

Los Angeles City Fire Department

TRAINING BULLETIN#101

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STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

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I. INTRODUCTION

The Los Angeles City Fire Department has effectively utilized the Incident Command

System for approximately 25 years. The Standardized Emergency Management System (SEMS) is an Incident Command System that is being .adopted by Fire Agencies, Police Agencies and other Municipalities across the State of California. The SEMS Incident Command System provides a method of organizing an incident or an event and is very similar to the Incident Command System that the Los Angeles City Fire Department uses. There are minor differences in terminology and documentation (forms).

This Training Bulletin is divided into the following three categories:

- Part I -Standardized Emergency Management System (SEMS)
- Part II -Glossary
- Part III - ICS Forms Catalog - Added to Volume Five of the Manual of Operations SEMS forms begin with "ICS form No. 201" and end with "ICS form No. 221."

II. HISTORY OF SEMS

As a result of the 1991 East Bay Hills Fire in Oakland, Senate Bill 1841 was passed by the State Legislature and made effective January 1,1993. The intent of the this law is to improve the coordination of State and Local emergency response agencies in California.

The statute directed the Governors Office of Emergency Services (OES), in coordination with other State agencies and interested Local emergency management agencies, to establish by regulation the Standardized Emergency Management System (SEMS). The SEMS regulation took effect in September of 1994.

The basic framework of SEMS incorporates the use of the Incident Command System, multi-agency or inter-agency coordination and the State's master mutual aid agreement system.

SEMS provides for a five level emergency response organization, activated as needed, to provide an effective response to multi-agency and multi jurisdictional emergencies. The five organizational levels in SEMS are:

- Field Response Level
- Local Government Level
- Operational Area
- Regional
- State

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Field Response Level

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat.

Local Governmental Level

Local governments include cities, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction.

Operational Area

Under SEMS, the operational area means an intermediate level of the State's emergency services organization which encompasses the county and all political subdivisions located within the county. The operational area manages and/or coordinates information, resources, and priorities among local governments within the operational area and serves as the communications link between the local government level and the regional level.

Regional Area

Because of its size and geography, the State has been divided into six mutual aid regions. The purpose of a mutual aid region is to provide for the more effective application and coordination of mutual aid and other emergency related activities. The regional level manages and coordinates information and resources among operational areas with the mutual aid regions, and also between the operational areas and the State level.

State

The State level of SEMS manages state resources in response to the emergency needs of the other levels, and coordinates mutual aid among the mutual aid regions and between the Regional level and State level. The State also serves as the communications link between the State and the Federal disaster response system.

By law, all State agencies must use SEMS when responding to emergencies involving multiple jurisdictions or multiple agencies.

Local governments must use SEMS in order to be eligible for State funding of response related personnel costs. While Local governments are not required to take the State Approved Course of Instruction on SEMS, they will be required to maintain minimum training competencies in SEMS.

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SEMS is a management system. SEMS provides an organizational framework, common terminology and guidance for operations at each level of the State's emergency management system. It provides the umbrella under which all response agencies may function in an integrated fashion.

The Incident Command System (ICS) is used to manage an emergency incident or a non-emergency event. It can be used for both small and large situations. The system has considerable internal flexibility. It can grow or shrink to meet differing needs. This makes it a very cost effective and efficient management system. The system can be applied to a wide variety of emergency and non-emergency situations.

III. PRINCIPAL ICS MANAGEMENT FUNCTIONS

COMMAND

The Incident Commander is responsible for the overall incident.

OPERATIONS

The Operations Section is responsible for directing the tactical actions to meet the incident objectives.

PLANNING/INTELLIGENCE

The Planning/Intelligence Section is responsible for the collection, evaluation, display of incident information, maintaining status of resources, and preparing the Incident Action Plan and other incident related documentation.

FINANCE/ADMINISTRATION

The Finance/Administration Section is responsible for keeping track of incident related costs, personnel, equipment records and administering procurement contracts associated with the incident or event.

IV. COMMAND

Command is established by the highest-ranking authority at the scene of the responsible jurisdiction. Command is the action taken to direct, order or control resources by virtue of some explicit legal, agency or delegated authority. The on-scene command of an incident is carried out by the Incident Commander.

