

**MIAMI VALLEY FIRE/EMS ALLIANCE
SUGGESTED OPERATING GUIDELINE**

SUBJECT	EFFECTIVE DATE
Incident Command System	1/19/05

REFERENCES	SOG Number
National Incident Management System, DHS, March 1, 2004	1
National Response Plan, DHS, November 2004	

PURPOSE:

The purpose of this document is to provide a guideline for the operation at incidents or situations that may arise during the course of an operation. Each member is expected to know, understand, and operate according to this guideline as each situation arises.

RESPONSIBILITY:

1. All officers are responsible for the training of firefighting personnel and for ensuring proper compliance with this guideline.
2. All members have the responsibility to adequately learn this guideline and to carry out this policy.
3. All members shall show reasonable judgment in the use of this guideline.

NOTE:

Any place in this guideline where the masculine pronoun is used, it is intended to include both the male and female genders.

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SECTION 1: INTENT AND PURPOSE OF THE INCIDENT COMMAND SYSTEM

The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government – Federal, State, local and tribal – as well as by many private-sector nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

Acts of biological, chemical, radiological, and nuclear terrorism represent particular challenges for the traditional ICS structure. Events that are not site specific, are geographically dispersed, or evolve over longer periods of time will require extraordinary coordination between Federal, State, local, tribal, private-sector, and nongovernmental organizations. An area command may be established to oversee the management of such incidents.

a. The purpose of this guideline is to:

1. Provide for the safety of personnel operating at emergency incidents through improved command and control (or management of emergencies).
2. Improve the use of resources and tactical effectiveness.
3. Meet the OSHA and EPA regulations requiring the use of an Incident Command System for hazardous materials incidents.
4. Meet the NFPA Standard 1500 recommendations for the use of an Incident Command System for operations at all emergency incidents.
5. Meet the NFPA Standard 1561 provisions for assuring that necessary elements of an Incident Command System are included in this guideline.
6. Meet the requirements of the National Incident Management System as required by Presidential Homeland Security Directive 5 and the National Response Plan.

b. Design requirements for the ICS

ICS is designed to have the following operating characteristics; it should be

- suitable for operations within a single jurisdiction or single agency, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement;
- applicable and acceptable to users throughout the country;
- readily adaptable to new technology;
- adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond; and;
- have a scalable organizational structure that is based on the size and complexity of the incident.

SECTION 2: INCIDENT COMMAND CHARACTERISTICS

ICS is based on proven management characteristics. Each contributes to the strength and efficiency of the overall system.

a. Common Terminology.

ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and hazard scenarios. This common terminology covers the following:

(1) Organizational Functions.

Major functions and functional units with domestic incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.

(2) Resource Descriptions.

Major resources-including personnel, facilities, and major equipment and supply items-used to support incident management activities are given common names and are "typed" with respect to their capabilities, to help avoid confusion and to enhance interoperability. The process for accomplishing this task is specified in Chapter IV.

(3) Incident Facilities.

Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.

b. Modular Organization.

The incident command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. When needed, separate functional elements can be established, each of which may be further subdivided to enhance internal organizational management and external coordination. Responsibility for the establishment and expansion of the ICS modular organization ultimately rests with the Incident Commander (IC), who bases these on the requirements of the situation. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated. Concurrently with structural expansion, the number of management positions expands to adequately address the requirements of the incident.

c. Management by Objectives.

Management by objectives represents an approach that is communicated throughout the entire ICS organization. This approach includes the following:

- establishing overarching objectives;
- developing and issuing assignments, plans, procedures, and protocols;
- establishing specific, measurable objectives for various incident management functional activities, and directing efforts to attain them, in support of defined strategic objectives; and
- documenting results to measure performance and facilitate corrective action.

d. Reliance on an Incident Action Plan.

Incident action plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

e. Manageable Span of Control.

Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.

f. Predesignated Incident Locations and Facilities.

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

g. Comprehensive Resource Management.

Maintaining an accurate and up-to-date picture of resource utilization is a critical component of domestic incident management. Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

h. Integrated Communications.

Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures. This integrated approach links the operational and support units of the various agencies involved and is necessary to maintain communications connectivity and discipline and enable

common situational awareness and interaction. Preparedness planning must address the equipment, systems, and protocols necessary to achieve integrated voice and data incident management communications.

i. Establishment and Transfer of Command.

The command function must be clearly established from the beginning of incident operations. The agency with primary jurisdictional authority over the incident designates the individual at the scene responsible for establishing command. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

j. Chain of Command and Unity of Command.

Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

k. Unified Command.

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

l. Accountability.

Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

(1) Check-In.

All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the IC.

(2) Incident Action Plan.

Response operations must be directed and coordinated as outlined in the IAP.

(3) Unity of Command.

Each individual involved in incident operations will be assigned to only one supervisor.

(4) Span of Control.

Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

(5) Resource Tracking.

Supervisors must record and report resource status changes as they occur.

m. Deployment.

Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

n. Information and Intelligence Management.

