

**COLUMBUS DEPARTMENT OF FIRE AND
EMERGENCY MEDICAL SERVICES
OPERATING GUIDELINES
VOLUME II**

SUBJECT:	Incident Management/Unified Command System	LOCATION:	Volume II
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1.0 PURPOSE

- 1.1 To meet the requirements of and to be compliant with the **National Incident Management System. (NIMS)**
- 1.2 To provide an effective Incident Management/Unified Command system for the Department of Fire and Emergency Medical Services personnel, and all resources utilized at an emergency scene.
- 1.3 To provide for the safety of personnel operating at emergency incidents through efficient command and control of emergencies.
- 1.4 To improve the use of resources, and tactical effectiveness.
- 1.5 To meet the requirements of **Presidential Directive - 5 and Senate Bill 243.**
- 1.6 To meet the requirements of OSHA, EPA, and NFPA 1500 for the use of ICS for operations at all emergency incidents.

2.0 OBJECTIVES

- 2.1 To fix the responsibility for command on a designated individual through a nationally standardized incident management system.
- 2.2 To insure that strong, direct and visible command will be established as early as possible in an emergency operation.
- 2.3 To establish an effective framework outlining the activities and responsibilities assigned to each functional area of Incident Command.
- 2.4 To provide Incident Commanders the flexibility to expand Incident Command functions as needed in a logical, controlled, and systematic manner.
- 2.5 To provide for the systematic control of an incident through the National Incident Management System.
- 2.6 To provide a system for the orderly transfer of command to subsequent arriving senior officers.
- 2.7 To provide for the safety of Department of Fire and Emergency Medical Services personnel and civilians through accountability.

3.0 SCOPE

- 3.1 This guideline applies to all members of the Department of Fire and Emergency Medical Services.

4.0 DEFINITIONS

- 4.1 **See Appendix: Definitions**

5.0 PROCEDURE

5.1 **Establishing Command:** The first arriving Fire Officer shall assume the position and responsibility of Incident Commander until relieved by an officer of higher rank and transfer has been properly accepted.

A. **Incident Commanders responsibilities include but are not limited to:**

1. Establish command.
2. Establish and name a formal command post and communicate it to Fire Dispatch.
3. Assign an Incident Safety Officer.
4. Assign division locations as needed.
5. Insure proper size up is completed and communicate this to Fire Dispatch.
6. Assess the incident priorities.
7. Define strategic goals and establish tactical objectives.
8. Develop, approve and implement the Incident Action Plan.
9. Develop an incident command structure appropriate for the incident.
10. Assess resource needs.
11. Order, deploy and release needed resources.
12. Coordinate overall emergency activities.
13. Coordinate activities of outside agencies.
14. Authorize information releases to the media.
15. Insure notification protocol is implemented.
16. Terminate and demobilize resources.

5.2 **Command Positioning**

- A. Command will assume a stationary and safe location as close as possible to the incident, which will be designated as the "Command Post".
- B. The Command Post should offer Command a good view of the incident, be conspicuous to personnel, and the location clearly communicated to Fire Dispatch and responding personnel.
- C. **COMMAND MUST REMAIN AT THE COMMAND POST AND MANAGE THE INCIDENT FROM THIS POSITION. COMMAND IS NOT MOBILE!**

5.3 **Transfer of Command**

- A. The first arriving fire officer will assume and retain command until properly transferred to a higher-ranking officer under the following guidelines:
 1. The first arriving fire officer will transfer command to the next arriving senior officer.
 2. The Battalion Chief will automatically assume command upon arrival after command is formally transferred. **COMMAND MUST NOTIFY FIRE DISPATCH OF THE LOCATION OF THE COMMAND POST.**
 3. A Command Fire Officer (Chief, Assistant Chief, Deputy Chief) may at his/her discretion assume command upon arrival. **THE ARRIVAL OF A COMMAND FIRE OFFICER DOES NOT MEAN THAT COMMAND IS AUTOMATICALLY TRANSFERRED.**
 4. The arriving senior ranking or command officer will contact Command for a face-to-face information exchange.

5. The Officer being relieved provides a briefing that includes:
 - a. The status of the situation.
 - b. The current assignment of all units.
 - c. The tactical needs of the situation.
 - d. The briefing concludes with a confirmation of the transfer of command by both officers.

