

Appendix A

INCIDENT COMMMAND

I. PURPOSE:

This procedure is established to:

- A. Provide for the safety of personnel operating in emergency incidents through improved command and control for management of emergencies.
- B. Improve the use of resources and tactical effectiveness.
- C. Meet the OSHA, MOSH, EPA Regulations requiring the use of an incident command system for hazardous materials incidents.
- D. Meet NFPA Standard 1600 Requirements for the use of an incident command for operations at all emergency incidents.
- E. Meet the National Incident Management System guidelines. (NIMS)

To meet this goal, Allegany County encourages the use of the incident command system appropriately at all emergency incidents.

II. SITUATION AND ASSUMPTIONS:

A. SITUATION

1. ORGANIZATION STRUCTURE FOR INITIAL OPERATIONS

The incident command system shall be used to maintain an effective span of control and workload for all supervisory personnel.

2. ORGANIZATION AND OPERATIONS

The incident command system has five major functional areas:

- Command
- Operations
- Planning
- Logistics
- Finance

B. ASSUMPTIONS

1. Command shall be established at all incidents.
2. The ranking member of the first arriving company shall assume command. When multiple resources will be committed to the incident, command shall be formally established by transmitting a brief, initial report containing the following information to the Allegany County Communications Center.
 - a. Identify the company transmitting the report.
 - b. Actual location of the incident.
 - c. Brief description and report conditions.
 - d. Designation of the individual assuming command and establish a geographical location or name. (i.e. "Bedford Rd. Command or Wal-Mart Command etc.)
3. Incidents will be given a specific name to reduce confusion when multiple incidents share the same radio frequency and/ or dispatcher. Commonly, the incident name will be the location of the incident.
4. The command function is always established, the organization structure for any incident is based on the incident's management needs. An incident may not require all sections to be staffed. Incident command may be used when there is an overlap of jurisdictional boundaries or within a single jurisdiction.

III. COMPONENTS OF THE INCIDENT COMMAND SYSTEM

The incident command system has a number of components. These components working together interactively provide the basis for an effective incident command system concept of operations. They include terminology, modular organization, and integrated communications, unified command structure, consolidated action plans, manageable span of control, designated incident facility, and comprehensive resource management.

A. SELECTION OF COMMAND MODE

1. The incident commander will determine if initial command activity will be conducted from a fixed position or if it will be conducted simultaneously with the tactical operations of the first arriving company. Command from a fixed position is preferred, particularly when an incident is complex or rapidly escalating.
2. Command in the offensive mode is usually performed until command can be transferred. This normally happens when there is a need for immediate tactical activity and company staffing necessitates that the incident commander is an integral part of those tactical operations.

IV. RESPONSIBILITIES OF THE INCIDENT COMMANDER

A. Assessment of Incident Priorities

Incident priorities provide a framework for command decision making. Tactical activity may address more than one incident priority simultaneously.

B. Perform Size Up

The incident commander must perform an initial assessment of the situation, incident potential, and resource status.

C. Select a Strategic Mode

The incident commander will be required to make the critical decision, having impact on the safety of personnel and effectiveness of tactical operations. This critical decision is a selection of the strategic mode. Operations may be conducted in either offensive or defensive mode.

D. Define Strategic Goals

Strategic goals should define the overall plan that will be used by the incident commander to control the incident. They are normally broad in nature and achieved by completion of tactical objectives.

E. Establishment of Tactical Objectives

Tactical objectives are the specific operations that must be accomplished to achieve strategic goals. These are normally specific and measurable.

F. Implement the Action Plan

Implementation of the incident action plan requires that the incident commander establish an appropriate organizational structure to manage the required resources and communicate the tactical objectives. This plan may be communicated by standard operating procedure, assigning tactical objectives, or by assigning task activity by the incident commander. A company may have tactical standing operating procedures, which would define common components of the incident action plan. Orders from the incident commander may specify tactical objectives assigned to subordinate positions within the incident command structure or to a specific resource.