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

SECTION 3: ICS ORGANIZATION AND OPERATIONS

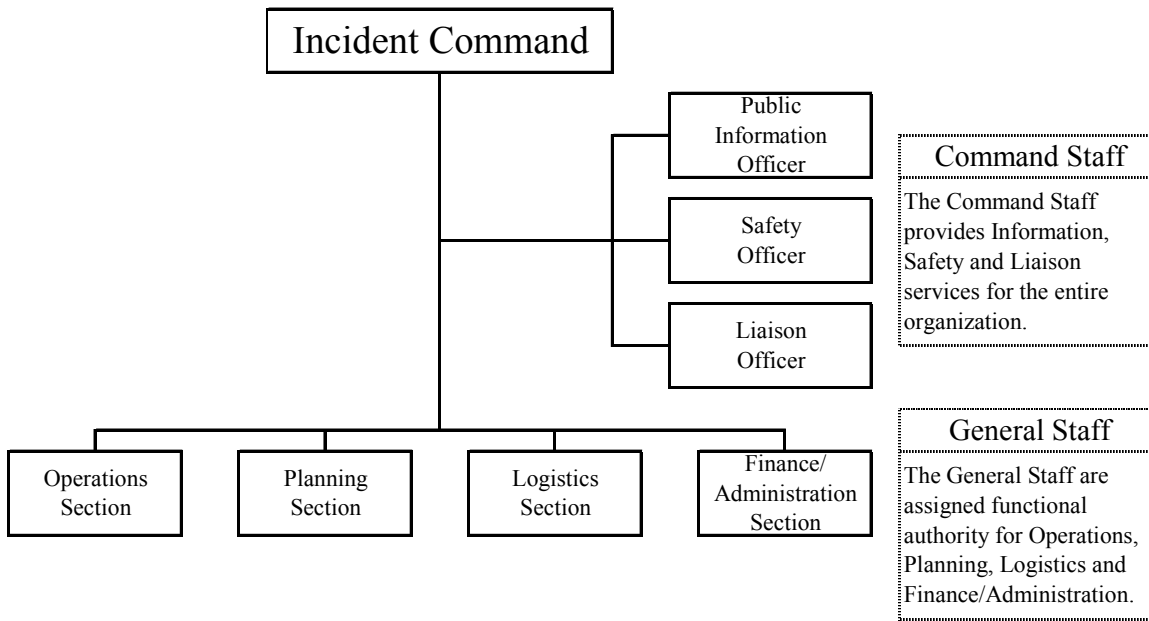


Figure 1 – Incident Command System – Command and General Staff

a. Command and General Staff Overview.

The ICS organization has five major functions, as described in Figure 1. These are: command, operations, planning, logistics, and finance and administration (with a potential sixth functional area to cover the intelligence function).

(1) Command.

Command comprises the IC and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the IC.

(2) General Staff.

The General Staff comprises incident management personnel who represent the major functional elements of the ICS including the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. Command Staff and General Staff must continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC.

b. The Command Staff.

Command Staff is responsible for overall management of the incident. This includes Command Staff assignments required to support the command function.

(1) The Command Function

The command function may be conducted in two general ways:

(a) Single Command IC.

When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority. (In some cases in which incident management crosses jurisdictional and/or functional agency boundaries, a single IC may be designated if all parties agree to such an option.) Jurisdictions should consider predesignating ICs in their preparedness plans.

The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and releasing of incident resources.

(b) Unified Command.

UC is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework. All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the UC structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources. The exact composition of the UC structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required). In the case of some multijurisdictional incidents, the designation of a single IC may be considered to promote greater unity of effort and efficiency.

(i) The designated agency officials participating in the UC represent different legal authorities and functional areas of responsibility and use a

collaborative process to establish incident objectives and designate priorities that accommodate those objectives. Agencies heavily involved in the incident that lack jurisdictional responsibility are defined as supporting agencies. They are represented in the command structure and effect coordination on behalf of their parent agency through the Liaison Officer. Jurisdictional responsibilities of multiple incident management officials are consolidated into a single planning process, including

- responsibility for incident management;
- incident objectives;
- resource availability and capabilities;
- limitations; and
- areas of agreement and disagreement between agency officials.

(ii) Incidents are managed under a single, collaborative approach, including the following:

- common organizational structure;
- single incident command post;
- unified planning process; and
- unified resource management.

(iii) Under UC, the IAP is developed by the Planning Section Chief and is approved by the IC. A single individual, the Operations Section Chief, directs the tactical implementation of the IAP. The Operations Section chief will normally come from the agency with the greatest jurisdictional involvement. UC participants will agree on the designation of the Operations Section Chief.

(iv) UC works best when the participating members of the UC collocate at the Incident Command Post and observe the following practices:

- Select an Operations Section Chief for each operational period;
- Keep each other informed of specific requirements;
- Establish consolidated incident objectives, priorities, and strategies;

- Coordinate to establish a single system for ordering resources;
 - Develop a consolidated IAP, written or oral, evaluated and updated at regular intervals; and
 - Establish procedures for joint decision-making and documentation.
- (v) The primary differences between the single command structure and the UC structure are that
- In a single command structure, the IC is solely responsible (within the confines of his or her authority) for establishing incident management objectives and strategies. The IC is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.
 - In a UC structure, the individuals designated by their jurisdictional authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

(2) Command Staff Responsibilities.

In an incident command organization, the Command Staff consists of the Incident Command and various special staff positions. The special staff positions are specifically designated, report directly to the Incident Command, and are assigned responsibility for key activities that are not a part of the ICS General Staff functional elements. Three special staff positions are typically identified in ICS: Public Information Officer, Safety Officer, and Liaison Officer. Additional positions may be required, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific requirements established by the IC.

(a) Public Information Officer.

The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information monitoring role. Whether the command structure is single or unified, only one incident PIO should be designated. Assistants may be assigned from other agencies

or departments involved. The IC must approve the release of all incident-related information.

(b) Safety Officer.

The SO monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC or UC and supervisors at all levels of incident management. The SO is, in turn, responsible to the IC for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. In a UC structure, a single SO should be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. Assistants may be required and may be assigned from other agencies or departments constituting the UC. The SO, Operations Section Chief, and Planning Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues. The SO must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations. It is important to note that the agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Rather, each entity contributes to the overall effort to protect all responder personnel involved in incident operations.

(c) Liaison Officer.

The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.

(d) Assistants.

In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.

(e) Additional Command Staff.

Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the IC. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the IC in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

c. The General Staff.

The General Staff represents and is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections, which are discussed below:

(1) Operations Section.

This section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations.

Figure 2 depicts the primary organizational structure template for an Operations Section. Further expansions of this basic structure will vary according to numerous considerations and operational factors. In some cases, the organizational structure will be determined by jurisdictional boundaries. In other cases, a strictly functional approach will be used. In still others, a mix of functional and geographical considerations may be appropriate. The ICS offers flexibility in determining the right structural approach for the specific circumstances of the incident at hand.

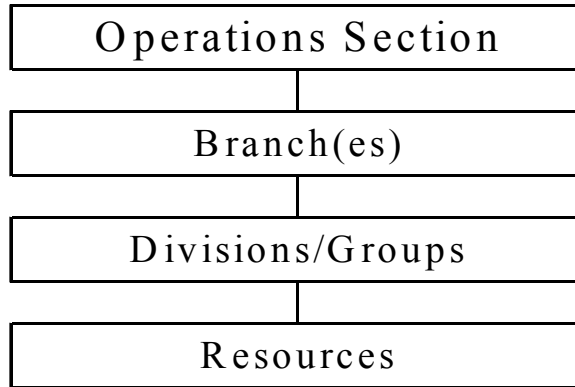


Figure 2 – Major Organizational Elements of Operations Section

(a) Operations Section Chief.