5.4 **Staging:** When the Incident Commander has not defined an assignment for on scene or responding resources, staging shall be established. The objective of staging is to maintain coordination, control and accountability at an incident by holding resources uncommitted until they receive specific assignments. Staging Areas may include temporary feeding, fueling, and sanitation services. Personnel check in with the Resources Unit at the Staging Area, while supplies and equipment are checked in with the Supply Unit. If neither of these functions is activated, resources report to the Staging Area Manager for direction.

- A. Level I staging will automatically be in effect on all emergency responses when two companies performing like functions are dispatched.
 1. The first due engine company, ladder truck, ambulance, squad, and Battalion Chief proceeds directly to the scene and will position as the situation warrants to make the best use of the staffing, apparatus and equipment. In the absence of specific instructions, other arriving units stage within a one or two block radius of the scene in their direction of travel. **The second in Engine (Supply Engine) will stage by the nearest water source to the emergency incident.**
- B. Level II staging will apply during large or complex incidents that require additional units. A formal staging area will be designated by Command or his/her staff away from the emergency scene, where all companies not given an assignment will report. Command or if established the Operations Section Chief will appoint a Staging Manager to whom all companies proceeding to the staging area will report. The Staging Manager will keep accurate information on the resources assigned to the staging area. All companies in the staging area will remain with their emergency vehicle until notification to respond is received from the Staging Manager Officer. If an Operations Section is not established, the Staging Manager shall report directly to the Incident Commander.
 1. A staging area will be established for resources during any catastrophic event. This area will be established according to the type and nature of the incident. The area selected will be large enough to accommodate any mutual aid that might be requested, locally and from state or federal agencies.
 2. Staging Manager will be assigned to oversee the entire area and to insure that strict accountability and identification of all resources is maintained.
 3. The Operations Section Chief assigns a manager for each Staging Area, who checks in all incoming resources, dispatches resources at the Operations Section Chief's request, and requests Logistics Section Support, as necessary, for resources located in the Staging Area.
 4. The Staging Manager will log in personnel and equipment upon arrival to the staging area and, log them out. upon a request by the Incident Commander.

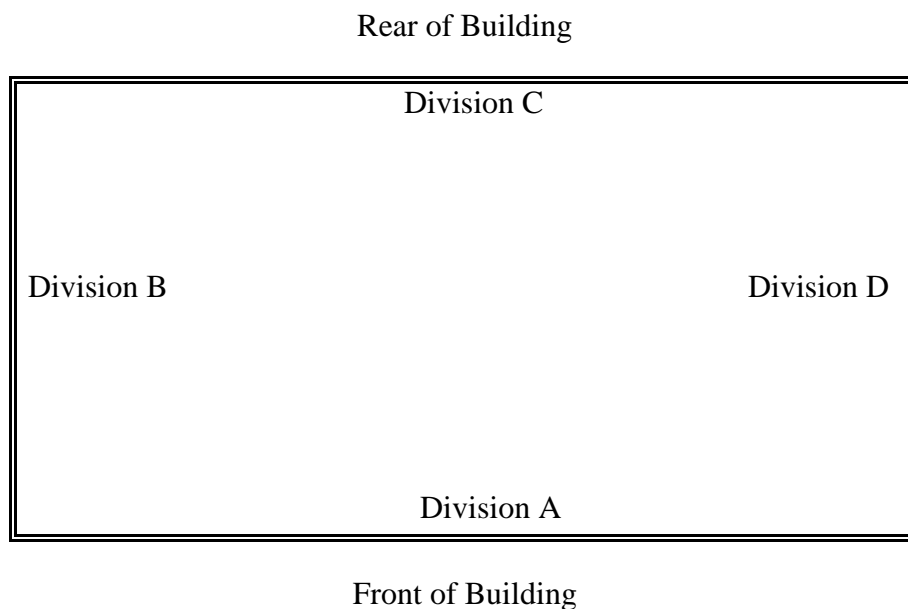
5. **Absolutely no equipment or personnel will be allowed on the scene of the incident that was not dispatched from the staging area.**
6. Law enforcement officers will be assigned to the staging area to provide security, ensure protection of resources and to assist the Staging Manager with identification of personnel entering the staging area.
7. Due to the possibility and nature of terrorism, once the staging area is established, personnel entering the area will be identified immediately upon arrival and the Staging Manager will be responsible for ensuring that they were either requested by the Incident Commander or dispatched by a State or Federal agency.
8. Non-requested personnel and equipment that report to the staging area will be sequestered in a separate area until proper credentialing can be processed.

