

Minnesota State Fire Chiefs Association

Fire Service Intrastate Mutual Aid Plan

Final

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CONCEPT AND DESIGN

Purpose

The purpose of the Minnesota Intrastate Mutual Aid Plan (hereafter known as the Plan) is to provide local fire chiefs with an easy access to large quantities of fire service resources that may be needed in a major fire, disaster or other major emergency. The Plan is based on a series of observed occurrences and shared experiences during recent disasters and major emergencies in the State of Minnesota. It is also an evolution of our past experiences in dealing with the day-to-day incidents that continually challenge our resources and competencies. Most importantly, it is a practical approach to provide fire service resources in quantities beyond the means of any single fire department.

The Minnesota State Fire Chiefs Association created the Plan to provide for the systematic mobilization, deployment, organization, and management of fire service resources to assist local agencies in a major fire, disaster or other major emergency. The local fire service agency is the first tier of defense in responding to the ravages of a disaster. No community has the resources sufficient to cope with all emergencies.

Experience has shown that the scope and duration of some disasters will exceed the capabilities of local mutual aid organizations. In 1997, the Red River Valley Flood devastated a major portion of northwest Minnesota. In 1998, tornadoes destroyed the communities of Comfrey and St. Peter. In 1999, a major windstorm downed 450,000 acres of trees in the Boundary Waters Canoe Area creating the worst fire potential in Minnesota's history. In 2000, wildland fires struck Anoka, Carlos Avery and Princeton. And in 2001, a major commercial fire in Albert Lea required the resources of 23 fire departments. In 2007 the I-35 bridge collapsed in Minneapolis, the Ham Lake wildland fire occurred in Northeast Minnesota and the floods in Southeast Minnesota occurred. In 2009, the Red River Valley Flood impacted the Moorhead area and other communities in northwest Minnesota

The Plan provides for the rapid activation and response of aid to a community in the event of a localized disaster. These events can include a major fire, train derailments, hazardous materials incidents, wildland fires, domestic terrorism, death of a firefighter, and other events that may overwhelm the local fire department serving the community and its normal mutual aid resources.

Planning Concepts

Each local government is responsible for preparing for, and protecting its citizens against, the destructive forces of a natural or man made disaster and to provide resources consistent with anticipated local needs. However, no community has the financial resources to fund every contingency or to cope with all potential events. If for no other reason than efficiency and cost containment, mutual aid is a necessity. Basic to Minnesota's emergency planning and response effort is a statewide system of mutual aid in which each jurisdiction relies first upon its own resources. Local

governments are encouraged to develop all-risk emergency plans and local mutual aid agreements within their county, region or operational area.

Mutual Aid – Basic Concepts

- Communities are expected to commit their own and local mutual aid resources before requesting statewide mutual aid. However, no fire service agency is expected to reduce its own fire protection capability to an unreasonable level.
- The rendering of mutual aid is voluntary. No community is required to unreasonably deplete its own resources in furnishing mutual aid.
- The decision to provide resources for mutual aid is made on a case-by-case basis by the agency receiving the request to respond.
- Timely notification, and a coordinated build-up and response of mutual aid resources, is essential to a successful mutual aid response.
- The responsible local official in whose jurisdiction an incident has occurred shall remain in charge of the incident.
- All local and mutual aid resources will operate at an incident in accordance with the National Incident Management System (NIMS).

Key Concepts of the Plan

The Plan is directed towards enhancing disaster management at the local, county, and state level of government by:

1. Providing an organized method to activate large quantities of fire department personnel and resources.
2. Establishing the positions, roles, and responsibilities necessary to activate and maintain this plan.
3. Complimenting other disaster plans at the local and state level.
4. Utilizing the National Incident Management System (NIMS) adopted by the State of Minnesota.

Authority

The issue of local delegation of authority is very important to the success of the Plan. While local delegation of authority is required by this plan for any department submitting its resources into the Plan inventory, all departments should be aware of the requirements of Minnesota Statutes, Chapter 12.

Fire departments are encouraged to verify their local governing body's compliance with this provision of state law.

The Minnesota State Fire Chiefs Association (MSFCA) recognizes that any statewide mutual aid should be coordinated with the Emergency Management systems within the state.

This Plan is not intended to replace any local mutual aid agreements, but is in place to enhance statewide disaster scenarios.

Any firefighting agency of this state or any private fire company may provide fire protection to any state agency or instrumentality, county, or political subdivision of this state, without a contract to provide fire protection, upon the approval of the governing board of the firefighting agency or private fire company and upon authorization of an officer or employee of the firefighting agency providing the fire protection designated by title of their office or position pursuant to the authorization of the governing board of the firefighting agency.

Each local fire service agency must obtain approval of the jurisdictional governing board such as a city council, board of trustees, or fire district board. A sample resolution as required in MN Statute Chapter 12 can be found in [Appendix A](#).

Training Competencies

The Minnesota State Fire Chiefs Association believes that the underlying success of large mutual aid operations falls back on the training of the individuals involved.

As such the MSFCA recommends that all firefighters and fire officers be at a minimum trained to their appropriate levels. These levels of training are based upon the following standards:

- NFPA 1001, Standard for Fire Fighters Professional Qualifications for Firefighter 1 and Firefighter 2
- NFPA 1002, Standard for Fire Department Vehicle Driver/Operator Professional Qualifications
- NFPA 1021, Standard for Fire Officer Professional Qualifications
- NFPA 1051 or NWCG (National Wildfire Coordinating Group) for wildland firefighters and national incident management team (IMT) qualifications.
- US DOT First Responder
- NIMS Compliance

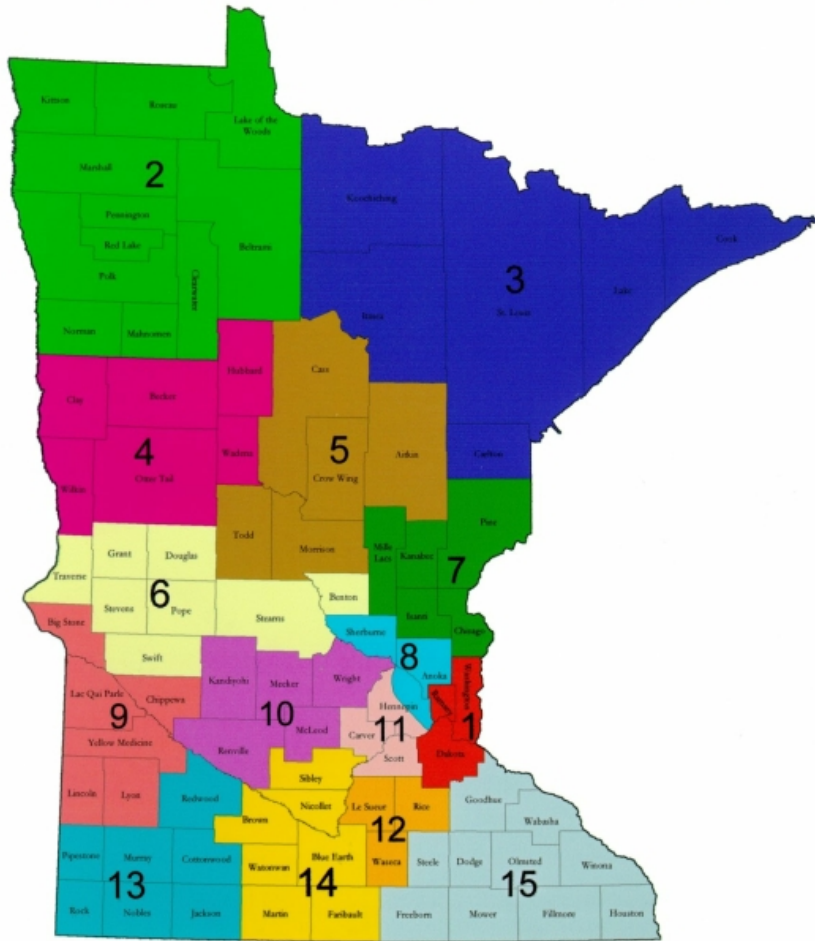
In lieu of these standards which are in on going development within the State of Minnesota we find that these requirements shall be recommendations only.

Certifications are available through the MN Fire Service Certification Board, MN Emergency Medical Services Regulatory Board (EMSRB) First Responder Registration, State Department of Natural Resources (DNR) and federal wildland agencies for certification in wildland firefighters and incident management team positions.

State Map with Regions

The Minnesota State Fire Chiefs Association hereby adopts and acknowledges that the subdivision of the state into regions for the purpose of this document and process is best served by the adoption of the MSFCA State Regions for coordination of the Minnesota Intrastate Mutual Aid Plan.

Minnesota Fire Department Regions



Relationship and Coordination

The MSFCA understands and believes that to assure statewide coordination of all disaster efforts that a tremendous amount of coordination needs to occur between this plan, its operation and the State Fire Marshal Division, the Division of Homeland Security and Emergency Management, and other state agencies.

The state duty officer will be contacted when any activation of the MSFCA Intra-state Mutual Aid plan is requested and implemented. Organizational plan is located in **Appendix B**.

PLAN MAINTENANCE

Minnesota State Fire Chiefs Association Emergency Management Committee

The coordination of the Minnesota Fire Service Intrastate Mutual Aid Plan, including its development, revision, distribution, training and exercising is the responsibility of the Minnesota State Fire Chiefs Association. The MSFCA Emergency Management Committee will oversee this process. The committee will be composed of the following:

- State Plan Coordinator (MSFCA EM Committee Chairperson)
- Assistant State Plan Coordinator (MSFCA EM Committee Vice-Chairperson)
- MSFCA Regional Plan Coordinators, one representative from each of the 15 regions
- MN Division of Homeland Security and Emergency Management, one representative
- MN Department of Natural Resources, Division of Forestry, one representative
- MN State Fire Marshal Division, one representative

Organizational Structure and Responsibilities

The MN State Fire Chiefs Association divided the state into 15 regional response areas for the purpose of maintaining the Plan. The regions are designated as numerals 1-15 as shown on the map on page 7. Within each region, a Regional Plan Coordinator is appointed to coordinate the regional fire assets. The Regional Plan coordinator may operate as a management team for the region. Each regional management person or team is responsible for tracking all available resources within the region. Alternates for each position should be appointed in the event that the primary person is not available during a disaster. The above appointments should be geographically separate from each other in the region. Regional Coordinators may be combined in some cases for multiple regions. The individual fire departments will be given the opportunity to designate resources available in support of the Plan. The combined resources of the 15 regions comprise the Plan's resource network.

Key Positions in the Maintenance of the Plan

State Plan Coordinator (SPC):

Appointed by the President of the MN State Fire Chiefs Association and is responsible for chairing and directing the MSFCA Emergency Management Committee. The SPC shall be either an active or retired fire service official, preferably with experience in the coordination of local/regional mutual aid systems in accordance with the MSCFA Bylaws. The SPC shall be a member of the MN State Fire Chiefs Association. The SPC shall recommend to the MSFCA President candidates for the positions of Assistant State Plan Coordinator and Regional Plan

Coordinators. The SPC is responsible for coordinating the training and exercising of the Plan on the state level.

Assistant State Plan Coordinator (ASPC):

Appointed by the President of the MN State Fire Chiefs Association and serves as vice-chairperson of the MSFCA Emergency Management Committee. The ASPC shall be either an active or retired fire service official, preferably with experience in the coordination of local/regional mutual aid systems accordance with the MSCFA Bylaws. The ASPC shall be a member of the MN State Fire Chiefs Association. The position is responsible for coordinating all grants and training programs in support of the Plan. The ASPC functions as the liaison to external agencies and associations.

Regional Fire Plan Coordinators (RFC):

Appointed by the President of the MN State Fire Chiefs Association. Coordinates the Plan maintenance at the regional level and inventories resources. The RFC shall be either an active or retired fire service official preferably with experience in the coordination of local/regional mutual aid systems accordance with the MSCFA Bylaws. **The RFC shall be a member of the MN Fire Chiefs Association.** There are a total of 15 Regional Fire Plan Coordinators, one per region, with at least one alternate per region appointed by the RFC. In some cases regions may be combined for logistical and organizational effectiveness. The RFC is responsible for training and exercising of this plan and the development of a management team for assigned region if necessary on the regional level.

A checklist for each key position with their roles and responsibilities are identified in **Appendix C.**

ACTIVATION OF THE PLAN

- Request for assistance
- Resource inventory, definitions, FEMA
- Directions for completing inventory
- Deactivation protocols

Request for Assistance

When a fire department, governmental entity or community is affected by a disaster situation, the Incident Commander will initially request additional assistance by utilizing the local mutual aid system. The Minnesota Fire Service Intrastate Mutual Aid Plan (hereafter referred to as “the Plan”) recognizes that there are several variations of mutual aid systems throughout the State of Minnesota. The Plan is not intended to replace or inhibit the development of any local or regional mutual aid system. When a local jurisdiction has exhausted the available local mutual aid resources, they may activate the Plan by requesting additional assistance from the Minnesota State Duty Officer (MDO). To contact the State Duty Officer (MDO) call 1-800-422-0798 or 651-649-5451.

ACTIVATING

To report an emergency to the State such as a tornado, flood, fire, chemical release, or other emergency, the MDO must be notified. The MDO must also be notified to request any type of state, federal or interagency assistance. A checklist for fire departments to use when requesting or responding to a mutual aid is included in [Appendix D](#).

Requesting Agency Procedure

You do not have to be a participating member (sending agency) of the plan to request resources.

For any emergency, the local jurisdiction must first commit local resources. A requesting agency should not exhaust local resources to an unsafe level before calling for either local or statewide assistance. When a fire department's resources and local mutual aid resources are not adequate for the size, nature, complexity or duration of an incident, the Plan should be activated. When the Plan is activated, a search of the statewide Fire and Rescue Resource Inventory will be done to find the closest, most appropriate and available resources outside of the local mutual aid group that match the incident's needs.

MN – State Duty Officer (MDO) Initial Contact

On the initial contact with the MDO, the requesting agency will provide information and answer questions pertinent to the incident and its needs, such as:

- The caller's name, title or position, and the agency they represent.
- Purpose of your call. Keep in mind the MDO gets calls for many types of emergencies and assistance. You must clearly state that your request is for the Statewide Fire Mutual Aid Plan resources so the MDO will know the call must be forwarded to the State Fire Marshal for processing.
- The urgency of the request, i.e. immediate or planned need.
 - If you have the advantage of forewarning of a potential disaster, it is prudent to activate the system so that SFMD, HSEM, and designated resources can be alerted and ready to react quickly. In some cases, resources may be placed in a standby mode. This may save valuable response time in later phases of the incident.
- The nature of the problem or anticipated problem, e.g. structure fire, wild land fire, flood, tornado, explosion, HazMat, etc.
- A brief description of the type of assistance needed, structural fire suppression, wildfire suppression, HazMat Team, confined space rescue, collapse rescue, etc.
- A telephone number for the appropriate agency(s) to contact them, e.g. SFMD, DNR, MPCA, etc. This should be a number that has a high probability of being available to receive a call, i.e. not being busy or out of service. An unlisted phone number is best.

Example:

“This is Chief Jones of the East Valley Fire Department. We are requesting the Statewide Fire Mutual Aid Plan activation. We have a commercial fire burning out of control that is affecting other businesses. We have committed all of our local and mutual aid resources. We will need additional engine and truck companies. My call back number is 999-888-7777.”

Once a request for the Plan resources is made, the MDO will contact the State Fire Marshal’s Division. The caller will receive a return call from the State Fire Marshals Division as soon as possible. Based on the nature of the incident and resources needed, the MDO may notify other State agencies as well, e.g. the Minnesota Department of Natural Resources (DNR), Minnesota Pollution Control Agency (MPCA), Minnesota Department of Transportation (MnDOT).

See **Appendix E** for a diagrams/flow charts on notifications

Example:

The commercial building contains hazardous materials. The fire has extended to tractor trailer rigs, also containing hazardous materials, parked along side the building. Contaminated run off water is running in to the storm sewer system and a stream. The request will be relayed to the SFMD; however, because transportation vehicles, the sewer system and a stream are involved, the MDO will also notify the Minnesota Department of Transportation, Minnesota Pollution Control Agency, and the Minnesota Department of Natural Resources.