V. COMMUNICATIONS

All communications shall be clear text. Radio communications shall be receiver from sender using the following model:

- A.** Request to initial communications and determine that the intended receiver is listening.
- B.** Transmit the message or order concisely in clear text (English).
- C.** Receive feedback from the receiver to assure the message was received and understood.
- D.** Confirm that the message or order was understood; if not, correct and clarify the message.

VI. STANDARD GEOGRAPHIC DESIGNATION

Each exterior side of a structure shall be given a letter of designation.

- A.** The side of the structure facing the street (address side) shall be designated **A. ADAM** (*Unless designated otherwise by the Incident Commander*)
- B.** The remaining sides shall be designated **B BOY, C CHARLES, and D DAVID** in a clockwise manner.
- C.** When referring to an exposure, the side of the building closet to the exposure shall be used to identify that exposure i.e., “David Exposure” or “Exposure David” Where there are multiple units attached as in a strip mall the exposure will be listed by letter designation and number. Example: exposure D-David, David 1, David 2 David 3, etc.
- D.** The interior of the structure is designated by floor. **1, 2, 3, etc.**
- E.** The basement, attic, and roof are designated by name.

VII. DIVISIONS AND GROUPS

When multiple resources are assigned to the same function, the group shall be established to provide coordination control of tactical operations. When multiple resources are assigned to perform tactical functions in a specific geographical area, a division shall be established to provide coordination or control of tactical operations.

A. DESIGNATION OF DIVISIONS AND GROUPS

1. When division boundaries are established on the exterior of the structure or in non-structural incidents, the letter designation shall be used. In addition to establishing division designations, specific boundaries must be defined. This is particularly important in non-structural incidents.
2. When division boundaries are defined by level in a structural incident, a number or descriptive designation shall be used – **(1, 2, 3, Basement)**. If the division is given responsibility for the entire structure, it is designated as “interior division.”
3. In radio communications with a division, the letter or number designated shall follow division. Example: Division A, Division 3. If a descriptive designation is given, it shall precede division in the radio communications. Example: Interior Division.
4. Groups shall be designated by function, ventilation, water supply, etc. In radio communications with a group, the functions shall serve as a designation.

B. STAGING

When the Incident Commander has not defined an assignment for on-scene or responding resources, staging shall be established. When an incident is escalating or has not yet been stabilized, sufficient resources to meet the potential incident development should be available in staging until the incident has been stabilized. The Incident Commander or operations shall establish staging by defining its location and communicating this information to the Dispatch Center. The Dispatcher shall inform all responding resources of the location of staging. If responsibility is not specifically assigned, commander of the first company to arrive in staging shall assume the function of staging area manager. Resources in staging shall retain integrity and remain with their company and be available for immediate assignment and deployment. The staging area manager shall keep the Incident Commander or operations advised of resources availability in staging, whenever resources status changes. The incident Commander or operations shall request on-scene resources to the staging area manager and shall specify where and to whom those resources shall report. Through radio communications with staging, the incident name shall precede the designation staging.

VIII. INCIDENT COMMAND ORGANIZATION FOR LARGER INCIDENTS

Incident command system organizational structure shall be based on the management needs of the incident and shall be developed on a pro-active basis. Incident resources and management needs must be projected adequately ahead to allow for reflex time of responding resources. The Incident Commander and other supervisor personnel should anticipate standard control problems. Subordinate management positions should be staffed to maintain an accessible span of control and workload. This may necessitate requesting additional command officers to fill these overhead positions. Whenever planning logistical or finance functional responsibilities become the significant workload for the Incident Commander, the appropriate sections should be staffed. This will prevent over extension of the Incident Commander's span of control period.

IX. TRANSFER OF COMMAND

- A.** Command may be transferred from the initial Incident Commander to a later arriving or senior command officer. Transfer of command shall take place face-to face whenever possible to facilitate effective communication and feedback. If face-to-face communication is not possible, transfer of command by radio may be conducted and acknowledge.
- B.** If command has been established by a firefighter, command shall be transferred to the first arriving officer. Command shall be transferred to the first arriving command officer at the officer's discretion. Transfer of command to higher-ranking command officer is also discretionary. When a command officer allows a lower ranking officer to retain command, this does not remove the responsibility for the incident from the higher-ranking individual.
- C.** Transfer of command shall include communication of the following information"
 - 1.** Status of current situation.
 - 2.** Resources committed to the incident responding, as well the present incident organizational structure.
 - 3.** Assessment of the current effect of tactical operations.
- D.** Following transfer of command, the Incident Commander may return the previous Incident Commander to his or her company or specify assignment to a subordinate management position within the incident command system organizational structure.