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Chain of Command

Chain of Command means that there is an orderly line of authority within the ranks of an organization.

Transfer of Command

Some incidents may dictate a transfer of command. Transfer of command may take place for the following reasons:

- A more qualified person arrives on scene.
- Situation changes where a jurisdictional or agency change in command is required by law or just makes good management sense.
- Normal relief of personnel on extended incidents.
- Transfer of Command may also take place in certain situations when a person of lower rank but of higher qualifications would be the best-suited person to assume command.

Unified Command

Unified Command is an ICS management process, which allows all agencies that have a jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies. Unified Command is a combined team effort and is an important feature of ICS. It allows agencies having a legitimate responsibility at an incident to be part of the Incident Command function.

Under Unified Command there will be a single:

- Incident Action Plan
- Operations Section Chief
- Incident Command Post

Unity of Command

Unity of Command means that every individual has a designated supervisor.

Span of Control

Span of Control pertains to the number of individuals that one supervisor can effectively manage. In ICS, the span of control for any supervisor falls within the range of 3 to 7. If a supervisor has less than 3 or more than 7, some adjustment of the organization should be considered. The rule of thumb is 5 subordinates for every supervisor.

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In many cases the organizational structure for incidents will consist of:

Command, Single Resources

As incidents expand the organizational structure can consist of several layers as needed:

Command, Sections, Branches, Divisions/Groups, Units, Resources

Personnel Accountability

Several procedures within ICS ensure personnel accountability:

- Check-in - Mandatory for all personnel upon arrival at an incident.
- Unity of Command - Ensures everyone has only one supervisor.
- Resource Status Unit - Maintains status of all assigned resources.
- Division/Group Assignment Lists - Identifies resources with active assignments in the Operations Section.
- Unit Logs - A record of personnel assigned to major events in all ICS organizational elements.

V. INCIDENT ACTION PLAN (I.A.P.)

Every incident needs an action plan. The purpose of the Incident Action Plan is to provide all incident supervisory personnel with appropriate direction for future actions. The plan may be written or oral. Written plans should be used when it is essential that all levels of a growing organization have a clear understanding of the tactical actions associated with the next operational period. The plan developed around a duration of time called an Operational Period, will state the objectives to be achieved and describe the strategy, tactics, resources and support required to achieve the objectives within the time frame.

Incident Actions Plans should contain the following four main elements:

1. Statement of Objectives

Statement of what is expected to be achieved. Objectives must be measurable.

2. Organization

Describes what elements of the ICS organization will be in place for the next operational

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3. Tactics and Assignments

Describes tactics and control operations, and what resources will be assigned. Resource assignments are often done by Divisions or Groups.

Examples could include a map on the incident, a communication plan, medical plan, the traffic plan, weather data, special precautions and a safety message.

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VI. INCIDENT FACILITIES

Some of the factors to take into consideration when establishing incident facilities are:

- First priority is needs of the incident.
- Length of time the facility will be used
- Cost to establish the facility.
- Environmental considerations.

Incident Command Post

The Incident Command Post (ICP) is the location at which the primary command functions are performed. The Incident Commander will be located at the ICP. The planning function is normally done at the ICP. The ICP should contain situation and resource status displays necessary for the incident, and other information necessary for planning purposes.

Agency representatives are normally located at the ICP. Once established, the ICP will not normally be relocated.

Staging Areas

A staging area is a temporary location at an incident where personnel and equipment are kept while awaiting tactical assignments.

Whenever possible staging areas should be located within five minutes travel time to the area of expected need.

An incident may have more than one staging area.

Resources in a staging area are always in an available status, which means they are ready for assignment within three minutes. This is an important consideration for resource use planning and should be closely adhered to.

Incident Base

An Incident Base will be established on some incidents.

All primary services and support activity for the incident are usually located and performed at the base.

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Normally, the Incident Base is the location where all uncommitted (out-of service) equipment and personnel support operations are located. Tactical resources assigned to the Incident Base will normally be out-of service.