5.5 **Geographical Locations**

- A. Division boundaries will be established on the exterior/interior of a structure or in the case of nonstructural incidents such as wildland fires, a letter designation (A, B, C, D, etc.) shall be used to identify a division location.

B. **A division may be:**

○○○○ **Example** ○○○○



1. One quadrant of building.
 2. One floor of a building (11th Floor Division).
 3. A geographical area (North Division - South Division).
 4. Roof division.
 5. Entire structure (Interior Division).
- C. All Officers are responsible for the safety and activities of all members assigned to their branch, division or group. Branch, Division and Group officers will inform Command or the Operations Chief when assigned tasks are completed and units are ready for reassignment.

6.0 EXPANDING COMMAND

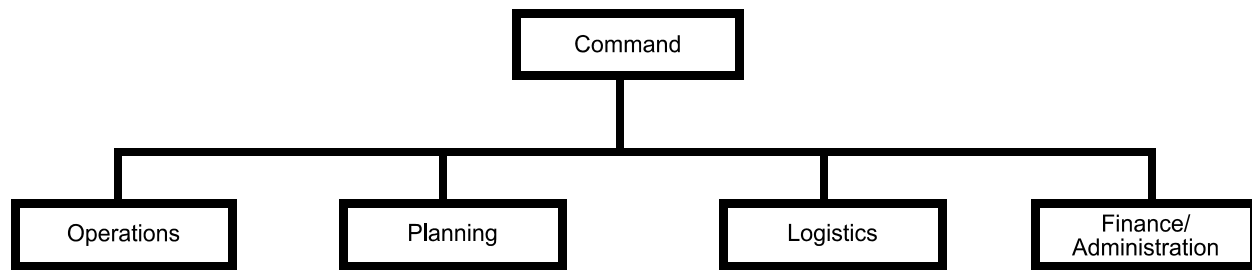
6.1 Span of Control:

- A. The span of control shall never exceed the ratio of persons that one supervisor may effectively manage for any emergency. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.) Span of control measures shall be based upon:
1. Training.
 2. Knowledge.
 3. Experience.
 4. Type emergency
- B. When the number of assigned and operating companies threatens to overload the Incident Commander's manageable span of control, branches, divisions or groups may be established.
1. A Division refers to a geographical assignment and a group refers to a functional assignment.
- C. Branches are established when:
1. The number of division and/or groups exceeds the recommended span of control for Command.
 2. The nature of the incident calls for a functional branch structure.
 3. The incident is multi-jurisdictional.

6.2 The Incident Command System may be expanded based on the following circumstances.

- A. Complexity of the emergency.
- B. Type of emergency.
- C. Span of control issues.
- D. Forecast of future events.

- 6.3 The Incident Command Structure organization comprised five major function areas: command, operations, planning, logistics, and administration. A sixth area, intelligence, may be established if required.



- 6.4 Expansion of the Incident Command System does not require the full implementation of the command staff or general staff positions. The Incident Commander shall only implement those functions that best meet the needs of that incident.

7.0 COMMAND POSITIONS

7.1 **Command Staff:**

- A. **Safety Officer:** Implemented to manage the safety of all personnel and to relieve the Incident Commander of direct involvement in this responsibility. The Safety Officer shall:
1. Inform the Incident Commander of present problems and potential hazards.
 2. Have the authority to bypass the chain of command to correct an unsafe act or condition immediately.
 3. Be involved in the development of the Incident Action Plans (IAP).
 4. Be knowledgeable and experienced in the type of emergency he/she is assigned to monitor.
- B. **Liaison Officer** - assigned as the point of contact for assisting or coordinating agencies. The Liaison officer shall:
1. Coordinate the management of assisting agencies.
 2. Provide line of authority, responsibility, and communication.
 3. Act as the point of contact with outside agencies.
 4. Have decision-making authority.
 5. Identify locations for agencies to report to work, and to communicate with each other.
- C. **Information Officer** - person assigned to interface with the media or other appropriate agencies. Implemented to relieve the Incident Commander of the need to work with the media. The information officer shall:
1. Gain approval of the Incident Commander before any information is disseminated to the media or public.
 2. Establish a location for media access and information exchange.
 3. Insure information of a critical or sensitive nature is not released until approved by the Incident Commander.