X. INCIDENT COMMAND TACTICAL RESOURCES

Tactical resources can be organized for specific missions and a reduced span of control situation in several ways. The resources are deployed as single resources, task force, or strike teams.

A. SINGLE RESOURCES

A piece of apparatus is usually known as a single resource. The single resource and crew reports directly to the appropriate supervisory level.

B. TASK FORCE

The task force is any combination of single resources put together for temporary assignment. The task force can be used for all types of incidents. In other words, various pieces of apparatus or type of apparatus are joined together as a task force.

C. STRIKE TEAM

A strike team is comprised of a set number of resources of the same kind and same type.

XI. ORGANIZATION AND TASKS

A. INCIDENT COMMANDER

The Incident Commander is responsible for the following:

1. Assess the incident priorities.
2. Determine the incident strategic goals and tactical objectives.
3. Develop or approve and implement the incident action plan.
4. Develop an incident command structure appropriate for the incident.
5. Assess resources needs and orders, deploy and release needed resources.
6. Coordinate overall emergency activities.
7. Serve as the ultimate incident safety officer responsible for preventing firefighter injuries and/ or death.
8. Coordinate activities of outside agencies and also information released to the media.

The Incident Commander is also responsible for the establishment of a command post at a position to provide enough working area for the Incident Commander and personnel assigned to work in the command post. In a larger scale incident, the Incident Commander may elect to implement branches.

ANY UNASSIGNED FUNCTIONS ARE THE RESPONSIBILITY OF THE INCIDENT COMMANDER FOR HANDLING THOSE REQUIREMENTS OF THE INCIDENT.

B. BRANCH DIRECTOR

The Branch Director's responsibilities include:

1. Implementing the portion of the incident action plan appropriate to their branch.
2. Their function is to coordinate the activities within the branch.
3. Evaluate goals and objectives and requests additional resources, if needed.
4. Keeps his/her supervisor, Incident Commander, or the Operations Sections Chief informed of the status and the branch's area of responsibility.
5. Assign specific tasks to divisions or groups within the branch.
6. Resolves logistical problems associated with units deployed in the branch.

C. COMMAND STAFF POSITIONS – SAFETY OFFICER

The Safety Officer's responsibilities are as follow:

1. Monitor and assess safety hazards and unsafe situations.
2. Responsible to develop measures to ensure personnel safety.
3. Manages safety of all personnel and relieves the Incident Commander of the direct involvement in this responsibility.
4. Keeps Incident Commander informed of present problems and potential hazards. Suggests solutions to minimize the risk of identified hazards.
5. Has the authority to bypass the chain of command when necessary to correct unsafe acts immediately.
6. **Always** informs the Incident Commander of corrective actions taken.

D. LIAISON OFFICER

This is the point of contact for assisting or coordinating agencies. The Liaison Officer is responsible for the following tasks:

1. Coordinate the management of the existing or coordinating agencies, avoiding duplication of effort.
2. Acts as liaison between agencies, Incident Commander, and the Incident Command System.
3. Meets with agency representatives who have decision-making authority.
4. Communications by the Liaison Officer may be face-to-face or may be by radio to the agencies they are interfacing with.

E. INFORMATION OFFICER

The Information Officer's responsibilities include:

1. Responsible to interface with the media and other appropriate agencies.
2. May establish a press area from the Command Post and the actual incident scene.
3. Advises media and other agency representatives of its locations.
4. Arranges tours for media of safe areas.
5. Ensures activities of the media do not interfere with the on-going incident activities.
6. Acts as a central clearing point for the dissemination of information.
7. Coordinates all release of significant information with the Incident Commander.
8. Makes arrangements for media to talk with Incident Commander and/ or arrange press conferences.

F. OPERATIONS SECTION CHIEF

The Operations Section Chief is responsible for all tactical operations at the incident.