There should be only one Base established for each incident, and normally the Base will not be relocated.

Camps

Camps are temporary locations within the general incident area, which are equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

VII. RESOURCE KINDS AND TYPES

Resources can be described both by kind and by type.

Resource Kinds

The kind of resource describes what the resource is, e.g. helicopter, fire engine, patrol vehicle, etc.. The kinds of resources can be as broad as necessary to suit the incident application. Other kinds of resources are specific to the user agency and to the application agency.

Resource Types

The type of resource describes a performance capability for that kind of resource. Resources are usually typed by a number, with 1 being the highest capability or capacity; 2, the next highest, etc.. For example, in the California Fire Services Field Operations Guide, a Type 1 helicopter will carry up to 16 persons. A Type 3 helicopter will carry up to five persons. However, that high capacity does not necessary mean that it is the right resource for the job to be done. For example, a Type 1 fire engine which has the greatest pumping capacity may not, because of terrain considerations, be able to access the area where the resource is needed. The specific capability of the resource must always be clearly spelled out in the type descriptions.

There are three distinct advantages to typing resources:

1. In Planning

Knowing the specific capabilities of the various kinds of resources helps planners decide the type and quantity of resource best suited to perform activities required by the Incident Action Plan.

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2. In Ordering

Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off site order point.

3. In Monitoring Resource Use

An awareness of the type of tactical resource assigned enables the manager to monitor for under-or-over-capability, and make changes accordingly.

VIII. STRIKE TEAMS AND TASK FORCES

Strike Teams

Strike teams are a combination of resources of the same kind and type, e.g. Five Type I Engines and a leader. Strike teams must have a leader and common communications between the resources and the leader.

Task Forces

Task Forces are any combination and number of single resources assembled for a particular tactical need, e.g., two engines, one bulldozer, two hand crews and a leader could makeup a

"Wildland Fire Task Force." Task forces may be a mix of all different kinds of resources, be of the same kind but different types, or be several resources of one kind mixed with other resources. Task forces must have a leader and common communications between the leader and the resources.

There are at five advantages of using Task Forces and Strike Teams:

1. Enables more effective resource use planning.
2. Provides an effective way of quickly ordering just what is necessary.
3. Reduces radio traffic by communications going to a task force or strike team leader, rather than to each single resource.
4. Increases the ability to expand the organization for large incident operations while maintaining good span of control.
5. Provides close resource control and accountability.

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IX. RESOURCE STATUS

All tactical resources at an incident will be in one of three status conditions.

Assigned

Resources working on a tactical assignment under the direction of a supervisor.

Available

Resources ready for deployment.

Out-of Service

Resources that are not ready for available status.

Changing Resource Status

Resource status on an incident, is maintained and changed by the supervisor who has the resources under assignment. All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element. The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining the overall resource status at an incident. Information about the status change will be passed to the Resources Unit of the Planning/ Intelligence Section.

X. ORGANIZATION AND STAFFING

The ICS organization is built around five major functions that are applied on any incident whether it is large or small. ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command at each position and every person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times.

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I. Incident Commander Responsibilities

The Incident Commander's responsibility is the overall management of the incident. On most incidents the command activity is carried out by a single Incident Commander. In order to make an incident run smoothly, an Incident Commander must do the following:

Establish an Incident Command Post (ICP)

Initially, the ICP will be wherever the Incident Commander is located. As the incident grows, it is important for the Incident Commander to establish a fixed location for the ICP and to operate from that location.

The ICP provides a central coordination point from which the Incident Commander, Command Staff, and Planning functions will normally operate. Depending on the incident, other members of the General Staff may be operating in other locations, however, they will attend planning

meetings and be in close contact with the Incident Commander.

Once established, the ICP should not be moved unless absolutely necessary.

Establish the Immediate Priorities

First Priority is always safety of

- Individuals involved in the incident.
- Responders.
- Other emergency workers.
- Bystanders.

Second Priority is incident stabilization. Stabilization is normally tied directly to incident complexity. When considering stabilizing the incident situation, the following "musts" are essential for the Incident Commander.