SFMD Initial Contact

When contact is made with the SFMD, the requesting agency will need to give a detailed description of the incident and resources needed. This will enable the SFMD to find the right resources for the incident. Be prepared to provide the following information as appropriate:

- The type of incident, e.g. structure fire, explosion, etc.
- The area affected, people or property involved
- Anticipated or potential problems. How bad could it get?
- Resources needed. Be specific as to what kind and how many, e.g. five type - 1 engines and an overhead team.
- Anticipated duration of incident
- Reporting location, i.e. staging, with easy to understand directions
- A contact telephone number for responding units.
- Radio travel frequency
- Cellular phone number for incident command

Travel Frequency

A travel frequency is the frequency responding units will use to contact the requesting agency upon arrival. This may be the statewide VHF fire mutual aid frequency, which is available in most VHF base station and VHF mobile radios throughout Minnesota.

For ARMER system users, the travel talk group may be an identified STAC or FTAC for response outside of the region and a regional TAC talk group for responses inside of the region. ARMER system talk groups can be patched to VHF fire mutual aid frequencies by dispatch centers to allow interoperability between 800 and VHF responders.

The staging area of the requesting agency should monitor the travel frequency or talk group. Responding units may need to contact staging for directions or other information. Updated incident information or other important information can be relayed to responding units by departments along the travel route. Responding units experiencing mechanical difficulty or other problems can communicate any change in their status or arrival time through local departments along the response route. Cell phones can also be used to communicate, provided phone numbers are available.

When using a statewide frequency or talk group within range of the incident, be aware that this frequency may also be in use as a tactical channel for the incident. Be brief with communications.

Effective radio communication is critical to the successful resolution of any incident. The larger and more complex the incident, the more likely it is that communications problems will occur.

In order to keep communications problems to a minimum:

- Personnel must be familiar with the operation and frequencies available on mobile and portable radio equipment.
- Transmit clear text messages – do not use 10 codes.
- Keep radio transmissions brief and to the point.
- Understand the incident's communications plan, including the means for transmitting emergency messages.

Example:

SFMD – "How long do you think you will need these resources and where would you like them to report."

Fire Chief – "I anticipate at least a 12 hour operation. Have them report to the Staging Officer. Staging is located at the Farm Store parking lot, on Highway 241 on the south end of town, just north of the first stop light."

SFMD – "Do you have a telephone or cellular phone number and travel frequency for resources to report in on?"

Fire Chief – "Yes, cellular phone number is 999-888-7777. The travel frequency is state-wide fire mutual aid or STAC-4."

Consideration should also be given to the need for other state resources such as an incident management team or an MSFCA FAST Team.

The SFMD will contact the Regional Coordinator for the affected region to begin providing immediate assistance to the area.

Sending Agency

Participation in the Statewide Mutual Aid Plan as a sending agency is voluntary. Departments with sufficient equipment and personnel to support a state-wide response, without depleting local capabilities, are encouraged to become involved in the program.

In order to participate in the Plan as a sending agency, departments must submit an Equipment Resource Inventory via the SFMD MFIRS system (on-line reporting). Each participating department is provided with a unique user name and password allowing access to the system and the inventory for their department. This system allows for periodic updating of listed resources. Contact the State Fire Marshal Division to obtain access.

The equipment resources entered into the system are utilized for overall emergency management purposes. ***Just entering the data does not require that you send resources.*** Submitting your specific resources that are available for use in a intrastate deployment means that you have agreed to participate as a sending agency, and that you understand and agree to the conditions, rules and procedures described in this plan document.

Some of the key expectations of sending agencies include:

- A thorough working knowledge of the National Incident Management System.
 - This assumes that all personnel responding to Statewide Mutual Aid Plan requests are able to operate within a fully implemented incident command system.
- All responding personnel must be qualified and competent in the position they are filling, e.g. company officer, apparatus operator, or firefighter. The sending agency is responsible to determine the suitable professional qualifications of responders.
- Authorization to immediately send resources outside the jurisdiction has been secured from the jurisdiction's governing body. Typically this authorization is in the form of a resolution adopted by your jurisdiction's governing body. (See Appendix A.)
- A department should consider not sending too many resources from their department in order to assure that they can provide local service to their community.
- Internal policies and procedures have been developed and implemented to ensure the department's timely response to a Statewide Mutual Aid Plan request.
- The department's Plan resource inventory is updated at least annually.

Mutual Aid deactivation protocols

Scaled deactivation would occur based upon the extent of the current response and recovery actions and at the discretion of the Incident Commander. Full deactivation would occur at the termination of the operational elements at the incident.

Resource Inventory

The Statewide Mutual Aid Plan Resource Inventory is the foundation of the Plan. The SFMD is responsible for the development and implementation of the resource inventory database, located on the SFMD website located at: <http://www.mnfirereport.net>

If you need assistance entering information you should contact your regional program coordinator.

There are certain responsibilities and procedures relating to the Resource Inventory that requesting agencies and sending agencies must be aware of.

When requesting resources, the requesting agency must identify resource needs using the appropriate type designations for engines, tenders, and aerial apparatus described in this plan.

The Resource Inventory will include apparatus that are NIMS typed. The database may also contain a number of specialized resources such as:

- Aircraft crash/rescue
- Cold water rescue
- Trench rescue
- Confined space rescue
- Structural Collapse
- Dive rescue
- Rope rescue
- ATV Tracked Vehicles
- Wildland firefighting aircraft
- Radio systems
- Incident Management Teams
- Full Response HAZMAT Teams
- Chemical Assessment Teams
- Bomb Squads
- Ice rescue
- High angle rescue
- Command vehicle
- Fire Chiefs Assistance Teams (F.A.S.T. Teams)

Examples of Specialized Resources that are dispatched directly by the State Duty Officer include:

- HAZMAT teams
- Decontamination Trailers
- Bomb Squads
- Collapsed Rescue Teams
- Incident Management Teams
- Department of Natural Resources (includes helicopters, air tankers, wildfire arson investigation teams, Type 2 nationally qualified Incident Management Teams, wildland search expertise, ICS

- expertise, radio systems, base camp and firefighting supplies/equipment, etc)
- National Guard Assets (55th CST)

Other specialized or non-typical resources may be available around the state; however, these will take more time to locate. If a requesting agency knows the location of a specialized piece of equipment, that information should be conveyed to the SFMD when making the request.

A copy of the Resource Inventory Sheet included in this plan lists the typical resources tracked and available through the PLAN. –See Appendix F

Each region will maintain an updated resource inventory of equipment, vehicles and personnel which are available for response within the scope of “The Plan”. The participating agencies will review the resource inventory section for completion and submit to their Regional Coordinator. The Regional Coordinator will assist in maintaining the resource inventory information on the web based database. The Regional Plan Coordinators and the State Fire Marshal’s Office will utilize the resource inventory database as a guide to track available mutual aid resources.

The Minnesota State Fire Chief’s Association has developed a method of resource typing which is defined in Appendix K, FEMA Guidelines along with completed examples. The list of available resources is to be updated annually or when any significant response capability changes. This will be completed in accordance with the following guidelines utilizing the Resource Inventory Form.

Resource Inventory Form

For a copy of the Resource Inventory Form, reference Appendix F

DEPLOYMENT OF RESOURCES

Critical Concepts

Critical to the success of this deployment plan is the concept of efficient timeframe for deployment. In concert with this concept, it is critical that all resources deployed are adequately documented and tracked.

Communities are expected to commit their own and local mutual aid resources before requesting statewide mutual aid. However, no fire service agency is expected to reduce its own fire protection capability to an unreasonable level.

Specialized Resource Response Timeframe:

In many emergency situations, a rapid deployment may be deemed necessary and authorized. Deployed resources shall respond as soon as possible to the designated

Staging Area. The Staging Area shall be under the direct supervision of a Staging Area Manager.

Standard Resource Deployment Timeframe:

Unless specified otherwise at the time of request, the standard for deployment of fire service resources shall be within three (3) hours. Unless otherwise stated, the anticipated duration of the deployment will range from 12 hours to a maximum of 72 hours. The Staging Area shall be under the direct supervision of a Staging Area Manager.

Documentation

Once requested resources arrive in the designated Staging Area, it is critical that the documentation process begin. Documentation is important in order to receive funds should the incident become eligible for reimbursement at the State or Federal level. The documentation process is the responsibility of the requesting jurisdiction, but needs to be completed by the sending jurisdiction. The requesting jurisdiction must complete a "Disaster Team Deployment Form". The Disaster Team Deployment Form shall contain the following information on each individual that has been deployed:

- Incident Number - to be issued by the Regional Coordinator or the State Fire Marshal Office.
- Staging Area Location – as set by the requesting jurisdiction.
- Date/Time Deployed – available through Regional Coordinator or the State Fire Marshal Office and to be updated as replacement crews are deployed.
- Date/Time Demobilized - to be updated as the mission is completed.
- Full Name - as it would appear on payroll, social security, etc.
- Agency - sponsoring department.
- Position - to indicate position within strike team, task force or position filled resource request. (May also indicate fire service rank)
- Unit Designation - apparatus number/designation individual is assigned to.
- Comments - to provide additional information such special skills.
- Emergency Contact - the name of a family member/friend and 24-hour contact number for each team member deployed.

The Disaster Deployment Form is located in **Appendix G**.

Coordination Information

All requested resources will receive coordination information prior to responding to the incident. The information will clearly identify:

1. Call back telephone number of the Regional Fire Plan Coordinator, EOC, or the State Fire Marshals Office.
2. Contact name and telephone number of the jurisdiction requesting assistance.
3. Staging area location in affected area.
4. Directions to staging area (maps are always helpful).
5. Any special instructions.

LOGISTICAL SUPPORT

Self-Contained

The logistical support of mutual aid resources is critical in the management of a disaster effort. Logistical support will be established as soon as possible and will be maintained by the agency requesting the resources. Responding personnel should bring clothing and personal hygiene items to support up to a 72 hour mission.

The size of the response sent to the area, the severity of the disaster, the extent of the area involved, and the infrastructure that is still functional within the affected area, will ultimately determine the extent to which logistical support is required. Items to consider may include:

1. Transportation to and from the area:
 - a) Staging areas, within and outside, the disaster area
 - b) Overnight storage for vehicles
 - c) Maps and directions for responding personnel
 - d) Emergency towing and repairs
 - e) Designating fuel, oil, and water depots
2. Food supplies and preparation:
 - a) Self contained mobile food preparation units
 - b) Personnel to prepare/distribute meals
 - c) Sanitation and clean up
 - d) Food supplies/utensils
3. Overnight shelter and rehabilitation areas:
 - a) Provide suitable (secure) overnight shelter
 - b) Environmental considerations (rain, sun/heat, insects)
 - c) Bedding Transportation to and from shelter
 - d) Parking and security of apparatus
 - e) Electricity/generator power
 - f) Water and sanitary facilities
 - g) Communications links (in and out of the disaster area)
4. Critical Incident Stress Debriefing considerations
5. Affected worker support/assistance

Force Protection

Protection of responders will be coordinated with Law Enforcement & Security (ESF 13) based on the nature of the mission and extent of risk to those responders. This protection shall include but not be limited to, protection of personnel and equipment while at a facility, in transit, or at the work site.

The primary mission of the force protection resources is to assess and detect hostile activity before it becomes a risk to operations. The law enforcement officers must assess, evaluate, and then advise the Leader or the senior operations officer, regarding risk associated with criminal or hostile individuals or groups. The law enforcement

officer is a deterrent by his or her mere presence, which may be sufficient to deter and prevent criminal and hostile behavior. When mere physical presence is insufficient to establish a safe work environment, then, agencies responding under The Plan should be removed from danger until law enforcement can establish a secure environment.

Code of Conduct

This Code of Conduct consists of the rules and standards governing the expected demeanor of members of agencies responding as part of The Plan. Each system member is both a representative of their response team and their Sending/Responding Agency. Any violation of principles or adverse behavior demonstrated will be looked upon as unprofessional. Such behavior may discredit the good work that the resource completes and will reflect poorly on the entire team's performance and its Sending Agency.

General Responsibilities:

- It is the responsibility of the Sending Agency to prepare its system members before deployment regarding conduct expectations. Each deployed member is bound by their sending agency's rules, regulations, policies, and procedures.
- At no time during a mission will system members take personal advantage of any situation and/or opportunity that arises.
- It is the responsibility of each system member to abide by this Code of Conduct.

As a basic guide, system members will base all actions and decisions on the ethical, moral and legal consequences of those actions. It is in this manner that positive and beneficial outcomes will prevail in all system events. Accordingly system members will:

- Keep the value of life and the welfare of the victim constantly in mind
- Remain cognizant of cultural issues including race, religion, gender and nationality
- Abide by all regulations regarding the handling of sensitive information including the use of personal communication devices.
- Follow local regulations and agency protocols regarding medical care and handling of patients and/or deceased
- Follow prescribed direction regarding dress code and personal protective equipment
- Not carry firearms
- Not be in possession of non-prescribed or illegal substances, or misuse of prescribed drugs
- Will not consume alcoholic beverages while on duty or subject to call
- Only procure equipment through appropriate channels
- Follow the authority having jurisdiction (AHJ) and federal regulations or restrictions regarding taking and showing pictures of scenes, including victims, structures, etc.
- Not remove property from an operational work site as a souvenir
- Not deface any property
- Transit only via approved roadways and not stray into restricted areas

- Demonstrate proper consideration for other teams' capabilities and operating practices
- Not accept gratuities to promote cooperation

Communications

Effective radio communication is critical to the successful resolution of any incident. The larger and more complex the incident, the more likely it is that communications problems will occur.

In order to keep communications problems to a minimum:

- Personnel must be familiar with the operation and frequencies available on mobile and portable radio equipment.
- Transmit clear text messages – do not use 10 codes.
- Keep radio transmissions brief and to the point.
- Understand the incident's communications plan, including the means for transmitting emergency messages.

Interoperable Communications

ARMER- Statewide Public Safety Radio System:

Minnesota is currently implementing a statewide public safety communication system known as the ARMER system. As part of the State system the entire seven county Minneapolis/St. Paul metropolitan area is fully integrated on to a single public safety communication system providing the highest level of interoperability.

The continued implementation of the ARMER system into additional counties of the state is funded by the State of Minnesota. The plan provides for construction of a communication backbone in Minnesota. That implementation is currently underway.

The existence of a common statewide backbone also provides the opportunity to link existing communication systems into the 700/800 MHz trunked environment and the opportunity to coordinate VHF and UHF interoperability resources into that backbone and among legacy system users. It also provides a backbone upon which to develop strategies for enhanced interoperable data. By implementing these strategies provides the opportunity to enhance interoperability with systems that have not reached the end of their lifecycle.

The statewide tactical channels will be coordinated with VHF/UHF as needed for statewide mutual aid communications.

Media Communications

In a disaster or major emergency, the transfer of incident information is in competition with one of the most sophisticated communication systems in the world - the news media. Some widely publicized major incidents, such as the Columbine High School shooting, have demonstrated that the news media may have more information than responding resources. Major news networks can mobilize their crews and be on scene anyplace in the country within two to three hours, and by using

local affiliated outlets, major networks can be broadcasting live video images nationwide in an even shorter period of time.

The media can quickly become a hindrance or an asset depending on their access to and the release of accurate information. The solution to this potential problem is the early activation of a local public information plan. To ensure accurate, timely and responsible release of information, all information must flow through one Public Information Officer (PIO).

This person, their location, and a schedule of media releases must be made known. If the media does not have regular and timely access to information through the PIO, they will find it or create it elsewhere. Many incidents have resulted in field units, incident commanders, and private sector spokespersons giving contradicting or inaccurate information. Until an effective plan is implemented, the media will use whatever information it can get, therefore it is essential that the communications plan be activated as soon as possible so that accurate, timely and coordinated information may be disseminated.

The public information plan must be made known to all resource units, the local and state emergency operations center (EOC), and all agencies involved in the response. If the emergency affects a private entity that may also have a communications or information officer, they must also be brought into, and made an integral component, of the incidents public information plan.

Assistance with media communications is available from the Department of Public Safety's Office of Communications. Trained and qualified information officers are also available through the DNR and MNICS Incident Management Teams. Requests for that assistance should be made through the MDO.

ORGANIZATIONAL LIABILITY

Workers' Compensation Coverage

Each participating organization will be responsible for its own actions and those of its employees and volunteers and is responsible for complying with the Minnesota workers' compensation laws.