1. Assist the Incident Commander in developing strategic goals.
2. Develop operations plan.
3. Requests or release resources to the Incident Commander.
4. Consults with Incident Commander about the overall incident actions plan.
5. Keeps the Incident Commander informed of the situation and resources status within operations.
6. Supervises the staging area manager.

G. PLANNING SECTION CHIEF

The Planning Section Chief is responsible for the following:

1. **Information Management** – Collection of information regarding the incident resources.
2. Evaluation of information received from a variety of sources.
3. Dissemination of information of the Incident Commander.
4. Use of information and preparation of the incident action plan.

Also assists the Incident Commander in:

5. Developing an effective incident action plan based on project needs.
6. Modify incident action plan to meet changing needs.
7. Anticipating-changing resources needs.
8. Preparing alternative strategies and tactical options based on incident potentials.

This position is one of proactive managing. This position is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of the resources.

Components of planning may include:

- a. **Situation Status Unit**
This unit is responsible for the analysis of the situation as it progresses through the recording and evaluation about the current status of the incident.
- b. **Resource Status Unit**
This unit is responsible for recording the status of resources committed to the incident. The impact that the additional responding resources will have on the incident in anticipating resources needs.
- c. **Documentation Unit**
This unit is responsibility for the recording of all documents relevant to the incident.
- d. **Demobilization Unit**
This unit is responsible for the development of a plan for the demobilization of resources committed to the incident and assisting in the implementation of that plan.

Technical Specialist are in the Planning Section. They are people with relevant special skills or knowledge that may be applied to support incident operations

XII. LOGISTICS

Logistics are responsible for providing facilities, services, and materials for the incident.

A. ORGANIZATION AND TASKS

1. SECTION CHIEF TASKS

- a.** Manage service and support resources required for the incident
- b.** Responsible for all logistics functions needed for and incident.
- c.** Responsible for the service branch, including the communications unit, medical unit, and food unit.
- d.** Responsible for the support branch, including the supply unit, facilities unit, and ground support unit.

2. FINANCE

The Finance Section Chief is responsible for tracking all incident costs and evaluating the financial consideration to the incident. The tasks involved include:

- a.** Provide documentation for all incident costs.
- b.** Provide guidance to the Incident Commander of financial issues that may have an impact on the incident operations.
- c.** Establishing functional units to maintain an acceptable workload and span of control through the establishment of functional units. These functional units could include the time unit, the procurement unit, the compensation and claims unit, and the costs unit.

3. ITEMS (Integrated Emergency Management System)

The IEMS (Integrated Emergency Management System) is a long term for all hazardous concept for improving further implementation and the development of emergency management capabilities. It is a process for applying comprehensive emergency management concepts to real world emergency plans and capabilities. Its specific objectives are as follows:

- a.** To save lives
- b.** Protect property
- c.** Hazards
- d.** Reduce duplication of efforts and resources.
- e.** Increase jurisdictional flexibility in upgrading the capacity to handle potential hazards.
- f.** Integrate FEMA support in objectives with both state and local operational requirements.

The Incident Command System is the part of the broader concept of integrated emergency management systems. This ICS-IEMS System identifies needs for baseline fire/ ground command systems to provide predictable coordinated, effective and acceptable response to emergencies of all types by the emergency services.

XIII. AUTHORITIES

The authorities for the appendix are:

SARA Superfund Amendments and Reauthorization Act of 1986.

OSHA Occupational Safety and Health Administration, 1910.129

MOSH Maryland Occupational Safety and Health

NFPA 1500 National Fire Protection Association Standard Fire Department Occupational Safety and Health Program.

NFPA 1561 Standard for Fire Department Emergency management Systems.

NIMS National Incident Management System

INCIDENT COMMAND SYSTEM

Glossary of Key Terms

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

Allocated Resources. Resources dispatched to an incident that have not yet checked in with the Incident Communications Center.

Ambulance. A ground vehicle providing patient transport capability, specified equipment capability, and personnel (basic life support ambulance or advanced life support ambulance, etc.).

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

Assigned Resources. Resources checked in and assigned work tasks on an incident.

Assisting Agency. An agency directly contributing suppression, rescue, support, or service resources to another agency.