The IC must:

- Ensure life safety.
- Stay in Command
- Manage resources efficiently and cost effectively.

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Third priority is to determine incident objectives, strategies and tactical directions. In order to accomplish this an Incident Commander must:

- Know Department Policy.
- Establish incident objectives.
- Develop appropriate strategy(s).
- Execute tactical direction.

2. Command Staff

There are three important staff functions, which are the responsibility of the Incident Commander unless Command Staff positions are established.

- Public information and media relations.
- Ensuring safety.
- Maintaining liaison with assisting and cooperating agencies.

On some incidents, any one of these functions can consume much of the Incident Commander's time. Therefore, it is important to recognize their importance and quickly fill the positions if necessary.

Information Officer

The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations. Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multijurisdiction incidents. The Information Officer may have assistants as necessary, and the assistants may represent assisting agencies or jurisdictions.

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Safety Officer

The Safety Officer's function on the Command Staff is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Only one Safety Officer will be assigned for each incident.

Liaison Officer and Agency Representatives

Incidents that are multi jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff. The Liaison Officer is the contact for Agency Representatives assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

In many multi jurisdictional incidents, an agency or jurisdiction will send an Agency Representative to assist in coordination efforts. An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

3. General Staff Positions

The General Staff consists of the following positions:

- Operations Section Chief
- Planning/Intelligence Section Chief
- Logistics Section Chief
- Finance/ Administrative Section Chief

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Operations Section

The Operations Section Chief is responsible for managing all tactical operations at an incident. The build up of the Operations Section is generally dictated by the number of tactical resources involved and span of control considerations. The Operations Section Chief may assign a Deputy Chief. A Deputy is most often assigned when all designated units within the Operations Section are activated.

There is no precise guideline for when the Operations Section will be established on an incident. In some cases, depending upon the complexity of the incident and the desires of the Incident Commander, it may be the first section to be established. In other situations, the IC may elect to maintain control of Operations, and establish Logistics, Planning, and, if necessary, Finance functions as separate sections before designating an Operations Section.

The Operations Section consists of the following components:

- Ground or surface based tactical resources.
- Aviation (Air) resources.
- Staging Areas.

Incidents will use any or all of the these components, depending on the need.

Ground or Surface Based Tactical Resources

There are three ways of organizing tactical resources on an incident. The determination of how resources will be used will be determined based on the application area and the tactical requirement. Resources can be used as:

- Single Resources
- Task Forces
- Strike Teams

Depending on the need, tactical resources can be placed into an Operations organization made up of:

- Resources reporting to the Incident Commander or Operations Chief
- Divisions or Groups
- Branches

Divisions

Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team.

Groups

Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a specific function. Groups are located between Branches (when activated) and Resources in the Operation Section.

Branches

A Branch is an organizational level that has functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Divisions/Groups in the Operations Section, and between Section and Units in the Logistics Section.

Aviation Resources

Many incidents require the use of tactical or logistical aircraft to support the incident. In ICS, all aviation resources assigned for exclusive use of the incident are assigned to the Operations Section. These include aircraft providing logistical support.

Staging Areas

Staging areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Once a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or the Incident Commander if the Operations Section Chief has not been designated. In some application, branches may have separate staging areas. For example, a medical branch may have an ambulance staging area assigned to the branch.

Planning/Intelligence Section

In ICS, the Planning/Intelligence Section is responsible for managing all information relevant to an incident.

When activated, the Section is managed by the Planning/Intelligence Section Chief who may assign a Deputy Planning/Intelligence Chief. A Deputy is most often assigned when all designated units within the Planning/Intelligence are activated.

The Planning/Intelligence Section collects, evaluates, processes, and disseminates information for use at the incident. Dissemination can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.

Some incidents may require personnel with specialized skills to be temporarily assigned to the Planning/Intelligence Section. These individuals are called Technical Specialists. A wide variety of Technical Specialists could be used, depending upon the requirements of the incident.

There are four units within the Planning/Intelligence Section that can be activated as necessary:

- Resources Unit
- Situation Unit

- Documentation Unit
- Demobilization Unit

The Planning/Intelligence Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, then the responsibility for the unit's duties will remain with the Planning/Intelligence Section Chief.