The Operations Section Chief is responsible to the IC or UC for the direct management of all incident-related operational activities. The Operations Section Chief will establish tactical objectives for each operational period, with other section chiefs and unit leaders establishing their own supporting objectives. The Operations Section Chief may have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multijurisdictional incidents. An Operations Section Chief should be designated for each operational period and should have direct involvement in the preparation of the IAP for the corresponding period of responsibility.

(b) Branches.

Branches may be used to serve several purposes, and may be functional or geographic in nature. In general, branches are established when the number of divisions or groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief (a ratio of 1:5 is normally recommended, or 1:8 to 1:10 for many larger-scale law enforcement operations).

(c) Divisions and Groups.

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

(d) Resources.

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

- (i) Single Resources. These are individual personnel and equipment items and the operators associated with them.
- (ii) Task Forces. A Task Force is any combination of resources assembled in support of a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.
- (iii) Strike Teams. Strike Teams are a set number of resources of the same kind and type that have an established minimum number of personnel. The use of Strike Teams and Task Forces is encouraged, wherever possible, to optimize the use of resources, reduce the span of control over a large number of single resources, and reduce the complexity of incident management coordination and communications.

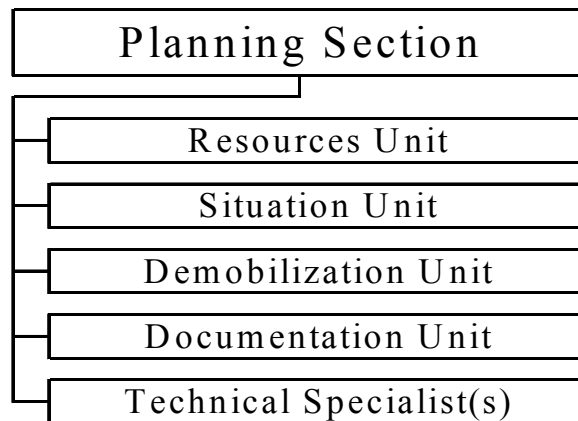


Figure 3 – Planning Section Organization

(2) Planning Section.

The Planning Section collects, evaluates, and disseminates incident situation information and intelligence to the IC or UC and incident management personnel, prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops and documents the IAP based on guidance from the IC or UC.

As shown in Figure 3, the Planning Section comprises four primary units, as well as a number of technical specialists to assist in evaluating the situation, developing planning options, and forecasting requirements for additional resources.

The Planning Section is normally responsible for gathering and disseminating information and intelligence critical to the incident, unless the IC places this function elsewhere.

Components	Normally Prepared By
Common Components	
Incident Objectives	Incident Commander
Organization List or Chart	Resources Unit
Assignment List	Resources Unit
Communications Plan	Communications Unit
Logistics Plan	Logistics Unit
Responder Medical Plan	Medical Unit
Incident Map	Situation Unit
Health and Safety Plan	Safety Officer
Other Potential Components (Scenario dependent)	
Air Operations Summary	Air Operations
Traffic Plan	Ground Support Unit
Decontamination Plan	Technical Specialist
Waste Management or Disposal Plan	Technical Specialist
Demobilization Plan	Demobilization Unit
Operational Medical Plan	Technical Specialist
Evacuation Plan	Technical Specialist
Site Security Plan	Law Enforcement
Investigative Plan	Law Enforcement
Evidence Recovery Plan	Law Enforcement
Other	As Required

Figure 4 – Sample IAP Outline

The Planning Section is also responsible for developing and documenting the IAP. The IAP includes the overall incident objectives and strategies established by the IC or UC. In the case of UC, the IAP must adequately address the mission and policy needs of each jurisdictional agency, as well as interaction between jurisdictions, functional agencies, and private organizations. The IAP also addresses tactical objectives and support activities required for one operational period, generally 12 to 24 hours. The IAP also contains provisions for continuous incorporation of "lessons learned" as incident management activities progress. An IAP is especially important when

- (a) resources from multiple agencies and/or jurisdictions are involved;
- (b) multiple jurisdictions are involved;
- (c) the incident will effectively span several operational periods;
- (d) changes in shifts of personnel and/or equipment are required; or

(e) there is a need to document actions and/or decisions.

The IAP will typically contain a number of components, as shown in Figure 4.

(3) Logistics Section.

The Logistics Section (Figure 5) is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required.

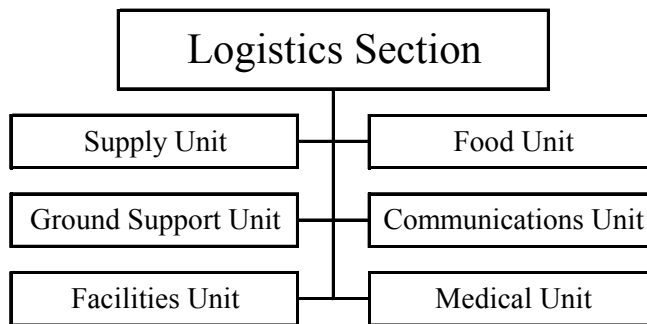


Figure 5 – Logistics Section Organization

(4) Finance/Administration Section.

A Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services. Not all incidents will require a separate Finance/Administration Section. In cases that require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section. The basic organizational structure for a Finance/Administration Section is shown in Figure 6. When such a section is established, the depicted units may be created, as required.

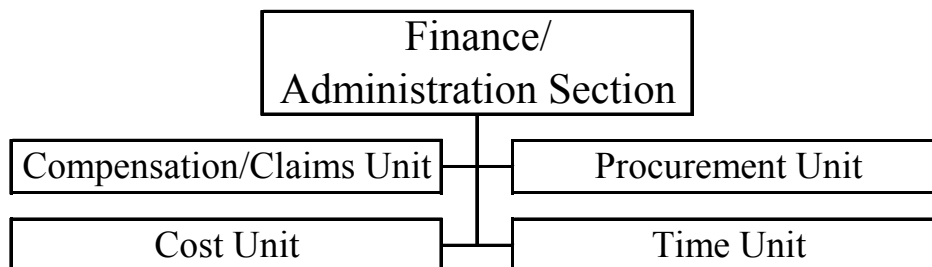


Figure 6 – Finance and Administration Section Organization

(5) Information and Intelligence Function.

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the IC, who have proper clearance and a "need-to-know" to ensure that they support decision-making.

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

(a) Within the Command Staff.

This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.

(b) As a Unit Within the Planning Section.

This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the UC.

(c) As a Branch Within the Operations Section.

This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the UC.

(d) As a Separate General Staff Section.

This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information related security plans and operations as directed by the IC. These can include information security and operational security activities, as well as the complex task of ensuring that sensitive

information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions. The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the PIO, particularly where such public awareness activities may affect information or operations security.