Available Resources. Resources assigned to an incident and available for an assignment.

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

Branch. That organizational level having functional/geographic responsibility for major segments of incident operations. The Branch level is organizational between Section and Division/Group.

Brush Unit. A light, mobile vehicle, having limited pumping and water capacity for off road operations.

Chief. ICS title for individuals responsible for command of the functional Sections: Operations, Planning, Logistics, and Finance.

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

Command Officer. An Officer who is not a part of the staffing of a Single Resource.

Command Post (CP). That location at which primary command functions are executed; usually co-located with the Incident Base.

Command Staff. The Command Staff consists of the Safety Officer, Liaison Officer, and Information Officer, who report directly to the Incident Commander.

Command. The act of directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

Communications Unit. Functional Unit within the Service Branch of the Logistics Section. This unit is responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the Incident Communications Center. Also may refer to a vehicle(trailer or mobile van) used to provide the major part of and Incident Communications Center.

Company Commander. The individual responsible for command of a Company. This designation is not specific to any particular fire department rank (may be a Firefighter, Lieutenant, Captain, or Chief Officer, if responsible for command of a single Company).

Company. A ground vehicle providing specified equipment capability and personnel (Engine Company, Truck Company, Rescue Company, etc.)

Company. Any piece of equipment having a full complement of personnel.

Compensation/Claims Unit. Functional Unit within the Finance Section. Responsible for financial concerns resulting from injuries or fatalities at incident.

Cooperating Agency. An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (Red Cross, law enforcement agency, telephone company, etc.).

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

Cost Unit. Functional Unit within the Finance Section. Responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures,

Crew Transport. Any vehicle capable of transporting personnel in specified numbers.

Crew. A specific number of personnel assembled for an assignment such as search, ventilation, or hoseline deployment and operations. The number of personnel in a crew should not exceed recommended span-of-control guides (3-7), A Crew operates under the direct supervision of a Crew Leader.

Demobilization Unit. Functional Unit within the Planning Section. Responsible for assuring orderly, safe, efficient demobilization of resources committed to the incident.

Director. ICS title for individuals responsible for command of a Branch.

Dispatch Center. A facility from which resources are directly assigned to an incident.

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

Division. That organization level having responsibility for operations within a defined geographic area. The Division level is organizational between the Single Resource, Task Force or Strike Team and the Branch.

Documentation Unit. Functional Unit within the Planning Section. Responsible for recording. Protecting all documents relevant to incident.

Engine Company. A ground vehicle providing specified levels of pumping, water and hose capacity, and personnel.

Engine. A ground vehicle providing specified levels of pumping, water, and hose capacity but with less than the specified level of personnel.

Facilities Unit. Functional Unit within the Support Branch of the Logistics Section. Provides fixed facilities for incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities and a formal Command Post.

Finance Section. Responsible for all costs and financial considerations of the incident. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and the Cost Unit.

Food Unit. Functional Unit within the Service Branch of the Logistics Section. Responsible for providing meals for personnel involved with incident.

Fuel Tender. Any vehicle capable of supplying fuel to ground or airborne equipment.

General Staff. The group of incident management personnel comprised of the: Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance Section Chief.

Ground Support Unit. Functional Unit within the Support Branch of the Logistics Section. Responsible for fueling/maintaining/repairing vehicles and the transportation of personnel and supplies.

Group. That organizational level having responsibility for a specified functional assignment at an incident (ventilation, salvage, water supply, etc.)

Incident Action Plan. The strategic goals, tactical objectives, and support requirements for the incident. All incidents require an action plan. For simple incidents the action plan is not usually in written form. Large or complex incidents will require that the action plan be documented in writing.

Incident Command System (ICS). The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

Incident Commander (IC). The individual responsible for the management of all incident operations.

Information Officer. Responsible for interface with the media or other appropriate agencies requiring information direct from the incident scene. Member of the Command Staff.

Initial Attack. Resources initially committed to an incident.

Kind. The basic nature or purpose of a Company (Engine, Truck, etc.).

Ladder Company. See Truck Company

Leader. ICS title for individuals responsible for command of a Crew, Task Force, Strike Team, or functional Unit.