Resources Unit

Responsible for all check-in activity, and for maintaining the status on all personnel and equipment (primary and support) resources assigned to the incident.

Situation Unit

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

Documentation Unit

The Documentation Unit is responsible for the maintenance of accurate, up-to-date incident files. Incident files should be stored for legal, analytical, and historical purposes.

Demobilization Unit

The Demobilization Unit is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity.

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Logistics Section

All incident support needs are provided by the Logistics Section. The Logistics Section is responsible for the following:

- Facilities
- Transportation

- Communications
- Supplies
- Equipment maintenance and fueling
- Food services
- Medical services

The Logistics Section is managed by the Logistics Section Chief, who may assign a Deputy Logistics Chief. A Deputy is most often assigned when all designated units (listed below) within the Logistics Section are activated.

On very large incidents, or on incidents requiring a great deal of equipment or facilities, the Logistics Section may be divided into two Branches - Service Branch and Support Branch. Each Branch is led by a Branch Director, who reports to the Logistics Section Chief.

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Six units may be established within the Logistics Section:

- Supply Unit
- Facilities Unit
- Ground Support Unit
- Communications Unit
- Food Unit
- Medical Unit

The Logistics Section Chief will determine the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit's duties will remain with the Logistics Section Chief.

Supply Unit

The Supply Unit is responsible for ordering, receiving, processing, and storing all incident-related resources.

All off-incident resources will be ordered through the Supply Unit, including:

- Tactical and support resources (including personnel).
- All expendable and non-expendable support supplies.

Facilities Unit

This unit is responsible for set-up, maintenance, and demobilization of all incident support facilities except Staging Areas. These facilities are:

- Incident Command Post
- Incident Base
- Camps

Ground Support Unit

The Ground Support Unit is primarily responsible for the maintenance, service and fueling of all mobile equipment and vehicles, with the exception of aviation resources. The Unit also has responsibility for the ground transportation of personnel, supplies, and equipment, and the development of the Incident Traffic Plan.

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Communications Unit

The Communications Unit is responsible for developing plans for use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; and the distribution and maintenance of communications equipment.

Food Unit

The Food Unit is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

Medical Unit

Most major incidents require the establishment of a Medical Unit that is responsible for all medical services for incident assigned personnel. The Unit will develop an Incident Medical Plan (to be included in the Incident Action Plan); develop procedures for managing major medical emergencies; provide medical aid and assist the Finance/Administration Section with processing injury-related claims.

Finance/Administration Section

The Finance/Administration Section is responsible for managing all financial aspects of an incident.

Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for Finance/Administration services will the Section be activated.

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In some applications portions of activity may be centralized within an Emergency Operations Center in situations involving multiple incident sites. However, it is still the responsibility of the Incident Commander to manage the financial aspect of the incident.

There are four units which may be established within the Finance/Administration Section:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

Due to the specialized nature of the Finance/Administration function, the Finance/Administration Section Chief is usually a member of the jurisdictional agency requiring financial services. The Section Chief may designate a Deputy Finance Section Chief.

Time Unit

The Time Unit is responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency time recording policies, and managing commissary operations if established at the incident.

Procurement Unit

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the Procurement Unit. The unit is also responsible for maintaining equipment time records.

The Procurement Unit establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices. The unit works closely with local fiscal authorities to ensure efficiency.

Compensation/Claims Unit

Compensation-for-Injury and Claims are contained within one Unit. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential.

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Cost Unit

The Cost Unit provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

XI. COMMON RESPONSIBILITIES

The following are general guidelines covering those situations which will require an extended stay or out-of-jurisdiction travel:

- Assemble or update travel kit containing any special technical information, e.g., maps, manuals, contact lists, and other reference materials.
- Prepare personal items that you will need for your estimated length of stay.
- Review your emergency assignment. Know whom you will report to and what your responsibility will be.
- Have a clear understanding of the decision-making authority you hold for your agency while at the incident. Determine this as soon as you realize you may be assigned to an incident.
- Determine what communications procedures should be followed so you can contact your headquarters or home office if necessary.