Automobile/Vehicle Liability Coverage

Each participating organization will be responsible for its own actions and those of its employees and volunteers and is responsible for complying with the Minnesota vehicle financial responsibility laws.

General Liability, Public Officials Liability

To the extent permitted by law and without waiving sovereign immunity, the requesting agency will be responsible for any and all claims, demands, suits, actions, damages, and causes for action related to or arising out of or in any way connected with its own actions, and the actions of its personnel in providing mutual aid assistance rendered or performed pursuant to the terms and conditions of the Plan.

REIMBURSEMENT PROCEDURE

Upon the activation of this plan, this Reimbursement Procedure will be applicable to all requested on-scene and responding agencies. The requesting organization will reimburse the responding organization for all deployment and operational costs to include those related to personnel, use of equipment, and travel. A responding organization may choose to assume or donate, in whole or in part, the costs associated with any loss, damage, expense or use of personnel, equipment and resources provided to the requesting organization.

Financial Assistance Availability

State

The impact of major or catastrophic emergencies can exceed local financial resources and the area fire departments ability to fulfill the needs of the citizens. Financial aid and assistance may be requested from the State of MN. Financial assistance may be available from a variety of sources within the state on a supplemental basis through a process of application and review. The State Fire Marshals Office will assist fire departments regarding financial assistance. However, the overall coordination and communications for the broad range of financial assistance that might be available to a community will be coordinated by Minnesota Department of Public Safety – Division of Homeland Security and Emergency Management (HSEM).

Federal

When damages are so extensive that the combined local and state resources are not sufficient, the governor submits a request for an emergency or major disaster declaration to the President through FEMA. A joint FEMA, state and local team will conduct a Preliminary Damage Assessment to determine if there is a need for federal assistance. If federal assistance is justified, the President issues an emergency or major disaster declaration and various emergency or disaster programs are made available. Federal assistance is on a shared cost basis with 75% federal funds and 25% non-federal funds.

Documentation

Any reimbursement, either state or federal, is based on the supporting documentation. The same documentation procedures are applicable to both the state and federal claims. The documentation must be able to stand the test of audit. FEMA reimbursement forms can be referenced in **Appendix K**. FEMA forms will provide the guidelines and tools needed to set up files and document costs. The NIMS forms that will be utilized are also available in a computerized version using MS Excel. Failure to properly document costs may result in part or the entire claim being

ineligible for reimbursement. It is very important to document the request for mutual aid in addition to documenting costs.

Eligibility

To meet eligibility requirements for reimbursement, an item of work must:

- Be required as the result of the emergency or disaster event.
- Have been requested by the impacted jurisdiction and coordinated by this plan.
- Be the legal responsibility of the eligible applicant.

Fire service resources activated by this plan must submit reimbursement claims to the impacted jurisdiction(s).

APPENDICES

Appendix A

RESOLUTION AUTHORIZING DISPATCH AND USE OF FIRE DEPARTMENT EQUIPMENT AND SERVICES BY [ADMINSTRATOR/FIRE CHIEF] IN EMERGENCY SITUATIONS.

Whereas, the [Your City Council, Board, etc.] finds that instances have occurred in the past and can be anticipated in the future wherein there is a danger, by fire, hazard, casualty or other similar occurrences taking place or occurring outside the territorial limits of the [Your Fire Department] and by the suddenness thereof it would be impossible or impractical for the [Your City Council, Board, etc.] to meet and authorize the dispatch and use of [Fire Department] equipment and personnel to combat such fire, hazard, casualty or other similar occurrence: therefore,

Be it Resolved by the [Your City Council, Board, etc.] as Follows:

The [Your City Council, Board, etc.] finds it desirable and necessary to authorize the [Administrator/Fire Chief/other] or his/her designee to exercise discretion, considering at all times and in each case the internal needs of the [Your Fire Department] and its inhabitants to dispatch [Your Fire Department] equipment and personnel as deemed necessary to combat such occurrence whether it takes place within or without the [Your Fire Department] boundaries.

Be it Further Resolved that such dispatch and use as directed by the [Administrator/Fire Chief/other] or his/her designee shall be fully authorized as an act of the [Your Fire Department] and all provisions for compensation of personnel, rental of equipment, liability insurance coverage, workers' compensation insurance and all other safeguards and matters pertaining to the [Your Fire Department], its equipment and personnel, shall apply in each case as if specifically authorized and directed by this [Your City Council, Board, etc.] at such time, whether or not the governing body or authority of the place in which the fire, hazard, casualty or other similar occurrence exists, has previously requested and provided for assistance and the use of the equipment and personnel under a mutual protection agreement or other type protection agreement with the [Your Fire Department].

Further, the [Administrator/Fire Chief/other] or his/her designee shall recall, order, and terminate the use of such equipment and personnel when the need for their use no longer exists, or earlier, when at his discretion it appears in the best interest of the [Your Fire Department].

ADOPTED by the [Your Fire Department] on Date.

Chair

Administrator / Fire Chief / other

ATTEST:

Secretary

Appendix B

MSFCA ORGANIZATIONAL PLAN

PLAN ACTIVATION

Responsibility: The responsibility for activation of this plan shall remain with the person or persons with incident management authority in the event of a disaster within that jurisdictional area.

Actions:

- _____ In the event of an emergency/disaster and local/regional mutual aid systems have been exhausted, the local jurisdiction shall determine the type and amount of additional resources required. Requests shall be in accordance with the Resource Inventory guidelines of this Plan.
- _____ The local/regional affected jurisdiction establishes contact with the State Duty Officer and requests additional resources.
- _____ The State Duty Officer contacts the State Fire Marshals Division for coordination of resources.
- _____ The local/regional coordination person or team shall then contact and notify the local County Emergency Manager to inform them of activation of the Plan.
- _____ During any major incident, interagency coordination is essential. Upon the activation of the County Emergency Operations Center (EOC), requests for assistance shall be channeled through the local EOC.
- _____ The State Fire Marshal division will contact the State Coordinator to advise of the Plan activation.
- _____ The State Coordinator notifies the Assistant State Plan Coordinator, the Regional Coordinators, and the MSFCA Board of Directors of the activation of the Plan
- _____ The State Coordinator will establish an appropriate contact with the State Fire Marshall Office for short term and longer term needs.

Appendix C

Key Position Checklists

PRESIDENT OF THE MINNESOTA STATE FIRE CHIEFS ASSOCIATION (MSFCA)

Position Responsibilities: Overall coordination of the Minnesota Fire Service Emergency Response Plan through the State Plan Coordinator.

Actions:

- _____ Annually appoints the Chair of the MSFCA Emergency Management Committee who also serves as the State Plan Coordinator.
- _____ Upon recommendation from the State Plan Coordinator, annually appoints the Assistant State Plan Coordinator and the fifteen (15) Regional Plan Coordinators.
- _____ Considers and approves/disapproves recommendations from the State Coordinator regarding committee membership.
- _____ Notifies the State Fire Marshal annually with the identity of the State Plan Coordinator.
- _____ Communicates with State Plan Coordinator on all matters affecting disaster planning.
- _____ Assists State Plan Coordinator with plan management as necessary.
- _____ Contacts adjacent state fire chief associations, and other fire associations as necessary, to coordinate planning activities.
- _____ Liaison with IAFC for situation updates and assistance needs.
- _____ Attends critiques of the Plan at his/her discretion.

Appendix C (Continued)

STATE PLAN COORDINATOR

Position Responsibility: Overall coordination, management, maintenance of the Minnesota Fire Service Emergency Response Plan.

Actions:

- _____ Appointed annually by the President of the MSFCA.
- _____ Serves as Chairperson of the MSFCA Emergency Management Committee.
- _____ Recommends candidates for the position of Assistant State Plan Coordinator to the President of the MSFCA.
- _____ Recommends candidates for the positions of Regional Plan Coordinators for each of the fifteen (15) response regions to the President of the MSFCA. Obtains input from the County Fire Chief's Associations in each region.
- _____ Recommends to the MSFCA President alterations to the Emergency Management Committee as deemed necessary.
- _____ Holds regular committee meetings. These meetings shall be conducted at least semi-annually.
- _____ Represents the Emergency Management Committee to the Board of Directors of the MSFCA.
- _____ Makes reports to the full MSFCA on the Plan and the activities of the committee, as needed.
- _____ Makes annual written report to the President of the MSFCA.
- _____ Insures plan updating, training, and other administrative functions are on-going.
- _____ Notifies the President of the MSFCA when the Plan is activated.
- _____ Serves as, or designates, Fire Service representative/liaison to the State Fire Marshal's Office operating in the State Emergency Operations Center as needed.
- _____ Serves as, or designates, the liaison, during the disaster, to the affected Regional Plan Coordinator as needed.
- _____ Critiques responses with committee and makes appropriate recommendations to the MSFCA for changes in the Plan.
- _____ Develops a plan to provide for the continued staffing of the position during extended operations.

Appendix C (Continued)

ASSISTANT STATE PLAN COORDINATOR

Position Responsibilities: Assists the State Plan Coordinator in the overall coordination and maintenance of the Minnesota response plan.

Actions:

- _____ Appointed annually by the President of the MSFCA.
- _____ Serves as chairman and plan coordinator in the absence of the State Coordinator.
- _____ Provides recommendations on revisions as necessary to update the Plan.
- _____ Liaisons with external associations and agencies on training opportunities.

Appendix C (Continued)

REGIONAL FIRE PLAN COORDINATOR

Position Responsibility: Maintenance and coordination of the Plan at the regional level.

Actions:

- _____ Appointed annually by the President of the MSFCA.
- _____ Identifies and trains at least one (1) alternate for the region.
- _____ Assists local fire departments in maintaining and updating the resource database. Encourages and assists with updates to the resource list at least semi-annually.
- _____ During activation, serves as coordinator for the Plan in the assigned region.
- _____ During activation, assigns or is assigned a liaison in the disaster area as needed.
- _____ Serves as member of the MSFCA Emergency Management Committee, specific to the Plan.
- _____ Appoints County Plan Coordinators as needed with the input of the respective county fire chiefs' associations in the area.
- _____ Maintains a "hard copy" of the current resource list of equipment, personnel, etc. within the region that are available for response upon Plan activation.
- _____ During Plan activation, communicates with the State Fire Marshal's Office.
- _____ Identifies a contact for each department in the region.
- _____ Identifies the fire service dispatching points within the region.
- _____ Prior to Plan activation, establishes and maintains an on-going dialogue the local emergency managers.
- _____ Assists with the creation/expansion of local, county, and regional mutual aid systems.
- _____ Serves as a liaison for the Plan to the local fire service representatives within the Regional or County EOC's when activated as needed.
- _____ Assists local jurisdictions with incident documentation for resources requested through this plan.

Appendix D

REQUESTING AGENCY CHECKLIST

Commit local resources first. Establish need.

Call the MNDO at 651-649-5451 or 1-800-422-0798

Back-up Only – 651-296-2233

Give name, rank and name of your agency

Purpose of your call – to request fire and rescue mutual aid

Urgency of request - immediate or planned need

Provide a brief report of the nature of the problem, or anticipated problem

Describe type of assistance required (fire suppression, rescue, etc.)

Provide callback telephone number for SFMD

Initial contact by SFM

Type of incident – structure fire, building collapse, explosion, etc.

Area, people or property affected – special problems or potential

Resources needed – be specific as to type and number.

Anticipated duration of incident

Reporting location (staging, base, fire station, etc.) with good directions

Telephone number for responding units to contact requesting agency if needed

Designate travel frequency - normally state fire channel

Prepare for resource arrival

Staging - check-in procedure, ensure readiness of equipment and personnel

Advise staging or check-in of anticipated resources and time of arrival

Equipment support - repairs, fuel, oil, tires, anti-freeze, etc.

Personnel support - food, water, shelter, sanitation, rehab, relief, rest, medical

Communications - develop plan, provide radios or escorts, and use clear text

Consider new incident action plan and deployment of resources

Second contact by SFM

Record the type and number of responding resources

Record the agency names and unit I.D.'s of responding resources

Record anticipated arrival times

Record available cell phone numbers for responding units

Record Password

Upon arrival of resources

Inspect apparatus, ensure companies are properly matched to assignments

Assign local frequency or provide portable radios, if needed

Provide local map or escort as needed

Provide incident briefing and assignment. Maintain accountability

Notify SFMD when resources arrive

Demobilization

Coordinate with SFMD, are resources needed elsewhere?

Feed and rest resources that must travel a long distance

Safety check apparatus

Take inventory for any missing or damaged equipment, document even minor injuries

Use NIMS and ensure proper ICS structure to support operation

Appendix D (Continued)

STATEWIDE MUTUAL AID

INCIDENT COMMANDER'S CHECKLIST

The following checklist is provided for the Incident Commander's use when a declaration is declared and the fire/EMS statewide mutual aid plan is activated. Organization and delegation of assigned responsibilities to individuals other than the Incident Commander will be required if management will be effective. All Incident Commanders are encouraged to fulfill each area noted on the checklist as soon as possible after statewide mutual aid plan activation.

	Done	Follow-up	Notes
Start keeping a log of events. Have someone stay by your side logging in all important events, situations, information and direction you provide, and people you talk to who are supporting your efforts. Have the individual keep times with all activities.			
Organization. You cannot let yourself become wrapped up in details or tactical operations. Construct an organization and delegate other people to assume responsibility of major activities and event requirements. Push yourself away from the table, think about the incident, and begin to plan mid and longer-term actions. What will it be like several days from now?			
Soon after the declarations of disaster and activation of the statewide fire/EMS/special teams mutual aid plan you will need to provide direction regarding where mutual aid units will report when they arrive. Identify a staging area outside of the perimeter of the event. Assign a staging officer who will manage the incoming resources until you know what and where you'll put them to work. Remember, a tremendous amount of resources will be arriving in the hours to come, be prepared to manage them - perhaps in a high school or shopping center parking lot. Have your staging officer be prepared to talk the same as you with common maps, sectors and work packages for units.			
Start to think of your priorities now and in the mid range. What needs to be done now and over the next 24 hours? What assignments and directions will you give incoming mutual aid units? How big or small of resource packages will you need to accomplish your goals and objectives in dealing with the incident over the next 24 hours?			

Organization will be needed again once you have identified your first 24 hours needs, goals and objectives. Should you assign resources to geographic sectors or by functions or by both? Determine your management structure to accomplish your needs, goals, and objectives.			
The mutual aid units will eventually need to take breaks, rest, eat and other necessities of life. Assign a logistics or R & R sector, or an individual who will manage:			
<ul style="list-style-type: none"> Where will mutual aid resources sleep, clean up and relax? 			
<ul style="list-style-type: none"> How will you feed and water the mutual aid herd? 			
<ul style="list-style-type: none"> How will you deliver supplies to mutual aid resources working in the field? 			
<ul style="list-style-type: none"> What ongoing medical support will you provide mutual aid resources? 			
<ul style="list-style-type: none"> What supplies will you need to support mutual aid resources and where and how will you get them? (Hint, County E/M) 			
<ul style="list-style-type: none"> Will you maintain a 24 hour operation and if so, what work rest cycles will be planned for mutual aid resources? 			
<ul style="list-style-type: none"> What plan do you have for refueling vehicles and maintenance/repair of vehicles? Tow Trucks? Repair facility? 			
<ul style="list-style-type: none"> Often the original staging area can become the hub for a lot of the issues noted – a single rally point for all needs. 			
Secondary to organization is records and documentation. As host, the after action records and documentation of the incident are critical. Reimbursement will depend on records. Assign an individual who can become the incident historian, collecting all pertinent records, receipts and events in a single point. After the fact sorting it out will be much easier.			

STATEWIDE MUTUAL AID

PRE-RESPONSE CHECKLIST

The following items are requirements for participation and response to a statewide mutual aid request.