7.2 General Staff

- A. **Operations Section** - Implemented to accomplish the strategic goals through completing tactical objectives. The Operations function shall be directed by an Operations' Section Chief. The Operations Section Chief shall:
1. Be responsible for direct management of all incident-related operational activities.
 2. Establish tactical objectives for each operational period.
 3. Be involved in the preparation of the Incident Action Plan.
 4. Implement branches, divisions and/or groups as needed to reduce span of control problems.
 5. Assign Deputy Operation Chiefs as needed to reduce span of control problems.
 6. Form task force and/or strike teams as needed to accomplish tactical objectives.
- B. **Planning Section** - Implemented to assist the IC in planning during large and complex emergencies. The planning section shall be directed by a Planning Section Chief. The Planning Section Chief shall:
1. Collect, evaluate and disseminate incident situation information and intelligence.
 2. Prepare status reports.
 3. Display situation information.
 4. Maintain status of resources.
 5. Develop and document the Incident Action Plan.
 6. Implement any of the following units.
 - a. Resource unit.
 - b. Situation unit.
 - c. Demobilization unit.
 - d. Documentation unit.
 - e. Technical specialist(s).
- C. **Logistics Section** - Implement when the Incident Commander determines that additional resources are needed. The Logistics Section shall be directed by a Logistics Section Chief. The Logistics Section Chief shall:
1. Be responsible for all support requirement.
 2. Providing facilities, transportation, supplies, equipment maintenance, fuel, food services, communications and information technology support.
 3. Be responsible for emergency responder medical services.
- D. **Finance/Administration Section** - Implemented when the department's incident management activities require finance or administrative support. The Finance/Administration Section may implement any of the following units.
1. Compensation/claims unit.
 2. Procurement unit.
 3. Cost unit.
 4. Time unit.

- E. **Intelligence Section** - Implemented when the incident requires analysis and sharing of information and intelligence. (Intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence, etc.) The intelligence and information function may be organized in one of the following ways.
1. Within the Command Staff.
 2. As a Unit within the Planning Section.
 3. As a Branch within the Operations Section.
 4. As a separate General Staff Section.

8.0 UNIFIED COMMAND (UC)

- 8.1 When an incident involves multi-jurisdiction or multi-agency involvement a Unified Command structure shall be established.
- 8.2 The Unified Command shall eliminate inefficiency and duplication of effort.
- 8.3 All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident shall participate and contribute to the Unified Command structure to include:
- A. Developing strategies.
 - B. Selecting objectives.
 - C. Joint planning.
 - D. Integration of tactical operations.
 - E. Approving use of assigned resources.
- 8.4 Agencies that lack jurisdictional responsibility shall be defined as "Supporting Agencies" and shall be represented in the command structure and effect coordination of their agency through the Liaison officer.
- 8.5 Under Unified Command, Incident Action Plans shall be consolidated into a single planning process and plan.
- 8.6 Under UC, incidents shall be managed under:
- A. Common organizational structure.
 - B. Single incident command post.
 - C. Unified planning process.
 - D. Unified resource management.
- 8.7 Incident Action Plans shall be developed by the Planning Section Chief and approved by the Unified Command.
- 8.8 Tactical implementation of the Incident Action Plan shall be directed by the Operations Section Chief.
- 8.9 The Operation Section Chief shall come from the agency with the greatest jurisdictional involvement.
- 8.10 The Unified Command participants shall agree on the designation of the Operations Section Chief.
- 8.11 Participants of the Unified Command shall locate at the Command Post and shall observe the following guidelines.
- A. Select an Operations Section Chief for each operational period.
 - B. Establish consolidated incident objectives, priorities and strategies.
 - C. Coordinate a single system for ordering resources.

- D. Develop a consolidated Incident Action Plan.
- E. Update the Incident Action Plan at regular intervals.
- F. Establish procedures for joint decision-making and documentation.