Actions Prior to Departure

Information that should be known includes, but is not limited to, the following:

- Incident type and name or designation
- Incident check-in location
- Reporting time
- Travel instructions
- Communication instructions
- Resource order number or Request number

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Check-in at the Incident

Check-in officially logs you in at the incident and provides important basic information which will be used for status keeping and for release and demobilization. Check-in information is used in several ways at the incident. The check-in process and information supports the following activities:

- Personnel accountability
- Resource Unit status keeping
- Preparation of assignments and reassignments
- Locating personnel for emergency notifications
- Establishing personnel time records
- Release planning
- Demobilization

Check-in only once. In SEMS, check-in information is recorded on the ICS Check-in Form 211. Check-in recorders may be found at several incident locations. (These locations may not be activated at every incident.)

- Incident Command Post (Resources Unit)
- Base or Camp
- Staging Areas
- Helibase

In addition you may report directly to Division/Group Supervisors.

If instructed to report directly to a tactical assignment, you should report in to the designated Division or Group Supervisor or to the Operations Section Chief or Incident Commander depending upon the level of ICS activation.

After release from tactical assignment you will formally check-in at one of the above locations.

Common Responsibilities at the Incident

After check-in, locate your incident point of contact, and obtain your initial briefing. The information you receive in your briefing will be important for your own planning and for passing on accurate and up-to-date information to your subordinates.

Briefings received and given should include:

- Current situation assessment
- Identification of specific job responsibilities expected of you
- Identification of co-workers within your job function and/or geographical assignment
- Location of work area
- Identification of eating and sleeping arrangements as appropriate
- Procedural instructions for obtaining additional supplies, services, and personnel
- Identification of operational period work shifts

After receiving your briefing and your assignment, give a similar briefing to any personnel assigned to you.

Supervisors must maintain a Unit Log, ICS Form 214 indicating names of personnel assigned and a listing of major activities during an Operational Period.

Incident Record Keeping

All incidents require some form of record keeping. Requirements will vary depending upon the agencies involved, and the kind and size of incident.

Five general considerations relative to incident record keeping are as follows:

- Print or type all entries
- Enter dates by month/day/year format
- Enter date and time on all forms and records
- Fill in all blanks, use N/A as appropriate
- Use military 24-hour clock time

Fill in all blanks on forms. If information is not available or not applicable, enter N/A to let the recipient know that the information was not overlooked.

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Incident Demobilization

Agency requirements for demobilization at an incident will vary considerably. Large incidents may require the establishment of Demobilization Unit within the Planning/Intelligence Section.

General Demobilization considerations for all personnel are to:

- Complete all work assignments

- Brief subordinates regarding demobilization
- Complete and file required forms and reports
- Follow incident and agency check-out procedures
- Return any incident issued communications equipment or other non-expendable supplies
- Report to assigned departure points on time or slightly ahead of schedule

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM GLOSSARY OF TERMS

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ACTION PLAN:

(See Incident Action Plan)

AGENCY:

An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offer a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance)

See Assisting Agency, Cooperating Agency, and Multi-agency.)

AGENCY EXECUTIVE OR ADMINISTRATOR:

Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident

AGENCY DISPATCH:

The agency or jurisdictional facility from which resources are allocated to incidents

AGENCY REPRESENTATIVE:

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

AIR OPERATIONS BRANCH DIRECTOR:

The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident

ALLOCATED RESOURCES: Resources dispatched to an incident

AREA COMMAND:

An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed

ASSIGNED RESOURCES:

Resources checked in and assigned work tasks on an incident

ASSIGNMENTS:

Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan

ASSISTANT:

Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps

ASSISTING AGENCY:

An agency directly contributing tactical or service resources to another agency

AVAILABLE RESOURCES

Incident-based resources which are available

-B-

BASE:

The location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base

BRANCH:

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

-C-

CACHE:

A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use

CAMP:

A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary service to incident personnel

CHECK-IN:

The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments)

CHAIN OF COMMAND:

A series of management positions in order of authority

CHIEF:

The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration

CLEAR TEXT:

The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text

COMMAND:

The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander

COMMAND POST: (See Incident Command Post)

COMMAND STAFF:

The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed

COMMUNICATIONS UNIT:

An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be an Incident Communications Center

COMPACTS:

Formal working agreements among agencies to obtain mutual aid

COMPENSATION UNIT/CLAIMS UNIT:

Functional unit within the Finance Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident

COMPLEX:

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

COOPERATING AGENCY:

An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.)