SECTION 4: AREA COMMAND

a. Description.

An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. An agency administrator or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site specific, geographically dispersed, or evolve over longer periods of time, (e.g., a bioterrorism event). In this sense, acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between Federal, State, local, tribal, private-sector, and nongovernmental organizations. Area Command is also used when there are a number of incidents in the same area and of the same type, such as two or more hazardous material (HAZMAT) or oil spills, and fires. These represent incidents that may compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and are coordinated through an Emergency Operations Center (EOC). If the incidents under the authority of the Area Command are multijurisdictional, then a Unified Area Command should be established. This allows each jurisdiction to have representation in the command structure. Area Command should not be confused with the functions performed by an EOC. An Area Command oversees management of the incident(s), while an EOC coordinates support functions and provides resources support.

b. Responsibilities.

For incidents under its authority, an Area Command has the responsibility to

- set overall incident-related priorities;
- allocate critical resources according to priorities;
- ensure that incidents are properly managed;
- ensure that incident management objectives are met and do not conflict with each other or with agency policy;
- identify critical resource needs and report them to EOC's and/or multiagency coordination entities; and
- ensure that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

SECTION 5: SUMMARY

The functional positions that are staffed depend on the needs of the incident. As a general rule, the larger or more complex the incident, the more need there is to delegate functional responsibilities. Functional responsibilities for any positions that are not staffed remain with the Incident Commander.

In situations where the IC needs to delegate functional authority and the functional considerations are not extensive, some functions may be combined. For example: Planning and Logistics or Information Officer and Liaison Officer. However, some functional assignments should not be combined in a complex incident due to their critical impact on safety or incident control.

The Incident Command System is a resource that can be applied on an as-needed basis. It is a practical, realistic approach to incident management. If fully understood, it will not only make your job easier but it will also make it possible for all of us to become truly professional emergency incident managers.

Understand the entire system but apply only what is necessary in your day-to-day incidents. Regular use of the ICS provides the training for future expansion. When the correct terms are used, relationships are established and guidelines are practiced so that the management of larger incidents will be built on a strong foundation.

Except for the simplest incident, there is always more than one way to organize an incident. Be flexible and use your imagination but always operate within the ICS structure.

Whether the incident is a small grass fire or the unique, once-in-a-career incident, your thorough knowledge of the Incident Command System will ensure a safer, more effective approach to emergency incident management.

APPENDIX 1

Initial Attack Response Capability

– A Guide –

Interior Attack and Operations Response Capability

High-Hazard Occupancies - 2000-4000 GPM - 4 Companies (Schools, hospitals, nursing homes, explosive plants, refineries, high-rise buildings, and other high life hazard or large fire potential occupancies)

At least 3 engines, 1 ladder truck (or combination apparatus with equivalent capabilities), incident commander, and other specialized apparatus as may be needed to cope with the combustibles involved; typical staffing of 13 personnel.

Typical Hazard Occupancies - 1000-2000 GPM - 3 Companies (Apartments, offices, mercantile and industrial occupancies not normally requiring extensive rescue or fire fighting forces) or (One-, two-, or three-family dwellings and scattered small businesses and industrial occupancies)

At least 2 engines, 1 ladder truck (or combination apparatus with equivalent capabilities), incident commander, and other specialized apparatus as may be needed or available; typical staffing of 10 personnel.

Low Hazard Operations - less than 1000 GPM - 2 Companies (Scattered dwellings, small businesses, and farm buildings)

At least 2 engines with a 500-gallon or more water tank, 2 mobile water supply vehicles (1000 gallons), incident commander, and such other specialized apparatus as may be necessary to perform effective initial fire fighting operations; typical staffing of 11 personnel.

APPENDIX 2

Apparatus Placement Suggestions

Apparatus function should regulate placement. Many times, by virtue of poor placement, options are limited or functions are eliminated as assignments.

The placement of all apparatus on an incident scene should be a reflection of one of the following:

1. A suggested operations guideline for first arriving companies.
2. A pre-arranged staging procedure.
3. A direct order from the Incident Commander.
4. A conscious decision on the part of the officer assigned to that apparatus based on existing or predictable conditions.

Effective apparatus placement must begin with the arrival of first units. The placement of the initial arriving engine and ladder companies should be based upon initial size-up and general conditions upon arrival. First arriving companies should place themselves to maximum advantage to go to work. Later arriving units should be placed in a manner that builds on the initial plan and allows for expansion of the operation.

The fundamental operational guideline is for the first arriving unit to respond to the incident address. The condition found and the designed functions of that unit will determine the placement of that unit. If the first arriving unit is a Chief Officer in a staff car, he/she will take a position conducive to establishing a formal Command Post. If the first in unit is an engine company, they will be expected to take a position that will facilitate the effective use of fire streams. When a ladder company is first to arrive, they will be expected to take a position that will maximize the use of their aerial device or other pertinent equipment.

In general, the basic response pattern is designed to allow the first arriving engine to attack the fire and the first arriving ladder company to locate at a position of maximum effectiveness (usually the front of the building). The second arriving engine company is expected to provide a continuous ample supply of water. The Chief Officer is expected to locate and identify a Command Post. Additional equipment sent to an alarm is expected to take a position that will provide the Incident Commander with a flexible resource for a variety of needs as appropriate.

Avoid congestion! Later arriving companies should stage a significant distance away from the immediate incident area, and remain uncommitted until orders are received from the Incident Commander. Company officers should select standby positions that allow a great deal of response flexibility.

Fire hose (particularly large diameter) limits the general access to the incident. Lines should be laid with attention to the access problems they present. Lay lines on the same side of the street as the hydrant and cross over near the scene.

Apparatus is an expensive exposure. Position apparatus in a manner that considers the extent and location of the fire with a pessimistic evaluation of fire spread and building failure. Anticipate the heat which may be released with structural collapse.

Beware of putting fire apparatus in places where it cannot be repositioned easily and quickly, particularly operating positions with only one way in and out; i.e., yards, alleys, driveways, etc.

Beware of overhead power lines or other overhead obstructions, such as pedestrian walkways, when positioning apparatus. Do not park where lines may fall on apparatus.

Do not hook up to hydrants so close to the fire building that structural failure or fire extension will jeopardize the apparatus.

APPENDIX 3

Apparatus Staffing for Mutual Aid Responses

The following is the minimum apparatus staffing standard throughout the Alliance. Minimum staffing is significant when responding to mutual aid requests. Departments obviously would have the ability to alter staffing for responses within their own jurisdiction.