All participating departments, districts and agencies should strive towards compliance

	<i>Done</i>	<i>Follow-up</i>	<i>Notes</i>
All fire apparatus responding shall meet the minimal standards of NFPA 1901 regarding the vehicle and its equipment. All squads to be of a heavy-duty type design, typically with rescue equipment, extrication equipment, salvage equipment and basic fire and EMS duty equipment. Ambulances responding within a statewide mutual aid request shall meet minimal licensure requirements of EMSRB as an ALS or BLS unit.			
Fire apparatus responding to a statewide mutual aid response (engines, pumpers, ladder/aerial equipment, squads) shall be staffed with at least four and no more than six trained firefighters, with one of the individuals designated as being in charge as a Company Officer. Brush trucks and tankers require a minimum of two individuals per unit and an individual in charge need not be designated. All ambulances will be staffed with at least two, but no more than three individuals, each meeting the EMSRB licensure requirements to assure an ALS or BLS vehicle's capability.			
Appropriate safety equipment and protective wear shall be with responding units and used when appropriate.			
All departments/districts assigned a response shall do so in the appropriate type of vehicle they are due to respond in. Individuals <u>shall not</u> respond in personally owned vehicles but rather be on the vehicle due to respond.			
All units will follow directions given during the dispatch with mission number provided by the communications center including the main routing of response caravans. Staging will advise where authorized refueling and support sites have been established along the designated caravan response routes. Any geographic areas sending units, or directed by dispatch, shall attempt to caravan in as a group			

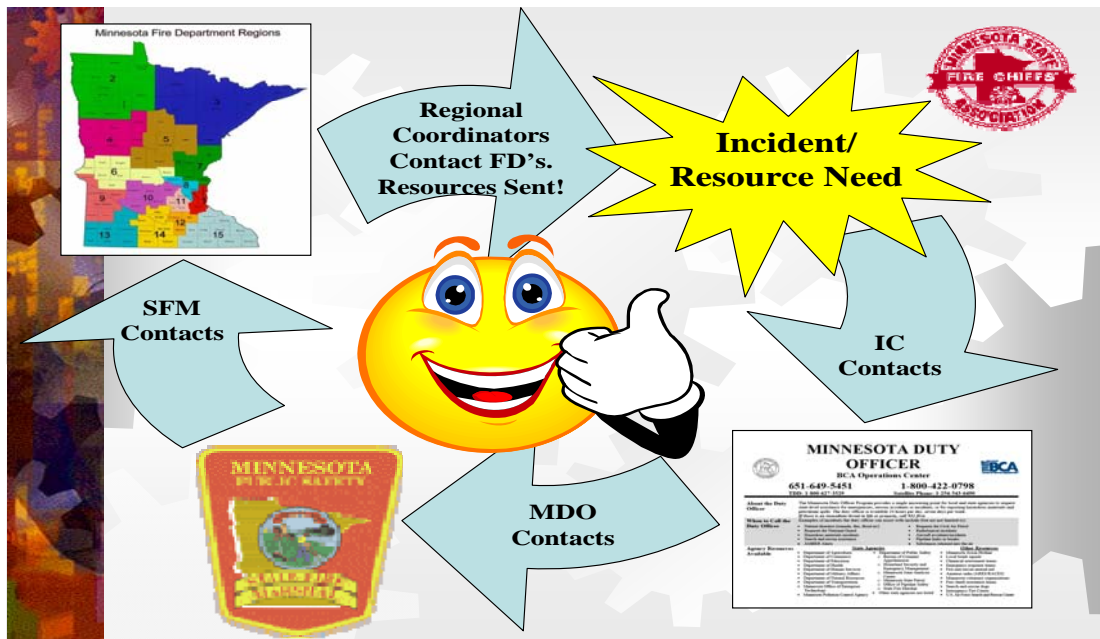
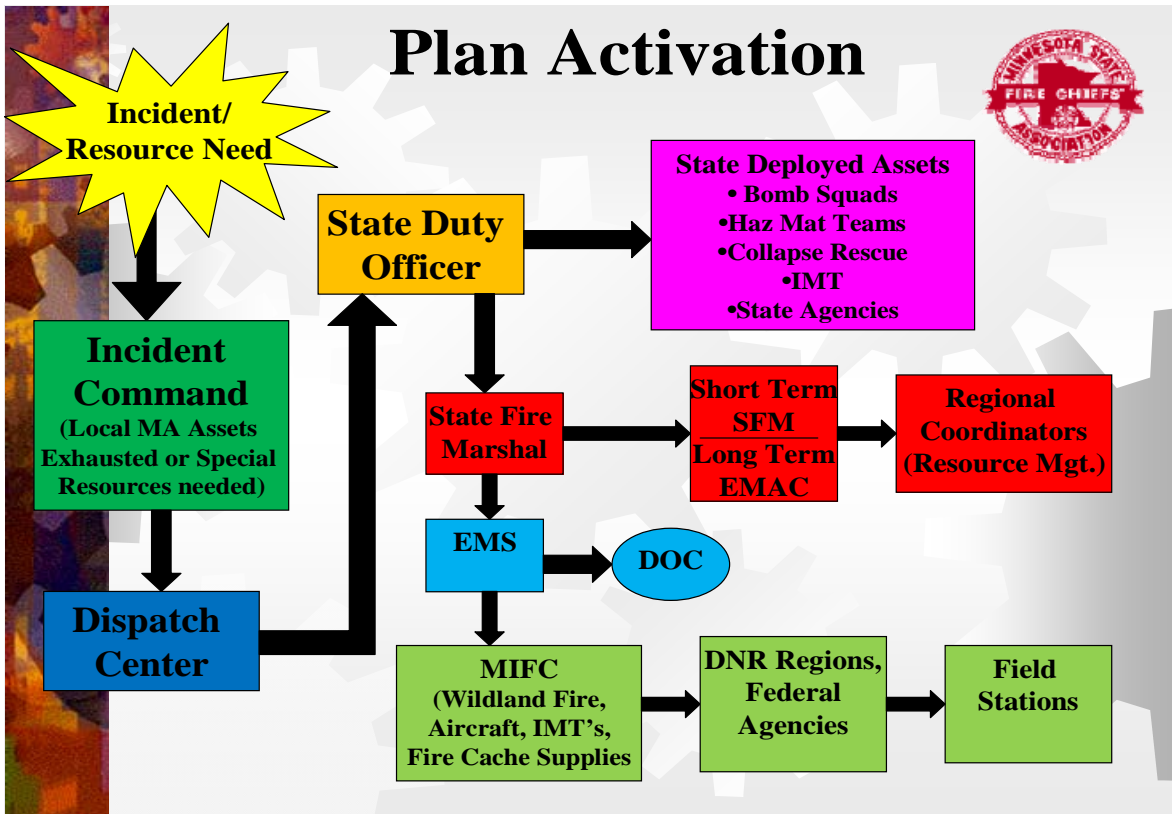
<p>rather than respond as individual units. Response as a package facilitates resource management in the staging area and for command assignments.</p>			
<p>All caravan or individual units shall report in to staging, wherever designated by the host Incident Commander. Upon arriving in staging, the caravan's representative or individual unit's representative shall report to the Staging Officer in order to log-in and receive direction. Accountability of units and personnel will be established. Responding units that by-pass staging shall be relieved of response and assignments and returned to their community.</p>			
<p>Units responding to a statewide mutual aid incident should have the capability to communicate via radio on _____, Minnesota Statewide Fire Mutual Aid (primary) and _____ statewide "tac" fireground frequencies. All responding units should remain on the assigned frequency(ies) throughout response and in the staging area. The staging officer will direct frequency assignments and use for tactical operations. Plain talk communications will be used - "ten" signals and codes will <u>not</u> be used.</p>			
<p>Speed of response is secondary to providing a sustained operation under a statewide mutual aid incident. Disaster operations can be expected and units sent to the scene may not be released for days, or in some cases longer. Assuming this will be the case, responding departments should:</p>			
<ul style="list-style-type: none"> • Prior to response, have personnel take personal toiletries, snacks, bottled water, a change of clothes, blankets/pillow, towels, etc. Prepare themselves for a multi-day operation without relief. 			

<ul style="list-style-type: none"> Departments who have personnel on the scene may wish to prepare a personnel swap-out schedule whereas, deployed individuals are replaced by fresh troops after several days. Departments who swap personnel out should do so in a group or company and have personnel transported to and from the scene in an official department vehicle. 			
All units responding to a statewide mutual aid incident shall maintain a log, which captures all pertinent activities while assigned to the incident. Minimum reporting requirements include:			
<ul style="list-style-type: none"> Date and Time of response occurred 			
<ul style="list-style-type: none"> Individuals assigned 			
<ul style="list-style-type: none"> Stops while enroute to the incident for service or re-supply 			
<ul style="list-style-type: none"> Date & time of arrival in staging and Staging Officer's name 			
<ul style="list-style-type: none"> Incidents or assignments the unit dealt with while involved. 			
<ul style="list-style-type: none"> Swap-outs of personnel. 			
<ul style="list-style-type: none"> Expendables used or equipment damaged, lost or left on a scene. 			
<ul style="list-style-type: none"> Date & time released from incident and by whom (name & agency) 			
<ul style="list-style-type: none"> Date & time back in their original community's fire station and released from duty 			
Departments, districts, and agencies that send resources to a statewide incident shall maintain records of the event and a log of all additional or unusual expenses the department incurred as a direct result of the statewide mutual aid response.			

Copies of all such records and logs kept by the department, district, agency and unit responding, shall be copied and summarized by the department head. Each authorized, directed department/district/agency that responded will be provided the appropriate ICS and other reimbursement forms and directed as to where they should be sent with appropriate documentation.

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Appendix E



Appendix F

<u>RESOURCE ORDER</u>				INITIAL DATE/TIME	2. INCIDENT/PROJECT NAME			3. INCIDENT/PROJECT NUMBER			4. ORDERING OFFICE ADDRESS			
5. DESCRIPTIVE LOCATION/RESPONSE AREA					6. SEC	TWN	RNG	8. INCIDENT BASE/PHONE NUMBER(S)			9. AGENCY HAVING JURISDICTION			
					7. GPS COORDNATES:						10. FINANCIAL CODE NUMBER (if needed)			
12. REQUEST NUMBER	ORDERED DATE/TIME	FROM	Q T Y	RESOURCE REQUESTED	NEEDED	DELIVER TO	14. TO	TIME	AGENCY	RESOURCE ASSIGNED	ETD	RELEASE		TIME
		TO			DATE/TIME		FRO M				ETA	DATE	TO	

13. ORDER RELAYED				ACTION TAKEN				ORDER RELAYED				ACTION TAKEN			
REQ. NO.	DATE	TIME	TO/FROM					REQ. NO.	DATE	TIME	TO/FROM				

RESOURCE ORDER				INITIAL DATE/TIME	2. INCIDENT/PROJECT NAME	3. INCIDENT/PROJECT NUMBER	4. OFFICE REFERENCE NUMBER
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12. REQUEST NUMBER	ORDERED DATE/TIME	FROM	QTY	RESOURCE REQUESTED	NEEDED	DELIVER TO	14. TO	TIME	AGENCY	RESOURCE ASSIGNED	ETD	RELEASE		TIME
		TO			DATE/TIME		FROM				ETA	DATE	TO	ETA

13. ORDER RELAYED				ACTION TAKEN	ORDER RELAYED				ACTION TAKEN			
REQ. NO.	DATE	TIME	TO/FROM		REQ. NO.	DATE	TIME	TO/FROM				
				This is only a test								

Instructions for Resource Order Form ICS-260

(and ICS-259 series on colored card-stock)

For the Incident Commander, Logistics Section Chief/ Supply Unit Leader an/or Ordering Manager
Utilizing the Minnesota Fire Service Intrastate Mutual Aid Plan

Upon start-up or escalation into a large-scale formal ordering process, The Incident Commander should appoint a Logistics Section Chief (LSC) or Supply Unit Leader or Ordering Manager to manage resource orders. The Ordering Manager (OM will be used hereafter) must establish the ordering system for using and displaying resource ordering information in ways that Ordering Staff and others can easily apply and understand. Standard resource ordering forms will ensure a logical, accountable, and verifiable ordering process. The ICS-260 Adapted for the MN Statewide Mutual Aid Plan is a slight variation to the standard generic form.

Initially, it may be easier to put all initial resource orders on the same resource order form, but it will be easier to track resources if ordered and tracked by separate categories. **As soon as possible, start numbering, tracking and requesting resources by specific categories, as suggested below.** The ICS-259-series forms are the same format as the ICS-260 form, but they are on colored card-stock paper pre-labeled with specific categories of resources such as **Equipment, Overhead (single resource personnel), Crews, Supplies, and Aircraft**, etc. Each form has a continuation sheet of the same number. Colored forms can help users maintain and monitor resource order status. It may be advantageous to block out the pre-printed categories with resource categories that better fit the scenario.

The OM needs to develop and require the use of keys/codes, abbreviations, standards of work, and formats such as:

- A. **Key for the color/number of form to use for what resource category.** Enter the category name, as suggested above, on each form in the space under Resource Order on the upper left of the first page of the forms.
- B. **Distinctive 'Request Number' code and numbering system for use in the** first column of #12 on the form (for example an Overhead ICS-259-13 form could be used and the Request Numbering sequence would be prefaced by O, that is O-001 for the first request). This number is important. It must be unique as it is used to track that resource from order, to assignment, to demobilization;
- C. **Standard convention for entering dates and times** [for example set the convention to use date/time groups that are always local time and use the 24 hour clock; so 09-27-09/2015 is Sept. 27th, 2009 at 8:15 PM]. Consistency helps avoid confusion;
- D. **Key of abbreviations for use in the 'Deliver To', Agency ID, and under with the names entered in 'From/To' columns** for every supporting and contributing organization (e.g. DRFD for Deer River Fire Dept., GCA for Gold Cross Ambulance, MNSP for Minnesota State Patrol, etc.) and a for incident operations organization elements (e.g. B1 for Branch 1; ICP for Incident Command Post; or ESTG for East Staging; HEOC for Hennepin County Emergency Operations Center).
- E. **Resource Requested (5th column of #12) and Action Taken entries (5th column of #13) should use standard FEMA or NWCG resource kind and typing** or specific information to ensure that the resource ordered will meet the incident needs.

(modified from a 10/3/06 draft by James D. Spitzer, Multnomah County, Oregon)

Number/Name of Cell	Info. Required & Purpose	Notes
Top of Form (above Cell 12)	Incident, ordering office, and supporting information.	Besides Initial date/time, fill in boxes 2 – 5, 8 and 9, at a minimum.
Initial Date/Time	Date/time (local time) that this form was begun. This allows easy chronological posting, sorting, and filing of multiple forms.	Use the following date/time format: (example; 09-27-09/1930 represents Sept. 27, 2009, at 7:30 PM)
2. Incident/Project Name	The incident name assigned by Incident Commander. This uniquely identifies the operation.	Avoid using a person's name. Tying the name to a unique geographic reference and/or event is best. (example, Hugo Tornado)
3. Incident/Project Number	The Incident/Project Number is assigned by the MN Duty Officer.	This is the Duty Officers Incident number.
4. Ordering Office Address	Address of the agency having jurisdiction of the incident.	The main jurisdictional agency or the agency address that the unified commanders agree upon if multi-jurisdictional.
5. Descriptive Location/ Response Area	General location of operations.	Another unique identifier along with #2. (example; Hugo Fire Department, 5323 140th St N, Hugo, MN 55038)
6. Sec/Twn/Rng	Generally not applicable. Fill only if known.	Geographic identifier generally only applicable to wildland fire operations.
7. GPS Coordinates	Fill if known or if aircraft will be used on the incident.	Lat. and Long. in decimal degrees minutes is most desirable for aircraft use.
8. Incident Base/Phone Number	Base or ICP name/location where logistics is located and main phone number.	Example; ICP, Hugo Fire Station 651-429-6366 Supply/Ordering 651-123-4567
9. Agency Having Jurisdiction (AHJ)	The primary organization providing Incident Command and this ordering process.	E.g. 'Anytown Fire Dept., or Bad Luck County EOC., etc.
10. Financial Code Number	May be used by AHJ or other agencies to cost code specific incident expenses.	May be assigned by the agency having jurisdiction and/or supporting agencies to help track expenses.