COORDINATION:

The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objective. The coordination process (which can be either intra-or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

COORDINATION CENTER: Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents

COST SHARING AGREEMENTS:

Agreement between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representative at the incident

COST UNIT:

Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures

CREW:

(See Single Resource)

-D-

DELEGATION OF AUTHORITY:

A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents

DEPUTY:

A fully qualified individual who, in the absence of a superior; could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors

DEMOBILIZATION UNIT:

Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources

DIRECTOR: The ICS title for individuals responsible for supervision of a Branch

DISPATCH:

The implementation of a command decision to move a resource or resources from one place to another

DISPATCH CENTER:

A facility from which resources are assigned to an incident

DIVISION:

Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group) Divisions are identified by alphabetic characters for horizontal applications and often by floor numbers when used in buildings

DOCUMENTATION UNIT:

Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident

-E-

EMERGENCY MANAGEMENT COORDINATOR/DIRECTOR: The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management

EMERGENCY MEDICAL TECHNICIAN (EMT):

A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine

EMERGENCY OPERATIONS CENTER (EOC):

A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency

EMERGENCY OPERATIONS PLAN: The plan that each jurisdiction has and maintains for responding to appropriate hazards

EVENT:

A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events

-F-

FACILITIES UNIT:

Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

FIELD OPERATIONS GUIDE:

A pocket-size manual of instructions on the application of the Incident Command System

FINANCE/ADMINISTRATION SECTION:

The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit

FOOD UNIT:

Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel

FUNCTION:

In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function

-G- _

GENERAL STAFF:

The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General staff consists of:

Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Administration Section Chief

GENERIC ICS:

Refers to the description of ICS that is generally applicable to any kind of incident or event

GROUND SUPPORT UNIT:

Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies

GROUP:

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

-H-

HELIBASE:

The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base

HELISPOT:

Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel

HIERARCHY OF COMMAND: (See Chain of Command)

-I-

ICS NATIONAL TRAINING CURRICULUM:

A series of 17 training modules consisting of instructor guides, visuals, test, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs

INCIDENT: An occurrence either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources

INCIDENT ACTION PLAN:

Contains objectives reflecting the overall incident strategy and specific tactical actions and

supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.)

INCIDENT BASE:

Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident

INCIDENT COMMANDER:

The individual responsible for the management of all incident operations at the incident site

INCIDENT COMMAND POST (ICP):

The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities .

INCIDENT COMMAND SYSTEM (ICS):

A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the , complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries .

INCIDENT COMMUNICATIONS CENTER:

The location of the Communications Unit and the Message Center

INCIDENT MANAGEMENT TEAM:

The Incident Commander and appropriate Command and General Staff personnel assigned to an incident

INCIDENT OBJECTIVES:

Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives

INFORMATION OFFICER:

A member of the Command Staff responsible for interfacing with the public and media or

with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants

INITIAL ACTION:

The action taken by resources which are the first to arrive at an incident

INITIAL RESPONSE:

Resources initially committed to an incident

INCIDENT SUPPORT ORGANIZATION:

Includes any off-incident support provided to an incident. Examples would be agency Dispatch centers, Airports, Mobilization Centers, etc.

-J-

JURISDICTION:

The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, state, or federal boundary lines) or functional (e.g., police department, health department, etc.)

(See Multijurisdiction.)