Liaison Officer. The point of contact for assisting or coordinating agencies. Member of the Command Staff.

Logistics Section. Responsible for providing facilities, services, and materials for the incident. Includes the Communications Unit, Medical Unit, and Food Units, within the Service Branch and the Supply Unit, Facilities Unit, and Ground Support Units, with the Support Branch.

Medical Unit. Functional Unit within the Service Branch of the Logistics Section. Responsible for providing emergency medical treatment of emergency personnel. This Unit does not provide treatment for civilians.

NIMS. The National Incident Management System (NIMS) a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. HSPD-5

Officer. ICS title for the Command Staff positions of Safety, Liaison, and Information. Also used when a single individual performs a Unit function within Planning, Logistics, or Finance.

Operational Period. The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan.

Operations Section. Responsible for all tactical operations at the incident. Includes up to 5 Branches, 25 Divisions or Groups, and 125 Single Resources, Task Forces, or Strike Teams.

Out-of-Service Resources. Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Overhead Personnel. Personnel who are assigned to supervisory positions, including Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

Phonetic Alphabet. A-Adam, B-Boy, C-Charles, D-David, E-Edward, F-Frank, G-George, H-Henry, I-Ida, J-John, K-King, L-Lincoln, M-Mary, N-Nora, O-Ocean, P-Paul, Q-Queen, R-Robert, S-Sam, T-Tom, U-Union, V-Victor, W-William, X-Xray, Y-Young, Z-Zebra.

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

Procurement Unit. A functional Unit within the finance Section. Responsible for financial matter involving vendors.

Reporting Locations. Any one of six facilities/locations where incident-assigned resources may check in. The locations are: Incident Command Post- Resources Unit (RESTAT), Base, Camp, Staging Area, Helibase, or Division Supervisor for direct line assignments. (Check in at one location only.)

Rescue Company. A ground vehicle providing specified rescue equipment, capability, and personnel.

Rescue Medical. Any staffed ground vehicle capable of providing emergency medical services.

Resources Status Unit (RESTAT). Functional Unit within the Planning Section. Responsible for recording the status of resources committed to incident and evaluation of: resources currently committed to incident, the impact that additional responding resources will have on incident, and anticipated resources needs.

Resources. All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

Safety Officer. Responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for ensuring personnel safety. Member of the Command Staff.

Section. That organization level having functional responsibility for primary segments of incident operations, such as: Operations, Planning, Logistics, Finance and if established Intelligence. The Section level is organizational between Branch and Incident Commander.

Service Branch. A Branch within the Logistics Section. Responsible for service activities at incident. Components include the Communications Unit, Medical Unit, and Food Units.

Single Resource. An individual Company or Crew.

Situation Status Unit (SITSTAT). Functional Unit within the Planning Section. Responsible for analysis of situation as it progresses. Report to the Planning Section Chief.

Staging Area. That location where incident personnel and equipment are assigned on an immediately available status.

Strategic Goals. The overall plan that will be used to control the incident. Strategic goals are broad in nature and are achieved by the completion of tactical objectives.

Strike Team. Five (5) of the same kind and type of resources, with common communications and a leader.

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

Supply Unit. Functional Unit within the Support Branch of the Logistics Section. Responsible for ordering equipment/supplies required for incident operations.

Support Branch. A Branch within the Logistics Section. Responsible for providing the personnel, equipment, and supplies to support incident operations. Components include the Supply Unit, Facilities Unit, and Ground Support Units.

Tactical Objectives. The specific operations that must be accomplished to achieve strategic goals. Tactical objectives must be both specific and measurable.

Task Force. A group of any type and kind of resources, with common communications and a leader, temporarily assembled for a specific mission (not to exceed five resources).

Technical Specialists. Personnel with special skills who are activated only when needed. Technical Specialists may be needed in the areas of fire behavior, water resources, environmental concerns, resource use, and training. Technical Specialists report initially to the Planning Section but may be assigned anywhere within the ICS organizational structure as needed.

Time Unit. A functional Unit within the Finance Section. Responsible for recordkeeping of time for personnel working at incident.