12. First 7 Columns	Resource to order for incident.	Used along with comments in 13 and Remarks on reverse to track status of an order.
12. Column 1 st Column Request Number	Enter request number unique to this resource.	Enter the number according to the numbering system noted in B above. (O for overhead, E for equipment, S for supplies, etc., followed by sequential numbering starting with 001 for each category, such as O-001, E-023, S-167, etc.)
12. 2 nd Column Ordered Date/Time	Date/time resource request is ordered from dispatch or other ordering points.	Use date/time convention noted in C above.
12. 3 rd Column From/To	Initials and/or organization of ordering official placing the order (From) and individual at ordering point taking the order (To)	Use accepted initials and abbreviations as noted in D above.
12. 4 th Column QTY	Quantity, specify unit of order, such as EA for each, RO for roll, PG for package, KT for kit, etc.	Ensure that resource order matches the request, e.g. do not order 200 boxes of 500 individual items if the need is for 200 individual items.
12. 5 th Column Resource Requested	Describe resource specifically enough to that what is needed is what is procured. What size, capacity, qualifications, or other characteristics?	Utilize standardized FEMA or NWCG Kinds and Types to describe the resource needed or catalog numbers, or very specific item description.
12. 6 th Column Needed: Date/Time	Date/Time needed at the ‘Deliver To’ location and ready to work.	Use date/time convention (see C above) Do not use ASAP.
12. 7 th Column Deliver To	Name incident facility to deliver the resource to.	E.g. Command Post, Staging Area, Warehouse at Incident Base. Have map that shows facilities and addresses of locations including latitude and longitude if deliveries are by air.
13. Order Relayed information	Actions taken in processing orders noted above.	Use same date/time, To/From protocols set by OM and used above. Use this section for greater details or to suggest sources for the ordered resource.
REMARKS (reverse side)	Record important notes.	
14. Resource Assigned information	This area of the form is to track the resource that is assigned to fill the specific Request Number, from assignment, by dispatch or ordering point, through demobilization.	For “Agency” use abbreviations as described in D above. ETD is Estimated Time of Departure from home unit, ETA is Estimated Time of Arrival at the incident.

Appendix G

Disaster Team Deployment Form

Incident Number _____ Order Number _____

Date Deployed _____ Time Deployed _____

Date Demobilized _____ Time Demobilized _____

Sponsoring Agency _____

Crew members: _____ ***Position on Deployment***

Name: _____
First _____ **Middle** _____ **Last** _____

Name: _____
First _____ **Middle** _____ **Last** _____

Name: _____
First _____ **Middle** _____ **Last** _____

Name: _____
First _____ **Middle** _____ **Last** _____

Emergency Contact Name / Number for Team _____
(24-hour contact number for each team deployed)

Staging Area Location _____
(as set by the requesting jurisdiction)

Unit Designation _____

Apparatus Type _____

Equipment Type _____

Comments _____

Appendix H



Minnesota Fire Chiefs Assistance and Support Team - FAST

These teams have been developed by MSFCA to help the Minnesota fire service. Train derailments, floods, tornadoes, or any event that affects your fire department's ability to sustain pre-event fire protection levels may be the time to call for assistance. The FAST Team can provide an assessment of your capabilities, make recommendations, and find resources to provide pre-event service levels. Sometimes our firefighters need time to recuperate and rebuild their lives as well. The FAST Team is the tool to find the people to sustain day-to-day activities, while allowing your people time off to deal with their personal lives.

The MSFCA FAST Teams goal is to support fire department operations. For large or complex incident management, there are highly trained, nationally recognized incident management teams available through the Minnesota Duty Officer. These include the Dakota County Type 4 Team, Minnesota Type 3 All-hazard Team and three MNICS Type 2 Incident Management Teams.

The team is made up of highly trained and experienced fire department Chief Officers. They are from active fire departments in Minnesota and provide a wide variety of skilled backgrounds. The team is a supporting organization that can expand or contract its resources and staffing based on the request of the local fire chief.

The team is under the direction and control of the local fire chief that requests the team. The team works for local authorities and assists by providing a management structure to help coordinate resources needed to regulate a situation.

It is the intent of the MSFCA that cost should not deter activation of a FAST Team. The requesting agency should arrange meals and lodging for the Team. The requesting organization will be responsible for all cost of the FAST Teams deployment. However, the FAST Team members' home unit may choose to assume all or part of the deployment costs. The MSFCA Emergency Management Committee is working to re-invigorate the FAST team program that has been ably served by Fire Chiefs of our Association. If you are interested in belonging to the MSFCA FAST Chief Officer cadre please fill out the form available on the web site and at the fall conference registration table. Please drop the form off at the State Fire Marshal booth at the conference or email the completed form back to Fire Chief Scott Gerber or Ulie Seal at: sgerber@excelsiorfire.org useal@ci.bloomington.mn.us

Appendix I

For more detailed information on the ARMER System in Minnesota refer to:

<http://www.srb.state.mn.us/>

Appendix J

MINNESOTA INCIDENT MANAGEMENT TEAMS



Incident Management Teams

With events such as the attacks on the World Trade Centers and Hurricane Katrina, responders are recognizing the need for an incident management system. The National Incident Management System (NIMS) and the Incident Command System, (ICS) and designated incident management teams are designed to fill that need.

There are five levels of incident management, based on complexity. A type 5 incident is your routine a single jurisdiction incident. A type 4 incident is a little more complex with more than one responding agency. A type 3 incident is more complex and is an extended attack that goes beyond one operational period. Type 3 organizations can be formed, with qualified members, at the time of the incident, or may have pre-designate members. They usually work locally or regionally. A type 2 incident can be very complex, may be long duration, and can completely overwhelm the local responders. Members of a type 2 incident management team are trained to a national standard, named to a permanent team, and have developed their teamwork. A type 2 team is normally used in a multi-state region and can be used nationwide. A type 1 team handles the most complex incidents. These teams are a national resource with very highly trained and experienced team members.

There is an all-hazard Minnesota Type 3 Incident Management Team based in the Twin Cities metro area and a type 4 Dakota County all-hazard incident management organization. What most people probably don't know is that we have three nationally qualified type 2 incident management teams in Minnesota.

Minnesota Incident Command System (MNICS) was originally established in 1984, as a multi-agency coordination group to support wildland fire suppression, prevention, and training for all wildland agencies in Minnesota. Members of the MNICS organization are: U.S.D.A. Forest Service; Minnesota Department of Natural Resources, Division of Forestry; U.S.D.I.; National Park Service; U.S. Fish and Wildlife Service; Bureau of Indian Affairs; Minnesota Department of Public Safety, Division of Emergency Management; and Minnesota State Fire Chiefs' Association (ex officio member).

What is a MNICS Incident Management Team?

There are three MNICS Type 2 Incident Management Teams in Minnesota. These multi-agency teams were formed to manage large/complex wildland fires that would be beyond the local unit's ability to manage or would prevent them from being able to respond to any further fire activity. In the last few years, the MNICS Teams have managed wildland fires in California, Texas, Michigan, Utah, and Alaska, in addition to large fires in Minnesota. The teams can be requested to assist local jurisdictions with incident management of all-hazard incidents. MNICS teams have been successfully deployed on floods, tornadoes, search and rescue, and in response to gatherings, such as the Hell's Angels and Rainbow Family. It is planned to use the MNICS IMT if the Strategic National Stockpile (SNS) are deployed in Minnesota. The teams are made up of 22 highly trained and experienced management professionals, who have been trained to national standards, to manage complex, long term (3 – 30+ days) incidents.

What can the team do for my jurisdiction?

On wildland fires, the Team can manage large fires or a group of smaller persistent fires. This allows the local wildland agency and fire departments to concentrate more on normal initial attack activities. Twenty-two team members are initially deployed on wildland fires. Team size is adjusted according to the size of the incident.

On incidents other than wildland fires, **the MNICS Incident Management Team is there to support local authorities, not to take command.** The Team will assist with incident management and response, under the direction and control of the local jurisdiction. The team is a modular organization that can expand or contract its organizational structure and staffing based on incident needs and the local jurisdiction's desire. Some of the things the team can do are to provide help in managing the response operations, provide aircraft support, assist in planning, assist in acquiring and tracking resources and personnel, provide logistical support, provide for incident personnel needs, and help track incident costs. Size of the team on non-wildland fire incidents would depend on the tasks the local jurisdiction assigned to the team.

Who does the team work for and who pays?

On wildland fires, the team works for the local State or Federal wildland fire agency and that agency pays the costs. Coordination will be made with the local fire department(s) and the fire chief (or his/her designee) may be incorporated into the team as one of the unified incident commanders.

On incidents other than wildland fire, the team works under the controls, directions, and restrictions of the requesting local jurisdiction. Cost of deploying the team and the team's incident assessment would not be charged to the local jurisdiction. If it is decided that the local jurisdiction would like the team to continue assistance, cost of the team may be covered under a FEMA disaster declaration, State Emergency funds, or by the local requesting jurisdiction. The team will assist in finding alternative funding for the team. The team will confer with the local jurisdiction on any costs they would be liable for before the costs are incurred.

How long does it take to get a team?

Team members normally have kit and personal bags packed and will usually begin traveling within an hour. Depending on incident location, team members should begin arriving in 2 to 6 hours, with most, if not all members, being on site and working within 12 hours.

How do I request a team?

The MNICS Incident Management Team can be ordered through the Minnesota Duty Officer at: 1-800-422-0798, or 651-649-5451, TDD 1800-627-3529 or 612297-5353. On wildland fires, the Team can be ordered through or by the local wildland fire agency.

What happens when a team arrives on the scene?

When a team first arrives, they will check in with the local authority in charge. On wildland fires, the team will receive a briefing and begin organizing for transfer of command. On non-wildland fire incidents, the team will need some time to evaluate the incident, determine how they can help, and discuss it with the local authorities. A Request for Assistance (Delegation of Authority) form will be completed by the local authority with assistance from the team. This form will establish what the local authorities want the team to do, who the team reports to, and what authority is given to the team. This request for assistance form will be reviewed daily with local authorities and can be modified at any time by the local requesting jurisdiction.

MNICS Team Components

Twenty-two to twenty-four team members are initially deployed on wildland fires. Team size is adjusted according to the size of the incident. Size of the team on non-wildland fire incidents would depend on the tasks the local jurisdiction assigned to the team. Some of the Team components are:

Team Incident Commander: Is the point of contact for the local authorities and coordinates the activities of the team. Where appropriate, the team incident commander will form a unified command with an incident commander(s) from the local jurisdiction. On non-wildland fires, the MNICS team IC will usually fill the role as a team leader, not as incident commander of the incident.

Public Information Officer: Develops or assists in developing news releases, organizes press briefings, informs local public, and facilitates public informational meetings, at the request of the local jurisdiction.

Emergency Services Liaison: Coordinates with other agencies and jurisdictions that may be affected by the incident, whether or not they are directly involved with the response.

Operations Section: Organizes, coordinates and directs tactical incident response, including aircraft support.

Planning Section: Evaluates current situation, tracks incident resources, obtains forecast information, facilitates meetings and briefings, and develops an incident action plan.

Logistics Section: Orders all personnel, resources and supplies needed. Provides supplies, facilities, services and support needed by the incident personnel.

Communications Unit: Establishes and manages incident communication systems. This unit can provide radios, radio systems and frequencies to get incident communications off local networks.

Finance/Administration Section: Tracks and documents financial costs.

Example of Request for Assistance form:

**LOCAL JURISDICTION REQUEST
FOR ASSISTANCE
for the
MNICS INCIDENT MANAGEMENT TEAM**

I, _____ as the responsible
(Name of person having local authority)

authority for _____, do hereby request
(Local Jurisdiction)

_____, as the MNICS Incident Commander,
(Team Incident Commander)

to do the following assignments during the Incident:

(List tasks that the Team is authorized to do in support of the local jurisdiction and any operational restriction.)

Authorizing Signatures:

Local Authority: _____

Title: _____

Team IC: _____

Date and Time: _____ Expiration Date (if any): _____

Appendix K

References

MN State Statute Chapter 12

<https://www.revisor.leg.state.mn.us/statutes/?id=12>

LMC Model Mutual Aid Agreement

<http://www.lmc.org/page/1/resource-library.jsp>

MN DNR Wildfire area

<http://www.dnr.state.mn.us/forestry/fire/index.html>

NIMS Forms – National Wildfire Coordination Center

<http://www.nifc.gov/>

FEMA Reimbursement Forms

<http://www.fema.gov/library/index.jsp>

EMAC Forms

<http://www.emacweb.org/>

Resource Typing Definitions

http://www.fema.gov/pdf/emergency/nims/resource_typing_qadoc.pdf

Appendix L

Revisions Log

Revision Number

Date

Original Issue

January, 2010

Appendix M

ICS CHECKLISTS

COMMON RESPONSIBILITIES

The following checklist is applicable to all personnel in an Incident Command System (ICS) organization:

- Receive assignment from agency, including:
 - Job assignment (e.g., designation, position, etc.).
 - Brief overview of type and magnitude of incident.
 - Resource order number and incident number
 - Travel instructions including reporting location(s) and time.
 - Any special communications instructions (e.g., travel, radio frequency/talkgroup).
 - Monitor incident related information from media, internet, etc., if available.
 - Assess personal equipment readiness for specific incident and climate (e.g., medications, money, computer, medical record, etc.)
 - Assemble items for travel and personal support.
 - Inform necessary individuals as to incident assignment and contact information.
- Upon arrival at the incident, check-in at one of the following designated check-in locations:
 - Incident Command Post (ICP)
 - Staging Areas;
 - Base; or
 - Helibases.
- Receive briefing from immediate supervisor and document briefing on a Unit Log (ICS 214).
- Agency representatives from assisting or cooperating agencies: Report to the Liaison Officer (LNO) at the ICP after check-in.
- Acquire work materials.
- Abide by organizational code of ethics, policies, procedures, and applicable labor agreements.
- Participate in Incident Management Team (IMT) meetings and briefings as appropriate.
- Ensure compliance with all safety practices and procedures. Report unsafe conditions to the Safety Officer (SO).
- Report any signs/symptoms of extended incident stress, injury, fatigue, or illness to a supervisor.

Supervisor Responsibilities

- Organize and brief subordinates.
- Maintain accountability for their assigned personnel with regard to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.
- Know the assigned communication methods and procedures for the Area of Responsibility (AOR) and ensure that communications equipment is operating properly.
- Use plain language and ICS terminology (no codes) in all radio communications.
- Complete forms, reports, and Unit Log (ICS 214) that are required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
- Ensure all equipment is operational prior to each work period.
- Brief shift replacement about ongoing operations when relieved at operational periods or during rotation.
- Respond to demobilization orders and brief subordinates regarding demobilization.
- Prepare personal belongings for demobilization.
- Complete demobilization check-out process before being released from the incident, including the return of all equipment.
- Upon demobilization, report ETA to home agency.
- Participate in after-action activities as directed.

Leadership Responsibilities

A number of the leadership responsibilities are common to all functions within the ICS organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in

Unit Leader Position Checklists in subsequent pages.

- Review Common Responsibilities.
- Upon check-in, receive briefing from Supervisor.
- Participate in incident meetings and briefings, as required
- Determine current status of unit activities and personnel (Personnel Status Report).
- Determine resource needs.
- Order additional resources, as needed.
- Confirm dispatch and estimated time of arrival (ETA) of staff and supplies.
- Conduct briefings.
- Assign specific duties to staff and supervise staff.
- Develop and implement accountability, safety, and security measures for assigned resources.
- Supervise demobilization of unit, including storage of supplies.
- Conduct de-briefings with any assigned personnel.
- Provide Supply Unit Leader with a list of supplies to be replenished.
- Maintain unit records, including Unit Log (ICS 214).

Operational Planning Cycle

A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:

- Current information that accurately describes the incident situation and resource status;
- Predictions of the probable course of events;
- Alternative strategies to attain critical incident objectives; and
- An accurate, realistic IAP for the next operational period.

The following five primary phases must be followed, in sequence, to ensure a comprehensive IAP:

- (1) Understand the Situation;
- (2) Establish Incident Objectives and Strategy;
- (3) Develop the Plan;
- (4) Prepare and Disseminate the Plan; and
- (5) Evaluate and Revise the Plan.

INITIAL RESPONSE AND ASSESSMENT

The period of initial response and assessment occurs in all incidents.

Responses small in scope and/or duration can be coordinated using the Incident Briefing Form (ICS 201).

INCIDENT BRIEFING (ICS 201)

During the transfer-of-command process, the initial IC briefing provides the incoming Incident Command/Unified Command (IC/UC) with basic information regarding the incident situation and the resources requested/assigned to the incident. Most importantly, the Incident Briefing (ICS 201) serves as the Incident Action Plan (IAP) for the initial response, and remains in force and continues to develop (receive updates) until the response ends or the Planning Section generates the incident's first IAP.

Incident Commander

- Receives incident brief from the IC/UC or Planning Section Chief (PSC) using ICS 201.
- Assesses operational requirements.
- Determines current/future organizational and response requirements and objectives.
- Develops Command and General Staff, and their assignments.