All personnel shall meet minimum state certification for firefighters, EMS, Haz/Mat, etc. as it relates to the response/apparatus. The exception would be when staffing meets the suggested minimum and there is seating for additional personnel who may be in training.

Engine Company	3
Tanker	2
Tanker/Engine	3 (2, if functioning as a Tanker)
Ladder Company	3
Brush	2
Rescue	2
Attack	2
Medic	2 (at least 1 Paramedic)
Ambulance	2 (2 EMTs, as state requires)
Boat	3
Air Supply Unit	1

See APPENDIX 1, “A Guide for an Initial Attack Response Capability Assuming Interior Attack and Operations Response Capability” for reference information relative to this subject.

APPENDIX 4

Fire Command Responsibilities

Within the broad structure of the basic incident command function, certain command options are available to the Incident Commander. These options or "command modes" will be explained in detail below. However, it must be understood that regardless of the command option chosen, the initial Incident Commander retains responsibility for all command functions until relieved of them according to the standardized methods detailed in this guideline.

The person assuming command is responsible for the following:

1. Assessing the incident priorities.
 - Life Safety
 - Incident stabilization
 - Property conservation
2. Determines the incident's strategic goals and tactical objectives.
3. Develops and implements the Incident Action Plan.
 - Writes an IAP if large scale and/or extended operational time period
4. Developing an incident command structure appropriate for the incident.
5. Managing incident resources.
 - Implements the G. M.C.F.C.A. Accountability System.
6. Coordinating overall emergency activities.
7. Serving as ultimate incident safety officer, responsible for preventing firefighter injuries and/or deaths.
8. Coordinating activities of outside agencies.
9. Authorizing information release to the media.

APPENDIX 5

Initial Fire Command

It shall be mandatory that the officer, or other fire department member, arriving first on the scene of an emergency incident initiate the basic incident command function, establish a Command Post, and assume all related command responsibilities. On “routine” incidents, the Incident Commander may also direct operations. It takes a conscious decision to establish a separate Operations Section.

[Note – If the first arriving officer has determined that his active involvement in the initial operations makes the assumption of command impractical, that officer has the option of “*passing command*” to the next arriving officer. This is done by announcing via radio that he is *passing command*. In order to ensure the establishment of the incident management system, command can only be passed one time.]

Command Post

The Command Post shall provide a central, stationary location. Many incidents may be mitigated by command working from a Command Post located in a vehicle. Due to size, complexity and/or long-term nature of incidents, a Command Post may have to be re-located to a command trailer, or other similarly designated unit.

Establishment of a command post shall be performed regardless of jurisdictional boundaries. If a chief officer, member or unit without tactical capabilities (such as in a staff vehicle with no equipment) arrives first, that person shall initiate Command. If tactically capable equipment (an engine, ladder, etc.) arrives first, then the Company Officer (leader/supervisor of that crew) shall function in one of the following:

Modes of Operation

Nothing showing Mode – this situation will require further investigation by initial arriving company while other units remain in a staged mode. The Company Officer should go with the company to investigate while maintaining communications to command the incident.

Fast attack Mode – situations that must be stabilized immediately and require the Company Officer’s assistance and direct involvement. The Company Officer will not neglect command responsibilities knowing that this Mode will not last for more than a few minutes and will end with one of the following:

1. The situation is stabilized.
2. The situation is not yet stabilized and the Company Officer withdraws to the exterior to establish command at a fixed location.
3. The situation is not yet stabilized and the Company Officer remains inside with the crew knowing that his/her presence can make a difference in the effectiveness of the crew.
4. Command is transferred to another officer.

Command Mode – situations that by virtue of their size, complexity or potential for rapid expansion, require immediate, strong, direct, overall command. In such instances, the Company Officer will assume an exterior, safe and effective command, and maintain that position until relieved by another officer.

It is possible that while in one of the command modes of operation the IC may operate as:

1. **FIXED COMMAND** - Fixed Command is defined as a command structure that maintains a fixed command location which is usually outside of a structure and in which the Incident Commander devotes all of his/her energies to command. The Fixed Command Mode is desirable and should be used unless conditions dictate otherwise.

****NOTE**** - The location of the fixed Command Post should be easily identifiable. If the Incident Commander chooses to leave the interior of his/her vehicle, he/she should be easily identifiable.

2. **MOBILE COMMAND** - Included are incidents requiring immediate action in order to stabilize the situation, and where, due to staffing and/or experience factors, the Company Officer feels that it is necessary for him/her to accompany his/her crew in their initial efforts. This may include situations where there is "nothing showing" and the Company Officer assuming command accompanies his/her crew in order to investigate the situation.

**WHENEVER THE MOBILE COMMAND MODE IS CHOSEN, IT SHOULD BE
CONCLUDED VERY RAPIDLY WITH ONE OF THE FOLLOWING
OUTCOMES:**

- a) The situation is quickly stabilized by the initial offensive attack or the preliminary investigation reveals no problem requiring the Incident Commander's active participation. In either case, the Company Officer should then return to a fixed command location and continue to discharge his/her command responsibilities.
- b) The situation is not likely to be quickly stabilized, or initial investigations indicate possible long-term involvement. The Company Officer should recognize these situations and assign command of his/her company to a company member or another Company Officer, return to a fixed command location, and continue to function as the Incident Commander until relieved of this responsibility.
- c) Command is transferred to another officer-

APPENDIX 6

Transfer of Fire Command

When command is being transferred to another officer, the Incident Commander being relieved will brief the officer assuming command. This briefing will be done on a face-to-face basis and may include, but is not limited to, the following:

1. Incident priorities and strategic goals.
2. Tactical objectives that have been assigned and that need to be assigned.
3. Tactical objectives that have been achieved.

Should a higher-ranking officer decide to officially assume command of the incident, the officer shall locate the Command Post, and follow the transfer of command protocol.

After the transfer of command has actually taken place, the officer assuming command shall announce such transfer over the radio, stating the identification of the new Incident Commander.

NOTE: If preceded to the scene by the companies of another department, the officer responding from the department having jurisdiction shall report to the Incident Commander. Regardless of rank, this officer is legally responsible for the incident.

APPENDIX 7

Initial Fire Size-Up

When Command is established, an initial radio report and size-up should be given:

1. Identify transmission by giving company, identity of Incident Commander, the location of the Command Post (if other than the front of the occupancy/incident), and the name assigned to the incident.