9.0 AREA COMMAND

- 9.1 Area Command shall be established when the complexity of the incident and span-of-control considerations dictate.
- 9.2 The Administration of the agency having jurisdictional responsibility for the incident shall be responsible for making the decision to establish an Area Command.
- 9.3 The purpose of Area Command shall be to oversee the management of multiple incidents that are each being handled by an Incident Command Structure organization or to oversee the management of a very large or complex incident that has multiple incident management teams.
- 9.4 If the incidents are of different types and/or do not have similar resource demands, they shall be handled as separate incidents and coordinated through the Emergency Operations Center.
- 9.5 If the incidents under the authority of Area Command span multiple jurisdictions, a Unified Area Command shall be established.

9.6 Area Command Responsibilities

- A. Set overall agency incident related priorities.
- B. Allocate critical resources according to priorities.
- C. Ensure incidents are properly managed.
- D. Ensure effective communications.
- E. Ensure incident objectives are met.
- F. Ensure incident objectives do not conflict with each other or with agency policies.
- G. Identify critical resource needs and report them to the Interagency Coordination System Emergency Operations Center.
- H. Ensure that short-term "emergency" recovery is coordinated.
- I. Provide for personnel accountability.
- J. Develop an Incident Action Plan detailing:
 - 1. Incident management priorities.
 - 2. Incident needs.
 - 3. Incident objectives.
 - 4. Clear lines of authority.
 - 5. Clear lines of communications.
 - 6. Incident management functions.

9.7 Organization

A. Area Command (Unified Area Command) responsibilities:

- 1. Overall direction of Incident Management Teams.
- 2. Ensuring conflicts are resolved.
- 3. Establishing incident objectives.
- 4. Strategies are selected for the use of critical resources.
- 5. Coordination with federal, state, local and private organizations.

B. Area Command Logistics Chief Responsibilities:

- 1. Provide facilities, services, and materials at the Area Command level.

2. Ensure effective allocation of critical resources and supplies among Incident Management Teams.

C. Area Command Planning Chief Responsibilities:

1. Collect information from Incident Management Teams.
2. Assess and evaluate potential conflicts in objectives, strategies and priorities for allocating critical resources.

D. Area Command Support Positions:

1. **Area Command Critical Resource Unit Leader:** Track and maintain status and availability of critical resources.
2. **Area Command Situation Unit Leader:** Monitor status of objectives for each incident or Incident Management Team assigned to the Area Command.
3. **Area Command Public Information Officer**
 - a. Provide public information coordination between incident locations.
 - b. Serve as the point of contact for media request to the Area Command.
4. **Area Command Liaison Officer**
 - a. Maintain off site incident interagency contacts and coordination.
5. **Area Command Aviation Coordinator**
 - a. Coordinates with incident aviation organizations when aviation resources are competing for common air space and critical resources.
 - b. Evaluates potential conflicts, develops common airspace management procedures.
 - c. Prioritizes critical resources.

9.8 Area Command Location.

A. Guidelines for locating an Area Command:

1. The Area Command shall be established in close proximity to the incidents under its authority.
2. Shall not be located with any individual Command Post.
3. Area Command must establish effective:
 - a. Communication.
 - b. Coordination protocols with subordinate Command Posts.
4. Area Command shall choose a location large enough to accommodate a full Area Command staff.
5. Area Command may be collocated with Emergency Operation Centers.

9.9 Reporting Relationships

- A.** The following reporting relationships shall apply when coordinating multiple incident management activities.

1. Incident Commands shall report to the Area Commander.
2. The Area Command is accountable to the agency(s), the jurisdictional executive(s) or administrator(s).
3. If one or more incidents are multi-jurisdictional, a Unified Area Command shall be established.
4. The Incident Commands shall report to the Unified Area Commander for their jurisdiction.