Incident Briefing (ICS 201) Agenda:

Using ICS 201 as an outline, include:

- Current situation (note territory, exposures, safety concerns, etc.; use map/charts).
- Priorities, issues and objectives.
- Current and planned actions.
- Current incident management organization.
- Resource assignments
- Resources en route and/or ordered.
- Facilities established.
- Incident potential.

INCIDENT / UNIFIED COMMAND

INCIDENT/UNIFIED COMMANDER (IC/UC)

The IC/UC's responsibility is the overall management of the incident. The IC/UC may have Deputy Incident Commanders. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Upon arrival, assess the situation and obtain incident briefing from IC/UC.
- Establish priorities.
- Determine incident objectives and general direction for managing the incident. Establish an Incident Command Post (ICP).
- Brief the Command Staff and Section Chiefs.
- Ensure scene security.
- Establish an appropriate organization.
- If applicable, consider the incident as a potential crime scene; preserve evidence and coordinate with law enforcement.
- Ensure adherence to the operational planning cycle.
- Approve and authorize the implementation of an Incident Action Plan (IAP).
- Ensure that adequate safety measures are in place, including the assignment of a safety officer(s).
- Coordinate activities for all Command and General Staff.
- Coordinate with key stakeholders.
- Make appropriate notifications (e.g., hospitals, health department, etc.).
- Approve requests for additional resources or for the release of resources.
- Keep key administrator(s) informed of incident status.
- Approve the use of trainees, volunteers, and auxiliary personnel.
- Authorize release of information to the news media.
- Ensure Incident Status Summary (ICS 209) is completed and forwarded to the appropriate higher authority.
- Order the demobilization of the incident when appropriate.
- Ensure establishment and oversight of a Joint Information Center (JIC).
- Maintain a Unit Log (ICS 214).
- Assign assistants, as needed.

COMMAND STAFF

PUBLIC INFORMATION OFFICER (PIO)

The PIO is responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Determine from the IC if there are any limits on information release.
- Develop material for use in media briefings.
- Obtain IC approval of media releases.
- Inform the media and conduct media briefings.
- Arrange for tours and other interviews or briefings as required
- Evaluate the need for and, as appropriate, establish and operate a Joint Information System (JIS).
- Establish a JIC to coordinate and disseminate accurate and timely incident related information as necessary.
- Obtain media information that may be useful to incident planning.
- Maintain current information summaries and/or displays on the incident and provide information on the status of the incident to assigned personnel.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief Command (IC/UC) on PIO issues and concerns.
- Advise Command (IC/UC) on all public information matters.
- Manage media and public inquiries.
- Coordinate emergency public information and warnings.
- Conduct rumor monitoring and control.
- Conduct media monitoring.
- Have debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).
- Assign assistants, as needed.

COMMAND STAFF

SAFETY OFFICER (SO)

The SO's function is to develop and recommend measures for ensuring personnel safety and to assess and/or anticipate hazardous and unsafe situations. *The SO has the authority and obligation to alter, delay, suspend, and terminate any and all operations immediately dangerous to life and health of any personnel.* The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Participate in tactics and planning meetings, as well as other meetings and briefings as required.
- Identify hazardous situations associated with the incident.
- Dedicate Emergency Medical Services (EMS) personnel needed for responders (ICS 206).
- Develop the Risk/Hazard Analysis (ICS 215a) with the Operations Section Chief (OSC).
- Coordinate with law enforcement to provide security and control of perimeters.
- Confirm control zones have been established and monitored.
- Ensure the selection of Personal Protective Equipment (PPE) and other equipment meets the needs of the incident.
- Ensure that personnel accountability system is in place for all personnel.
- Ensure that working conditions are monitored and work/rest guidelines are adhered to.
- Designate emergency evacuation guidelines.
- Review the IAP for safety implications.
- Provide safety advice in the IAP for assigned responders.
- Ensure identified resources are in place to meet the mental health needs of responders.
- Exercise emergency authority to stop and prevent unsafe acts and notify IC.
- Investigate accidents that have occurred within the incident area.
- Assign assistants, as needed.
- Review and approve the Medical Plan (ICS 206).
- Develop the Site Safety Plan as required.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief the IC on safety issues and concerns.
- Have a debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).

COMMAND STAFF

LIAISON OFFICER (LNO)

Incidents that are multijurisdictional, or have several agencies involved, may require the establishment of the LNO position on the Command Staff. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Be a contact point for assisting/cooperating agencies.
- Maintain a list of assisting and cooperating agencies, including name and contact information.
- Monitor check-in sheets daily to ensure that all assisting / cooperating agencies are identified.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of the current incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings and provide current resource status, including limitations and capability of assisting agency resources.
- Coordinate response resource needs for incident investigation activities with the OSC.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Brief the IC on agency issues and concerns.
- Have debriefing session with the IC prior to demobilization.
- Maintain a Unit Log (ICS 214).
- Assign assistants, as needed.

COMMAND STAFF

AGENCY REPRESENTATIVES

In many multi-jurisdiction incidents, an agency or jurisdiction may send a representative to assist in coordination efforts. These representatives report to the LNO or to the IC in the absence of a LNO.

The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Ensure that all agency resources are properly checked in at the incident.
- Obtain a briefing from the LNO or IC.
- Inform any assisting or cooperating agency personnel at the incident that the representative position for that agency has been filled.
- Attend briefings and planning meetings as required.
- Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the IC/UC and the General Staff on agency involvement at the incident.
- Ensure the well-being of agency personnel assigned to the incident.
- Advise the LNO of any special agency needs or requirements.
- Report to home agency dispatch or headquarters on a pre-arranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
- Assign assistants, as needed.
- Have a debriefing session with the LNO or IC/UC before demobilization.
- Maintain a Unit Log (ICS 214).

COMMAND STAFF

TECHNICAL SPECIALISTS – Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may be assigned wherever their services are needed.

- Review the Common Responsibilities
- Provide technical expertise and advice to Command and General Staff as needed.
- Attend meetings and briefings as appropriate to clarify and help to resolve technical issues within area of expertise.
- Provide technical expertise during the development of the IAP and other support plans.
- Work with the Safety Officer (SO) to mitigate unsafe practices.
- Work closely with Liaison Officer (LNO) to help facilitate understanding among stakeholders and special interest groups. Be available to attend press briefings to clarify technical issues.
- Research technical issues and provide findings to decision makers.
- Troubleshoot technical problems and provide advice on resolution.
- Review specialized plans and clarify meaning.
- Maintain a Unit Log (ICS 214).

INTELLIGENCE / INVESTIGATION

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. Intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander (IC), who have proper clearance and a “need-to-know”, to assist them in decision-making.

The Incident Command or Unified Command (IC/UC) may be organized in one of the following ways;

1. As an Intelligence Unit within the Planning Section
2. Within the Command Staff as the Intelligence Officer
3. As an Intelligence Branch or Group within the Operations Section,
4. As a separate General Staff Intelligence Section,
5. As an Intelligence Technical Specialist.

GENERAL STAFF

OPERATIONS SECTION CHIEF (OSC)

The OSC is responsible for the management of all operations directly applicable to the primary incident. The OSC may have Deputy Operations Section Chiefs. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Obtain a briefing from Incident Command or Unified Command (IC/UC).
- Evaluate and request sufficient Section supervisory staffing for both operational and planning activities.
- Supervise Operations Section field personnel.
- Implement the IAP for the Operations Section.
- Evaluate on-scene operations and make adjustments to organization, strategies, tactics, and resources (e.g., additional manpower, equipment, etc.) as necessary.
- Ensure the Resources Unit is advised of changes in the status of resources assigned to the section.
- Ensure that Operations Section personnel execute work assignments following approved safety practices.
- Monitor the need for additional resources and request them as necessary to support operations.
- Assemble/disassemble task force/strike teams as appropriate.
- Identify/utilize staging areas.
- Evaluate and monitor the current situation for use in next operational period planning.
- Convert operational incident objectives into strategic and tactical options.
- Coordinate and consult with the Planning Section Chief (PSC), Safety Officer (SO), Technical Specialist, modeling scenarios, trajectories, etc., on selection of appropriate strategies and tactics to accomplish objectives.
- Identify kind and number of resources required to support selected strategies.
- Subdivide work areas into manageable branches, divisions, and groups.
- Develop work assignment and allocate tactical resources based on strategic requirements on Operational Planning Worksheet (ICS 215).
- Provides input for the risk/hazard analysis (ICS 215a) to the Safety Officer.
- Coordinate planned activities with the SO to ensure compliance with safety practices.
- Identify appropriate Personal Protective Equipment (PPE) options prior to committing personnel.
- Participate in the planning process and the development of the tactical portions (ICS 204 and ICS 220) of the IAP.
- Assist with development of long-range strategic, contingency, and demobilization plans.
- Develop a recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- Receive and implement applicable portions of the Incident Demobilization Plan.
- Participate in operational briefings to Incident Management Team (IMT) members as well as briefings to media, and visiting dignitaries.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – BRANCH DIRECTOR

The Branch Directors, when activated, are under the direction of the OSC and are responsible for the implementation of the portion of the IAP appropriate to the Branches. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Receive a briefing from the OSC and/or previous branch director.
- Identify Divisions, Groups, and resources assigned to the Branch.
- Ensure that Division and/or Group Supervisors have a copy of the IAP.
- Implement the IAP for the Branch.
- Develop with subordinates alternatives for Branch control operations.
- Review/modify Division/Group Assignment Lists (ICS 204) for Divisions/Groups within the Branch.
- Assign specific work tasks to Division/Group Supervisors.
- Supervise Branch operations.
- Attend meetings and briefings as required.
- Ensure through chain of command that the Resources Unit is advised of changes in the status of resources assigned to the Branch.
- Report to OSC when:
 - The IAP is to be modified;
 - Additional resources are needed;
 - Surplus resources are available; or
 - Hazardous situations or significant events occur.
- Consider demobilization well in advance.
- Debrief with OSC and/or as directed at the end of each shift.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – GROUP SUPERVISOR

The Division/Group Supervisor reports to the OSC (or Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the IAP, assignment of resources within the Division / Group, and reporting on the progress of control operations and status of resources within the Division (geographic area) / Group (functional). The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Obtain a briefing from the OSC, Branch Director, and/or previous division/group supervisor.
- Identify resources assigned to the Division/ Group.
- Provide the IAP to subordinates, as needed.
- Review the Division/Group's assigned tasks and incident activities with subordinates.
- Implement the IAP for the Division/Group.
- Supervise Division/Group resources and make changes as appropriate.
- Ensure through chain of command that Resources Unit is advised of all changes in the status of resources assigned to the Division/ Group.
- Coordinate activities with adjacent Divisions/ Groups.
- Determine any need for assistance on assigned tasks.
- Submit situation and resources status information as directed by the Branch Director or OSC.
- Report hazardous situations, special occurrences, or significant events (e.g., accidents, illness) to the immediate supervisor.
- Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- Participate in the development of Branch plans for the next operational period, as requested.
- Consider demobilization well in advance.
- Debrief as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – STRIKE TEAM/TASK FORCE LEADER (TFL)

The Strike Team/TFL reports to a Branch Director or Division/Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Leadership Responsibilities
- Obtain a briefing from person relieving.
- Obtain a briefing from supervisor.
- Review assignments with subordinates and assign tasks.
- Monitor work progress and make changes when necessary.
- Keep supervisor informed of progress and any changes.
- Coordinate activities with adjacent Strike Teams, Task Forces and single resources.
- Travel to and from active assignment area with assigned resources.
- Retain control of assigned resources while in available or out-of-service status.
- Submit situation and resource status information through chain of command as appropriate.
- Debrief as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – SINGLE RESOURCE LEADER

The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review assignments.
- Obtain a briefing from person relieving.
- Obtain necessary equipment and supplies.
- Review weather/environmental conditions for assignment area.
- Brief subordinates on safety measures.
- Monitor work progress.
- Ensure adequate communications with supervisor and subordinates.
- Keep supervisor informed of progress and any changes.
- Inform supervisor of problems with assigned resources.
- Brief relief personnel, and advise them of any change in conditions.
- Return equipment and supplies to appropriate unit.
- Complete and turn in all time and use records on personnel and equipment.
- Debrief as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – STAGING AREA MANAGER

The Staging Area Manager is under the direction of the IC/UC (not usually) or Operations Section Chief (primarily) and is responsible for managing all activities within a Staging Area. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Proceed to Staging Area.
- Obtain a briefing from person relieving.
- Establish Staging Area layout.
- Determine any support needs for equipment, food distribution, sanitation, and security.
- Establish check-in function as appropriate.
- Ensure security of staged resources.
- Post areas for identification and traffic control.
- Request maintenance service for equipment at Staging Area as appropriate.
- Respond to requests for resource assignments. (Note: This may be direct from the OSC or via the Incident Communications Center.)
- Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- Determine required resource levels from the OSC.
- Advise the OSC or IC/UC (if no OSC designated) when reserve levels reach minimums.
- Maintain and provide status to Resource Unit of all resources in Staging Area.
- Maintain the Staging Area in orderly condition.
- Demobilize the Staging Area in accordance with the Incident Demobilization Plan.
- Debrief with OSC or as directed at the end of each operational period.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – AIR OPERATIONS BRANCH DIRECTOR (AOBD) –

The AOBD is ground-based and is primarily responsible for preparing the Air Operations Summary Worksheet (ICS 220), the air operations portion of the IAP, and for providing logistical support and direction to incident aircraft and personnel. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Organize preliminary air operations.
- Coordinate airspace use with the Federal Aviation Administration (FAA). Request declaration (or cancellation) of Temporary Flight Restriction (TFR) and post Notice to Airmen (NOTAM) as required.
- Attend the tactics meeting and planning meeting to obtain information for completing the Air Operations Summary Worksheet (ICS 220), if needed.
- Participate in preparation of the IAP through the OSC. Ensure that the air operations portion of the IAP takes into consideration the Air Traffic Control (ATC) requirements of assigned aircraft.
- Coordinate with the Communication Unit Leader to designate air tactical and support frequencies.
- Ensure dependable communication between air operation branch and air units.
- Perform operational planning for air operations.
- Prepare and provide Air Operations Summary Worksheet (ICS 220), if completed, to the Air Support Group (ASG) and Fixed-Wing Bases.
- Supervise all air operations activities associated with the incident.
- Evaluate helibase and helispot locations.
- Establish procedures for emergency reassignment of aircraft.
- Coordinate approved flights of non-incident aircraft in the TFR.
- Initiate airspace deconfliction.
- Coordinate with appropriate Command Center(s) through normal channels on incident air operations activities.
- Consider requests for logistical use of incident aircraft.
- Report to the OSC on air operations activities.
- Report any special incidents/accidents.
- Develop an Aviation Site Safety Plan in concert with SO.
- Arrange for an accident investigation team when warranted.
- Debrief with OSC as directed at the end of each operational period.
- Ensure that SAFECOMS are documented and reported.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – AIR TACTICAL GROUP SUPERVISOR

The Air Tactical Group Supervisor is primarily responsible for tactical operations and coordination of aircraft and aircrews over the incident. The Air Tactical Group Supervisor performs these coordination activities while airborne. The Air Tactical Group Supervisor reports to the AOBD. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Obtain a copy of the IAP from the AOBD, including Air Operations Summary Worksheet (ICS 220), if completed.
- Participate in air operations planning activities.
- Inform AOBD of group activities.
- Identify resources/supplies dispatched for the Air Tactical Group.
- Request special air tactical items from appropriate sources through Logistics Section.
- Coordinate activities with AOBD.
- Obtain assigned ground-to-air frequency for airbase operations from the Communication Unit Leader or Incident Radio Communications Plan (ICS 205).
- Inform AOBD of capability to provide night flying service.
- Ensure compliance with each agency's operations checklist for day and night operations.
- Debrief as directed at the end of each shift.
- Monitors SAFENETS and ensures that the AOBD receives them in a timely manner
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

OPERATIONS SECTION – AIR SUPPORT GROUP SUPERVISOR (ASG)

The Air Support Group Supervisor is primarily responsible for supporting aircraft and aircrews. This includes: 1) providing fuel and other supplies; 2) providing maintenance and repair of aircraft; 3) keeping records of aircraft activity, and 4) providing enforcement of safety regulations and reports to the AOBD. The major responsibilities of this position include, but are not limited to:

1. Review the Common Responsibilities
2. Obtain a copy of the IAP from the AOBD, including Air Operations Summary Worksheet (ICS 220), if completed.
3. Participate in air operations planning activities.
4. Inform AOBD of group activities.
5. Identify resources/supplies dispatched for the ASG.
6. Request special air support items from appropriate sources through Logistics Section.
7. Determine the need for assignment of personnel and equipment at each airbase.
8. Coordinate activities with AOBD.
9. Obtain assigned ground-to-air frequency for airbase operations from the Communication Unit Leader or Incident Radio Communications Plan (ICS 205).
10. Inform AOBD of capability to provide night flying operations.
11. Ensure compliance with each agency's operations checklist for day and night operations.
12. Ensure dust abatement procedures are implemented at helibases and helispots.
13. Provide crash-rescue service for helibases and helispots. Debrief as directed at the end of each shift.
14. Maintain a Unit Log (ICS 214).