JURISDICTIONAL AGENCY:

The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function

-L-

LANDING ZONE: (See Helispot)

LEADER: The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit

LIAISON OFFICER:

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

LOGISTICS SECTION:

The section responsible/e for providing facilities, services, and materials for the incident

LIFE-SAFETY:

Refers to the joint consideration of both the life and physical well being of individuals

-M-

MANAGERS:

Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager

MANAGEMENT BY OBJECTIVES:

In ICS, this is a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes: selection of tactics, selection of resources, resource assignments, and performance monitoring

MEDICAL UNIT:

Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel;

MESSAGE CENTER:

The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resources status, and administrative and tactical traffic

MOBILIZATION: The process and procedures used by all organizations federal, state, and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident

-12-

MOBILIZATION CENTER:

An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment .

MULTI-AGENCY INCIDENT:

An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command

MULTI-AGENCY COORDINATION (MAC):

A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics

MULTI-AGENCY COORDINATION SYSTEM (MACS):

The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS.

MULTIJURISDICTION INCIDENT:

An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

MUTUAL AID AGREEMENT:

Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment

-N-

NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM (NIIMS): An NWCG-developed program consisting of five major subsystems which collectively provide a total system approach to all-risk incident management. The subsystems are: The Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management

NATIONAL WILDFIRE COORDINATING GROUP (NWCG):

A group formed under the direction of the Secretaries of the Interior and Agriculture to improve the coordination and effectiveness of wildland fire activities, and provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive

nature. The NWCG has been a primary supporter of ICS development and training

-O-

OFFICER:

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

OPERATIONAL PERIOD:

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

OPERATIONS SECTION:

The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, Staging areas, and air support.

OUT-OF-SERVICE RESOURCES:

Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons

OVERHEAD PERSONNEL: Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders

-P-

PLANNING MEETING:

A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger

incidents, the planning meeting is a major element in the development of the incident Action Plan.

PLANNING SECTION:

Responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists

PROCUREMENT UNIT:

Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts

-R-

RADIO CACHE:

A supply of radios stored in a pre-determined location for assignment to incidents

RECORDERS:

Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, logistics, and Finance/Administration Units

REINFORCED RESPONSE:

Those resources requested in addition to the initial response

REPORTING LOCATIONS: Location or facilities where incoming resources can check-in at the incident (See Check-in)

RESOURCES UNIT:

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

RESOURCES:

Personnel and equipment available, or potentially available, for assignment to incident. Resources are described by kind and type, e.g., ground, water, air, etc., and may be used in tactical support or overhead capacities at an incident

-S-

SAFETY OFFICER:

A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

SECTION: · That organization level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance/Administration. The Section is organizationally between Branch and Incident Commander

SECTOR:

Term used in some applications to describe an organizational level similar to an ICS Division or Group. Sector is not a part of ICS terminology.

SEGMENT:

A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

SERVICE BRANCH: A branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units

-16-

SINGLE RESOURCE:

An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident

SITUATION UNIT:

Functional unit within the Planning Section responsible for the collection, organization, and

analysis of incident status information, and for analysis of the situation as it progresses.
Reports to the Planning Section Chief

SPAN OF CONTROL:

The supervisory ratio of from three -to-seven individuals, with five-to-one being established as optimum

STAGING AREA:

Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

STRATEGY:

The general plan or direction selected to accomplish incident objectives.

STRIKE TEAM:

Specified combinations of the same kind and type of resources, with common communications and a leader.

SUPERVISOR:

The ICS title for individuals responsible for command of a Division or Group.

SUPPLY UNIT:

Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

SUPPORT BRANCH:

A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units

SUPPORTING MATERIALS: Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan

SUPPORT RESOURCES:

Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

-T-

TACTICAL DIRECTION:

Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

TASK FORCE:

A combination of single resources assembled for a particular tactical need, with common communications and a leader.

TEAM:

(See Single Resources)

TECHNICAL SPECIALISTS:

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

TEMPORARY FLIGHT RESTRICTIONS (TFR): . Temporary airspace restrictions for non-emergency aircraft in the incident area. TFR's are established by the FAA to ensure aircraft safety, and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

TIME UNIT:

Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

TYPE:

Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task

-U-

UNIFIED AREA COMMAND:

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

UNIFIED COMMAND:

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

UNIT:

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

UNITY OF COMMAND: The concept by which each person within an organization reports to one and only one designated person.