EXAMPLE: "Ladder 6 on the scene, Captain in charge of High Street command."

Until command is transferred, the original Incident Commander will remain in charge of the incident.

2. To report the apparent extent of the emergency.

EXAMPLE: Nothing showing, working fire, 2nd alarm, etc.

IF THE INCIDENT COMMANDER DETERMINES THAT A WORKING FIRE IS IN PROGRESS, THE INITIAL RADIO REPORT SHALL INCLUDE:

3. General size of structure - one-story, two-story, multi-story, high rise, etc.

NOTE: If the location of the incident or complex is well known, the name will suffice.

4. Type of construction - ordinary construction, frame, brick, etc.
5. Occupancy - residence, apartment, nursing home, hotel, business, etc.
6. Action being taken - laying supply line, attacking with 1 3/4" line and tank, etc.
7. Apparatus in use - Engine 8, Medic 2, etc.
8. Additional assignment - extra company, second alarm, etc.

NOTE: Decide early if there is a necessity to call for additional assistance. Additional help should be standing by at the scene, prepared to go into action if there is a possibility the incident may exceed the capabilities of the companies working on the incident.

The following examples illustrate the initial establishment of Command:

"Engine 41 on the scene, Lieutenant in charge of XYZ command. We have an auto completely involved on the 2nd level of a 3-story concrete block parking garage, using 1 3/4" line and tank. Ladder 6 assisting. All other companies stand-by at the entrance."

"Engine 26 on the scene, Lieutenant in charge, the Command Post is in the parking lot across the street and will be Main Street Command. We have a working fire in a second floor bedroom of a two-story frame residence. Attacking with 1 3/4" line and tank."

"Engine 43 on the scene. Lieutenant in charge. We have a trash fire at the rear of a frame garage at 718 Yancey St. We can handle it with Engine 81. Engine 43 will be Yancey Command - cancel rest of response."

Other company officers on the scene should be advised of existing situations, initial decisions made, and plan of operation.

When only one company responds to an emergency such as an auto fire or trash fire, the company officer shall transmit a brief initial radio report upon arrival. As soon as it has been determined that no additional help will be required, a message so stating will be transmitted to the fire alarm dispatcher.

APPENDIX 8

Fire Staging Guidelines

THEORY

The objective of the staging guideline is to provide a standard system of initial placement for responding apparatus, personnel, and equipment prior to assignment.

Effective utilization of this guideline:

1. Will prevent excessive apparatus congestion at the scene.
2. Will allow time for the Incident Commander to evaluate conditions prior to assigning companies.
3. Places apparatus in an uncommitted location close to the immediate scene to facilitate more effective assignment by the Incident Commander.
4. Produces more effective communications by virtue of reducing radio traffic during the critical initial stages of fire operations.

STAGING WILL INVOLVE TWO LEVELS LEVEL I AND LEVEL II

LEVEL I STAGING

Level I staging applies to all multiple company responses on 1st alarm assignments. It dictates the standard apparatus response areas for both residential and high-risk properties.

The first arriving officer or member shall assume command and size-up the incident. If necessary, the standard apparatus placement of Level I staging may need to be adjusted. Unless otherwise directed, companies will be positioned at the incident as outlined below.

In Level I staging, all Companies will report their company designation and their location upon arrival. The dispatcher will acknowledge the radio transmission of these staged companies. Staged companies, after receiving acknowledgment, will stay off the air until orders are received from the Incident Commander. If at the scene of a working incident, a staged company has not been given an assignment within a reasonable period of time, the company commander shall contact the Incident Commander and advise him/her of their standby status.

These staging guidelines attempt to reduce routine traffic, but in no way should reduce effective communications or the initiative of officers to communicate. If staged companies observe any situation that requires immediate action, they will advise the Incident Commander of the condition and their actions.

1. ARRIVAL OF CHIEF/COMMAND OFFICER

When first on the scene, the chief officer shall set up command, give the radio report, and give directions to the incoming companies. The chief's vehicle should be placed in a location where it will not interfere with the positioning of incoming apparatus.

When preceded to the scene, the chief officer shall go to the Command Post, if established, and find out all the details of the incident. After the chief officer has been briefed, and the situation is not under control, he/she may formally assume command of the incident by announcing via radio that he/she is in charge.

2. ARRIVAL OF THE FIRST ENGINE COMPANY

If the engine company is first on the scene, the company officer shall set up command, give the radio report, and direct incoming companies.

When first on the scene and nothing is showing, the engine company should proceed directly to the scene. On all sprinklered buildings, the company shall send a person to locate and check the

annunciator. If water may be needed, the officer in charge has the option of laying a line or going on in. If there is any doubt about the ability of the engine's tank to control the situation, and it will be some time before the next engine company will be able to lay a line, good judgment may dictate laying a supply line as the engine goes to the scene. If possible, position the engine where it will not interfere with the operation of other arriving companies. The first engine company arriving is considered the attack engine and will usually provide first water on a fire through the use of an attack line. Procedures performed are to be consistent with the OSHA 2 in/2 out rule for immediately dangerous to life or health (IDLH) atmospheres.

When preceded to the scene by a chief officer, ladder company, etc., the engine company should be guided by the instructions of the Incident Commander.

3. ARRIVAL OF THE SECOND ENGINE COMPANY

The second engine company should position itself so that it can provide a continuous supply of water. The company officer shall keep the crew with the apparatus until the supply is completed. The officer and remaining crew should then report to the Incident Commander for further orders.

4. ARRIVAL OF LADDER COMPANY

If the ladder company is first on the scene, the company officer shall set up command, give the radio report, and direct incoming companies. Procedures performed are to be consistent with the OSHA 2 in/2 out rule for immediately dangerous to life or health (IDLH) atmospheres.

If the ladder company is not first on the scene, it shall proceed to the scene unless directed to do otherwise by the Incident Commander. Ordinarily, the ladder company will go directly to the scene and occupy the front of the building. Being located in this position, the aerial ladder may be put into operation. The tools and equipment will be readily accessible and the ladder truck will be located where it will not interfere with the operations of other arriving companies.

The Command Post ordinarily should be situated at the front of the building, but if the initial alarm states the fire is in the rear of the building or other information is gained (prior to the arrival of the second ladder company and the third engine company) indicating the Command Post should be set at the rear of the building, the Incident Commander shall announce over the radio that the Command Post is at the rear of the building. Then the first arriving ladder and engine companies will cover the rear of the building and the remainder of the response will automatically stage at the intersection one block away, or a related significant distance from the incident scene.