10.0 MOBILE INCIDENT SUPPORT TEAM (MIST)

- 10.1 **Mobile Incident Support Team** - a team of chief officers and designees familiar with local operation policies, resources, back filling community coverage and competent in the operations and implementation of the National Incident Management System (NIMS).
- 10.2 **Mobile Incident Support Team** - shall be implemented on any emergency that requires or may require an expansion of the Incident Command structure due to complexity, rapid depletion of resources, forecasted span-of-control problems, requested mutual aid and situational control problems.
- 10.3 **Mobile Incident Support Team Activation** - The Chief of the Columbus Fire and EMS or his/her designee shall have the authority to implement the Mobile Incident Support Team based on a request by the Incident Commander or from his/her evaluation of the emergency.
- 10.4 **Mobile Incident Support Team Implementation** - implementation shall follow the below listed criteria:
 - A. Incident Commander retains full command and control of the incident.
 - B. Mobile Incident Support Team shall implement all of the necessary functions area and/or units needed to support the emergency operation and support of the Incident Command structure.
 - C. Mobile Incident Support Team shall ensure proper resources and facilities are provided for any forecasted extended emergency operation.
 - D. The Mobile Incident Support Team shall make every effort to allow the Incident Commander to continue with current operations until the support functions and/or units have been established.

11.0 DEFINITIONS

GLOSSARY OF KEY TERMS¹

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 multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Arrival Information Report: The verbal description of an emergency incident.

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.

Building/Construction Type: For descriptive purposes only the following types of construction will be used: brick, heavy timber, metal, masonry, and wood frame. The following types of

buildings will be used: business, commercial, institutional (**assisted living, colleges, hospital, jail, nursing homes, prison, schools**) and residential. Communicate the specific building type.

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

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

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

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).

Level I Staging: The first due engine company, ladder truck, ambulance, squad, and battalion chief proceed directly to the scene. In the absence of specific instructions, other arriving units stage within a one or two block radius of the scene in their direction of travel.

Level II Staging: Used on multiple alarms when numerous emergency vehicles respond to an incident. An apparatus staging area will be designated by Command and all responding units report to this location.

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

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

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

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency 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.

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

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

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

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 between Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency 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 non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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

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

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

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

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

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

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

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

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

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

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

12.0 APPENDIX

The appendixes listed in 12.0 are available for viewing in the Field Operations Guide Book. A copy of this book has been placed in each Battalion Chief's vehicle, the Mobile Command Unit, and the Emergency Operations Center.

Appendixes

Appendix A	Incident Management Forms Description
Number	
ICS 201	Incident Briefing
ICS 202	Objectives
ICS 203	Organization Assignment List
ICS 204	Assignment List
ICS 205	Incident Radio Communication Plan
ICS 206	Medical Plan
ICS 207	Incident Organizational Chart
ICS 208-HM	Site Safety and Control Plan
ICS 209	National ICS 209 Form and Attachments
ICS 211	Check in List
ICS 212	Incident Demobilization Vehicle safety Inspection
ICS 214	Unit/Activity Log
ICS 215-A	Incident Safety Analysis LCES
ICS 215-G	Operational Planning Worksheet - Generic
ICS 216	Radio Requirements Worksheet
ICS 218	Support Vehicle Inventory
ICS 220	Air Operations Summary
ICS 221	Demobilization Checkout
ICS 222	Incident Weather Forecast Request
ICS 223	Tentative Release List
ICS 225	Incident Personnel Performance Rating
ICS 226	Compensation for Injury Log
ICS 227	Claims Log Incident Cost
ICS 228	Incident Cost Worksheet
ICS 229	Incident Cost Work Summary
Appendix B	Requested/Non-Requested Resources
Appendix C	Contingency for Interrupted Command and EOC
Appendix D	Medical Plan for First Responders
Appendix E	Patient Tracking Statement
Appendix F	Survivor Support Services
Appendix G	Joint Information Systems
Appendix H	GMAG Emergency Assistance
Appendix I	Presidential Directive 5
Appendix J	Senate Bill 243
Appendix K	Resource Typing - Operations
Appendix L	Resource Typing -Special Operations

Appendix M	Resource Typing -Health and Medical
Appendix N	Critical Incident Debriefing
Appendix O	Personnel Accountability System
Appendix P	Collection and Preservation of Evidence
Appendix Q	Emergency Personnel Recall
Appendix R	Clear Text
Appendix S	NIMS Resolution
Appendix T	"All Hazard-All Emergency" - Mutual Aid Agreement
Appendix U	Mass Casualty Guideline
Appendix V	Electronic Local Emergency Operation Plan
Appendix W	Traffic Management Procedure