GENERAL STAFF

PLANNING SECTION CHIEF (PSC)

The PSC is responsible for the collection, evaluation, dissemination and use of incident information and maintaining status of assigned resources. Information is needed to; 1) Understand the current situation, 2) Predict the probable course of incident events, 3) Prepare strategies and plans, as well as alternative strategies and plans for the incident, 4) Submit required incident status reports. The PSC may have Deputy PSCs. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Collect, process, and display incident information.
- Assist Operation Section Chief (OSC) in the development of response strategies.
- Supervise preparation of the Incident Action Plan (IAP).
- Facilitate planning meetings and briefings.
- Supervise the tracking of incident personnel and resources through the Resources Unit.
- Assign personnel already on-site to Incident Command System (ICS) organizational positions as appropriate.
- Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources, Situation).
- Determine the need for any specialized resources in support of the incident.
- Establish special information collection activities as necessary (e.g., weather, environmental, toxics, etc.).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report any significant changes in incident status.
- Compile and display incident status information.
- Oversee preparation and implementation of the Incident Demobilization Plan.
- Incorporate plans (e.g., Traffic, Medical, Communications, and Site Safety) into the IAP.
- Develop other incident supporting plans (e.g., salvage, transition, security).
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

PLANNING SECTION – RESOURCE UNIT LEADER

The Resource Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) and personnel at an incident. This is achieved by overseeing the check-in of all resources, and maintaining a status-keeping system indicating current location and status of all resources.

PLANNING SECTION – CHECK-IN/STATUS RECORDER – Check-in/Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Obtain required work materials, including Check-in Lists (ICS 211), Resource Status Cards (ICS 219) and status display boards.
- Establish communications with the Communication Center and Ground Support Unit.
- Post signs so that people arriving with resources can easily find incident check-in location(s).
- Record check-in information on Check-in Lists (ICS 211).
- Transmit check-in information to the Resources Unit on a regular prearranged schedule or as needed.
- Forward completed Check-in Lists (ICS 211) and Status Change Cards (ICS 210) to the Resources Unit.
- Receive, record, and maintain resource status information on Resource Status Cards (ICS 219) for incident-assigned resources, strike teams, task forces and overhead personnel.
- Maintain files of Check-in Lists (ICS 211).
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

PLANNING SECTION – SITUATION UNIT LEADER

The Situation Unit Leader is responsible for collecting, processing, organizing, and displaying incident information relating to the growth, mitigation or intelligence activities taking place on the incident. The Situation Unit Leader may prepare future projections of incident growth, maps and intelligence information. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Begin collection and analysis of incident data as soon as possible.
- Prepare, post, or disseminate resource and situation status information as required, including special requests.
- Prepare periodic predictions or as requested by the PSC.
- Prepare the Incident Status Summary Form (ICS 209).
- Provide photographic services and maps if required.
- Conduct situation briefings at meetings and briefings as required by the PSC.
- Develop and maintain master chart(s)/map(s) of the incident.
- Maintain chart/map of incident in the common area of the Incident Command Post (ICP) for all responders to view.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

PLANNING SECTION – DISPLAY PROCESSOR (DP)

The DP is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerials, other photographs, and infrared data. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
 - Determine:
 - Location of work assignment.
 - Numbers, types, and locations of displays required.
 - Priorities.
 - Map requirements for the IAP.
 - Time limits for completion.
 - Field Observer assignments and communications means.
 - Obtain necessary equipment and supplies.
 - Assist Situation Unit Leader in analyzing and evaluating field reports.
 - Develop required displays in accordance with time limits for completion.
- Examples
of displays include:
- Geographic Information System (GIS) information.
 - Demographic information.
 - Incident projection data.
 - Enlargement of ICS forms.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

PLANNING SECTION – FIELD OBSERVER

The Field Observer is responsible for collecting situation information from personal observations on the incident and providing this information to the Situation Unit Leader. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Determine:
 - Location of assignment.
 - Type of information required.
 - Priorities.
 - Time limits for completion.
 - Method of communication.
 - Method of transportation.
- Obtain necessary equipment and supplies.
- Perform Field Observer responsibilities including but not limited to the following:
 - Perimeters of incident.
 - Locations of trouble spots.
 - Weather conditions.
 - Hazards, including escape routes and safe areas.
 - Progress of operations resources.
- Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).
- Report information to the Situation Unit Leader by established procedures.
- Report immediately any condition observed that may cause danger and a safety hazard to personnel.
- Gather intelligence that will lead to accurate predictions.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

PLANNING SECTION – DOCUMENTATION UNIT LEADER

The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Set up work area; begin organization of incident files.
- Establish duplication service; respond to requests.
- File all official forms and reports.
- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Organize files for submitting final incident documentation package.
- Maintain a Unit Log (ICS 214).

PLANNING SECTION – DEMOBILIZATION UNIT LEADER

The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Review incident resource records to determine the likely size and extent of demobilization effort.
- Monitor the on-going Operations Section resource needs.
- Identify surplus resources and probable release time.
- Establish communications with off-incident facilities, as necessary.
- Develop an Incident Demobilization Plan that should include:
 - General information section.
 - Responsibilities section.
 - Release priorities.
 - Release procedures.
 - Demobilization Checkout Form (ICS 221).
 - Directory.
- Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
- Distribute demobilization plan (on and offsite).
- Provide status reports to appropriate requestors.
- Ensure that all Sections/Units understand their specific demobilization responsibilities.
- Supervise execution of the Incident Demobilization Plan.
- Brief the PSC on demobilization progress.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

GENERAL STAFF – LOGISTICS SECTION CHIEF (LSC)

The LSC is responsible for providing facilities, services, and material in support of the incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Plan the organization of the Logistics Section.
- Assign work locations and preliminary work tasks to Section personnel.
- Notify the Resources Unit of the Logistics Section Units activated, including names and locations of assigned personnel.
- Assemble and brief Logistics Branch Directors and Unit Leaders.
- Determine and supply immediate incident resource and facility needs.
- In conjunction with Command, develop and advise all Sections of the Incident Management Team (IMT) resource approval and requesting process.
- Review Operational Planning worksheet (ICS 215) and estimate section needs for upcoming operational period.
- Identify long-term service and support requirements for planned and expected operations.
- Advise Command and other Section Chiefs on resource availability to support incident needs.
- Provide input to and review the Communications Plan, Medical Plan and Traffic Plan.
- Identify resource needs for incident contingencies.
- Coordinate and process requests for additional resources.
- Track resource effectiveness and make necessary adjustments.
- Advise on current service and support capabilities.
- Request and/or set up expanded ordering processes as appropriate to support incident.
- Develop recommended list of Section resources to be demobilized and initiate recommendation for release when appropriate.
- Receive and implement applicable portions of the incident Demobilization Plan.
- Ensure the general welfare and safety of Logistics Section personnel.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – SERVICE BRANCH DIRECTOR

The Service Branch Director, when activated, is under the supervision of the LSC and is responsible for the management of all service activities at the incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Obtain working materials.
- Determine the level of service required to support operations.
- Confirm dispatch of Branch personnel.
- Participate in planning meetings of Logistics Section personnel.
- Review the IAP.
- Organize and prepare assignments for Service Branch personnel.
- Coordinate activities of Branch Units.
- Inform the LSC of Branch activities.
- Resolve Service Branch problems.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – COMMUNICATIONS UNIT LEADER

The Communication Unit Leader is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Determine Unit personnel needs.
- Prepare and implement the Incident Radio Communications Plan (ICS 205).
- Ensure the Incident Communications Center and the Message Center is established.
- Establish appropriate communications distribution / maintenance locations within base / camp(s).
- Ensure communications systems are installed and tested.
- Ensure an equipment accountability system is established.
- Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.
- Provide technical information as required on:
 - Adequacy of communications systems currently in operation.
 - Geographic limitation on communications systems.
 - Equipment capabilities/limitations.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- Supervise Communications Unit activities.
- Maintain records on all communications equipment as appropriate.
- Ensure equipment is tested and repaired.
- Recover equipment from Units being demobilized.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – INCIDENT DISPATCHER

The Incident Dispatcher is responsible for receiving, transmitting radio and telephone messages among and between personnel and to provide dispatch services at the incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Ensure adequate staffing.
- Obtain and review the IAP to determine the incident organization and Incident Radio Communications Plan.
- Set up Incident Communications Center; check-out equipment.
- Request service on any inoperable or marginal equipment.
- Set-up Message Center location, as required.
- Receive and transmit messages within and external to the incident.
- Maintain Status Change Cards (ICS 210) and General Messages (ICS 213).
- Maintain a record of unusual incident occurrences.
- Provide a briefing to relief personnel on:
 - Current activities.
 - Equipment status.
 - Any unusual communications situations.
- Turn in appropriate documents to the Communications Unit Leader.
- Demobilize the Communications Center in accordance with the Incident Demobilization Plan.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – MEDICAL UNIT LEADER

The Medical Unit Leader, under the direction of the Service Branch Director or LSC, is primarily responsible for the development of the Medical Plan; providing medical care and overseeing health aspects of response personnel; obtaining medical aid and transportation for injured and ill response personnel; coordinating with other functions to resolve health and safety issues; and preparation of reports and records. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Participate in Logistics Section / Service Branch planning activities.
- Establish the Medical Unit.
- Prepare the Medical Plan (ICS 206).
- Provide any relevant medical input into the planning process for strategy development.
- Coordinate with Safety Officer (SO), Operations, hazmat specialists, and others on proper personnel protection procedures for incident personnel.
- Prepare procedures (Medivac Plansground / aerial) for major medical and public health emergencies.
- Develop transportation routes and methods for injured incident personnel.
- Ensure incident personnel patients are tracked as they move from origin, care facility, and disposition.
- Provide continuity of medical care for incident personnel.
- Declare major medical emergency as appropriate.
- Provide or oversee medical and rehab care delivered to incident personnel.
- Monitor health aspects and trends of incident personnel including excessive incident stress.
- Respond to requests for medical aid, medical transportation, and medical supplies.
- Coordinate requests for Federal medical assistance (i.e., Strategic National Stockpile (SNS)).
- In conjunction with the Finance/Administration Section, prepare and submit necessary authorizations, reports, and administrative documentation related to injuries, compensation, or death of incident personnel.
- Coordinate personnel and mortuary affairs for incident personnel fatalities.
- Provide oversight and liaison as necessary for incident victims among emergency medical care, medical examiner, and hospital care.
- Provide for security and proper disposition of incident medical records.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – RESPONDER REHABILITATION MANAGER

The Responder Rehabilitation Manager reports to the Medical Unit Leader and is responsible for the rehabilitation of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Designate the responder rehabilitation location and have the location announced on the radio with radio designation "Rehab".
- Coordinate with Medical Unit Leader to request necessary medical personnel to evaluate the medical condition of personnel being rehabilitated.
- Request necessary resources for rehabilitation of personnel, e.g., water, juice, food, personnel.
- Request food through the Food Unit or LSC, as necessary, for personnel being rehabilitated.
- Release rehabilitated personnel for reassignment.
- Maintain appropriate records and documentation.
- Maintain a Unit Log (ICS 214).

LOGISTICS SECTION – FOOD UNIT LEADER

The Food Unit Leader is responsible for supplying the food and water needs for the entire incident, including all remote locations (e.g., camps, staging areas), as well as providing food for personnel unable to leave tactical field assignments. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Determine food and water requirements.
- Determine the method of food distribution to best fit each facility or situation.
- Obtain necessary equipment and supplies and establish cooking facilities.
- Ensure that well-balanced menus are provided.
- Order sufficient food and potable water from the Supply Unit.
- Maintain an inventory of food and water.
- Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- Supervise Food Unit personnel as appropriate.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – SUPPORT BRANCH DIRECTOR

The Support Branch Director, when activated, is under the direction of the LSC, and is responsible for the development and implementation of logistics plans in support of the IAP. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Obtain work materials.
- Identify Support Branch personnel dispatched to the incident.
- Determine initial support operations in coordination with the LSC and Service Branch Director.
- Prepare initial organization and assignments for support operations.
- Assemble and brief Support Branch personnel.
- Determine if assigned Branch resources are sufficient.
- Oversee work progress of assigned units and inform the LSC of their activities.
- Resolve problems associated with requests from the Operations Section.
- Maintain a Unit Log (ICS 214).

LOGISTICS SECTION – SUPPLY UNIT LEADER

The Supply Unit Leader is primarily responsible for ordering personnel, equipment, and supplies; receiving, storing, and distributing all supplies for the incident; maintaining an inventory of supplies; and storing, disbursing, and servicing non-expendable supplies and equipment. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Participate in Logistics Section/Support Branch planning activities
- Determine the type and amount of supplies en route.
- Review the IAP for information on operations of the Supply Unit.
- Develop and implement safety and security requirements.
- Order, receive, distribute, and store supplies and equipment.
- Receive and respond to requests for personnel, supplies, and equipment.
- Maintain an inventory of supplies and equipment.
- Service reusable equipment.
- Submit reports to the Support Branch Director.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – ORDERING MANAGER

The Ordering Manager is responsible for placing all orders for personnel, supplies, and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Obtain necessary agency(s) order forms.
- Establish ordering procedures.
- Establish name and telephone numbers of agency(s) personnel receiving orders.
- Set up filing system.
- Obtain roster of incident personnel who have ordering authority.
- Obtain list of previously ordered supplies and equipment.
- Ensure order forms are filled out correctly.
- Place orders in a timely manner.
- Consolidate orders when possible.
- Identify times and locations for delivery of supplies and equipment.
- Keep Receiving and Distribution Manager informed of orders placed
- Submit all ordering documents to the Documentation Unit through the Supply Unit Leader before demobilization.
- Maintain a Unit Log (ICS 214).

LOGISTICS SECTION – RECEIVING AND DISTRIBUTION MANAGER

The Receiving and Distribution Manager is responsible for receiving and distributing all supplies and equipment (other than primary resources), and the service and repair of tools and equipment. The Receiving and Distribution Manager reports to the Supply Unit Leader. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Order required personnel to operate supply area.
- Organize the layout of the supply area.
- Establish procedures for operating the supply area.
- Set up a filing system for receiving and distributing supplies and equipment.
- Maintain inventory of supplies and equipment.
- Develop security requirement for supply area.
- Establish procedures for receiving supplies and equipment.
- Submit necessary reports to the Supply Unit Leader.
- Notify Ordering Manager of supplies and equipment received.
- Provide necessary supply records to Supply Unit Leader.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – FACILITIES UNIT LEADER

The Facilities Unit Leader is primarily responsible for the set up, maintenance, and demobilization of incident facilities (Base, Camp(s), Incident Command Post (ICP), and staging areas), as well as security services required to support incident operations. The Facilities Unit Leader provides sleeping and sanitation facilities for incident personnel, and manages Base and Camp(s) operations. The Facilities Unit Leader reports to the Support Branch Director. The major responsibilities of this position include, but are not limited to;

- Review Unit Leader Responsibilities
- Obtain a briefing from the Support Branch Director or the LSC.
- Receive and review a copy of the IAP.
- Participate in Logistics Section/Support Branch planning activities.
- In conjunction with the Finance / Administration Section, determine locations suitable for incident support facilities and secure permission to use through appropriate means.
- Inspect facilities prior to occupation, and document conditions and preexisting damage.
- Determine requirements for each facility, including the ICP.
 - Prepare layouts of incident facilities.
 - Notify Unit Leaders of facility layout.
 - Activate incident facilities.
 - Provide Facility Managers and personnel to operate facilities.
 - Provide sleeping facilities.
 - Provide security services.
 - Provide food and water service.
 - Provide sanitation and shower service as needed.
- Provide facility maintenance services (sanitation, lighting, clean up, trash removal, etc.).
- Inspect all facilities for damage and potential claims.
- Demobilize incident facilities.
- Maintain facility records.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – FACILITY MAINTENANCE SPECIALIST

The Facility Maintenance Specialist is responsible to ensure that proper sleeping and sanitation facilities are maintained; to provide shower facilities; to provide and maintain lights and other electrical equipment; and to maintain the Base, Camp, and ICP facilities in a clean and orderly manner. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Request required maintenance support personnel and assign duties.
- Obtain supplies, tools, and equipment.
- Supervise/perform assigned work activities.
- Ensure that all facilities are maintained in a safe condition.
- Disassemble temporary facilities when no longer required.
- Restore area to pre-incident condition.