Consideration should be given to calling extra companies if necessary. The Incident Commander shall have at least one fully staffed company in reserve at all times to be available to go to work immediately.

5. ADDITIONAL ARRIVING FIRE COMPANIES (when applicable)

Other fire companies (such as a third engine, second truck, foam unit, etc.) shall stage one block away, or related significant distance, from the incident and in the direction of travel to the address of the alarm. This staging status shall be reported to the Incident Commander. Crews and apparatus are to remain intact and shall stand by to await further instructions from the Incident Commander.

6. ARRIVAL OF THE RESCUE COMPANY (when applicable)

If the rescue company is first on the scene, the individual in charge shall set up command, give the radio report, and give directions to the incoming companies. If the rescue company is not first on the scene, it shall proceed to the scene unless directed to do otherwise by the Incident Commander.

If possible, the rescue company apparatus should be located close to the Command Post where it will not interfere with the operations of other operating companies and remain flexible so that if needed in another area, the company will be able to respond with a minimum of delay.

7. SECOND ARRIVING LADDER COMPANY

The second arriving ladder company shall stage one block away, or related significant distance, from the incident and in the direction of travel to the address of the alarm. This company shall remain flexible with its assigned crew so that if it is needed in other areas it will be able to respond with a minimum of delay.

8. ARRIVAL OF THE MEDIC OR AMBULANCE (when applicable)

When a medic and/or ambulance is dispatched to the scene, it should be located near the Command Post if possible and be prepared to care for injured personnel or citizens. These companies should remain flexible, so that if needed in other areas, they will be able to respond with a minimum of delay.

Care should be taken by rescue, medic, and ambulance companies that their apparatus does not block access to the incident scene or that their apparatus does not become blocked in at the scene.

9. SECOND ARRIVING CHIEF/COMMAND OFFICER (when applicable)

The second arriving chief officer will report to the Incident Commander for assignment.

LEVEL II STAGING

Level II staging will relate to large, complex-type incidents requiring an on-scene reserve of fire companies, as well as other agencies, and will involve formal staging in an area designated by the Incident Commander. The staging area should be away from the Command Post and from the emergency scene in order to provide adequate space for the assembly and for safe and effective apparatus movement. When the Incident Commander announces a formal staging area, the fire dispatcher(s) should be notified and all responding companies will report to and remain in the staging area until assigned to the incident.

LEVEL II STAGING WILL BE AN AUTOMATIC PROCEDURE WHEN DISPATCHED TO AN EXTRA COMPANY ALARM OR MULTIPLE ALARMS

The Incident Commander may designate a staging area and Staging Area Manager who will be responsible for the activities outlined in this guideline. The fire dispatcher(s) should be notified of the location of the staging area. If this occurs, the companies dispatched on the standby or multiple alarm will respond to the designated staging area, report to the Staging Area Manager in person, and be guided by his/her directions. Mutual aid/assisting resources will normally be guided by the host jurisdiction that has provided a person to serve as Staging Area Manager.

EXAMPLE: "Dispatcher, this is Oak Avenue Command; have the responding companies stage two blocks south of the incident scene."

The first company commander to arrive at the approximate location shall become the Staging Area Manager. He/She will notify the Incident Commander of his/her arrival, designate the exact location of the staging area, and assume command of the staging area.

If no staging area or Staging Area Manager has been designated, the officer of the first arriving engine or ladder company shall designate the location of the staging area. The officer of the first engine or ladder company to arrive at the staging area will automatically become the Staging Area Manager, will notify the Incident Commander of his/her arrival, and will assume command of the staging area.

The radio designation for the person in charge of staging area will be "Staging". All responding companies will respond directly to the designated staging area, and report in person to the Staging Area Manager. Companies will stand by their apparatus, crew intact, with warning lights off.

When requested by the Incident Commander, the Staging Area Manager will verbally assign companies to report to specific divisions or groups, telling them where and to whom to report. He/She will then advise the Incident Commander of the specific companies assigned. The division or group supervisor may then communicate directly with the company.

The Staging Area Manager will give the Incident Commander periodic reports of available companies in the staging area. If requested to do so by the Incident Commander, the Staging Area Manager may communicate directly with the fire alarm office/dispatcher for additional resources.

The Staging Area Manager will also be responsible for the following functions:

1. Coordinate with the police department to block the streets, intersections, and other access required for the staging area.
2. Assure that all apparatus is parked in an appropriate manner.
3. Maintain a list of companies available in the staging area and inventory all specialized equipment that might be required at the scene.
4. Review with the Incident Commander what resources must be maintained in the staging area and coordinate the request for these resources with the fire alarm office/dispatcher.
5. Assume a position that is visible and accessible to incoming and staged companies. This will be accomplished by wearing a reflective vest designated as "Staging Area Manager", or by leaving the emergency lights operating on his/her apparatus.

In some cases, the Staging Area Manager may have to indicate the best direction of response and routing for responding companies to get into the staging area.

See Appendix 2 for Apparatus Placement suggestions.

STAGING AREA RESOURCES

Unless otherwise instructed, the Staging Area Manager will advise the IC when the level of resources in the staging area is depleted to two engines and one ladder or less. The Incident Commander will make a decision whether or not to call additional units or to call for an additional alarm.

The Incident Commander may instruct the Staging Area Manager to maintain a base level of resources until further advised. In such circumstances, the Staging Area Manager will communicate directly with the fire alarm office/dispatcher to request additional units.

Separate and/or multiple staging areas may be required for some incidents. Examples include: Medical Staging Area, Haz/Mat Staging Area, Support Staging Area, etc. In such cases, the Staging Area Manager will so designate and relay this information to the Incident Commander and the fire alarm office/dispatcher.

APPENDIX 9

Expanding the Fire Command Structure

The command structure at any incident must correspond to the complexity of the situation. To effectively control an emergency, the incident should be divided into manageable units. In this section we will examine some of the options the Incident Commander can use to manage an incident.

While it is important to have a sufficiently large command structure at an incident, don't use more command than the situation requires. The command structure should not contribute to the complexity of the incident. Consider the command options available as a toolbox full of tools. Use only the ones you need to fix the problem.

Remember that any command position can be held by any member. It is the Incident Commander's responsibility to assign the appropriate person to command functions.

*NOTE - Terminology to describe the work units may vary between different organizations. The recommendations of the National Incident Management System (NIMS) will be utilized for the purposes of this guideline.