Truck Company. A ground vehicle providing an aerial ladder or other aerial device and specified portable ladders and equipment capability, and personnel (engine Company, Truck Company, Rescue Company, etc.).

Type. The defined capability of a specified kind of company (e.g., pumping, hose, water, and staffing of and Engine Company).

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

Unit. That organization element having functional responsibility for a specific incident's Planning, Logistic, or Finance activity.

Water Tender. Any ground vehicle capable of transporting specified quantities of water.

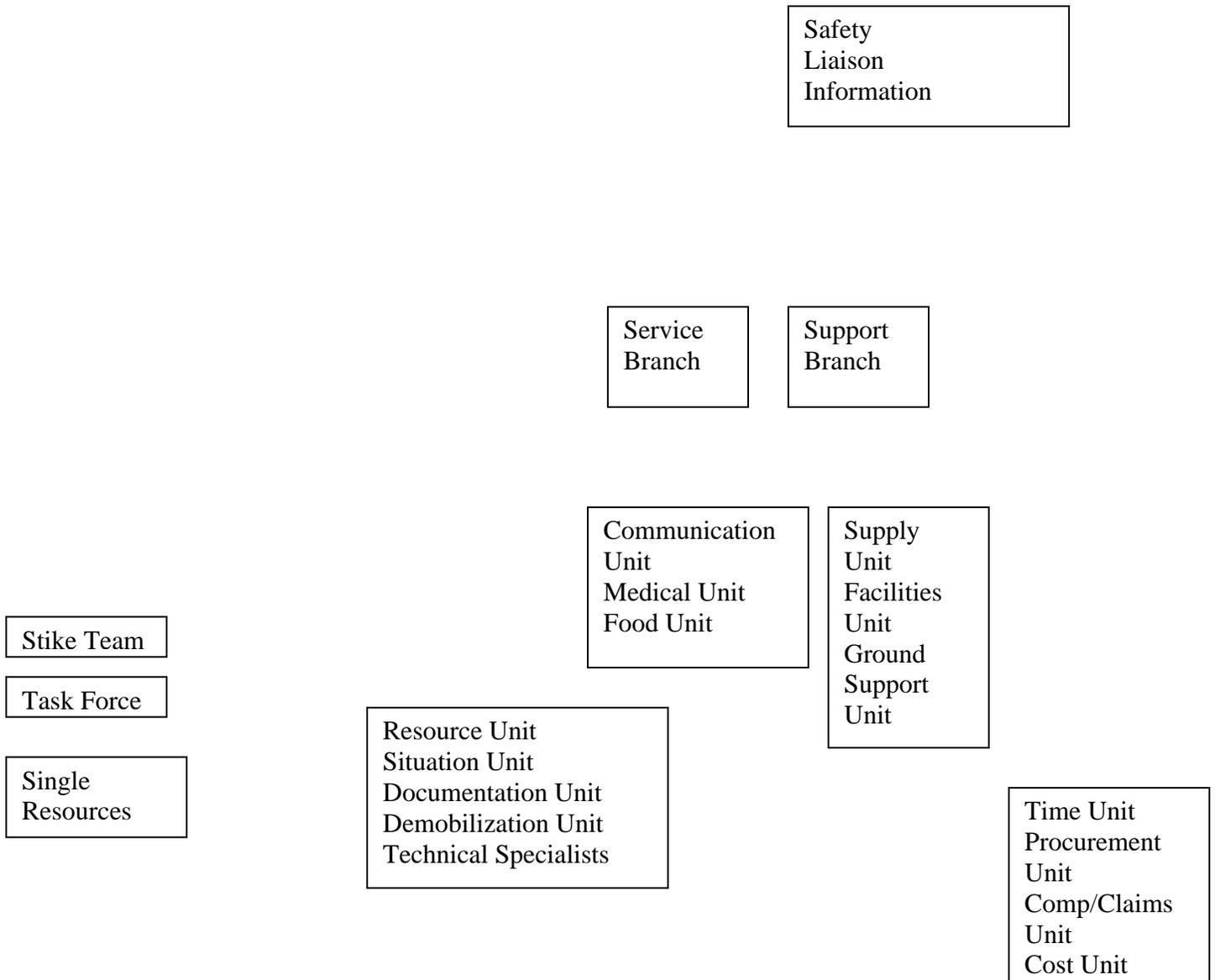
**ANNEX O
TAB B
COMMAND FUNCTIONS: EXERCISES**

Incident Command Chart

Expand ICS Organizational Structure.