LOGISTICS SECTION – SECURITY MANAGER

The Security Manager is responsible for providing safeguards needed to protect personnel and property from loss or damage. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Establish contacts with local law enforcement agencies as required.
- Request required personnel support to accomplish work assignments.
- Ensure security of classified material and/or systems.
- Ensure that support personnel are qualified to manage security problems.
- Develop Security Plan for incident facilities.
- Adjust Security Plan for personnel and equipment changes and releases.
- Coordinate security activities with appropriate incident personnel.
- Keep the peace, prevent assaults, and settle disputes.
- Prevent theft of all government and personal property.
- Document all complaints and suspicious occurrences.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – BASE MANAGER

The Base Manager is responsible for ensuring that appropriate sanitation, security, and facility management services are conducted at the Base. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Determine personnel support requirements.
- Obtain necessary equipment and supplies.
- Ensure that all facilities and equipment are set up and properly functioning.
- Supervise the establishment of:
 - Sanitation facilities, including showers.
 - Sleeping facilities.
- Make sleeping area assignments.
- Adhere to all applicable safety and health standards and regulations.
- Ensure that all facility maintenance services are provided.
- Maintain a Unit Log (ICS 214).

LOGISTICS SECTION – CAMP MANAGER

On large incidents, one or more camps may be established by the General Staff to provide better support to operations. Camps may be in place several days or may be moved depending upon the nature of the incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Determine personnel support requirements.
- Obtain necessary equipment and supplies.
- Ensure that all sanitation, shower, and sleeping facilities are set up and properly functioning.
- Make sleeping arrangements.
- Provide direct supervision for all facility maintenance and security services at Camp.
- Ensure that strict compliance is made with all applicable safety regulations.
- Ensure that all Camp to Base communications are centrally coordinated.
- Ensure that all Camp to Base transportation scheduling is centrally coordinated.
- Provide overall coordination of all Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – GROUND SUPPORT UNIT LEADER (GSUL)

The GSUL is primarily responsible for ensuring: maintenance and repair of primary tactical equipment, vehicles, mobile ground support equipment, and fueling services; transportation of personnel, supplies, food, and equipment in support of incident operations; recording all ground equipment usage time, including contract equipment assigned to the incident; and implementing the Traffic Plan for the incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Participate in Support Branch / Logistics Section planning activities.
- Develop and implement the Traffic Plan.
- Support out-of-service resources.
- Notify the Resources Unit of all status changes on support and transportation vehicles.
- Arrange for and activate fueling, maintenance, and repair of ground resources.
- Maintain Support Vehicle Inventory and transportation vehicles (ICS 218).
- Provide transportation services in accordance with (IAW) requests from the LSC or Support Branch Director.
- Collect use information on rented equipment.
- Requisition maintenance and repair supplies (fuel, spare parts, etc.).
- Maintain incident roads.
- Submit reports to Support Branch Director as directed.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

LOGISTICS SECTION – EQUIPMENT MANAGER

The Equipment Manager provides service, repair, and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Obtain the IAP to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
- Obtain necessary equipment and supplies.
- Provide maintenance and fueling according to schedule.
- Prepare schedules to maximize use of available transportation.
- Provide transportation and support vehicles for incident use.
- Coordinate with agencies on service and repair policies as required.
- Inspect equipment condition and ensure coverage by equipment agreement.
- Determine supplies (gasoline, diesel, oil, and parts needed to maintain equipment in an efficient operating condition) and place orders with the Supply Unit.
- Maintain Support Vehicle Inventory (ICS 218).
- Maintain equipment rental records.
- Maintain equipment service and use records.
- Check all service repair areas to ensure that all appropriate safety measures are being taken.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE/ADMINISTRATION SECTION CHIEF (FSC)

The FSC is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section. The FSC may have Deputy FSCs. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Participate in incident planning meetings and briefings as required.
- Review operational plans and provide alternatives where financially appropriate.
- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- Maintain daily contact with agency(s) administrative headquarters on Finance/Administration matters.
- Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
- Provide financial input to demobilization planning.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- Develop recommended list of Section resources to be demobilized and initial recommendation for release when appropriate.
- Receive and implement applicable portions of the incident Demobilization Plan.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE / ADMINISTRATION – TIME UNIT LEADER

The Time Unit Leader is responsible for equipment and personnel time recording. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Determine incident requirements for time recording function.
- Determine resource needs.
- Contact appropriate agency personnel/representatives.
- Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
- Establish time unit objectives.
- Maintain separate logs for overtime hours.
- Submit cost estimate data forms to the Cost Unit, as required.
- Maintain records security.
- Ensure that all records are current and complete prior to demobilization.
- Release time reports from assisting agency personnel to the respective representatives prior to demobilization.
- Brief the FSC on current problems and recommendations, outstanding issues, and follow-up requirements.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE / ADMINISTRATION – EQUIPMENT TIME RECORDER

Under supervision of the Time Unit Leader, the Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Set up the Equipment Time Recorder function in location designated by the Time Unit Leader.
- Advise Ground Support Unit, Facilities Unit, and the Air Support Group (ASG) of the requirement to establish and maintain a file for maintaining a daily record of equipment time.
- Assist Units in establishing a system for collecting equipment time reports.
- Post all equipment time tickets within four (4) hours after the end of each operational period.
- Prepare a use and summary invoice for equipment, as required, within 12 hours after equipment arrival at the incident.
- Submit data to Time Unit Leader for cost effectiveness analysis.
- Maintain current posting on all charges or credits for fuel, parts, and services.
- Verify all time data and deductions with owner / operator of equipment.
- Complete all forms according to agency specifications.
- Close out forms prior to demobilization.
- Distribute copies per agency and incident policy.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE / ADMINISTRATION – PERSONNEL TIME RECORDER

Under supervision of the Time Unit Leader, the Personnel Time Recorder is responsible for overseeing the recording of time for all personnel assigned to an incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Establish and maintain a file for incident personnel time reports within the first operational period.
- Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
- Ensure that all employee identification information is verified to be correct on the time report.
- Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents.
- Ensure that time reports are signed.
- Close-out time documents prior to personnel leaving the incident.
- Distribute all time documents according to agency policy.
- Maintain a log of excessive hours worked and give to the Time Unit Leader daily.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE / ADMINISTRATION – PROCUREMENT UNIT LEADER

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Review incident needs and any special procedures with Unit Leaders, as needed.
- Coordinate with local jurisdiction on plans and supply sources.
- Obtain the Incident Procurement Plan.
- Prepare and authorize contracts, building, and land-use agreements.
- Draft memoranda of understanding as necessary.
- Establish contracts and agreements with supply vendors.
- Provide for coordination between the Ordering Manager and all other procurement organizations supporting the incident.
- Ensure that a system is in place that meets agency property management requirements.
- Ensure proper accounting for all new property.
- Interpret contracts and agreements; resolve disputes within delegated authority.
- Coordinate with the Compensation/Claims Unit for processing claims.
- Complete final processing of contracts and send documents for payment.
- Coordinate cost data in contracts with the Cost Unit Leader.
- Brief the FSC on current problems and recommendations, outstanding issues and follow-up requirements.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE /ADMINISTRATION – COMPENSATION AND CLAIMS UNIT LEADER

The Compensation/Claims Unit Leader is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activities (other than injury) for an incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Obtain a briefing from the FSC.
- Establish contact with the incident Medical Unit Leader, Safety Officer (SO), and Liaison Officer (LNO).
- Determine the need for Compensation for Injury and Claims Specialists, and order personnel as needed.
- Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
- Review Medical Plan (ICS 206).
- Ensure that Claims Specialists have adequate workspace and supplies.
- Review and coordinate procedures for handling claims with the Procurement Unit.
- Brief the Claims Specialists on incident activity.
- Periodically review logs and forms produced by the Claims Specialists to ensure that they are complete, entries are timely and accurate, and that they are in compliance with agency requirements and policies.
- Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization. Keep the FSC briefed on Unit status and activity.
- Demobilize Unit in accordance with the Incident Demobilization Plan.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE / ADMINISTRATION – COMPENSATION FOR INJURY SPECIALIST

Under the supervision of the Compensation / Claims Unit Leader, the Compensation for Injury Specialist is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit.

The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Co-Locate Compensation for Injury Specialist with the Medical Unit when possible.
- Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
- Obtain a copy of Medical Plan (ICS 206).
- Provide written authority for persons requiring medical treatment.
- Ensure that correct agency forms are being used.
- Provide correct billing forms for transmittal to doctor and/or hospital.
- Coordinate with Medical Unit to keep informed on status of injured and/or hospitalized personnel.
- Obtain all witness statements from SO and/or Medical Unit and review for completeness.
- Maintain a log of all injuries occurring at the incident.
- Coordinate/handle all administrative paperwork on serious injuries or fatalities.
- Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals after demobilization.
- Maintain a Unit Log (ICS 214).

GENERAL STAFF

FINANCE / ADMINISTRATION – CLAIMS SPECIALIST

Under the supervision of the Compensation / Claims Unit Leader, the Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident.

The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Develop and maintain a log of potential claims.
- Coordinate a claims prevention plan with applicable incident functions.
- Initiate an investigation on all claims other than personnel injury.
- Ensure that site and property involved in an investigation are protected.
- Coordinate with the investigation team as necessary.
- Obtain witness statements pertaining to claims other than personnel injury.
- Document any incomplete investigations.
- Document follow-up action needs by the local agency.
- Keep the Compensation/Claims Unit Leader advised on the nature and status of all existing and potential claims.
- Ensure the use of correct agency forms.
- Maintain a Unit Log (ICS 214).

FINANCE/ADMINISTRATION – COST UNIT LEADER

The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident. The major responsibilities of this position include, but are not limited to;

- Review the Common Responsibilities
- Review Unit Leader Responsibilities
- Obtain a briefing from the FSC.
- Coordinate with agency headquarters on cost reporting procedures.
- Collect and record all cost data.
- Develop incident cost summaries.
- Prepare resources-use cost estimates for the Planning Section.
- Make cost-saving recommendations to the FSC.
- Ensure all cost documents are accurately prepared.
- Maintain cumulative incident cost records.
- Complete all records prior to demobilization.
- Provide reports to the FSC.
- Maintain a Unit Log (ICS 214).

AREA COMMAND

AREA COMMAND (AC) Overview

An AC is established either to oversee the management of multiple incidents being handled by a separate Incident Command System (ICS) organization or to oversee the management of a very large incident that involves multiple ICS organizations.

- Set overall agency incident-related priorities.
- Allocate critical resources based on priorities.
- Ensure that incidents are properly managed.
- Ensure that incident(s) objectives are met and do not conflict with each other or with agency policy.

The AC organization should be kept as small as possible. The size of the AC organization will be determined by the authorities and support requirements with personnel assigned to Command, Planning, Logistics and Finance/Administration.

Area Command Activation

When AC or Unified AC is activated, an Area Commander will be designated and given appropriate Delegation of Authority. ICs covered by the AC must be notified that an AC is being established. AC has the overall responsibility for strategic management of the incident(s) and will:

- Establish priorities.
- Set overall objectives.
- Ensure that incident management teams are qualified.
- Allocate/reallocate critical resources.
- Identify and report critical resource needs.
- Coordinate with agency administrator, Emergency Operations Center (EOC), other Multiagency Coordination (MAC) groups, and the media.
- Coordinate the demobilization of assigned resources.
- Coordinate short-term recovery activities for transition to full recovery operations.
- Ensure effective communications.
- Provide for personnel accountability and a safe operating environment.

AREA COMMAND - Position Descriptions

AREA COMMANDER

The Area Commander (AC) is responsible for the overall direction of Incident Management Teams (IMTs) assigned to the same incident or to incidents in close proximity.

- ensuring that conflicts are resolved
- that incident objectives are established
- that strategies are selected for the use of critical resources.
- providing the overall direction to the on-scene Incident Commander(s) (IC).
- coordinate with local, state, federal, and volunteer assisting and/or cooperating organizations.

DEPUTY AREA COMMANDER

The AC may have Deputy Area Commanders, who may be from the same agency or from an assisting agency.

AC LOGISTICS CHIEF

The AC Logistics Chief is responsible for providing facilities, services, and material at the AC level, and for ensuring effective use of critical resources and supplies among the IMTs.

AC PLANNING CHIEF

The AC Planning Chief is responsible for collecting, evaluating, managing, and disseminating information at the AC level.

AC CRITICAL RESOURCES UNIT LEADER

The AC Critical Resources Unit Leader is responsible for maintaining the status of all critical tactical resources (personnel and equipment).

AC SITUATION UNIT LEADER

The AC Situation Unit Leader is responsible for collecting, processing and organizing incident information relating to the growth, mitigation, or intelligence activities taking place at the incident.

AC PUBLIC INFORMATION OFFICER

The AC PIO is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations. Normally, detailed information

AREA COMMAND - Position Descriptions (Cont.)

AC LIAISON OFFICER

The AC Liaison Officer is responsible for establishing liaison, as needed, with representatives of assisting and cooperating agencies.

AC AVIATION COORDINATOR

The AC Aviation Coordinator function is to Coordinate and manage aviation program and operations if aviation assets are assigned to AC.

AC SAFETY OFFICER

The AC Safety Officer (SO) function is to develop and recommend measures for ensuring personnel safety and to assess and/or anticipate hazardous and unsafe situations.

AC COMMUNICATIONS UNIT LEADER

The AC Communication Unit Leader is responsible for developing plans for the effective use of AC communications equipment and facilities, installing and

AC INFORMATION TECHNOLOGY SPECIALIST

The AC Information Technology Specialist function is to analyze the requirements for data processing to support the Area Command Post (ACP) for both internal and external data transmission needs (secure and non-secure).

AC FACILITIES UNIT LEADER

The AC Facilities Unit Leader is primarily responsible for the setup, maintenance, and demobilization of AC facilities.

AC DOCUMENTATION UNIT LEADER

The AC Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files.

AC FINANCE/ADMINISTRATION CHIEF

The AC Finance/Administration Chief is responsible for all financial, administrative and cost analysis aspects of the AC and for supervising members of the AC Finance/Administration Section.

AREA COMMAND - Position Descriptions (Cont.)

AC LEGAL SPECIALIST

The major responsibilities of the Legal Specialist are to:

- Advise the AC on legal issues.
- Review documents developed by AC or AC staff to ensure they meet the legal requirements of participating agencies and organizations.
- Ensure the AC documentation control system is appropriate.
- Identify what documents and/or information can or cannot be released during the response.
- Monitor compliance of agreements being used during the response.

ACSECURITY SPECIALIST

The major responsibilities of the Security Specialist are to:

- Determine security requirements of the ACP.
- Develop and implement the ACP Security Plan.
- Obtain assets to monitor and, if required, determine the need for an ACP identification badge system, provide this service and enforce security.
- Evaluate and recommend to AC the need for secure communications for both voice and data.
- Coordinate with on-scene security specialist(s) as needed to ensure security requirements are met.
- If needed, establish a list of levels of security clearance for ACP personnel.

DOCUMENTATION SPECIALIST/EXECUTIVE ASSISTANT

The major responsibilities of the Documentation Specialist/Executive assistant are to:

- Determine AC requirements for documenting meetings and briefings.
- Prepare Decision Memos for AC and primary staff review and approval.
- Ensure that AC meeting notes accurately reflect what was said.
- Ensure that AC meeting notes, memos and reports are provided to the AC Documentation Unit Leader.