A. DIVISIONS AND GROUPS

1. **DIVISIONS:** Divisions are an organizational level responsible for operations in a specified geographical area at an incident. You could have an interior Division (within a building), or a Division outside a building. Some examples are: Division C, Division 13, Roof Division, etc.

2. **GROUPS:** Groups are an organizational level responsible for a specified functional assignment at an incident. Examples are Salvage Group, Search and Rescue Group, Fire Attack Group, Water Supply Group, etc.

Divisions are commanded by Supervisors. Divisions operate at the command level below Branch level. Divisions do not work for Groups. However, a Group's functional responsibility may cross established Division boundaries. For example, a Search & Rescue Group may be working in the same area within two Divisions. Once a specific assignment is given to a Group, it is to keep in contact within the Division that formed it.

Divisions and Groups affect the following three significant management principles:

1. They reduce/solve span-of-control problems at an incident.
2. They provide essential coordination at a designated area or for a specific function.
3. They fix personnel accountability.

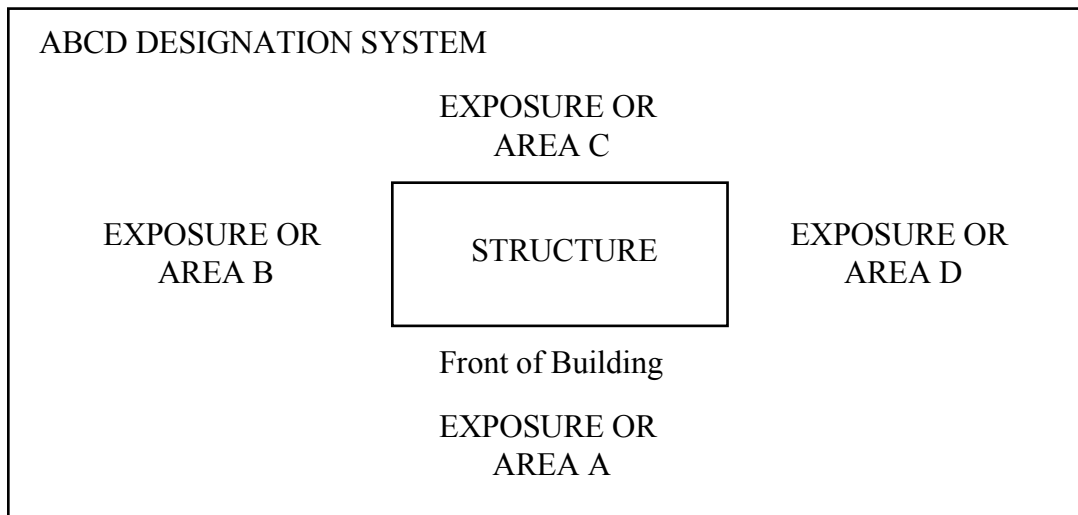
Division and Group Supervisors provide accountability within the M.C.F.C.A. Accountability Program. They are responsible for coordination of companies, ensuring maximum safety and survival of response personnel. They are also responsible for the implementation of their assigned

portion of the overall incident action plan and they coordinate activities within their assignment. Division and Group Supervisors keep the next higher level of command informed of the status of resources within their area of responsibility and evaluate the resource needs, making adjustments as needed. It is essential that the next higher level of command be made aware of any needs for resource adjustment. Each Division or Group supervisor requires certain information from the Incident Commander. They must know their radio designation (Division A or Salvage Group), their assigned objectives, and the resources under their command.

Each functional or geographical assignment does not need to be commanded by a Division or Group supervisor. An activity that only requires one unit to effectively handle the situation would not necessitate the implementation of a Division or Group; there is not a coordination problem and obviously the assignment does not cover a large area or require the deployment of several single resources.

B. DIVIDING THE INCIDENT

To ensure uniformity, there needs to be a standard means of dividing an incident. The following designation system will be used whenever it is necessary to divide an incident.



There will be a letter designation for each exterior side of the incident area. Normally, the addressed or street side of the incident will be designated as Exposure "A" or the letter designations move clockwise around the incident. Exposures may also be identified with a similar system. The front of the building refers to the working side of the building as established by the Incident Commander. The "Area" term can be used to designate a large geographical situation such as a wildland fire.

C. BRANCHES

At large-scale or complex incidents the number of Divisions and/or Groups may create a significant span-of-control problem. When this occurs, consideration should be given to the implementation of Branches. Branches are also of great value when large numbers of resources are committed to

specific functional activity. A good example would be a fire incident with a major EMS problem. An EMS Branch could be implemented to alleviate these problems.

Branches are managed by a Branch Director.

In general, a Branch is an organizational level between the Operations Section and Divisions or Groups. A Branch Director is responsible for implementing the portion of the incident action plan appropriate for that particular Branch. Branches are commonly used within the Operations and Logistic sections.

The specific responsibilities of a Branch Director are:

1. Implements the portion of the incident action plan appropriate to the Branch function.
2. Coordinates the activities of the units within the Branch.
3. Evaluates goals and objectives and requests additional resources, if needed.
4. Keeps his/her supervisor, either the IC or the Operations or Logistics Branch Chief, informed of the status in the area of responsibility.
5. Assigns specific tasks to Divisions or Groups within the Branch.
6. Resolves logistical problems associated with the units deployed in the Branch.

GLOSSARY OF TERMS

For the purposes of the NIMS, the following terms and definitions apply:

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

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

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

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

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

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

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

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

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

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

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

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

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

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

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

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

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

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

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

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

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

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

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

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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

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

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

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

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

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

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

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

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

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

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

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

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

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

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

Initial Response: Resources initially committed to an incident.

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

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

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

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

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

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

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

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

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

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

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

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and

associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

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

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

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

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

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

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing

processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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

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

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

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

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

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

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

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

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

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination,

or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

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

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

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

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

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

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

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

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

ACRONYMS

ALS	Advanced Life Support
DOC	Department Operations Center
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FOG	Field Operations Guide
GIS	Geographic Information System
HAZMAT	Hazardous Material
HSPD-5	Homeland Security Presidential Directive-5
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Command or Unified Command
IMT	Incident Management Team
JIS	Joint Information System
JIC	Joint Information Center
LNO	Liaison Officer
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRP	National Response Plan
POLREP	Pollution Report
PIO	Public Information Officer
PVO	Private Voluntary Organizations
R&D	Research and Development
RESTAT	Resources Status
ROSS	Resource Ordering and Status System
SDO	Standards Development Organizations
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
UC	Unified Command
US&R	Urban Search and Rescue