. It's the squeaky wheel concept. Never give up on important issues.

Note:
Many agencies use an additional process called a "Close-Out Meeting" where the IMT sits down with the Agency Administrator and other officials from the hosting Region at the conclusion of the assignment. Everyone discusses processes, agency policy and any issues that need follow up to improve things for future IMTs or incidents. This is a critical part of their incident management system and is done every time an IMT is released from an incident. It is sometimes contentious, but it's an important part of improving our service to the taxpayers, the responders you manage and each other.

This meeting must be originated by the Agency, it is not normally the role of the IMT to initiate, but it has been done. It is attended by the major support positions at the Region such as the ordering manager, CO and other Regional players.

IMT Team Critique outline

What did we do well as a team that we are proud of and want to continue, improve upon or share with others?

What was the single most satisfying accomplishment in my function while on this assignment?

How successful were we in sharing Essential Information?

Which activities could we have done better?

If this team were to accept an assignment, what actions could we take between now and then to be even more effective as an IMT and better manage the incident?