The following ICS organizational chart illustrates the expanded ICS structure and highlights the functions that have been covered to this point in this course. The highlighted functions are the ICS “tools” that are available for the management of resources in the scenarios within Module 3.

**NFA MODEL
INCIDENT
COMMAND
SYSTEM**



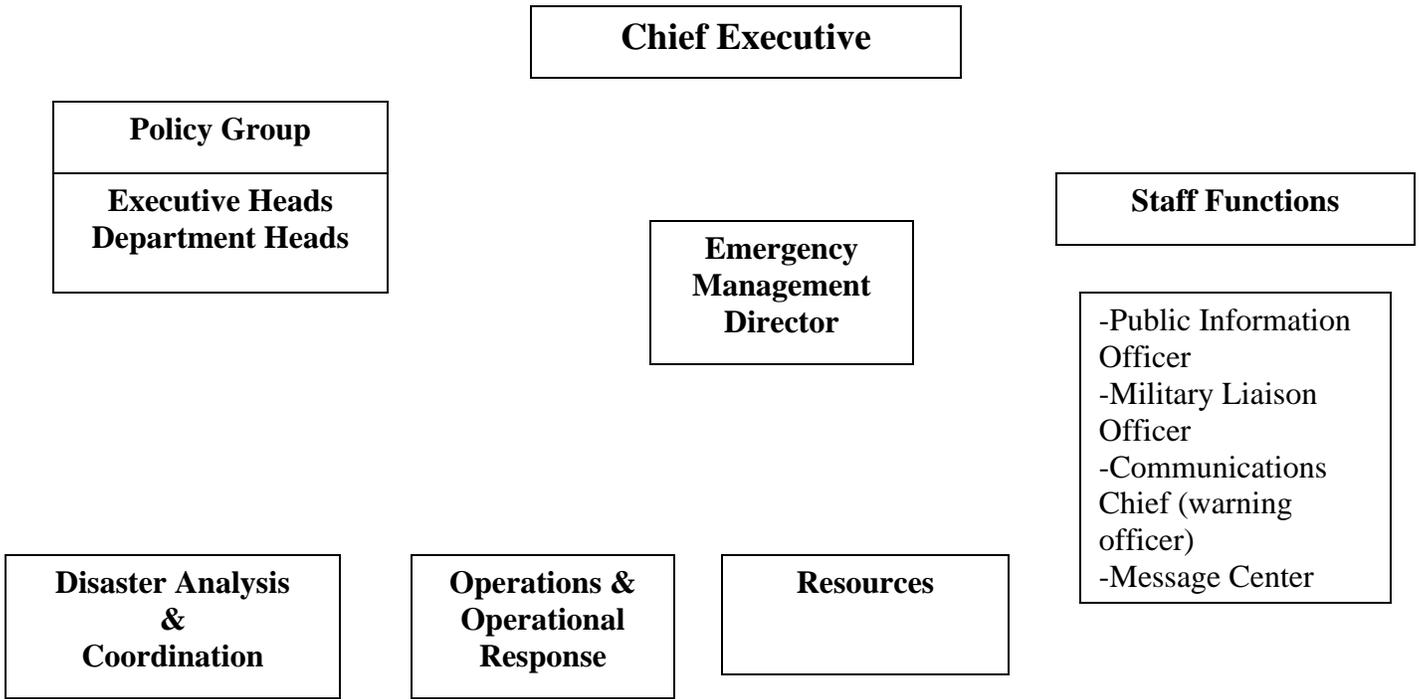
ANNEX O
Tab C
INCIDENT COMMAND
Organ Chart
Complex Incident

MODULAR ORGANIZATION
Complex Incident



ANNEX O
Tab D
EOC/ICS Organ Chart

EMERGENCY OPERATIONS CENTER MODEL



INCIDENT COMMAND SYSTEM MODEL

